



CITY OF OREGON CITY CITY COMMISSION MID-BIENNIUM GOAL UPDATE RETREAT AGENDA

Museum of the Oregon Territory, 211 Tumwater Dr, Oregon City
Tuesday, August 11, 2026 at 5:30 PM

Typically there are no public comments at work sessions, but written comments are accepted by:

- Email recorderteam@orc.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)
- Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045
- You may also attend this meeting by watching the livestream on the City's YouTube Channel:

<https://www.youtube.com/user/CityofOregonCity>

1. CONVENE MEETING AND ROLL CALL

2. GENERAL BUSINESS

- a. 2025-2027 Fiscal Review and Commission Goals and Strategies Update
- b. 2027 Community Survey Questions

3. ADJOURNMENT

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the [Oregon City's website](#) and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WPMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY

625 Center Street
Oregon City, OR
97045
503-657-0891

Staff Report

To: City Commission **Agenda Date:** August 11, 2026
From: Tony Konkol, City Manager

SUBJECT:

2025-2027 Fiscal Review and Commission Goals and Strategies Update

STAFF RECOMMENDATION:

The 2025-2027 Fiscal Review and Commission Goals and Strategies Update is an opportunity for the City Commission to hear updates from staff and engage in questions and discussions about the status of Commission Goals and Strategies.

EXECUTIVE SUMMARY:

Welcome to the 2026 Fiscal Review and Commission Goals and Strategies Update for the City of Oregon City. Thank you for taking the time to receive an update from staff on the status of the budget after the first year of the two-year budget cycle, as well as the progress being made on implementing the Commission goals, strategies, and priorities for the 2025-2027 budget cycle. The Commission will hear brief presentations from the Department Directors on the existing projects for each goal and will also provide an opportunity for the Commission and staff to discuss the ongoing efforts.

The goals and objectives of the update are:

1. Fiscal Review. Finance Director Matt Zook will present an update on the status of the first year of the two-year budget.
2. Goals, Strategies, and Priorities Updates. Each Department will present an update on the goals, strategies, priorities, and projects assigned to them.
3. Commission Discussion. Throughout the presentations, the intent is to have the Commission engage in questions and discussions with staff and each other as necessary.

The 2025-2027 Commission Goals and Strategies for the meeting have been updated and included as an attachment to this staff report. The July 2026 Updated project sheets have been arranged in the order that they will be presented at the meeting, which is by department.

BACKGROUND:

N/A

OPTIONS:

N/A

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Human Resources	Current Date:	July 1 st , 2026
Percentage Complete:	15%	Target Completion Date:	June 30 th , 2027

GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees

PRIORITY: Identify methods to reduce barriers for community members to participate in city processes and to increase access to city services and programs

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

Staff has been preparing and developing an approach to advance this priority, including developing a community survey that will help guide future work. Beginning in October 2026, staff will begin focused efforts to survey community members about their involvement in and utilization of City programs and services.

The goal of this work is to better understand who is currently participating in various programs and services—and, just as importantly, who is not. The survey will explore barriers that may be limiting broader participation and will help identify opportunities to improve access and reduce obstacles for community engagement.

Staff anticipates gathering information from a wide range of departments and programs, including Parks facilities, Recreation programs, community concerts and cultural events, Commission meetings, community development, and planning processes. Insights from this data collection will support more informed policy decisions, program development, and resource allocation aimed at expanding access and participation across the community.

Data is the best way to have an impact on improving participation.

As part of this process, the city will ask a set of baseline questions, such as:

- Who is currently participating in City and who wants to but is not currently?
- What programs and services are you most interested in?
- What are the barriers?

Collecting and analyzing this data will help guide future policy decisions, program development, and resource allocation, with the goal of reducing barriers and expanding access for community engagement citywide.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Human Resources	Current Date:	July 1 st , 2026
Percentage Complete:	60%	Target Completion Date:	June 30 th , 2027

GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees

PRIORITY: Empower staff to identify, implement, and operationalize the principles of a diverse, equitable, safe, and inclusive workplace

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

Over the last 6 months, Triangle Advising (Lamont Browne) has completed its contracted work with the Engagement and Leadership Workgroup and the Aspiring Leaders Cohort.

Engagement and Leadership Workgroup

Lamont has facilitated and supported the refocused Employee Engagement and Leadership Workgroup through a structured process to explore and develop a new Performance Evaluation form and process. His facilitation created an environment where employees from all areas of the organization could contribute ideas, share perspectives, and actively participate in the design of the new process.

Through this process, the workgroup identified several goals for the evaluation model:

- Ensure consistency in the evaluation practices across the city departments
- Create a positive and forward looking process that emphasizes employee development
- Effective feedback communication
- 2-way (180 Degree) feedback

In addition to supporting the redesign work, Lamont helped the City identify and prepare four employees to serve as future facilitators of the workgroup. He has worked closely with these coordinators to refine the purpose of the group and build facilitation skills, including leading discussions, collecting feedback, and synthesizing input into actionable recommendations.

This action directly supports the Commission's goal of reducing reliance on external contractors and facilitators by building internal capacity for long-term sustainability.

Over the next 12 months, the new facilitators and the workgroup will continue refining the group's purpose, establishing clear guidelines, and defining expectations to ensure the workgroup remains focused, effective, and valuable to the organization.

Draft Purpose Statement (to be reviewed further with Workgroup):

The Employee Engagement and Leadership Workgroup exists to strengthen organizational communication and collaboration by creating a space for leaders and employees to exchange perspectives, gather meaningful feedback, and support project-based initiatives.

The group is committed to actively listening to employees' experiences and viewpoints to better inform leadership understanding and decisions. This workgroup focuses on open dialogue, shared insight, and meaningful connection without serving as a channel for operational requests or directives.

Aspiring Leaders Cohort

This initiative represents a meaningful investment in identifying and developing future leaders within the organization. It directly responds to a key theme identified in the Stay Survey, in which employees expressed a strong interest in increased development opportunities that help them feel valued and supported in building a long-term career with the City. By cultivating a strong pipeline of emerging leaders, the City is strengthening long-term organizational capacity and ensuring leadership continues to reflect the varied perspectives and experiences present across the workforce.

As part of this development work, Lamont conducted individual DiSC assessments with each participant. These assessments provided insight into their communication styles, leadership tendencies, and preferred approaches to collaboration. Lamont used the results to help participants better understand their strengths, recognize opportunities for growth, and develop strategies for more effective communication and leadership within their teams.

Lamont facilitated three (3) 2-hour sessions with the Cohort.

Accomplishments:

- Completed the Everything DiSC Leadership Assessment to help participants understand their natural leadership strengths, tendencies under stress, and opportunities for growth.
- Analyzed individual leadership personality types and discussed strategies for effectively collaborating and communicating across different DiSC styles.
- Explored core concepts of executive presence, identifying common habits that undermine leadership and practicing adaptive communication strategies to tailor messages to different audiences.

Previous update:

The initiatives and projects supporting this priority and goal are ongoing and continual throughout the biennium. Staff completed an RFP and selection process to identify a professional facilitator and consultant. The City entered into an agreement and began working with Triangle Advising (Lamont Browne) on February 1, 2026.

Lamont and staff have been meeting and scheduling activities to support the goals. Lamont is scheduled to provide professional training and facilitation of three programs:

- City Engagement and Leadership Workgroup
- Aspiring Leaders Cohort
- Training: Leadership Training and All Staff Trainings

All three initiatives directly support this priority to Empower staff to identify, implement, and operationalize the principles of a diverse, equitable, safe, and inclusive workplace.

12 different sessions have been scheduled over the next six months, through September.

Aspiring Leadership Cohort

Session 1 - Tuesday, May 12, 2026 – Complete

Session 2 - Tuesday, June 9, 2026 – Complete

Session 3 - Tuesday, July 14, 2026 – Complete

Engagement and Leadership Workgroup

Session 1 - Tuesday, May 12, 2026 – Complete

Session 2 - Tuesday, June 9, 2026 – Complete

Session 3 - Tuesday, July 14, 2026 – Complete

Still to come...

Leadership training

Leaders	Wednesday, September 9	12:00 - 2:00	Supervising with and for Excellence
Staff	A: Monday, September 14 B: Monday, September 14 C: Tuesday, September 15 D: Tuesday, September 15	2:00 - 4:00 6:00 - 8:00 9:00 - 11:00 12:00 - 2:00	Understanding the New Performance Evaluation System
Leaders	Wednesday, September 23	12:00 - 2:00	Conducting Effective Evaluations

Status: (what has been done)

A Request for Proposals (RFP) to solicit professional facilitation was issued on October 27, 2025. The RFP was distributed through the City's standard procurement channels to ensure broad and competitive outreach. The City received seven (7) proposals from qualified firms by the submission deadline.

Five staff members representing multiple departments independently reviewed and evaluated the proposals using established criteria outlined in the RFP, including relevant experience, proposed approach and objectives, qualifications of key personnel, and cost considerations. Based on the initial scoring, two firms were identified as finalists.

The finalists were invited to participate in interviews and provide formal presentations to the evaluation panel. These presentations allowed staff to further assess each firm's facilitation approach, understanding of the City's needs, and ability to effectively engage stakeholders. Following the interviews, final scoring was completed, and Triangle Advising was identified as the highest-ranked firm.

Staff is currently working to draft a professional services agreement and negotiate final scope and cost terms. Once finalized, the agreement will be brought forward for Commission approval.

2 Key deliverables:

1. Facilitate and strategic support for the City's DEI Employee Workgroup
2. Design and delivery of staff training and leadership development which aligns with both the DEI priority and the recommendations outlined in the Stay Survey Action Plan.

The projects will include initiatives such as:

- Aspiring Leaders Cohort
An investment in identifying and developing future leaders within the organization, particularly individuals from underrepresented groups who demonstrate potential for leadership roles.
- Leadership training
Focused on equipping current and emerging leaders with the skills and understating necessary to lead inclusiveness, support diverse teams, and advance the values across departments.
- All staff training

Organization-wide sessions designed to build foundational knowledge around:

- Unconscious and implicit bias
- Empathy in the workplace
- Belonging
- Tools for inclusive communication and collaboration

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Human Resources	Current Date:	July 1 st , 2026
Percentage Complete:	75%	Target Completion Date:	June 30 th , 2027

GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees

PRIORITY: Strive to internalize DEI into the organization and reduce the long-term need for consultant assistance to successfully continue and expand workplace advancements, education, and training

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

Engagement and Leadership Workgroup Facilitators

Over the last month, Triangle Advising (Lamont) has helped the City identify and prepare four employees to serve as future facilitators of the workgroup. He has worked closely with these coordinators to refine the purpose of the group and build facilitation skills, including leading discussions, collecting feedback, and synthesizing input into actionable recommendations.

This action directly supports the Commission's goal of reducing reliance on external contractors and facilitators by building internal capacity for long-term sustainability.

Over the next 12 months, the new facilitators and the workgroup will continue refining the group's purpose, establishing clear guidelines, and defining expectations to ensure the workgroup remains focused, effective, and valuable to the organization.

Draft Purpose Statement (to be reviewed further with Workgroup):

The Employee Engagement and Leadership Workgroup exists to strengthen organizational communication and collaboration by creating a space for leaders and employees to exchange perspectives, gather meaningful feedback, and support project based initiatives.

The group is committed to actively listening to employees' experiences and viewpoints to better inform leadership understanding and decisions. This workgroup focuses on open dialogue, shared insight, and meaningful connection without serving as a channel for operational requests or directives.

The Engagement and Leadership Workgroup will continue exploring opportunities, advancing key initiatives, and integrating concepts that foster a more inclusive, diverse and safe workplace.

The group will maintain a collaborative space for cultivating new ideas and will play a role in identifying emerging training and development needs.

Additionally, the workgroup may analyze future policy considerations and offer perspective to ensure the City incorporates diverse viewpoints and supports equitable decision making.

Status: (what has been done/is being done)

The project continues to move forward as planned. The Request for Proposals (RFP) process has been completed, and Triangle Advising has been selected as the consulting partner to support this work. Initial planning meetings are underway, and session schedules have been confirmed.

The **Engagement and Leadership Workgroup** has been formed with 18 members representing all departments and levels across the organization. This group will play a central role in building internal leadership capacity and advancing key DEI initiatives.

Workgroup Session Schedule

- Session 1: Tuesday, May 12, 2026
- Session 2: Tuesday, June 9, 2026
- Session 3: Tuesday, July 14, 2026

Meetings begin in May and will focus on developing shared understanding, supporting organizational culture change, and strengthening leadership skills that reinforce equity and inclusion.

The City Employee DEI Workgroup continues to explore concepts and build internal leadership capacity. Members are actively engaged in developing initiatives that support a more inclusive, equitable, and welcoming environment for all community members, visitors, and employees.

- Employee DEI Workgroup – Structure and Leadership
- Stay Survey Action Plan

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Human Resources	Current Date:	July 1 st , 2026
Percentage Complete:	5%	Target Completion Date:	June 30 th , 2027

GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees

PRIORITY: Work with the External Community DEI taskforce to increase involvement and engagement with the community

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

Status: (what has been done/is being done)

No update -

July 8, 2025, the City Commission met in a Work Session to discuss and consider the future of the DEI Task Force.

During the discussion, Mayor McGriff and Commissioner Marl expressed an interest in meeting with current Task Force members to further explore next steps and gather input.

City staff is prepared to support and assist in the coordination of future meetings.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Michael Dobaj	Current Date:	June 19 th , 2026
Percentage Complete:	See below for % Complete, some projects On Going	Target Completion Date:	NA

GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities

PRIORITY: Strategically invest in Information Technology Systems that can keep pace with technological changes and advances, such as Artificial Intelligence, while providing an accessible, safe, and secure Information Technology Environment

Note:

The daily operation of IT is to maintain a safe, secure and accessible environment. The projects listed below are items that IT is implementing to improve security, improve / update internal or public services and keep ahead of technical dept as much as budget and staff resources allow.

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

- Tyler Technologies applications migration to their hosted environment 100%
- Microsoft Teams Migration 99%
- Transition of City domain to oregoncityor.gov 10%
- AI policy deployment with staff training 100%
- Bring Your Own Device (BYOD) Policy deployment
 - Exempt BYOD 100%
 - Non-Exempt BYOD 50%
 - Android MDM 100%
 - Apple MDM 50%
- Replace VMWare infrastructure with Nutanix 55%
- Deploy security tool, Cloudflare which is a Web Access Firewall 40%
- Replace all old Wireless Access Points 100%
- Upgrade IT Ticketing system with new RMM tool NinjaOne 30 %
- Upgrade Training tool from KnowBe4 to Adaptive 50%

Status: (what has been done/is being done)

- **Tyler Migration to Hosted**
 - The City has been fully Migrated to Tyler Technologies Amazon Web Services hosted environment. The Migration went very well, the expectation was to be fully back operational by end of day on Tuesday May 19th, and we were back fully operational at 2:30

PM on Tuesday May 19th. The entire process started on Friday evening, May 15th at 6:00 PM, and was completed Tuesday, May 19th at 2:30 PM, with no loss of data.

- We had a minor set of application issues due to the actual migration, however most of the issues were due to going from an on-premises environment to a hosted environment. An example is email from the hosted environment is completely different than email from the program in an on-Premises environment which took time to resolve. Also, staff needed to be trained on how to use Parallels and the connection to local devices like printers is different and staff need to be trained on how to connect to those devices from a hosted environment.
- I can now say that the City is completely operational with all Tyler Technology products hosted in their Amazon Web Services cloud environment.
- Next steps are to continue to improve operations with the new options we have by being in the hosted environment, those are:
 - Executive Insights – A reporting tool to allow management to get reports in a more timely manner.
 - Decision Engine – a new process for the public to be able to find the correct permit they need to fill out. This new process will make it easier for those that are new to the permit process to find the correct permit they need to apply for.
 - My Civic – A replacement for our current “My OC” mobile app. This new mobile application will improve the citizen request process for our Code Enforcement team by having the requests go directly into the code system and the code team will no longer need to manually move those requests. This new mobile application will also improve citizen engagement with a more modern look and feel, more features for future improvement in citizen communication and citizens will no longer get a notice their case was closed when it was moved from one system to another.
 - Upgrade Municipal Justice to their browser-based program.
 - Upgrade the Time and Attendance program if needed.

The items listed above will take time to fully implement and will include public notices with overlapping process to make sure citizens are fully aware of the improvement the City is making to better serve them.

- **Teams Migration**

- As previously stated, all City departments except Police are now fully migrated to Microsoft Teams. This migration has allowed for better interdepartmental collaboration, better communication and has allowed Department Heads to manage access to their department’s information without waiting for IT but with IT support if needed. This has also given the City the ability to better collaborate with outside parties such as other municipalities and 3rd party providers.
- The next steps are to complete the Teams migration for the Police department; the delay is to validate and make sure they are comfortable with the security of Microsoft Teams and to make sure they fully understand that Microsoft Teams is fully CJIS compliant.

- **Domain change to .gov**

- The City is now ready to begin the migration to our new domain, “oregoncityor.gov”. This migration to .gov is required by the state to continue to receive IT grants and to follow security practices. The .gov domains are more secure and will help ensure the public that any services the City supplies via the .gov domain is secure and is actually the City and not a threat actor trying to scam the public.

- Communication to the public will begin October 2026, the communications department will work with IT to send out those communications with the actual move to start January 2027. The goal is to migrate in groups with as little disruption to staff or public services as possible. There are a lot of details still to work out for this project including making sure our new Web Access Firewall, Cloudflare, is fully setup and ready to support "oregoncityor.gov".
- All current domain services such as email going to "orcity.org" will still be received by the recipient and remain fully functional for the foreseeable future.
- **AI policy**
 - Although the AI policy is completed and in place there are still a lot of items that need to be addressed such as:
 - Data Governance
 - Record Retention
 - Data Classification
 - AI Access Management
 - Continued Staff AI use training
 - Data governance is a large part of making sure the use of AI is managed to keep City data safe. Some municipalities are limiting use of AI to only one AI platform such as CoPilot. There are tools in Office 365 to help support this need, but the overarching structure such as Data Classification, Data Loss Prevention Policies and Data Tagging needs to be determined and operational. This process has started but will take time to complete and includes setting proper Data Retention policies and practices. There are new tools being developed to help IT teams manage and support security and use of AI platforms. Vetting those tools and determining what works best for the City and the City's budget, will be a part of this process.
- **Bring Your Own Device Policy**
 - Now that we have been able to improve and upgrade the City's Active Directory to a more modern version, we now can start to move all devices to be managed by our Mobile Device Management tool, Intune. The beginning of this is to properly build dynamic groups so all users as they are onboarded to the City are automatically placed into the appropriate groups for Mobile, BYOD and workstation policies. This work has been started and will continue as devices are replaced over time to move to a more modern and supportable structure.
- **Infrastructure Replacement (Nutanix)**
 - This project is critical as the date we must have this completed is January 20th, 2027. We have purchased and have finally received the hardware, and the migration will begin July 6th. The time for a complete cutover to the new infrastructure will be about 2 to 3 months, we do have support to help process the migration and there should be no disruption to City services or staff during this process. Once completed there will be cost savings for the City by reducing our MSP costs since internal IT staff will be able to support this new infrastructure without help from our MSP, who fully supports our current infrastructure. The migration of all Tyler Technologies servers to their hosted environment also supports cost reduction by reducing the number of servers we support which also helps internal IT staff absorb the infrastructure support services.
- **Cloudflare Deployment**
 - Cloudflare is a Web Access Firewall, which will help protect the City from bad actors trying to get onto our internal Maps web services as well as third party services such as the City's

website. They have a free program that we are now a part of; we would not be able to afford this without the free program. Cloudflare is the leader in Web Access Firewalls and will be an excellent addition to the City's security framework. We will be implementing this service when we move to our new .gov domain. It will be better to wait until then to make this service operational instead of trying to utilize it now and then migrate later.

- **Replace all old wireless access points**

- All old wireless access points have been replaced with more capable and current devices including adding devices to the library for staff to use which improves access to City resources for Library staff.
- The next steps are:
 - Update Public access to utilize a Splash Screen instead of a wireless password.
 - Update Mobile access for City mobile devices to be more secure and accessible for staff to use.
 - Update the City's private wireless access to utilize certificate-based authentication instead of City username and password. This will remove issues that occur when staff update their City password.
 - Possibly update the Public Internet access to use a different internet provider so they do not use up City bandwidth.

- **Upgrade IT Ticketing system with new RMM tool NinjaOne**

- IT now has a new tool called NinjaOne. This tool will replace the current ticketing system Zendesk as well as our application management tool Ninite. This new tool will not only improve our IT Helpdesk system, but it will also add a lot of features we currently do not have such as IT Asset management, server and workstation patching services and staff's ability to see updates and add updates to tickets they have started. It will also offer system tray capabilities to staff to help with items such as links to Tyler Hosted Services. This tool will also allow internal IT staff to assume server and workstation patching services which will be a cost savings by removing that process from our MSP. This tool is currently operational with a cutover of the first item, IT Helpdesk, the week of June 22nd, 2026.

- **Upgrade Training tool from KnowB4 to Adaptive**

- IT now has a new tool called Adaptive. This new training tool will replace the current KnowBe4 IT training tool. This new training tool has many more features and functionalities such as the ability to quickly build training campaigns on City policies, more catalog items for other departments such as HR and Finance. This training tool can be utilized by all departments, not just IT, unlike KnownBe4 was only utilized by IT. This tool is also more modern, and the training is much more interactive and will supply a more thorough training experience.
- Next steps are to implement the new employee onboarding training, update phishing quarterly and annual training campaigns to replace the current campaigns and roll out to all other departments that may want to utilize this training tool.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Jarrod Lyman	Current Date:	July 7 th , 2026
Percentage Complete:	Complete	Target Completion Date:	
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process. PRIORITY: Increase the material and content on the City’s website and social media channels, as well as the methods by which they are produced and delivered, to maximize the information provided in a short and concise manner, including possible expanded use of video			
Breakdown of Projected Timeline: (looking ahead at the next 3 months)			
Status: (what has been done/is being done) Stories from Trail News are also being reformatted to work on the website, and also within Trail News, providing multiple opportunities for residents to obtain pertinent information. A mix of photo and video content is being created for Facebook, resulting in metrics that exceed many other communities. During the month of June, the City page had 631,000 views. This was a 59% increase over the prior month, which still saw more than 372,000 views. Much of that increase came from the OC Unity event reel, which was viewed more than 234,000 times. Content was engaged with nearly 30,000 times, a 3% increase over the prior month. The largest increase was in followers, where the City page gained more than 576.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Jarrold Lyman	Current Date:	July 6 th , 2026
Percentage Complete:	Ongoing	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Utilize community events, such as Concerts in the Park, National Night Out, and others to increase community education and engagement			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) First City Celebration and National Night Out will be staffed by Community Engagement personnel. Staff have also been assisting Parks staff with the Open House events planning for future facility upgrades. OC Library's Touch a Truck Event- July 8 th OCPD Youth Summer Camp- July 20-24 th First City Celebration- July 25 th National Night Out – August 4 th Hilltop Health and Safety Fair – September 19 th			
Status: (what has been done/is being done) Community Engagement staff was present at the two Parks and Recreation open houses to help with outreach about the projects and other City opportunities. Worked with other departments to have a large presence at First City Celebration. In addition to having information from all departments and volunteer opportunities, staff created a community pride focused photobooth/selfie station that was well used. Staff coordinated with multiple departments to have a large presence at National Night Out and also worked with the neighborhood associations and with the CIC to increase their visibility as well.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Jarrold Lyman	Current Date:	July 7 th , 2026
Percentage Complete:	Ongoing	Target Completion Date:	June 30 th , 2027

GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process

PRIORITY: Continue to support the Citizen Involvement Committee and Neighborhood Associations and strive to identify methods to increase community involvement and improve communication with the City Commission

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

- Staff has followed up with a resident from Rivercrest neighborhood several times who has expressed an interest in reactivating the association. Rivercrest is the last remaining inactive neighborhood. Resources and assistance will continue to be provided in an effort to reactivate the group.
- Improvements are anticipated to be made to the Community Development Community Room to enable amplified audio for NA meetings that are held in that space.
- Staff will support the CIC in hosting a booth at the National Night Out event on Tuesday, August 4. Information was shared with all NA Chairs to encourage individual associations to participate and engage with residents during the event.

Status: (what has been done/is being done)

- Staff has coordinated with CIC members to run two articles within the Trail News (June and July issue) clarifying the distinction between HOAs and NAs.
- Staff coordinated with the Parks and Recreation Department to ensure that the CIC received formal invitations to community open houses held in late spring/early summer related to Clackamette Park, the future of the aquatic center, and the End of the Oregon Trail.
- All twelve NA resolutions have been displayed within the Community Development Community Room, where the majority of the associations meet. Staff was able to replicate a document for Two Rivers NA so that all NAs could be represented in the display.
- The CIC updated their goals and made appropriate changes during the April 6 work session, which were then approved at the following meeting in May.
- The transition to the new monthly Trail News format eliminated the need for NA postcards and allowed NAs to allocate funds towards community outreach events, such as ice cream socials. Hazel Grove-Westling Farm and Park Place had particularly successful events, each attracting more than 100 residents.
- Staff coordinated with the Community Development Department to make an innex cube available for NA use within the Community Development Room. The NAs are the only organizations outside of the City that have access to this technology within that space. This allows NAs to successfully host virtual meetings, making NA meetings more accessible to all residents.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Jarrod Lyman	Current Date:	July 6 th , 2026
Percentage Complete:	100%	Target Completion Date:	
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Investigate opportunities and costs to enhance Trail News and focus on more up to date material and information that is produced on a more regular basis			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) A routine for producing Trail News has been established, and staff will continue to fine tune.			
Status: (what has been done/is being done) Six issues have been distributed thus far. Public reception has been largely positive.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served PRIORITY: Advocate for proportional federal, state, regional, and county funding to address the impacts on the community and to provide adequate local services to support the demands created by increased housing and social services			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Review previous years' statistics to identify specific impacts on the department that will help us advocate for county, regional, and state funding opportunities. - Work with Kelly Hart on lobby support at the state legislature specifically to identify possible state and regional funding sources. See Commission Goal 2.3 for general updates on lobbying plan for city. - The Police Department will start utilizing the FY26-27 Community Enhancement Grant that was awarded to the department.			
Status: (what has been done/is being done) - Applied for and was awarded \$40,000 for the Metro Enhancement Grant for PD/Code project: Keep OC Clean (Homelessness Camp Cleanup/Graffiti Removal/Shopping Car Pickup) - Tracked 10 public safety related bills during the 2026 short session. - Submitted a Community Initiated Projects grant through Wyden/Merkley and Bynum's offices for COPS grant funding for direct appropriations - Conducted an initial meeting with Senator Wyden's office to obtain an understanding of the funding review process. Requested additional meetings with elected officials present. - The Police Department and Code Enforcement Division applied for the FY26-27 Community Enhancement Grant, and was awarded \$35,000 for the same "Keep OC Clean" (Homeless Camp Clean-up, RV and Boat Disposal, and Shopping Cart Pick-up) project. - FY25-26, Police Officers spent over 180 hours contacting and posting camps. The camp clean-up vendor cleaned numerous camps, spent 569 hours cleaning, and dumped 55,300 pounds of trash at the Metro Station. - In FY25-26, the department spent \$55,000 on camp clean-up and RV/Boat disposal costs. Of that, \$40,000 were Community Enhancement Grant funds and \$15,000 came in the form of department grant matching. - Keep OC Clean - Between July 1, 2025 to June 30, 2026, Code Enforcement picked up 117 bags of trash and picked up 374 shopping carts across 301 different locations. They have also cleaned 5 locations that contained graffiti.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served PRIORITY: Work with business partners downtown, Clackamas County, and non-profits to address existing impacts and identify solutions, especially the impacts associated with the existing after-hours and weekend homeless service gaps			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Continue monthly DOCA meetings and coordination with Love One and our HOS - Review previous years' statistics to identify specific impacts on the department that will help identify possible additional partners that can help provide resources.			
Status: (what has been done/is being done) - Since codified, there have been 5 individuals who were served notices of exclusions from the Downtown Core Area. 1 individual was given a second exclusion for 90 days. - Mayor, City Manager, and Chief of Police met with Love One to discuss housing/shelter needs. - Prepared and presented an Exclusion Zone Ordinance to City Commission. The exclusion zone ordinance was passed by a unanimous vote and goes into effect on January 2nd, 2026. - Chief Davis meets monthly with DOCA Director Juliana Allen to share information and work to identify solutions to reduce the impacts associated with homelessness in the downtown area. - The PD coordinates with Love One and our Homeless Outreach Specialist to identify homeless individuals that need outreach and resources.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Provide for social services while utilizing enforcement as needed to meet community members and businesses expectations for a safe and inviting City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Our BHU continues to provide key mental health services to the homeless community and work with community partners to provide resources as needed. • Evaluate the newly approved downtown core exclusion zone and report back to the Commission. • BHU will continue providing PD staff required DPSST continuing education each month			
Status: (what has been done/is being done) • BHU provides 15-30 minutes of required DPSST continuing education training to staff each month. • BHU is part of the Clackamas County O.W.L.S Crisis Intervention Team (CIT). This is a multidisciplinary partnership that is to enhance community-based crisis response by bringing together professionals from multiple disciplines who provide direct services to individuals experiencing behavioral crisis. The team meets quarterly. • Since codified, there have been 5 individuals who were served notices of exclusions from the Downtown Core Area. One individual has been issued a second exclusion for 90 days. • BHU trained all non-sworn office staff in PD and Code Enforcement on deescalation. • Prepared and presented Exclusion Zone Ordinance to City Commission which was passed by a unanimous vote. Ordinance goes into effect on January 2nd, 2026. • Worked with City Prosecutor and municipal court on future Caring Court • We utilize our Love One Homeless Outreach Specialist to provide social services and outreach to homeless individuals our staff encounter. • Had a Work Session with the Commission on Exclusions Zones at the September 9th, 2025 Work Session. Staff was provided with direction to move forward with an Exclusion Zone ordinance and bring back to a future Commission Meeting. • Our BHU continues to provide mental health services to the homeless community as needed.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Increase communication about the services, resources, and the role of the City and steps that are being taken to address homelessness in the community			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Continue to identify communication needs and share information about services and resources available to address homelessness in the community. - Continue to have regular meetings with DOCA and our community partners.			
Status: (what has been done/is being done) - Did article in Trail News Article and news stories on the CEZ. - Created a one-page information flyer about the new Downtown Exclusion Zone Ordinance. This was shared with DOCA, downtown businesses, and The Father's Heart. - Placed new Exclusion Zone Ordinance information on City's website. - Chief Davis meets monthly with DOCA President Juliana Allen to share information and create solutions with homelessness related calls in the downtown area.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Continue to be a regional leader in identifying and implementing creative solutions and partnerships to reduce homelessness and its impact on the community			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Review previous years' statistics to identify specific impacts on the department that will help us identify potential solutions and partnerships.			
Status: (what has been done/is being done) - Library, PD, Code Enforcement, & BHU refer individuals to our Love One Houseless Liaison Claire Seaton for services. - From June 2025 – June 2026 our Love One Houseless Liaison had 177 contacts (household) with 207 individuals. Of the 177 contacts, 90 of the contacts, (101 individuals) the area of origin was Oregon City. - Through the Clackamas County City-Led Initiative Grant, Love One was awarded a grant to hire a Homeless Outreach Specialist (HOS) for Oregon City. We coordinate with Love One and our Homeless Outreach Specialist to identify homeless individuals that need outreach and resources.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Shaun Davis	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Advocate for engagement and partnerships with neighboring communities to provide resources within their jurisdictions to increase services throughout the region			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Review previous years' statistics to identify specific impacts on the department and city. Use the statistics to engage and build partnerships with neighboring communities.			
Status: (what has been done/is being done) Mayor, City Manager, and Chief of Police met with Love One to discuss housing/shelter needs. Advocated for resource needs to be addressed county wide, not just in Oregon City.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Aubrey Sorensen/Matt Zook	Current Date:	June 30 th , 2026
Percentage Complete:	35%	Target Completion Date:	June 30 th , 2027
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Strive to embed the Oregon City Support Services Community Court into the proposed Caring Place facility to consolidate supportive services into one location			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Continue collecting participant demographics and program utilization data. - Analyze trends in participant demographics, referrals, attendance, and service utilization. - Produce a demographic and program outcomes report summarizing participant characteristics and service delivery.			
Status: (what has been done/is being done) - Caring Court posted in the Clackamas County bar newsletter for the defense attorney position. Kelly Fitzpatrick applied and signed a two-year contract. - Caring Court staff met with Bearing Construction to discuss building security and floor plan design at the Caring Place. - The Commission approved renewing the contract with the Caring Court prosecutor and a new two-year contract for the Caring Court defense attorney. Caring Court just completed our 16th session and celebrated our 31st graduate. Since the first session in October 2025, Caring Court has served 35 walk-ins, provided 327 meals to go, and logged 384 hours of community service. These milestones reflect the continued dedication of our participants, volunteers, court staff and community partners in making a positive impact.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Ann Griffin/ Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	35%	Target Completion Date:	June 30 th , 2027
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Ensure a smooth transition and the necessary support and coordination between the Destination Marketing and Management Organization and the City.			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - The DMMO Administrator and Economic Development staff continue monthly check-in meetings. The Economic Development Coordinator attends the DMMO Board monthly meeting and provides logistics support at City Hall as needed. - The next Art Action Lab will take place in November. - Work with the DMMO Administrator to fulfill the terms and conditions of the City's MOU Agreement (ongoing)			
Status: (what has been done/is being done) - The DMMO Administrator collaborates with the Arts Commission to identify Arts Commission projects with a tourism component. We jointly launched the Art Action Lab series. - At the April Art Action Lab, stakeholders in the arts and local tourism gathered and developed 3 concepts to be developed into a festival event and related art activity. The Action Lab selected the Pacific Lamprey as its top choice. The Arts Commission submitted an Enhancement Grant application which proposed a Pacific Lamprey statue for Clackamette Park. While the project was not selected for the 26-27 Enhancement Grant cycle, the Arts Commission will continue to look for funding for such a statue. - Art Action Lab meeting was a joint project of the DMMO and the Arts Commission. - Economic Development Coordinator participates in Quarterly Tourism stakeholder gatherings convened by the DMMO.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Ann Griffin/Kelly Hart	Current Date:	June 22 nd , 2026
Percentage Complete:	80%	Target Completion Date:	June 30 th , 2027
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Review the process for public and private event planning, the City grant processes, and the Metro Enhancement Grant program to determine if the application submittal and review process can be simplified and improved			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Upcoming work session with City Commission to review proposed policy guidelines for public event permits that close 3 or more blocks of Main Street in Downtown Oregon City.			
Status: (what has been done/is being done) The April 2026 5.2 update encompassed work being done to review the public and private event planning process, including events that close Main Street in Oregon City’s downtown. It also described work related to two on-going community grant programs administered by the City (the Community Enhancement Grant and the City-Sponsored Public Event grant program). Community Enhancement Grant: Staff and the Enhancement Grant Program Committee completed the work they had undertaken, and the Committee made grant-award decisions for the 26-27 grant cycle according to the revised grant program guidelines. City Sponsored Public Event Grant: City Commission has approved four grant awards for 2026: The Oregon City Car Show, First City Celebration, Oregon City Porchfest and the Festival of the Arts. Each organization receives an \$8400 advance toward eligible expenses. The maximum grant award is \$12,000. Downtown Main Street Closure policy: In March, the City Commission held a special work session to review multiple City programs that impact park and public right of way closures, including park rentals, film permits, and special event permits. City Commission asked staff to schedule a follow-up discussion to review Main Street closure procedures, including how far in advance of an event that the City must receive a completed permit and the number of days’ notice that event organizers need to give to downtown businesses that will be impacted by a proposed public event. Staff from Economic Development/Community Development, Public Works and Parks and Recreation have met twice to assess existing City policies and to review these issues.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Ann Griffin/Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	35%	Target Completion Date:	June 30 th , 2027
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Focus on the marketing and development of the employment lands within the Thimble Creek Concept Plan and along Meyers Road			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) The President of Clackamas Community College and a secondary senior staff person have agreed to meet with the Thimble Creek Ad Hoc Committee to discuss the property owned by the college and identify next steps for determining potential college and City collaboration.			
Status: (what has been done/is being done) • A Thimble Creek Ad Hoc Committee has been established. The committee is comprised of two City Commission members as well as the City Manager, staff from economic development and planning. • The Oregon City Commission adopted via resolution the Thimble Creek Industrial Land Readiness Strategic Plan in the Spring of 2025 • City staff met with Clackamas Community College to discuss options for development of their recently acquired property in the Thimble Creek Area. • On March 2, 2026, two City Commissioners, Ec. Dev. Staff and officials from Clackamas Community College met to discuss property purchased by the community college. It was agreed that a technical working group would be created to move forward on addressing the development obstacles facing the Thimble Creek Concept Plan and to establish a public partnership with the Community College to draft options for the development of land owned by the college. • On March 10, 2026 Denyse McGriff and Mike Mitchell briefed their fellow colleagues on the meeting with the Community College.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	99%	Target Completion Date:	March 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Complete the feasibility study for the expansion opportunities of broadband in Oregon City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) No further action at this time.			
Status: (what has been done/is being done) - Staff from public works, community development, IT, and finance (interdepartmental team) met to revisit and review the Magellan Fiber Optic Study. (January 2026) - Consultants, Magellan Advisors, finished their fiber optics feasibility study (Delivered in December 2022). The City of Oregon City experienced a cyber-attack in Feb 2023. - No further update following the departure of James Graham.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Ann Griffin/Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	100%	Target Completion Date:	February 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Participate in discussions with Clackamas County to determine the future of the downtown County Courthouse and how to safely and securely manage the building while it is vacant to ensure it does not negatively impact the downtown businesses and visitor experience, while maintaining public access to Liberty Plaza			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Only staff action required at this point is to remain in communication with Level Development to monitor project completion date. • Planning application for the new development is being processed. • Communication continues on the funding options and responsible party to complete the construction of Liberty Plaza.			
Status: (what has been done/is being done) • Level Development enrolled in the Vertical Housing Tax Credit program. • Demolition of the Main Street County Courthouse building began the Spring of 2026. • While the County Court house site is an active deconstruction site, traffic impacts in the downtown core are minimal. Flaggers on site to maintain traffic flow.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Ec. Dev and Code Enforcement	Current Date:	July 22 nd , 2026
Percentage Complete:	90%	Target Completion Date:	February 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Identify opportunities to support downtown Oregon City businesses in response to the relocation of the County Courthouse, including updating the parking study, potential business support programs, and employee parking opportunities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Confirm with Code Enforcement, the Police Dept. and DOCA that this work is complete from their respective perspectives. • Continue to meet with DOCA to identify business health in downtown, and any potential support programs needed beyond current programs.			
Status: (what has been done/is being done) Parking Downtown • Downtown Parking areas selected for 3-hour parking • Code Enforcement made a presentation to City Commission on parking downtown on November 5, 2025. • On November 12, 2025, City Commission met with City Police and the Downtown Oregon City Association to discuss downtown parking with City Police and the Downtown Oregon City Association. • A parking study was prepared by Rick Williams Consulting for the Oregon City Community Development Department. • With the relocation of the County Courthouse there is more parking available for patrons • On November 12, 2025, the City Police and the City Commission discussed extending the parking meter time allotment from 2 hours to 3 hours, allowing more time for downtown patrons.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Ann Griffin/Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	90%	Target Completion Date:	November 30 th , 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Investigate opportunities to expand the enterprise zone, vertical housing tax credit, and other programs in the mixed use, commercial, employment, and industrial areas to support and encourage businesses, employment, and housing investments in Oregon City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Adaptive Reuse Rehabilitation Building Program: T5 Equities, a second downtown property owner, has submitted their application to the program. They will make a presentation to City Commission on August 19, 2026. • Vertical Housing: Staff to finalize the new map for Vertical Housing Tax credit availability. The map and Guidelines will be reviewed with City Commission. • Enterprise Zone: A large employer has expressed interest in utilizing the program to expand their current campus. Staff to meet with this company to confirm their ability to expand and their estimated timeframe.			
Status: (what has been done/is being done) • Adaptive Reuse Rehabilitation Building Program The loan review committee met for a second time on July 15, 2026 and approved the loan application from Donna London contingent upon specific revisions to the commercial security agreement that is part of the collateral pledged to support the loan. These revisions will be made during the last week of July and the first payment to support the rehabilitation project at 705 Main Street will be issued in August. • Vertical Housing Tax Credit Program Staff is monitoring the Courthouse redevelopment project. The developer, Level Development, completed their application to the program.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Economic Dev & Human Resources	Current Date:	July 22 nd , 2026
Percentage Complete:	10%	Target Completion Date:	November 6 th , 2026
GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees PRIORITY: Find methods to encourage Oregon City-based businesses to take part in City procurement processes and to prioritize buying local			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) A draft set of guidelines and small business vendor list will be crafted by staff for internal review. Primary categories are expected to include food items and professional services. An important component of this work will require outreach and education among the local business community.			
Status: (what has been done/is being done) • Updated Community Development team. • The creation of a small business vendor list for eligible Oregon City businesses seeking to conduct commerce with Oregon City Municipal Government.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Dayna Webb/Kelly Hart	Current Date:	July 22 nd 2026
Percentage Complete:	40%	Target Completion Date:	June 30 th , 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities PRIORITY: Consider lobbyist support to identify and secure federal, state, county, and regional funding and grants for needed transportation, water, sewer, and stormwater infrastructure investments and to influence Legislative actions that impact the City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Participate in Legislative Days in September and December. • Prepare topics and meeting ideas for City Day at the beginning of the 2027 legislative session. • Schedule meetings with representatives to advocate for capital funding request. • Finalize Commission legislative priorities and advocacy framework.			
Status: (what has been done/is being done) • Held initial meetings in January 2026 with Public Works leadership to discuss: ○ Infrastructure needs and project scope ○ Funding gaps and potential grant opportunities ○ Legislative issues impacting transportation, water, sewer, and stormwater systems • Submitted Capital Funding Request for lottery bond funding for Hwy 213/Beavercreek intersection in the 2026 short session • 2026 Short session bill tracking for infrastructure and other key areas of interest for the city. • Kelly Hart and Dayna Webb collaborated to prepare public testimony in support of the capital funding request. • Held meetings with Senator Meek and his Chief of Staff for sponsorship of the city's funding request in the 2026 short session. New Updates: • Developed connections with LOC lobbyist to consider a legislative concept and discuss city/LOC collaboration efforts. • Surveyed City Commission on legislative priority ranking for the LOC. • Developed and transmitted a City Commission survey on City legislative priorities. • Transmitted a department survey to identify priority areas and ideas for advocacy for the 2027 long session. • Collaborated with Public Works to identify potential capital funding requests for the 2027 long session. • Held City Commission work session on legislative affairs on August 5, 2026.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	5%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Create pre-approved designs for accessory dwelling units that would be allowed throughout the City, with the exception of the McLoughlin Conservation and Canemah Historic Districts			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) <i>THIS WAS NOT FUNDED IN THE 25-27 BUDGET</i>			
Status: (what has been done/is being done) Staff to research grant funding opportunities: - Legislative adoption of OCMC 17.40 code amendments and the creation of a new HRB Policy #13 allowing for building permit review of small dwelling units on non-designated resources in the McLoughlin Conservation District, in accordance with the Compatible Change HRB policy direction. (Spring 2026 – still on track) - Funding also available through Dept. of Land Conservation Housing Grants, National Trust for Historic Preservation. - Concurrent efforts underway in response to HB 2258, Department of Consumer and Business Services - Overlay District regulations for Natural Resources and Geologic Hazards constrain land, require Land Use process. - Work will be informed by DLCD mandated Housing Production Strategy to be adopted in 2027, following completion of Housing Needs Analysis in 2026. - City has begun the Housing Capacity Analysis and Contextual Housing Needs process. - Awaiting DLCD completion of permit ready plans for accessory dwelling units.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Ann Griffin/Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	50%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Consider the creation of an inclusionary zoning program and extend the vertical housing tax credit where appropriate, primarily in the mixed-use zones			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Staff will complete revisions to the existing guidelines for the Vertical Housing Tax Credit Program. • Staff will present an update on the program to City Commission in mid-November or early December. • Voluntary Inclusionary Zoning program to be considered as part of the upcoming Housing Production Strategy work.			
Status: (what has been done/is being done) • Economic Development and planning staff have met to determine areas in the City where mixed use development is available. The footprint will be expanded to include additional areas along Molalla Avenue and Beavercreek Road where zoning permits mixed use. • Level Development applied to the Vertical Housing Tax Credit Program.			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Community/Economic Development	Current Date:	July 22 nd , 2026
Percentage Complete:	2%	Target Completion Date:	March 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Identify opportunities to use public land in partnership with non-profits for the development of long-term workforce housing			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Identify City-Owned or Urban Renewal properties to be utilized for building workforce housing. Approval from the appropriate governing bodies will be required. - City is working to decommission the old public works facility on Center Street and prepare for possible sale to promote workforce housing.			
Status: (what has been done/is being done) No Update – No change since April 2026			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update

Department Contact:	Kelly Hart	Current Date:	July 22 nd , 2026
Percentage Complete:	100%	Target Completion Date:	December 15, 2025
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance			
PRIORITY: Maintain our Tree City USA designation			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff will be preparing to submit the annual Tree City USA application fall 2026.			
Status: (what has been done/is being done) - Planning Division has submitted the annual TCUSA application since 2013 when Oregon City was enrolled in the program. 9/15/2025 ODF announced opening of TCUSA application for 2025. - Data was compiled from Planning, Public Works and Parks Departments. Public Works has reported. - The reporting period includes data for the calendar year starting 1/1/2025, so the application is typically submitted close to the deadline to assure current numbers are included. - Tree City USA Requirements - Expenditure of min. \$2 per resident on trees. City typically exceeds \$10 per resident. - Tree Ordinance (Public Trees) - Observe Arbor Day - Designated Tree Board or City Manager (Natural Resource Committee) - Application was approved on December 18, 2025. - Arbor Day event held on Saturday, March 14, 2026 in coordination with Friends of Trees planting event. - Staff will prepare to apply for the TCUSA again in fall 2026.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Dayna Webb	Current Date:	July 1 st , 2026
Percentage Complete:	40%	Target Completion Date:	Fall 2026
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Continue the process of discontinuing City use of the Center Street property			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) The contractor is wrapping up the Magnesium Chloride (De-Icer) & Sanding Rock Storage, and crews will run winter weather operations out of Fir Street this coming Winter. Staff will continue working with WES staff to develop an IGA for long term use of their facility for sewage decanting.			
Status: (what has been done/is being done) Staff have identified a handful of items that need to be addressed to prepare the Center Street Property for its next chapter. These include: Magnesium Chloride (De-Icer) & Sanding Rock Storage: - Construction is wrapping up and the crew will run winter weather operations out of Fir Street this Winter. Decant Facility: - City staff have met with Water Environment Services staff and WES has verbally agreed they can accept our raw sewage materials for decant. City staff have visited the WES decant site, and been trained on using their facility. - Staff are working with WES to develop an IGA for the long-term use of their facility for decant purposes. Once the terms of the IGA are determined, the IGA will be presented to City Commission for approval once complete. Sandbag Station: - The sandbag filling station has been relocated to Hillendale Park, near the Camp Host. General Site Clean-up: - Staff will continue working to remove any remaining items at Center Street.			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Dayna Webb	Current Date:	July 1 st , 2026
Percentage Complete:	20%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Investigate the use of the Center Street property for workforce housing and potential public access to the upper yard and the two parking lots for private residential development			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff have reviewed the Phase 1 and are currently working with a consultant to complete the Phase 2 Environmental Reports. Staff will continue to work towards removing barriers to the sale and redevelopment of the Center Street Properties.			
Status: (what has been done/is being done) Staff provided an overview of the four Public Works Properties at the December 9, 2025 Work Session. This included a Property Acquisition Summary, confirming when and which fund purchased each piece of property associated with the Center Street properties. The properties are currently zoned Institutional. City Commission discussion identified Medium Density Residential, which is the adjacent zoning, as the best option for the properties moving forward. City Commission also discussed options to continue looking at opportunities to discuss workforce housing or partnerships related to the redevelopment of the site. Staff will continue to work towards removing barriers to the sale and redevelopment of the Center Street Property and prepare the property for sale: - Staff presented a Property Summary the four tax lots that encompass the Public Works Center Street property and the information available related to the acquisition of the properties. Staff will continue to understand the constraints and encumbrances on the property, and work to remove barriers to redevelopment that include: - Title Reports – Done! - Phase 1 & 2 Environmental Reports – Phase 1 Complete, Phase 2 Underway, Grant funding awarded to support this work - Hazardous Materials Study - State Historic Preservation Office (SHPO) Review - Rezoning of the property: CC Work Session on 12/9/2025 consensus was to move forward with Medium Density Residential (R-3.5). On 7/1/2026 while confirming the desired zoning,			

the City Commission wanted to discuss other zoning options. A new work session to discuss the options has not yet been identified.

- Utility Lines & Easements: Sewer line is not in use, and the Upper Yard area can be served from other sewer lines in the area that do not bisect the Lower Yard. Details of the Power lines are being reviewed to determine if they can be moved.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Dayna Webb	Current Date:	July 1 st , 2026
Percentage Complete:	50%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Implement tiered system development charges that reduce charges on workforce housing and smaller housing units while remaining revenue neutral			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff are working with the City’s consultant to develop a scope of work that will: • The required 90-day public notice for the proposed modifications to the SDC Methodology has been posted, and the public hearings for adoption are scheduled for October 7, 2026. • A work session is scheduled for September 8, 2026 to discuss the SDC Short Term Delay and Most Recent Use vs Most Intensive Use.			
Status: (what has been done/is being done) City Commission Work Sessions were held January 13, 2026, and April 7, 2026, and included discussion of the following topics: SDC Tiering: • Sanitary Sewer: Modeled after the recently adopted parks SDC’s. Using the WES square footage for single-family, and the number of bedrooms for multi-family. • Stormwater: A revised method has been developed that uses a site's planned impervious surface area and applies charges on a per-1,000-square-foot basis. • Transportation: Modeled after the recently adopted parks SDC’s. Using the WES square footage for single-family, and the number of bedrooms for multi-family. • Water: No changes are proposed to Water SDC’s as they are already tiered based on the water meter size. Other Options to support development of workforce housing and housing units: • The Municipal Code currently requires SDCs to be paid before a Building Permit is issued. Staff will present a possible Code Amendment to add a Short-Term option of delaying the payment of SDC’s until prior to trade inspections. The next scheduled discussion around this topic is currently scheduled for September 8, 2026			

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Dayna Webb	Current Date:	July 1 st , 2026
Percentage Complete:	65%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Advocate for infrastructure funding at the regional, state, and federal levels that would support the construction of new housing and the implementation of state mandates			
Breakdown of Projected Timeline: (looking ahead at the next 3 months)			
Continue to work with Metro on preparing for the McLoughlin Boulevard Project. Continue to work with the Oregon Water Resources Department who will administer the funding for the Henrici Reservoir #2 grant. The Lottery Bond sale that funds this grant is anticipated in March 2027. Staff will bring the Grant Agreement to City Commission for approval once it is ready. This is anticipated to occur around the time of the bond sale. Continue to work with Environmental Protection Agency staff on the Transmission Main Phase 3 project. Public Works staff are preparing for the upcoming Legislative Session, and are registered to attend the Oregon Infrastructure Summit in September which is a forum for agencies to discuss policies, funding strategies, and implementation challenges that influence the planning, financing and delivery of infrastructure projects around the state.			
Status: (what has been done/is being done)			
Funding obtained:			
WIFIA Transmission Phase 3: <u>Project Title:</u> Oregon City Water Transmission Main Phase 3 <u>Project Description:</u> complete the final phase of our Water Transmission Main project, by upgrading undersized pipes. <u>Source/Funding Type:</u> Federal Environmental Protection Act Funds. This project is part of Congresswoman Janelle Bynum FY 26 Community Project Funding Requests. <u>Total Estimated Cost:</u> \$2,600,000 <u>Total Grant Funds:</u> \$1,092,000 <u>Timing:</u> This funding is for Federal Fiscal Year 2026. Staff are working to get more details on any agreements and contracting requirements. Metro Regional Flexible Funds Grant: <u>Project Title:</u> OR 99E (McLoughlin Boulevard) 10th Street to tumwata village: Shared-Use Path and Streetscape Enhancements Project Development <u>Project Description:</u> Complete design for streetscape reconfiguration on McLoughlin Boulevard, which will include widened sidewalks, curb extensions, improved crossings, and new green spaces. <u>Source/Funding Type:</u> Federal Transportation Funds, administered by ODOT. <u>Total Estimated Cost:</u> \$2,670,970			

- Total Regional Flexible Funds: \$2,232,341
- Timing: The funding is for Federal Fiscal Year 2029, which begins 10/1/2028, so the work will not get started for a while.
- Status Update: Staff anticipates beginning work with Metro on the IGA for this project in 2026.
- **Henrici Reservoir #2 Funding:**
 - Project Title: Henrici Reservoir #2
 - Project Description: New 2.5 MG welded steel drinking water reservoir that addresses a critical water storage deficiency in the City's Upper Zone. This project supports 1,105 housing units in the Thimble Creek Concept Plan area.
 - Source/Funding Type: State Lottery Bond Funds, administered by City. This project made possible with the support of Representative Annessa Hartman.
 - Total Estimated Cost: \$6,500,000
 - Total State Lottery Bond Funds: \$6,500,000
 - Timing: The funding is for 2025-2027 Legislatively Adopted Budget.
 - Status Update: Staff have met with the Oregon Water Resources Department who will administer this grant. The Lottery Bond sale that funds this grant is anticipated in March 2027.
- **Washington Street Improvements:**
 - Project Title: Washington Street: Metro South to Abernethy Road
 - Project Description: Project to modernize road systems and provide easier, safer access to community, retail, and entertainment facilities. Construction of center turn lane, pedestrian level street lighting, sidewalks and planter/stormwater treatment area, and installation of an RRFB.
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT.
 - Total Estimated Cost: \$4,457,000
 - Total Federal Funds: \$4,000,000
 - Status Update: The project IGA has been executed; staff are working with ODOT to move forward with the Request for Proposals for consultant services. .
- **Public Works Center Street Property:**
 - Project Title: Former Public Works Facilities Site Assessments
 - Project Description: Perform Environmental Site Assessments of four properties
 - Source/Funding Type: State Funds, administered by Business Oregon.
 - Total Estimated Cost: \$66,000
 - Total Grant Funds: \$33,000
 - Status Update: The project Contract has been executed; Phase 1 work is complete and the consultant is working to complete the Phase 2 review.

Funding pending:

- **ARTS Applications – Citywide Signal Improvements:**
 - Project Title: Oregon City Signal Safety Improvements
 - Project Description: Complete signal hardware safety upgrades, install pedestrian countdown timers, implement signal safety improvements and install leading pedestrian intervals where appropriate.
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT
 - Total Estimated Cost: \$1,657,000
 - Total Federal Funds: \$1,491,300
 - Timing: The funding is for Federal Fiscal Years 2028-2030.
 - Status Update: Waiting for an update from ODOT on which projects will be funded.
- **ARTS Applications – Molalla Avenue & Pearl Street Safety Improvements:**
 - Project Title: Molalla Avenue and Pearl Street Intersection
 - Project Description: Implementation of appropriate intersection lighting, providing curb ramp extension on the SW corner and adding pedestrian countdown timers
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT

- Total Estimated Cost: \$760,000
- Total Federal Funds: \$684,000
- Timing: The funding is for Federal Fiscal Year 2028-2030.
- Status Update: Waiting for an update from ODOT on which projects will be funded.
- **Clackamas County Strategic Investment Fund (SIF):**
 - Project Title: OR 213 & Beavercreek Road Capacity Improvements
 - Project Description: Compete capacity enhancing improvements for the westbound Beavercreek Road to Northbound Hwy 213 movement. This addresses the AM peak hour capacity constraints.
 - Source/Funding Type: Clackamas County SIF funds to support a regionally significant transportation project. Staff continues to work with County staff to identify an opportunity for SIF to contribute to this project.
 - Total Estimated Cost: \$6,000,000
 - Total Funds Requested: \$750,000
 - Timing: Staff are moving forward with the Request for Proposals and hope to get that out before the end of the year.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Scott Archer	Current Date:	June 29 th , 2026
Percentage Complete:	45%	Target Completion Date:	April 30 th , 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities			
PRIORITY: Create development plans for the Oregon City Pool and End of the Oregon Trail Museum that reflect a community-supported vision for the future location and costs to update or reconstruct the facilities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months)			
RFP Released	August 6, 2025		
Questions Due	August 26, 2025		
Proposal Due	September 17, 2025 @ 3 p.m.		
Staff Review of Proposals	September 17 – October 17, 2025		
Contract Negotiations	October 28, 2025 – January, 2026		
Contract Award at City Commission	February 18, 2026		
Aquatics Project Kick-off	March 10, 2026		
EOT Project Kick-off	March 20, 2026		
Market Analysis and Feasibility Report	May 2026		
Site plan goal setting	May 2026		
Aquatics and Recreation Center Public Engagement	June 23, 2026		
EOT Public Engagement	June 30, 2026		
Draft site plans and review			
2 nd round of public engagements			
Site detail refinements			
Cost estimates and operational analysis			

Status: (what has been done/is being done)

RFP was advertised beginning August 6th, 2025. Proposals were received on September 17th for review. Five qualified proposals were received. A selection committee was formed to review each proposal. The selection committee included individuals from the Parks & Rec staff team, the City Manager's Office, Facilities, PRAC, End of the Oregon Trail/CHP, and Economic Development. Interviews were scheduled for the top three proposers, based on the selection committee's scoring. Finalist interviews were held on October 28th and a preferred consultant was selected. Parks and Recreation staff are currently negotiating the scope of work and fee proposal with the preferred consultant. We are hoping to bring a contract for City Commission approval in late January-early February.

Parks and Recreation staff have attended several community meetings to introduce and discuss the upcoming public engagement efforts, including neighborhood association meetings, the Youth Advisory Committee, and PRAC's annual update to the City Commission. We held updates for this project as part of the Pool's 60th Birthday Party in January.

Since our contract kicked off, the project teams have been working hard to deliver a quality project on time. Our initial research phase for each project component gathered significant amounts of site data, market data, and program information to help set the baselines for existing operations. The Aquatics and Recreation Center project delivered a comprehensive market study and feasibility analysis, outlining the viability of a new aquatics and recreation center in our market area. The EOT project moved forward towards site plan goal setting, identifying some opportunities for improvement that will be shared in future public engagements.

The Aquatics and Recreation Center open house was held on June 23, 2026 at Robert Libke Public Safety Building. The EOT open house was held on June 30, 2026 at the End of the Oregon Trail Interpretive Center. Following these open houses, we will continue to promote a digital online open house for both projects to gather additional feedback. This feedback will be used to create site plans that envision the future of each site, for sharing in the next round of public engagements.

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Jarrold Lyman/Scott Archer	Current Date:	June 29 th , 2026
Percentage Complete:	50%	Target Completion Date:	June 30 th , 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities			
PRIORITY: Increase community engagement, education, and outreach about the need for new funding sources to maintain, update, and expand parks and recreation facilities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Several community engagement opportunities related to the Clackamette Park and Aquatics Center/EOT design projects are being planned for late spring into the Summer 2026 season - OC Fall Fest, on October 4th, was a huge success! There were lots of great opportunities for community engagement about funding sources - The 60th birthday event for the Oregon City Swimming Pool is scheduled for January 24th, 2026 - The Clackamette Park Open House was held on May 21, 2026 - The new Aquatics and Recreation Center Open House was held on June 23, 2026 - The End of the Oregon Trail Open House was held on June 30, 2026 - We will continue distributing community outreach materials at Concerts in the Park, First City Celebration, and other community events			
Status: (what has been done/is being done) - Developed outreach materials for Parks projects and updates to be used at events city-wide - Incorporated robust community engagement into the scopes of work for Clackamette Park and Aquatics Center/EOT design projects. Each project includes several engagement opportunities - Incorporated an outreach table at OC Fall Fest - Attended neighborhood association meetings and city committee meetings to inform the community about upcoming projects - Utilized the 60th birthday event for the Oregon City Swimming Pool as an opportunity to kick off public engagement for the conceptual design of a new Aquatics and Recreation Center. - Community engagement plans were developed for Clackamette Park, End of the Oregon Trail, and the new Aquatics and Recreation Center. - Staff have produced a new Parks and Recreation Guide to supplement the monthly Trail News publication.			

- Staff are attending many community events this summer to promote the City and our current projects
- Staff successfully produced community open houses for our three large Parks and Recreation projects. These events co-promoted other City projects and opportunities to ensure greater awareness.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Scott Archer/Thomas Kissinger	Current Date:	July 1 st , 2026
Percentage Complete:	50%	Target Completion Date:	June 30 th , 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Expand community engagement and participation opportunities through the creation of new public events and programs such as community open houses, forums, surveys, and town halls			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Parks & Rec staff will be continuing our successful summer event series (July 4th, Concerts in the Park, Movies in the Park). We will be using these events as opportunities for community outreach related to our major planning and redevelopment projects. - Parks & Rec staff held an open house for each of our major planning and redevelopment projects (Clackamette Park, Aquatics and Recreation Center, and EOT) in May and June 2026. The events were well attended, with lots of excellent community feedback. This feedback will be used to develop refined conceptual plans for review during our 2nd round of community engagement in late Summer/early Fall 2026. - Parks & Rec staff are participating in a wide variety of summer events this year to help collect feedback and spread the word on our various improvement projects. Staff attended the Yakima Nation Fisheries' Lamprey Festival and will be attending Touch-a-Truck; First City Celebration; and National Night Out. - Parks & Rec staff are hard at work planning the 2nd annual OC Fall Fest on October 3rd from 11:00 AM to 3:00 PM in the McLoughlin Neighborhood (Library Park, Pioneer Community Center, and Francis Ermatinger House).			
Status: (what has been done/is being done) - The Parks & Rec Dept have continued to coordinate and grow our popular long-standing community events including Concerts in the Park and Movies in the Park. These events have evolved and grown over time. Staff continue to look for ways to improve upon the success, thus expanding our connection and engagement with our community. - The annual 4th of July event was reinstated in 2024 after years of hiatus. - The annual National Night Out event is led by the Police Department and supported by multiple departments in the city. - Staff worked with several City departments and sponsors to produce a new community event, OC Fall Fest, which took place on October 4, 2025. This event provided new opportunities to engage with and educate the community in a fun, family-friendly format. - Staff worked with local partners to reinstitute the Historic Cemetery Tours, which will take place at Mountain View Cemetery on the evening of October 4th, 2025. This event provided the community an opportunity to explore and engage with our historic Pioneer Cemetery. This event was well-attended and appreciated by the community			

- Community engagement was a key focus for the Clackamette Park and Recreation & Aquatics Center/ EOT project scopes of work. Proposers were asked to consider how community events and education opportunities could effectively be utilized to gather support and input on these projects.
- Staff are working to improve communications related to parks projects, including a redesigned parks project website with associated marketing materials to help inform the community of upcoming and in-progress projects.
- Parks & Rec staff planned a 60th birthday party for the Oregon City Swimming Pool, which celebrates this landmark in 2026. We plan to utilize this fun and engaging event as a kickoff to the planning process for the future Recreation & Aquatics Center project. The event was held on January 24, 2026. It was a great event with lots of attendees!
- Parks & Rec staff planned a 60th birthday party for the Oregon City Swimming Pool, which celebrates this landmark in 2026. We plan to utilize this fun and engaging event as a kickoff to the planning process for the future Recreation & Aquatics Center project. The event was held on January 24, 2026. It was a great event with lots of attendees!

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Scott Archer/Tom Kissinger	Current Date:	July 1 st , 2026
Percentage Complete:	65%	Target Completion Date:	July 31 st , 2026
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Adopt a 5-year Parks Capital Improvement Plan that prioritizes projects and will guide budget investments, revenue options, and grant opportunities for potential funding sources for deferred maintenance throughout the parks and recreation system			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Revising a draft Capital Improvement Plan (CIP) that outlines specific projects that are currently funded, could be funded, or unfunded. Specific projects are tied to Commission Goals, SDC project list, and time-limited funding sources like Metro Local Share for the first tranche of projects. Project lists include a mix of asset replacement (deferred maintenance) and new development. Revisions will cover our planned work from recent grant awards toward capital improvement projects. The revised CIP will be reviewed with PRAC prior to a recommendation to City Commission. - Applied for a Nature in Neighborhoods Capital Grant from Metro for Phase 1 of Clackamette Park. This grant has been recommended for funding, with approval by Metro council scheduled for July 21st. - Parks & Rec staff actively supported the Metro Community Choice grants program in our region, which resulted in 7 funded projects for a total grant award of approximately \$882,000 to be used for park improvements. These grants will be approved by Metro council on July 21st. - Reviewing consultant scope and fees for a master fee schedule update to enhance revenue sources that can support our draft Capital Improvement Plan.			
Status: (what has been done/is being done) - Identified possible funding sources that can be used to supplement funded projects or cover unfunded projects. Outlined match requirements and potential sources of matching funds. - Using the draft CIP, begin calculating revenue options that can cover annual maintenance expenses and fill gaps in funding for projects. Staff anticipate bringing the draft CIP and funding options to a City Commission work session for initial discussion and feedback. - Exploring consultants for a potential master fee schedule update to enhance revenue sources that can support our draft Capital Improvement Plan. - Initial CIP was drafted for review by PRAC at their September meeting. Adjustments were made based on their feedback and the CIP was recommended for approval in the October 2025 PRAC meeting - Collected existing department information regarding revenue options, including a previous study into a Parks utility fee. Using this previous study, drafted a calculator that can be used to estimate annual revenues for different fee levels.			

- Staff will schedule a work session with City Commission to review the work so far, refine the plan, and discuss options for future funding.
- Following City Commission work session, refine CIP and begin planning communications strategy to gain resident buy-in based upon feedback received. Coordinate with Finance department and City Manager's office to refine potential funding options. Coordinate with Communications to develop engagement plan.

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Thomas Kissinger	Current Date:	July 1 st , 2026
Percentage Complete:	50%	Target Completion Date:	January 1 st , 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Strive to become recognized as a Bee City USA and increase high-quality habitat for pollinators, in particular native bees			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Draft project list for future Bee City USA projects was developed in consultation with Parks and Recreation, Public Works, and Planning staff. Project list was reviewed by PRAC in their May 2026 and recommended for incorporation into the Bee City USA plan. - Discussed opportunities for collaboration with Neighborhood Associations and Oregon City Parks Foundation to implement projects. First Bee City USA project is anticipated to jointly involve OCPF and Elyville NA at Stafford Park. - Present the draft Bee City USA plan to City Commission for review and feedback. Refine the draft plan based on Commission feedback. - Once the draft plan has been finalized, submit the application and draft plan to Bee City USA for review. Adjust the plan as needed to meet Bee City USA requirements. - Present the finalized Bee City USA plan to relevant committees and City Commission. Begin implementation of the plan.			
Status: (what has been done/is being done) - Compiled and summarized Bee City USA commitments for review by applicable City departments. A meeting was held in September 2025 to review the goal and each department's role/responsibility. Assigned project leads and established estimated timeline for completion. - Collected relevant documentation from Bee City USA for review by the project team. - Finalized draft Bee City USA plan for Oregon City was presented for review by PRAC and NRC at their February 2026 joint meeting. Refine the plan based on feedback received from both groups. Review the feedback with relevant departments to ensure suggestions are possible to achieve. - Parks & Rec, Public Works, and Community Development provided input on the proposed Bee City USA policy. - Met with other City agencies that have achieved Bee City USA and collected information on their best management practices for review by project team. - Identified commitments that are already met or could be easily met with minimal change in operations. - Identified proposed targets for reductions in pesticide usage and proposed future project sites. - Identified the annual joint NRC/PRAC meeting as the possible Bee City USA Committee meeting			

2025-2027 Commission Goals and Strategies



Job Category

July 2026 Update			
Department Contact:	Scott Archer/Tom Kissinger	Current Date:	July 1 st , 2026
Percentage Complete:	50%	Target Completion Date:	March 1 st , 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Identify and apply for grant funding to complete a tree canopy assessment and determine the need and costs associated with a City Arborist			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Tree Canopy software is now live with TreePlotter through ODF. Staff will be attending training in July 2026 to begin utilizing this tool for canopy assessment. • Staff continue to monitor potential grant opportunities that can support EAB mitigation and canopy assessment work. • Continue to upload tree survey data into TreePlotter for refinement • Compile information on potential grants or other funding sources for tree canopy assessments • Work with Planning, Public Works, and Parks to develop draft scope of work • Verify with granting agencies that draft scope of work qualifies for grant • Prepare work session with City Commission to discuss draft scope of work and funding opportunities to receive input			
Status: (what has been done/is being done) • Staff have uploaded all known ash tree locations in developed parks into TreePlotter, which will help with development of our EAB mitigation plan. • Staff uploaded first data set of tree locations into TreePlotter and are refining it into usable data for both EAB mitigation planning and tree canopy assessment. • Staff met with representatives of Oregon Department of Forestry (ODF) to discuss obtaining access to a state-sponsored version of TreePlotter, a software developed by PlanItGeo for tree inventories and canopy assessment. Staff have obtained access to this software and are beginning to upload existing tree data to develop an inventory and assessment. The software will be able to use this data, as well as publicly available imagery to produce some assessments of our existing tree canopy. • Emerald Ash Borer and associated mitigation may provide some opportunities for partnership and funding on tree inventory/canopy assessment work. Staff are attending local agency-led partnership coordination meetings to learn more about these opportunities. • Parks, Planning, and Public Works met to discuss project timeline, potential funding opportunities and scope of work. Several potential funding opportunities were identified. Initial thoughts on scope of work are to limit this to City-owned property and focus on canopy assessment/planning instead of tree inventory. A tree canopy assessment, which can be performed mostly using GIS imagery, will provide an assessment of our current tree canopy coverage, compare tree canopy to benchmarks, and			

recommended strategies to maintain or increase tree canopy as needed. A tree inventory would require significant investment in data collection and data management that may not be feasible at this time.

- Attended Department of Land Conservation and Development (DLCD) webinar to learn more about their potential funding opportunities. Determined that our project is not eligible because Oregon City does not have any green infrastructure improvement zones, and the tree inventory is not part of an existing formal plan to increase tree cover and is not proposing one at this time.
- Staff have begun communicating with agency representatives to gather information on grant opportunities and determine eligibility of projects. Staff will also begin communicating with potential partners, such as Clackamas Soil and Water Conservation District/Greater Oregon City Watershed Council to see if there is any interest in partnering on a project.

2025-2027 Commission Goals and Strategies

Job Category



July 2026 Update			
Department Contact:	Thomas Kissinger	Current Date:	July 1 st , 2026
Percentage Complete:	50%	Target Completion Date:	June 30 th , 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Identify funding and grants to begin the design and construction of a replacement boat ramp and park improvements at Clackamette Park			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Our consultant team has started to provide updated plans and designs for the project area, including a replacement boat ramp, RV park, play area, sport courts, and revitalization of the existing RV park area. These were shared with the community at our May 2026 open house. Our online open house will continue to collect feedback through the summer, with a goal of refined plans being developed for review in early September 2026. • Our consultant team is moving forward with hydrology analysis for the proposed replacement boat ramp location to ensure the site is viable and durable for a long-term investment. • A revised scope of work is being developed to include land use planning, construction documentation, and additional support for the grant-funded projects we are being awarded to continue the project momentum. • Community engagement opportunities are being planned for the Fall 2026 to review refined development plans that incorporate community feedback.			
Status: (what has been done/is being done) • RFP released July 15, 2025, with proposals due August 27, 2025. • Seven proposals received and reviewed for compliance on August 27, 2025. • Selection committee formed and met on September 10, 2025, to review proposal scoring. • Top proposers were invited to an interview with the selection committee. • A contract with the top proposer, AKS Engineering & Forestry LLC was approved by City Commission on November 19, 2025. • Following contract award, notice to proceed was given. A project kickoff meeting was held to refine the project and gather data. Initial analytical work has begun at Clackamette Park. The natural resources team and survey team have begun their field work. Community/Stakeholder engagement will be planned for Winter 2026. • Consultant team has started to provide initial conceptual designs for specific park features for review by City Commission and the community at large. This work builds upon the previous master planning efforts and more specifically identifies what the park can look like in the future.			

- Staff and the consultant team presented updated development plans to City Commission in a May 2026 work session. We received excellent feedback that will help refine the final development plans for approval later this year.
- Our Metro Nature in Neighborhoods grant application for phase 1 of improvements to Clackamette Park has been recommended for funding. \$1.5 million from Metro, with approximately \$500,000 from SDCs and WESGNA funds as match, will be used to develop the 1st phase focused on the renovation of the existing RV park area into useable public parkland.
- Staff actively promoted the Metro Community Choice grant program, which led to funding recommendations for three additional projects in Clackamette Park. These projects will improve accessibility, provide opportunities for artwork focused on indigenous history/culture, and begin development of a signature playground at Clackamette Park.

GOALS AND STRATEGIES 2025-2027

Last updated 10/2/2025

21% COMPLETED

[25-27 Biennial Budget City Commission Document](#)

Goals	ASSIGNED TO	PROGRESS	START	END	October 2025 Updates
Goal - Diversity, Equity, and Inclusion/Safe Inclusive Community					
Integration of principles and values that provide for a diverse, equitable, inclusive and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees.					
1.1 Reducing Barriers	Human Resources	5%	7/1/2025	6/30/2027	
1.2 OC Businesses & Buy Local	HR/Ec Dev/Finance	2%	7/1/2025	6/30/2027	
1.3 Empower Staff	Human Resources	5%	7/1/2025	6/30/2027	
1.4 Internalize DEI	Human Resources	5%	7/1/2025	6/30/2027	
1.5 External Community Taskforce	Human Resources	5%	7/1/2025	6/30/2027	

Goal - Facilities & Infrastructure					
Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed City facilities.					
2.1 Pool & EOT Development Plans	Parks & Recreation	5%	7/1/2025	6/30/2027	
2.2 Community Engagement for Funding	Parks & Rec/Communications	10%	7/1/2025	6/30/2027	
2.3 Funding Lobbyist	Planning/Public Works	0%	7/1/2025	6/30/2027	
2.4 Strategic Investments in IT Advancement	IT	35%	7/1/2025	6/30/2027	

Goal - Community Engagement					
Increase participation opportunities for all residents and create an informed community that participates in the public process.					
3.1 Communication Techniques	Communications	15%	7/1/2025	6/30/2027	
3.2 Creation of New Public Events	Communications/Parks	15%	7/1/2025	6/30/2027	
3.3 Current Community Events	Communications/Parks & Rec/PD	25%	7/1/2025	6/30/2027	
3.4 Support CICs and NAs	Commission/Communications	10%	7/1/2025	6/30/2027	
3.5 Trail News Enhancement	Communications	5%	7/1/2025	6/30/2027	

Goal - Homelessness					
Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served.					
4.1 Advocate for Funding	Police/City Manager	12%	7/1/2025	6/30/2027	
4.2 Identify Impacts and Solutions	Police	12%	7/1/2025	6/30/2027	
4.3 Meeting Expectations	Police/Court	12%	7/1/2025	6/30/2027	
4.4 Increased Communication	Police/Communications	12%	7/1/2025	6/30/2027	
4.5 Creative Solutions	Police/City Manager	12%	7/1/2025	6/30/2027	
4.6 Caring Place Collaboration	Court	8%	7/1/2025	6/30/2027	

4.7 Engage with Neighbors to Increase Services	City Manager	Ongoing	7/1/2025	6/30/2027	
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Goal - Economic Development & Tourism

Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors.

5.1 DMMO Transition and Support	Economic Development	Ongoing	7/1/2025	6/30/2027	
5.2 Review Process for Event Planning & Grant Applications	Economic Development	5%	7/1/2025	6/30/2027	
5.3 Employment Lands	Economic Development	Ongoing	7/1/2025	6/30/2027	
5.4 Broadband Feasibility Study	Economic Development	99%	7/1/2025	6/30/2027	
5.5 Future of the Courthouse	Ec Dev/City Manager	90%	7/1/2025	6/30/2027	
5.6 Downtown OC Business Support & Parking Study	Economic Development	5%	7/1/2025	6/30/2027	
5.7 Enterprise Zone & Vertical Housing Tax Credit	Economic Development	80%	7/1/2025	6/30/2027	

Goal - Housing

Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force

6.1 Pre-Approved Designs	Planning	5%	7/1/2025	6/30/2027	
6.2 Discontinue Center Street Property Use	PW - Engineering	20%	7/1/2025	6/30/2027	
6.3 Investigate Potential Uses of Center Street Property	PW - Engineering	5%	7/1/2025	6/30/2027	
6.4 Inclusionary Zoning and Vertical Housing Tax Credit	Economic Development	2%	7/1/2025	6/30/2027	
6.5 Implement Tiered SDCs	PW - Engineering	5%	7/1/2025	6/30/2027	
6.6 Supportive Infrastructure Funding	Planning/PW - Engineering	12.5%	7/1/2025	6/30/2027	
6.7 Public Land Use for Workforce Housing	Economic Development	2%	7/1/2025	6/30/2027	

Goal - Park Lands & Natural Resources

Protect and preserve our environment and natural resources for a healthy, sustainable community.

7.1 Adopt a 5-Year CIP	Parks and Recreation	5%	7/1/2025	6/30/2027	
7.2 Bee City USA Recognition	Parks and Recreation	25%	7/1/2025	6/30/2027	
7.3 Maintain Tree City USA Status	Parks and Recreation/Planning	30%	7/1/2025	6/30/2027	
7.4 Grant-fund Tree Canopy Assessment	Parks and Recreation/Planning	5%	7/1/2025	6/30/2027	
7.5 Clackamette Park Boat Ramp and Improvements	Parks and Recreation	5%	7/1/2025	6/30/2027	

GOALS AND STRATEGIES 2023-25 Rolled over (not reassigned)

2.6 Assess the Communication Infrastructure and Equipment (from 2021/23)	Economic Development	99%			
6.1 Expand Housing Choices & Develop a Housing Strategy	Planning	90%			

GOALS AND STRATEGIES 2025-2027

Last updated 8/6/2026

53% COMPLETED

[25-27 Biennial Budget City Commission Document](#)

Goals	ASSIGNED TO	PROGRESS	START	END	July 2026 Updates
Goal - Diversity, Equity, and Inclusion/Safe Inclusive Community					
Integration of principles and values that provide for a diverse, equitable, inclusive and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees.					
1.1 Reducing Barriers	Human Resources	15%	7/1/2025	6/30/2027	
1.2 OC Businesses & Buy Local	HR/Ec Dev/Finance	10%	7/1/2025	6/30/2027	
1.3 Empower Staff	Human Resources	60%	7/1/2025	6/30/2027	
1.4 Internalize DEI	Human Resources	75%	7/1/2025	6/30/2027	
1.5 External Community Taskforce	Human Resources	5%	7/1/2025	6/30/2027	

Goal - Facilities & Infrastructure					
Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed City facilities.					
2.1 Pool & EOT Development Plans	Parks & Recreation	45%	7/1/2025	6/30/2027	
2.2 Community Engagement for Funding	Parks & Rec/Communications	50%	7/1/2025	6/30/2027	
2.3 Funding Lobbyist	Planning/Public Works	40%	7/1/2025	6/30/2027	
2.4 Strategic Investments in IT Advancement	IT	50%	7/1/2025	6/30/2027	

Goal - Community Engagement					
Increase participation opportunities for all residents and create an informed community that participates in the public process.					
3.1 Communication Techniques	Communications	100%	7/1/2025	6/30/2027	
3.2 Creation of New Public Events	Communications/Parks	50%	7/1/2025	6/30/2027	
3.3 Current Community Events	Communications/Parks & Rec/PD	50%	7/1/2025	6/30/2027	
3.4 Support CICs and NAs	Commission/Communications	50%	7/1/2025	6/30/2027	
3.5 Trail News Enhancement	Communications	100%	7/1/2025	6/30/2027	

Goal - Homelessness					
Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served.					
4.1 Advocate for Funding	Police/City Manager	50%	7/1/2025	6/30/2027	
4.2 Identify Impacts and Solutions	Police	50%	7/1/2025	6/30/2027	
4.3 Meeting Expectations	Police/Court	50%	7/1/2025	6/30/2027	
4.4 Increased Communication	Police/Communications	50%	7/1/2025	6/30/2027	
4.5 Creative Solutions	Police/City Manager	50%	7/1/2025	6/30/2027	
4.6 Caring Place Collaboration	Court	35%	7/1/2025	6/30/2027	

4.7 Engage with Neighbors to Increase Services	City Manager	50%	7/1/2025	6/30/2027	
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Goal - Economic Development & Tourism

Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors.

5.1 DMMO Transition and Support	Economic Development	35%	7/1/2025	6/30/2027	
5.2 Review Process for Event Planning & Grant Applications	Economic Development	80%	7/1/2025	6/30/2027	
5.3 Employment Lands	Economic Development	35%	7/1/2025	6/30/2027	
5.4 Broadband Feasibility Study	Economic Development	99%	7/1/2025	6/30/2027	
5.5 Future of the Courthouse	Ec Dev/City Manager	100%	7/1/2025	6/30/2027	
5.6 Downtown OC Business Support & Parking Study	Economic Development	90%	7/1/2025	6/30/2027	
5.7 Enterprise Zone & Vertical Housing Tax Credit	Economic Development	90%	7/1/2025	6/30/2027	

Goal - Housing

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6.1 Pre-Approved Designs	Planning	5%	7/1/2025	6/30/2027	
6.2 Discontinue Center Street Property Use	PW - Engineering	40%	7/1/2025	6/30/2027	
6.3 Investigate Potential Uses of Center Street Property	PW - Engineering	20%	7/1/2025	6/30/2027	
6.4 Inclusionary Zoning and Vertical Housing Tax Credit	Economic Development	50%	7/1/2025	6/30/2027	
6.5 Implement Tiered SDCs	PW - Engineering	50%	7/1/2025	6/30/2027	
6.6 Supportive Infrastructure Funding	Planning/PW - Engineering	65%	7/1/2025	6/30/2027	
6.7 Public Land Use for Workforce Housing	Economic Development	2%	7/1/2025	6/30/2027	

Goal - Park Lands & Natural Resources

Protect and preserve our environment and natural resources for a healthy, sustainable community.

7.1 Adopt a 5-Year CIP	Parks and Recreation	65%	7/1/2025	6/30/2027	
7.2 Bee City USA Recognition	Parks and Recreation	50%	7/1/2025	6/30/2027	
7.3 Maintain Tree City USA Status	Parks and Recreation/Planning	100%	7/1/2025	6/30/2027	
7.4 Grant-fund Tree Canopy Assessment	Parks and Recreation/Planning	50%	7/1/2025	6/30/2027	
7.5 Clackamette Park Boat Ramp and Improvements	Parks and Recreation	50%	7/1/2025	6/30/2027	



CITY OF OREGON CITY

625 Center Street
Oregon City, OR
97045
503-657-0891

Staff Report

To: City Commission **Agenda Date:** August 11, 2026
From: Jarrod Lyman, Communications Manager

SUBJECT:

2027 Community Survey Questions

STAFF RECOMMENDATION:

N/A

EXECUTIVE SUMMARY:

Prior to the start of a new biennium, a community satisfaction survey is commissioned to help the City Commission shape their goals and priorities. In addition to the standard questions that are included in each survey, the City can add two different questions to help determine public sentiment on timely items.

BACKGROUND:

Before the City Commission hosts its biannual goal setting retreat, the City conducts a resident satisfaction survey that is mailed out to residents. The Commission then uses the data gleaned from the results to help shape their goals for the coming biennium. The questions for each survey are kept the same to provide meaningful metrics that can be compared year over year. The City does generally add two questions that often change to reflect timely priorities or items of concern. An open-ended question is also included at the end, which also can be tailored to meet current needs. While the additional questions often change, Staff recommends keeping the two used for the prior survey as they were to help gauge residents' sentiment regarding funding options for the EOT and aquatic/rec center projects. Given that public outreach efforts regarding both of those projects have started, it could be helpful to continue to monitor these items. The Commission also has the choice of updating the open-ended question, or leaving it as is.

Last survey's questions were:

Recent evaluations have shown that some of Oregon City's parks facilities, such as the pool and the End of the Oregon Trail, are unable to meet residents' needs due to the facilities' age and size. Additional funds would be needed for the specific purpose of constructing facilities capable of meeting the demands of residents now and in the future. Please indicate if you would support any of the following methods to raise those funds if they were specifically dedicated to those projects. *[Check all that apply.]*

- ☐ (1) Park utility fee
- ☐ (2) Bonds
- ☐ (3) Tax increase

____(4) Levy

____(5) None; I don't support additional funding for these projects [Skip to Q10.]

9a. If you would support additional costs, which facility would you most like to see the City prioritize?

____(1) Pool/Recreation Center ____ (2) End of the Oregon Trail ____ (3) Both ____ (4) Neither

34. If you have suggestions for improving the quality of city programs, facilities, or services, please write your suggestions in the space below

OPTIONS:

1. Provide guidance recommending the questions remain the same.
2. Provide guidance directing staff to alter the questions.
3. Direct staff to come up with different questions to gauge other issues.