



City of Oregon City

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

Meeting Agenda City Commission

Dan Holladay, Mayor
Brian Shaw, Commission President
Nancy Ide, Frank O'Donnell, Renate Mengelberg

Friday, January 20, 2017

4:00 PM

Museum of the Oregon Territory - 211 Tumwater
Dr.

City Commission Retreat - Jan. 20 - 21, 2017

4:00 p.m. - Friday, January 20, 2017

1. **Convene Retreat and Roll Call - Mayor Dan Holladay**
2. **Introductions and Communication Styles Icebreaker - Facilitator, Rhonda Hilyer, Agreement Dynamics, Inc.**
3. **Background for 2017-19 Goal Setting**
 - 3a. [17-029](#) Retreat Participation Guidelines - Facilitator, Rhonda Hilyer
 - 3b. [17-020](#) 2016 Accomplishments

Staff: Tony Konkol
Attachments: [2016 Accomplishments](#)
 - 3c. [17-025](#) Review and Discussion of Best Practices for an Elected Governing Commission - Facilitator, Rhonda Hilyer

Attachments: [Best Practices for Elected Officials](#)
[City Commission Rules of Procedure](#)
 - 3d. [17-026](#) Summary of Individual Conversations with Commissioners - Facilitator, Rhonda Hilyer

Attachments: [Summary](#)
 - 3e. [17-027](#) Mission/Vision Review and Process for Setting 2017-19 Commission Goals and Priorities - Facilitator, Rhonda Hilyer

Attachments: [Staff Report](#)
4. **Finance Department - Wyatt Parno, Finance Director**
 - 4a. [17-074](#) Permitting and Enterprise Resource Planning System Upgrades (Goal 5)

Staff: Finance Director Wyatt Parno

Attachments: [Staff Report](#)

5. Human Resources Department - Jim Loeffler, Human Resources Director

6. City Recorder's Office - Kattie Riggs, City Recorder

6a. [17-018](#) Information Governance (Goal 4)

Staff: City Recorder Kattie Riggs

Attachments: [Staff Report](#)

7. Community Services Department - Phil Lewis, Community Services Director

7a. [17-068](#) Address Deferred Maintenance Issues for City Facilities in the Community Services Department (Goal 2)

Staff: Community Services Director Phil Lewis

Attachments: [Staff Report](#)

[Park Deferred Maintenance List](#)

7b. [17-069](#) Parks Maintenance Facilities (Goal 2)

Staff: Community Services Director Phil Lewis

Attachments: [Staff Report](#)

[Site Plan - OC Parks Shop](#)

7c. [17-070](#) Waterfront Master Plan (Goal 3)

Staff: Community Services Director Phil Lewis

Attachments: [Staff Report](#)

[2002 Waterfront Master Plan](#)

7d. [17-071](#) Ermatinger House Potential Options for Operations (Goal 4)

Staff: Community Services Director Phil Lewis

Attachments: [Staff Report](#)

8. Police Department - Jim Band, Police Chief

8a. [17-022](#) Implement Funding Strategy for Construction of New Police and Court Facility (Goal 2)

Staff: James Band

Attachments: [Staff Report](#)

8b. [17-021](#) Houseless Community Members and Homeless Liaison Officer (Goal 3)

Staff: James Band

Attachments: [Staff Report](#)

9. Public Comment**Recess until Saturday Morning****8:30 a.m. - Saturday, January 21, 2017****10. Reconvene Retreat and Roll Call - Mayor Dan Holladay****11. Communication Styles Icebreaker, Part 2 - Facilitator, Rhonda Hilyer****12. Library Department - Maureen Cole, Library Director****13. Economic Development Department - Eric Underwood, Economic Development Manager****13a. [17-016](#) The Cove Project and Former Land Fill Property (Goal 1)**

Staff: Economic Development Manager Eric Underwood

Attachments: [Staff Report](#)
[The Cove Project Aerial Map](#)

13b. [17-037](#) Tourism Plan (Goal 1)

Staff: Economic Development Manager Eric Underwood

Attachments: [Staff Report](#)
[Resolution Supporting Tourism Plan](#)
[Oregon City Strategic Plan For Survey](#)

13c. [17-023](#) Railroad Quiet Zone (Goal 1)

Staff: Economic Development Manager Eric Underwood

Attachments: [Staff Report](#)

13d. [17-036](#) Beaver Creek Employment Area (Goal 1)

Staff: Economic Development Manager Eric Underwood

Attachments: [Staff Report](#)

13e. [17-038](#) City-wide Economic Development Plan (Goal 1)

Staff: Economic Development Manager Eric Underwood

Attachments: [Staff Report](#)

14. Public Works Department - John Lewis, Public Works Director**14a. [17-055](#) Complete the Public Work Operations Center (Goal 2)**

Staff: Public Works Director John Lewis

Attachments: [Staff Report](#)
[PowerPoint Presentation with Diagrams](#)

- 14b.** [17-056](#) Complete Construction of the Final Sanitary Sewer Moratorium Project - Hazelwood (Goal 3)

Staff: Public Works Director John Lewis

Attachments: [Staff Report](#)
[All Sewer Capacity Deficient Areas - Figure 1A](#)
[Hazelwood Sewer Capacity Deficient Area- Figure 2A](#)

- 14c.** [17-057](#) Complete and Adopt the Stormwater Master Plan (Goal 3)

Staff: Public Works Director John Lewis

Attachments: [Staff Report](#)
[Personal Services Agreement with Brown and Caldwell, Inc.](#)

- 14d.** [17-059](#) Water Capital Needs - Deferred Water Infrastructure (Goal 5)

Staff: Public Works Director John Lewis

Attachments: [Staff Report](#)
[2013 Public Education Presentation Sample](#)

15. Community Development Department - Laura Terway, Community Development Director

- 15a.** [17-046](#) Identify Affordable Housing Options (Goal 3)

Staff: Community Development Director Laura Terway

Attachments: [Staff Report](#)
[Hyperlink](#)

- 15b.** [17-047](#) Beaver Creek Road Concept Plan (Goal 4)

Staff: Community Development Director Laura Terway

Attachments: [Staff Report](#)
[Beaver Creek Road Concept Plan](#)

- 15c.** [17-043](#) Willamette Falls Legacy Project (Goal 1)

Staff: Community Development Director Laura Terway

Attachments: [Staff Report](#)
[Willamette Falls Legacy Project Website](#)

- 15d.** [17-045](#) Relocate City Hall and Community Development (Goal 2)

Staff: Community Development Director Laura Terway

Attachments: [Staff Report](#)

16. City Manager's Office - Tony Konkol, City Manager**16a. [17-072](#) Develop Community Engagement Plan (Goal 4)**

Staff: Tony Konkol

Attachments: [Staff Report](#)

17. Additional Items - Prioritization**17a. [17-073](#) New Additional Priorities and Discussion Items**

- Streamlining permitting process
- Explore small increase of city tax rate
- Consider new revenue source (ideas: add a parks maintenance fee)
- Plan for PERS additional cost
- Evaluate departments for “right sizing,” discuss staffing issues, and adequate funding
- Prepare for population growth (infrastructure, services, jobs, etc.)
- Discuss Tri-City Governance
- Charter amendments - housekeeping items
- Commission appointments to various boards and committees
- Explore the “Citizen Comment” feature within the Granicus system

Attachments: [Staff Report](#)

18. Public Comments and Final Comments**19. Finalize Goals and Priorities****20. Adjournment**

Citizen Comments: The following guidelines are given for citizens presenting information or raising issues relevant to the City but not listed on the agenda.

**Complete a Comment Card prior to the meeting and submit it to the City Recorder.*

**When the Mayor calls your name, proceed to the speaker table and state your name and city of residence into the microphone.*

**Each speaker is given 3 minutes to speak. To assist in tracking your speaking time, refer to the timer on the table.*

**As a general practice, the City Commission does not engage in discussion with those making comments.*

**Electronic presentations are permitted, but shall be delivered to the City Recorder 48 hours in advance of the meeting.*

Agenda Posted at City Hall, Pioneer Community Center, Library, City Web site.

The facility is wheelchair accessible with entry ramps and handicapped parking located on the west side of the building. Disabled 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.



City of Oregon City

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

Staff Report

File Number: 17-029

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 3a.

From:

File Type: Report

SUBJECT:

Retreat Participation Guidelines - Facilitator, Rhonda Hilyer



City of Oregon City

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

Staff Report

File Number: 17-020

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 3b.

From: Tony Konkol

File Type: Report

SUBJECT:

2016 Accomplishments

Results Overview

Goals Achieved and Accomplishments Highlighted

The list of accomplishments below represents the shared work of individuals, groups, departments, volunteers, and multiple organizations across the community. Some had intense or exclusive involvement from the City Manager while others were the result of the Manager's influence, responsibility, leadership, or collaboration. These are supplied as a tool to help you recall the numerous events and activities over this past year.

2015 - 2017 City Commission Goals and Priorities

- Goal 1 – Maintain an Environment for Successful Economic Development
- Goal 2 – Address Critical Facility Needs
- Goal 3 – Enhance the Livability of the Community
- Goal 4 – Seek Opportunities to Maintain Communications with Citizens and Facilitate Participation
- Goal 5 – Maintain Fiscal Health & Long Term Stability

Awards

- Oregon City was recognized by the Thriving Cities Alliance at their inaugural event. The Mayor accepted the award on the City's behalf for our leadership and collaboration in the CII Development Ready Communities Initiative.
- National Award for Distinguished Budget Presentation (second consecutive biennium).
- National award for Excellence in Financial Reporting (fifth consecutive year).
- The Willamette Falls Legacy Project's vision and master plan won the highest planning honor in the national Waterfront Center's "Excellence on the Waterfront" program, which recognizes efforts to create great places along the water.
- League of Oregon Cities (LOC) & Citycounty Insurance Services Gold Safety Award (CIS)

Grants

- Community Services Department Grants:
 - Received \$145,000 grant for boat ramp repairs at Clackamette Park. Project completed in summer 2016.

- Community Services staff are working in collaboration with multiple community partners to implement Enhancement Grant Projects at Oregon City Park locations. Partners include Hillendale Pickleball Club, Girl Scout Troop 45064, Clackamas Heritage Partners, OC Library Foundation, OC Trails Alliance, Greater OC Watershed Council and Three Rivers Artist Guild.
- Police Grants:
 - Received a grant for eleven (11) AED's (Automatic External Defibrillators) and deployed them in the majority of our patrol cars. Our officers now respond to cardiac arrest calls when they are available. This is significant because we can generally respond faster than the fire department.
- Community Development Grants:
 - Awarded: \$10,000 Certified Local Government grant to inform the public about historic resources including mailing information to approximately 500 property owners, funding a portion of the Clackamas County Historical Society speaker series, work with Ermatinger from 2016 to mid 2017.
 - Awarded: Finalized a \$400,000 2015 Community Planning and Development Grant for Metro which included \$150,000 to the City for 18 months of Oregon City staff to manage the development strategy associated with Willamette Falls Legacy Project.
 - Awarded: Metro Nature in Neighborhoods for \$25,000 for McLoughlin-Canemah Trail
 - Awarded: \$600,000 EPA Brownfields Grant for Metro, Clackamas County and the City of Oregon City to partner on identifying and assessing polluted "brownfield" sites along a 9-mile stretch of Southeast McLoughlin Boulevard. The funding will be distributed to applicants for brownfield assessment over the next few years.
 - Awarded: A two-year Intergovernmental Agreement with Metro which resulted in the City receiving \$100,000 for two years to provide staff to assist the Willamette Falls Legacy Project Manager.
 - Pending: \$100,000 Metro equitable housing grant which will review the Oregon City Municipal Code to provide housing opportunities as well as assemble housing and process related information for the public. We will learn if the grant is funded in the next month.

- Community Service Grants:
 - Received \$145,000 grant for boat ramp repairs at Clackamette Park. Project completed in summer 2016.
 - Community Services staff are working in collaboration with multiple community partners to implement Enhancement Grant Projects at Oregon City Park locations. Partners include Hillendale Pickleball Club, Girl Scout Troop 45064, Clackamas Heritage Partners, OC Library Foundation, OC Trails Alliance, Greater OC Watershed Council and Three Rivers Artist Guild.
- Library Grants:
 - Oregon Community Foundation, \$30,000
 - Swindells (anonymous) \$25,000
 - Collins (pending) \$25,000
 - OC Enhancement, \$16,981 (stairs)
 - Kinsman, \$9,000, windows (library actually applied)
 - Clackamas County Arts Coalition: \$1150 art hanging system
- Economic Development Grants:
 - Grant award from the Oregon Infrastructure Finance Authority Special Public Works Fund in the amount of \$60,000 for the Beavercreek Employment Area Sanitary Sewer Design Project.
 - The Urban Renewal Commission awarded two Storefront grants from 2016-2017, as follows:

Homelife Furniture	610 Main Street	\$4,950.00
Ben James	610 High Street	\$40,000.00

- The Urban Renewal Commission awarded two Adaptive Rehab/Reuse grants from 2016-2017 as follows:

Ben James	610 High Street	\$150,000.00
White Rabbit	503 Main Street	\$120,000.00

- The City awarded the first Economic Development Incentive Program Grant to:

Orchid Orthopedic Solutions, LLC	13963 Fir Street	\$75,000.00
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- Public Works Grants:
 - Competed for the 2018-2021 Statewide Transportation Improvement Program (STIP) Grant Application for funding to the construction streetscape improvements on Main Street from 10th to 15th.
 - Competing for the 2019-2021 Regional Flexible Funds Allocation grant application for \$4 Million in funding for the Molalla Avenue Completion Project. Ranked 6th out of 27 projects; 2nd for County projects.

Accomplishments

Finance

- Maintained AA bond rating from Standard & Poor's.
- Completed annual audits and financial reports for City of Oregon City, Oregon City Urban Renewal Agency and South Fork Water Board (no audit findings).
- Updated City's 20 year old chart of accounts financial reporting structure by redesigning the accounts to be consistent with nationally recognized standards, updating multiple subsystems and training city-wide staff on the changes (seamless implementation).

City Recorder

- Effectively conducted a Grateful Shred ½ Day of positive records management City-wide, resulting in 24 boxes sent to off-site storage, 29 boxes of eligible records for destruction, as well as filling 4 large bins with recyclable paper and records approximately 127 cubic feet of space freed-up.
- Efficiently processed a minimum of 250 public records requests within the required five-business day timeframe.
- Successfully conducted a massive reconciliation of City contracts including Personal Service Agreements and Intergovernmental Agreements that have not been reconciled since 2006 resulting in about 4 boxes of eligible records for destruction.
- Achieved implementation of HP Records Manager (HPRM), a records management solution, in the Building and Planning Department, GIS, Municipal Court, and the City Recorder's Office, resulting in a total of 21,539 records entered into the system.
- Seamless migration of City's legacy files from PaperVision (the City's old repository for electronic or digital records) into the City's new system HP Records Manager (HPRM) resulting in about 8,000 records and saving the City about \$1,000/year.

- Launched and implemented a new electronic Board and Commission tracking system, saving the City about \$200/year. This allows for online applications which helped successfully recruit and fill 15 vacant positions on the City's various boards and committees.
- Successfully negotiated a new two-year contract with Recall - Iron Mountain (Off-site storage facility for City records) resulting in approximately \$500/year savings.

Economic Development

- Worked with the Cove developers and Grand Peaks to break ground on the first phase of the project consisting of 244 garden-style apartments, office and a recreational building.
- Established Oregon City's Economic Development Incentive Program and awarded the first grant in the amount of \$75,000 to Orchid Orthopedic Solutions.
- Helped two of our largest employers get approved for Enterprise Zone benefits creating a total of 27 traded sector jobs.
- Partnered with Planning and the Downtown Oregon City Association to conduct a parking analysis.
- Completed the train station project.
- Executed a second purchase and sale agreement for the 12th and Main property, executed a purchase and sale agreement for the 10th and Main property and currently working towards executing a purchase and sale agreement for 1220 Main Street (municipal parking lot).
- Took the lead in working with the Chamber of Commerce and Clackamas Community College on the Beavercreek Employment Area Marketing and Development Initiative.
- Commenced project to design infrastructure that will serve the Beavercreek Industrial Area properties.
- Surveyed the 922 Main Street Lot and cleaned up right-of-way issues for that property.
- Conducted an appraisal for the municipal parking lot at 1220 Main Street.
- Established the Economic Development Coordinator position, a permanent FTE to assist with economic development and tourism efforts.

Human Resources

- Ongoing Organizational Development and employee performance management in Public Works Engineering.

- Conducted and / or facilitated the following manager and employee training:
 - CIS City Council training for the Commission
 - Handling Difficult Conversations
 - Communication and Conflict Management training
 - Resolving Employee Conflict training
 - OR-OSHA Accident Incident Investigation
 - Creating a Culture of Engagement
 - Managing Employee Stress and Burnout
 - Enterprise Risk Management overview for the Executive Team
 - Customer Service training
 - Performance management / performance evaluations
 - LEAN – Six Sigma training
 - Safety training
 - Defensive Driving training
 - CPR / First Aid training
- Compliance with Family Leave laws, American with Disabilities Act and Worker's Comp laws (ongoing continued from last year)
 - Fifteen employees required FMLA/OFLA leave this past calendar year.
 - Two employees were actively engaged in the interactive process with HR for their disability. Provided both Long Term Disability and PERS Disability information and counseling.
 - Actively managed thirteen (13) workers' compensation claims during the reporting period, only one of which was for lost work time. Incurred losses decreased from over \$51.6K to approximately \$12K, a 77% decrease.
- Safety Committee Chair
 - The City received the SAIF/LOC Gold Safety Award
 - Coordinated OR-OSHA required organizational-wide fire drills
- Labor and Performance Management
 - One grievance went to Arbitration
 - Successfully negotiated the OCPEA contract
 - Continuing negotiations with AFSCME with agreement expected near term.
- Benefit Committee Chair
 - Directed Broker to obtain competing bids for the City's Health and Vision Insurance plans. What initially was forecast as a 10% health insurance premium

increase resulted in the City staying with the same insurance provider and a zero premium increase.

- Preparing for Biometric Screening of employees and spouses as part of the City's Wellness Initiative and Affordable Care Act
- Professional Development / Networking
 - Member of SHRM and IPMA-HR (National and local chapter)
 - Oregon IPMA-HR President until December 2017
 - Member Public Employer Labor Relations Association (National and local chapter)
 - Attended IPMA-HR international conference and LGPI conference
 - Regularly attend HR Forum meeting and employment law briefings to gain better understanding of emerging issues
- Departmental Performance Standards and Achievements
 - Tracking and maintaining leave law compliance
 - Monitoring excessive sick leave use and excessive overtime hours
 - Transactions
 - In addition to the numerous daily personnel transactions needed in EDEN, we processed seventy-six (76) new hires and seventy-five (75) terminations and retirements.
 - Classification / compensation reviews of:
 - Senior Accountant
 - Senior Business Analyst
 - Library Manager
 - Library Assistant III
 - Police Senior Records Specialist
 - Senior Court Records Specialist
 - Police Evidence and Property Control Technician
 - Recruiting
 - Facilitated and managed three executive level recruitments: City Manager, Community Development Director and Community Services Director positions.
 - Received and processed over 1050 applications for 37 recruitments for approximately 30 applications per recruitment, which is an increase in applications and recruitments from last year.

- Workers' Compensation Insurance
 - The City also received a dividend and rebate from SAIF of over \$40,000, which when subtracted from the renewal resulted in an 18% decrease in the annual premium.
- Risk Management – Property / Liability Insurance
 - Completed contract process for selection of new Agent of Record, Brown & Brown Insurance, with savings recognized to amount in over \$28,000.
 - Prompt settlement of claims to city-owned property damage, resulted in the collection of over \$20,000 towards recovered costs to the city.
 - Completed insurance policy renewal, realized \$11,188 savings through thorough review of the policy.

Public Works

- Regulatory Compliance Accomplishments – Regulatory compliance as related to the environment and public utility operation generally falls to Oregon City. In 2016 the City was able to meet or exceed the regulatory reporting requirements including:
 - NPDES MS4 5 –year permit renewal
 - NPDES MS4 Annual Report - Stormwater Monitoring Plan
 - Annual Water Line Leak Detection Contract
 - Oregon Health Authority Drinking Water Survey
 - FEMA Community Rating System Annual Renewal (Flood Insurance Program)
- Project Accomplishments – A long and a diverse list of Public Improvements Projects are managed through the Public Works Department. The project accomplishments for the Department include:
 - Construction Complete
 - 2016 Preventative Pavement Maintenance
 - 2016 OC Roadway Reconstruction Project
 - Madison Street, 14th Street, Division Street Sewer Moratorium Project
 - 2016 In-house Water Line Replacement Projects
 - 2016 In-house paving
 - 6th Street Waterline Replacement Project
 - Settler's Point Sewer Pump Station Improvements Project
 - Under Construction
 - Linn Avenue Sewer Moratorium Project
 - 15th Street Waterline (Main Street) to Division Street)

- Design Phase
 - Beaver Creek Road Dual Left Turn Lane Extension Project
 - 99E & Railroad Avenue
 - 99E Bluff Waterline Replacement Project
 - Meyers Road Extension ROW Acquisition
 - Washington & 12 Street Signalization
 - Hazelwood Drive Sewer Moratorium Project
 - South End Road Waterline Replacement Project
- Study Phase
 - Sewer Inflow and Infiltration Characterization Project (Flow Monitoring and Smoke Testing)
 - Stormwater Master Plan Update
 - Water Quality and Environmental Feasibility Study for Clackette Cove
 - Water System Hydraulic Model Update
 - Transportation SDC Update
- Development Accomplishments– Land use development approval, development review, and development construction management encompass much of the work of the Engineering Group. Overall the number of permits issued in 2016 are at a 10 year high with 317 permits issued and \$487,900 in revenue collected so far for 2016 (see Public Works Permit Statistics Worksheet). Three most distinctive projects include:
 - Oregon City School District Transportation Facility
 - Grand Cove and North Park Excavation Projects
 - Oregon City Library
- Emergency Management Accomplishments– While Emergency Management is a coordinated effort that involves all Departments the following represent the top three accomplishments.
 - 2015 Land Slide Emergency Response Coordinated with the Police, City Manager's Office, Community Development and Finance Department as well as Clackamas County and Red Cross to mobilize and evacuate residents from a total of 52 units at the Forest Edge & Berryhill Apartments
 - Interface with the Community Organization Active in Disaster (COAD)
 - Cascadia Rising Emergency Exercise
- ROW Management Accomplishments:
 - B & B Leasing Solids Waste Franchise re-negotiation
 - City of Gladstone passes a ROW Ordinance

- Operations Center Accomplishments
 - Master Plan Update Public Involvement and site plan modification process
 - Public Open House (Pancake Breakfast)
- OCPW Staffing Accomplishments:
 - Development Project Engineer – Mario De La Rosa
 - Construction Inspector – Stan Ore
 - Construction Inspector - Terry Hite
 - UMS I – Duston Paisley
 - UMS I - Patrick Armstrong
 - Utilized Contract Employees for interim coverage for Development engineers and inspectors

Community Development

Building and Planning:

- Staff has continued a successful partnership with Metro, the State, and Clackamas County on the Willamette Falls Legacy Project. This year included three events for the public to shape the riverwalk, including an event in March with approximately 800 participants! A variety of agreements were approved with the partners and friends group to progress on this world-class project. A preferred design for the riverwalk is expected in spring of 2017.
- Development review processes were revised to expedite review time and provide customers with consistent, comprehensive information.
 - The review of single-family homes in new subdivisions was reduced from approximately two weeks to three days.
 - The creation of a Type I Site Plan and Design Review process reduced the review time for minor exterior alterations to commercial buildings by a few months and more than \$500.
 - The Pre-Application Conference process was revised to ensure greater quality research prior to meetings, allow for on-line submissions, and provide applicants more tools to better understand the regulations and review process.
 - Guides for development were created for homeowners.
 - Templates were created for staff reports to increase consistency.
 - The Planning website were revised to more clearly explain the details about major planning processes.

- A majority of the application forms were revised for clarity and were made fillable on the City website.
- Time, place and manner regulations for marijuana businesses were prepared through a comprehensive public engagement process in preparation for the November election in which voters lifted the ban on marijuana businesses and approved a local tax of 3%.
- Three Planning applications were appealed to the Land Use Board of Appeals (LUBA). The City's decision was affirmed for the first appeal involving an approval for the Willamette Falls hospital and decisions for the Beaver Creek Road Concept Plan re-adoption and zone change for Beaver Creek and Highway 213 are expected in approximately one month.
- Continued investment into public participation and committees.
 - In addition to participating in City activities and learning about processes, the Citizen Involvement Committee created a Public Involvement Plan for use by the neighborhood associations and the CIC.
 - The Natural Resource Committee reviewed a variety of projects including the Cove, Public Works Operations, various tree removals, etc.
 - The Community Development Department Stakeholders Group (which consists of members of the development community, CIC, and public) have been essential to implementation of new forms and processes.
 - The Historic Review Board reviewed a variety of applications in a timely manner.
 - The Planning Commission reviewed a variety of very controversial applications including marijuana business regulations, the Beaver Creek Road Concept Plan Re-adoption, and several zone Change applications, etc.
 - Staff supported each of the neighborhood associations as a liaison, attending meetings, seeking input and providing education about Planning processes.
- Development applicants are increasing.
 - The number of overall permits increased in the Planning Division by 31% from last year. Pre-Application Conference requests have increased 49% from this time 2015 (58% from this time 2014).
 - The number of inspections by the Building Division increased 24% from this time last year (an increase of 55% since this time the year prior). The number of new single-family homes increased by 15% from this time in 2015 (and 54% from 2014).

- The Building Division stopped utilizing Clackamas County for inspections (with the exception of commercial electrical) while staff continues to obtain certifications to be trained in multiple disciplines.
- The Building Division Fee schedule was updated and approved by the State Building Codes Division and City Commission.

IT Accomplishments

- Expanded VM infrastructure to 50% virtual, 50% physical.
- Increased bandwidth for Internet connection from 30Gb to an uncapped fiber connection, and reduced Internet access costs from over \$50K to \$6K annually.
- Completed fiber buildout to all City facilities (Pool, Cemetery, Mountainview) and implemented redundant fiber and networking hardware architecture.
- Hired Computer Support Specialist

GIS Accomplishments

- Added several new data layers to GIS system – Easements, Shadow plats, Business licenses, Permit locations, Fiber infrastructure, Parcel notes.
- Stormwater Master Plan (SWMP) and NPDES GIS analyses - Delineated BMP catchment areas, added pipe age to storm system, added vertical datum information to 100+ asbuilts, redefined storm basin boundaries.
- Provided GIS analyses for the marijuana regulation public outreach process and planning effort with spatial analyses to determine possible allowed/prohibited growing/dispensing areas, developed web mapping site to display marijuana data and analyses, created hard copy maps for public involvement, developed 10+ scripts to automate nightly data update.

Community Services

- Passed exclusion and tobacco free park ordinances in November 2016 to improve guest experience at Oregon City Parks.
- Pioneer Center provided congregate meals to 7,976 individuals and 27,723 meals through the Meals on Wheels program.
- Community Services staff provided support to Library staff for the new Library and park grounds. Project included installation of new spray park, landscaping and play equipment.
- Completed \$96,000 Pioneer Center parking lot improvement project including curb installation, ADA access and tree plantings.

- Recreation Programs continue to grow including Daddy Daughter Dance selling out with 160 young ladies and their fathers. We had 2,300 guests in attendance at Movies in the Park and 14,700 in attendance at Concerts in the Park during the 2016 summer season. We also improved our sponsorships totals bringing in \$16,250 in Concerts and \$2,000 in Movies.
- Completed renovations at OC Pool including front desk reconfiguration and family changing rooms. The projects included bringing the facility into compliance with ADA standards.
- Community Services staff are working collaboratively with Community Development staff and partner organizations for the development of the Willamette Falls Legacy Project.
- Installation of new playground equipment at Barclay Hills Park.

Library

- Successfully opened new library on time and on (under) budget.
- Coordinated and worked with architects, contractors, and project manager to complete building on time.
- Kept community updated throughout the construction process via multiple forms of communication.
- Kept several other library improvement projects, such as RFID (Radio Frequency ID) going throughout construction; this will come on line in 2017.
- Worked with the Oregon City Library Foundation to raise funds for the library; they more than achieved their goal of \$500K by raising \$525K to date.
- The Friends of the Library kicked off the Foundation fundraising with a major gift of \$100,000. They continue to be wonderful supporters.
- Held a very successful Foundation Donor Thank You/sneak Peek at the library the night before the grand opening.
- Held a very successful Grand Opening.
- The library provided numerous programs-286 children's program, 19 young adult programs and 41 adult programs.
- Door traffic is between 13,000 -17,500 per month. Circulation is about 35,000 items per month. Despite the construction and being in such a small space, the library managed to provide a great deal of service during fiscal year 2016.

- Staff morale and staff training continue to improve managed to stay high due to regular events and get-togethers after work.
- Continued to revise staffing-hired full time Adult Services Librarian and full time Technology and Library Promotions Librarian.
- Communication to the public is very good. We added to our Facebook friends since last year: from 1353 to 2148 and we added to the number of email newsletter subscribers: from 1372 to 2176.
- The new children's librarian revised many of our programs this year, bringing a level of professionalism that is great to see. We now offer story times 4 days a week. We offer Lego Lab on Saturday and Art Lab on Wednesday for early release. Friday story times are coming soon, giving us 5 days a week of story time.
- Continued partnership with the Pioneer Center and the End of the Oregon Trail Interpretive Center by presenting our First Friday Film Series and EOT.
- And we love our new building!

Police Department

- Renegotiated 3 year police employment contract.
- Worked with the Oregon City School District to put a second School Resource Officer in the schools. The district agreed to pay half the cost of the officer, this will provide a presence in both middle schools.
- Formed the first OCPD traffic team of three full time officers to address vehicle crashes.
- Started program with Clackamas County Mental Health to make a crisis worker available to assist officers with calls.
- Trained and deployed Naloxone to all sworn officers to combat opioid deaths in Oregon City. Within the first few months, we had three deployments and two saves of individuals who were overdosing.
- Through a grant, obtained 11 AED's (Automatic External Defibrillators) and deployed them in the majority of our patrol cars. Our officers now respond to cardiac arrest calls when they are available. This is significant because we can generally respond faster than the fire department.
- Researched, wrote and passed Oregon City Noise Ordinance.
- Added a drug detecting canine to the force; "Kar"
- Police Response:
 - About 26,000 calls for service

- Responded to 415 traffic crashes
- Investigated 622 child abuse complaints
- Wrote 4823 citations
- Made 1254 arrests
- 73 homeless camps cleared by Code Enforcement



City of Oregon City

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

Staff Report

File Number: 17-025

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 3c.

From:

File Type: Report

SUBJECT:

Review and Discussion of Best Practices for an Elected Governing Commission - Facilitator,
Rhonda Hilyer



Best Practices for an Elected Governing Commission
Joe Hertzberg
December 2010

The following guidelines are based on many years of experience with city councils, county commissions, and other elected governing bodies. However, every commission is unique, and each should discuss and adopt its own guidelines. Most questions have no “right” or “wrong” answers, but it is important that commissioners have the same expectations. It is helpful to review and revise guidelines at least annually.

Expectations and Courtesies

- Make every effort to attend every meeting, to arrive on time, and to be prepared.
- Do not criticize any commissioner, staff member, or citizen in public.
- No surprises: Whenever possible, inform others before they learn important news in public.
- Speak only when recognized by the chair. Don’t interrupt or engage in side conversations when another commissioner is speaking.
- Be brief and to the point.
- Say what you mean and mean what you say: Limit political speeches and don’t posture or grandstand.
- Clearly explain how you got to your position and how it serves the public interest. This is especially important when you disagree with a staff or committee recommendation.
- Share credit generously. Spread opportunities to get positive recognition and spread responsibilities to do things that will evoke criticism.
- Support the legitimacy of Commission decisions, even those you didn’t vote for. When a decision is made, move on.

Good Process and Procedure
Meetings

- The Commission’s goal is to adjourn by a fixed time unless extended by majority consent of members present. Any member may call for a point of order at or around 30 minutes before this fixed time to review remaining agenda items. The Commission may reset or reschedule items that may not be reached prior to the regular time of adjournment.
- Commission packets will be available a set number of days time prior to business meetings. Commissioners are encouraged to submit questions and comments at least 2 business days preceding the business meeting.
- Any member can pull an item from the consent agenda to discuss separately at the meeting.

- ◆ Contact the City Manager in advance and explain your reason for pulling the item.
- ◆ If you thought about pulling an item but got further information that changed your mind, inform others so they have the same information.
- Pulling an item from the agenda to defer consideration is a Commission decision.
- The allocation of meeting time should reflect the priority among issues.
- The purpose of the question and answer period during a public hearing is to elicit information. Commissioners should not use it as a forum to express their own positions. This should be reserved for the discussion period.
- At a study session, any commissioner may call for a point of order to propose that it would be more appropriate to discuss the matter during a business meeting. The Commission will decide whether the discussion should continue or be held during a business meeting.

Issues for Discussion and Decision

- Decisions with major financial implications should be considered in the context of citywide priorities, as part of the regular budget process. Cuts or increases should not be made piecemeal.
- Commission agreement is required to start, slow down, or stop a project.
- Process for emerging ideas:
 - ◆ Don't bring an issue to the Commission until it is ready.
 - ◆ Consult with the City Manager to help frame issues before introducing new directions or amendments.
 - ◆ Have individual conversations with other commissioners, but be careful to give them consistent messages so all have the same information.
 - ◆ When the idea is ripe, schedule a study session for general discussion and to identify next steps.

Internal Communication

- Limit use of email to other commissioners:
 - ◆ To transmit information.
 - ◆ To express your own individual opinion.
 - ◆ To suggest that a matter should be discussed by the full Commission.
 - ◆ Reply only to comment on whether a matter should be discussed by the full Commission.
- Occasionally, there may be special reasons for individual briefings rather than a work session for the full Commission. When commissioners are individually briefed, it is important for all to get the same information.

External Communication **General**

- The City Manager or Mayor responds to communications directed to the full Commission.

- If a communication is directed to an individual commissioner, you may choose to respond as an individual or refer to the City Manager.
- The City must speak with one voice on labor issues. Commissioners who are contacted individually should make no comment and should report the contact to the City Manager.

Communication with Partners and Allies

- In general, the Mayor or City Manager speaks for the City.
- In public settings, members must be crystal-clear whether they are speaking as an individual or for the Commission.

Communication with Boards, Commissions, and Committees

- No commissioner should try to influence the deliberation or outcomes of board proceedings.
- The Liaison's role is to facilitate two-way communication, helping the board to understand the Commission and the Commission to understand the board.
- Liaison assignments should be equitably allocated among Commission members based on their interests, availability, tenure on the Commission, and other factors.

Working Relationship between Commission and Staff

Commission and staff are partners in serving the public. As members of the City team, they play different roles, but they should be working toward the same goals. Mutual trust, confidence, and respect are the keys to effective working relationships.

Communication between Commissioners, City Manager, and Staff

- In general, commissioners should communicate only with the City Manager or department heads. Department heads will inform the City Manager when they have significant conversations with commissioners. There are several exceptions:
 - ◆ You may communicate directly with staff members working with you on an ongoing assignment to a particular project.
 - ◆ You may communicate directly with seasoned staff members with whom you have a long-term working relationship.
 - ◆ Discuss personnel issues only with the City Manager.
 - ◆ Commissioners are encouraged to attend staff occasions, celebrations, and recognition events.
- Only the full Commission may give direction to employees, and only through the City Manager. As a rule of thumb, this applies to any activity that takes more than one hour of staff time.
- Commissioners are encouraged to take issues to the City Manager first, giving as much information as possible to ensure a thorough response.
- The City Manager shares information equally with all commissioners.
- Staff should understand that different Commission members prefer to communicate in different modes – telephone, email, in person.

Staff Reports

- Staff's role is to gather facts, present objective analysis, and make recommendations based on their best professional judgment.
- Written reports should be succinct and prepared in a style agreed to by the Commission.
- Presentations in public settings should be brief, in plain language, and supported with appropriate visuals.
- Commissioners are encouraged to pose questions and concerns to staff members in advance of public meetings. This allows staff to respond thoroughly and accurately. It is especially important not to surprise staff in public.
- If substantive information is provided to one commissioner, staff will provide the same information to all.
- Commission decisions may take into consideration many other factors in addition to the staff recommendation.
- Regular and honest feedback helps everyone to work together more effectively.

Tips for Effective Commissioners

- Respect the different styles of fellow commissioners.
- Be open to changing your mind based on new information.
- Take personal responsibility for encouraging respectful behavior among your fellow commissioners.
- Strive for consensus, but don't settle for the lowest common denominator.
- If you have a concern with another member, speak directly to that person.
- Be open with sharing information. Give unto others information you would want them to give unto you.
- Spend some casual time together. Invite fellow commissioners to get together informally, particularly those of opposing views.
- Pick your spots. Try hard to win on matters important to you, and let others win on matters important to them and not so important to you.
- Recognize that you are seen as a commissioner at all times, no matter how you may see yourself.
- Whenever you put anything in writing, assume that everyone in the city is looking over your shoulder.
- Be welcoming to speakers and treat them with respect. Remember that for many citizens, speaking in front of the Commission is an unfamiliar and difficult experience.
- Learn the various businesses of the City. Schedule visits, walk-throughs, and ride-alongs to better understand the day-to-day picture as a basis for making policy decisions.
- Everyone does not have to weigh in on every question. Sometimes it's OK to just vote.
- When a discussion grinds, you might suggest taking a break.
- Praise people in public, criticize in private.

RESOLUTION NO. 15-11

A RESOLUTION APPROVING A THIRD AMENDMENT TO THE CITY COMMISSION RULES OF PROCEDURE

OREGON CITY MAKES THE FOLLOWING FINDINGS:

WHEREAS, the City Commission finds that Section 1 of the Charter of the City of Oregon City provides that the City Commission shall adopt rules for the government of its members and proceedings; and

WHEREAS, the City Commission finds that establishing rules of procedure governing public meetings is important to efficient and effective resolution of City business; and

WHEREAS, the original Rules of Procedure were established by the City Commission by Resolution No. 11-01 on March 16, 2011; and the 1st Amendment to the Rules were approved by Resolution No. 11-24 on November 2, 2011; and the 2nd Amendment to the Rules were approved by Resolution No. 14-16 on July 2, 2014; and

WHEREAS, the City Commission desires to further amend the Rules of Procedure.

NOW, THEREFORE, OREGON CITY RESOLVES AS FOLLOWS:

Section 1 Authority and Purpose

The Charter of the City of Oregon City provides that the City Commission ("Commission") shall adopt rules for the government of its members and proceedings. The following rules of procedure shall be in effect upon adoption by the Commission and until such time as they are amended, or new rules are adopted. For purposes of these rules, the Mayor is included in the term "Commissioner," unless the context requires otherwise. The rules are designed to apply to all City boards, committees, and commissions where appropriate.

Section II General Rules

A. Meetings to be Public: The deliberations and proceedings of the Commission shall be open to the public in accord with ORS 192 and any other applicable public meetings laws.

B. Quorum: Three members of the Commission shall constitute a quorum to conduct the City's official business at regular and special meetings. The concurrence of a majority of the members of the Commission present at a Commission meeting shall be necessary to decide any question before the Commission.

C. Attendance:

1. Commissioners are expected to attend all Commission work sessions and regular meetings; however, when it is necessary for a Commissioner to be absent from any meeting of the Commission, Commissioners are expected, as a matter of courtesy, to notify either the Mayor or the City Manager of their planned absence. Commissioners not present at a meeting will be noted as absent in the meeting minutes.

2. A Commissioner who is unavailable in person may participate in work sessions and regular meetings by conference call or other electronic means. If such participation occurs, the Commissioner shall be considered in attendance and not absent.

D. Compelling Attendance: When a quorum is not present at the time set for a meeting or when a quorum has been present and a meeting has commenced, but a quorum is no longer present, the remaining Commissioners may compel attendance of the absent Commissioners in accordance with Section 15 of the City Charter.

E. Minutes of Meetings:

1. Except as provided in paragraph 2 below, the Commission shall provide for the taking of written minutes of all its meetings. Neither a full transcript nor a recording of the meeting is required, except as otherwise provided by law but the written minutes must give a true reflection of the matters discussed at the meeting and the views of the participants. All minutes shall be available to the public within a reasonable time after the meeting and shall include at least the following information:

- a. All members of the Commission present;
- b. All motions, proposals, resolutions, orders, ordinances, and measures proposed and their disposition;
- c. The results of all votes and the vote of each member by name; and
- d. A reference to any document discussed at the meeting.

2. Minutes of executive sessions shall be kept in accordance with the above four (4) points. Instead of written minutes, a record of any executive session may be kept in the form of a sound tape or other suitable recording which need not be transcribed unless otherwise provided by law.

3. The City Recorder or designee shall have the responsibility for preparing minutes, for correcting minutes to reflect Commission amendments, for retaining minutes, and for furnishing copies of the minutes to persons desiring a copy.

4. Minutes shall be prepared with sufficient detail to meet their required use. Specifically, the following requirements shall be met:

- a. Recordings shall be made at each meeting. Equipment malfunction shall not be a reason to postpone the meeting and shall not negate the validity of the written minutes. The City Recorder or designee may temporarily interrupt the Commission proceedings in the event of equipment malfunction or other case of short term loss of recording.
- b. If a verbal staff report is a summary of an agenda report, it may be so referenced in the minutes.

- c. Names and, if furnished, city of residence of persons testifying shall be included in the minutes.
- d. If a citizen's verbal testimony is a full summary of a written letter or other submission, it may be so referenced in the minutes.
- e. All exhibits submitted, received and not excluded by the Commission during hearings and all other documents submitted shall be noted in the minutes.
- f. Except for delay beyond the control of the City Recorder, or in the event of extraordinarily lengthy meetings, the minutes shall be prepared in final form by the next regular Commission meeting.
- g. Minutes are public records upon composition; however, if distributed to the public before Commission approval, in any form other than as part of the Commission meeting information, "DRAFT" shall be noted on each reproduced page.

5. After being prepared in final form by the City Recorder or designee, the minutes shall be submitted to the Commission as quickly as feasible for approval by motion duly made and seconded, and approved by a majority of a quorum present. Approval of the minutes of any meeting may be undertaken individually or in conjunction with other business items as part of approval of a motion in a consent agenda item. Members of the Commission may vote on approval of minutes whether or not they were present at the meeting.

6. The Commission may amend the minutes to reflect more accurately what transpired at a meeting. An individual Commissioner may call for additions or corrections to the minutes and unless there is disagreement from other Commissioners, the motion to approve the minutes shall include the minutes as amended. If the Commission questions the minutes or is unsure they accurately reflect what transpired during a meeting, the Commission may postpone approval of the minutes until recordings of the portion of the meeting in question can be consulted. The Commission shall be the final authority as to the amendment of the minutes.

7. When approved, the minutes shall be kept on file permanently in the City Recorder's office in paper and electronic formats. Sound recordings of Commission meetings shall be retained for a minimum of twelve months, subject to the Commission ordering retention for a longer time.

8. Both written minutes and sound recordings shall be available for public inspection and copying during office hours. Sound recordings and a listening device shall be available to the public for use on City premises. The City Recorder may implement additional reasonable rules and procedures to assure the preservation and orderly public review of such sound recordings.

F. Right of Commissioner to be Heard: Any Commissioner desiring to be heard shall be recognized by the presiding officer, but shall confine his or her remarks to the subject under consideration.

G. Addressing Staff: Commissioners at Commission meetings shall address questions or requests of staff through the staff person presenting the agenda item or the City Manager. All other requests of staff must go through the City Manager.

H. Rules of Order: "Robert's Rules of Order" shall govern in all situations not specifically covered by these rules or the City Charter. The Commission has previously adopted Robert's Rules of Order. In the event of a conflict between these rules and Robert's Rules of Order, these rules shall prevail. The City Attorney shall be the parliamentarian for the Commission.

Section III – Types of Meetings

A. Regular Meetings: Regular City Commission meetings shall be held at 7:00 p.m. on the first and third Wednesdays of each month in the City Commission Chambers at City Hall, 625 Center Street, Oregon City. All regular meetings will be adjourned no later than 10:00 p.m. unless extending until no later than 11:00 p.m. is unanimously agreed upon by the Commissioners present at that meeting. When a City Commission meeting falls on a legal or national holiday, the meeting shall be held the following day or on a date fixed by the Commission for that meeting.

B. Special Meetings: The Mayor may call a special meeting of the Commission. A special meeting may also be held at the request of three members of the Commission. Special meetings of the Commission may also be held at any time by the common consent of all the members of the Commission. A special meeting shall be subject to the same rules applicable for regular Commission meetings. An emergency meeting may be called by the Mayor or three members of the Commission for a time not earlier than three or later than 48 hours after notice is given. The call for an emergency meeting shall specify the day, the hour, and the location of the special meeting and shall list the subject or subjects to be considered.

C. Work Sessions: Work sessions are typically held at 5:30 p.m. on the Tuesday between the first and third Wednesdays of each month Commission. No formal votes may be taken on work session items, although Commissioners may be polled in order to give direction to the City Manager on topics under discussion at a work session. The agenda for the work session shall be prepared by the City Manager based on any of the following:

1. All items directed by the consensus of the Commission shall be listed on the agenda.
2. All items deemed appropriate by the City Manager as specified in the City Charter.
3. Business from the Commission pertaining to committee reports and other Commission business.

D. Executive Sessions: Executive sessions are governed by ORS 192.660 and are closed to the public, except that representatives of the news media shall be allowed to attend most sessions. City Commissioners and staff in attendance shall not disclose to any person the content of any discussion that takes place in an executive session. The Commission may require all in attendance not to disclose executive discussions and may adopt appropriate sanctions for breach of such requirement. Executive sessions are typically held prior to or at the end of a regular or special meeting. No executive session may be held for the purpose of taking a final action or making a final decision, although the Commission may reach a consensus in

executive session. Decisions must be taken by formal vote in open session to allow the public to know the result of the discussions in executive session.

E. Retreat: The Commission shall hold a retreat in January of each odd numbered year for the purpose of setting Commission goals. In addition, at the retreat, all City department heads shall give an annual department update, addressing current and future projects for the department. Commission retreats shall be held within City limits and are subject to the open meeting and public records laws of Oregon.

Section IV – Presiding Officer and Duties

A. Presiding Officer: The Mayor shall preside over the City Commission's deliberations. The Mayor shall have a vote on all questions before the Commission; shall have authority to preserve order, enforce the rules of the Commission, and determine the order of business under the rules of the Commission. In the absence of the Mayor, the Commission President shall perform the Mayor's duties. In the absence of the Mayor from the city or the inability of the Mayor to act, the President of the Commission shall have and exercise the power to perform all duties of the Mayor. In the absence of the Mayor and the President, if a quorum of the Commission be present, the senior member of the Commission shall preside over the meeting as President Pro-Tem. If there is no one senior member of the Commission, Commissioners shall choose, by vote, a President Pro-Tem to preside at that meeting.

B. Call to Order: The meetings of the Commission shall be called to order and conducted by the Presiding Officer.

C. Preservation of Order: Effective governance requires that Commissioners, staff, and members of the public treat one another with dignity and respect at all times. The presiding officer shall preserve order and decorum, discourage attacks on personalities or the impugning of Commissioners' and citizens' motives, and confine Commissioner debate to the question under discussion. Persons in attendance at the meeting who become disorderly, abusive or disruptive may be removed from the meeting. The presiding officer may summon the assistance of the police or other administrative staff to assist in maintaining order, and if an arrest of a person(s) is deemed necessary to restore or maintain order, the presiding officer may sign a complaint on behalf of the City.

Commissioners, staff, and the public must first be recognized by the presiding officer before speaking. Any of the following shall be sufficient cause for the presiding officer or Sergeant-at-Arms to remove any person from the City Commission Chamber or City Hall, at the direction of the presiding officer, for the duration of the meeting:

1. The use of unreasonably loud, disruptive or profane language.
2. The making of loud or disruptive noise.
3. Engaging in violent or distracting action.
4. The willful damage of furnishings or of the interior of the City Commission Chamber or City Hall.

5. The refusal to obey any of the rules of conduct provided within this Section, including the limitations on occupancy and seating capacity.
6. The refusal to obey an order of the presiding officer or an order issued by any Commissioner which has been approved by a majority of the Commissioners present.
7. Any conduct that substantially obstructs the work or the conduct of business of the Commission.

Before the presiding officer directs removal of any person from the meeting hall for conduct described here, that person shall be given a warning by the presiding officer to cease the objectionable conduct.

If a meeting is disrupted by members of the audience, the presiding officer or a majority of the Commissioners present may order that the City Commission Chamber or City Hall be cleared.

D. Points of Order: The presiding officer with the advice of the City Attorney shall determine all procedures, subject to the right of any Commissioner to appeal to the Commission. If any appeal is taken, the question shall be, "Shall the action proposed by the presiding officer be sustained?"

E. Question to be Stated: The presiding officer shall ensure that all questions submitted for a vote are clearly articulated for the record and shall announce the result. A roll call vote shall be taken upon the request of any Commissioner.

F. Substitution for Presiding Officer: The presiding officer may call upon the President of the Commission, or if absent, any other Commissioner, to preside temporarily over the meeting. Any such substitution shall not continue beyond adjournment.

Section V – Agenda and Order of Business

A. Agenda: The City Commission agenda is the official order of business at City Commission meetings. The agenda shall be a listing by topic of subjects to be considered by the Commission at any meeting. Items are placed on the agenda by consensus of the majority of the Commission or recommended by the City Manager. The agenda shall be delivered to Commissioners as provided in Section D(1) below, unless a special or emergency meeting is duly called, in which case delivery shall be prompt, in accordance with the circumstances.

Each agenda item typically includes a Commission report with a background report, staff recommendations, budget impacts, and other pertinent information necessary to make a decision. There are times when reports are made orally at the City Commission meetings, and there will be no supporting materials in the packet. The City Manager shall be responsible for approving the staff recommendation on each agenda item. Commissioners are encouraged to contact the City Manager before arriving for the meeting if they have questions about an agenda item.

B. Consent Agenda: The consent agenda contains routine items that are generally not controversial and do not require further discussion. The group of items may be approved with one motion and one roll call vote. Items may include approval of the minutes, routine resolutions, easements, deeds, agreements, contracts, and other miscellaneous items. Any

item or items may be removed for separate consideration at the request of any Commissioner or member of the public. Items removed for separate consideration will be considered immediately following approval of the consent agenda.

C. Order of Business: The general rule as to the order of business in regular meetings shall be as follows:

1. Call to Order – The Mayor calls the meeting to order and roll call is taken.
2. Flag Salute.
3. Ceremonies, Proclamations, Presentations.
4. Citizen Comments – This section allows members of the public to speak for three minutes near the beginning of each regular Commission meeting on any matter of interest that is not on the agenda. The comment time may be adjusted by Commission consensus. Verbally abusive or disruptive behavior or slanderous comments are not allowed.

The City Commission does not generally engage in dialog with those making comments, but may ask clarifying questions with the Presiding Officer's permission or refer the issue to the City Manager for evaluation. The City Commission requests that complaints be initially addressed at the department level prior to the citizen addressing the City Commission.

Only those citizens who have completed a comment form and delivered it to the City Recorder will be called to speak. When called upon, speakers shall state their name and city of residence for the record. The City Recorder shall receive any written comments or other materials submitted to the Commission. If a speaker wishes to give an electronic presentation, the presentation must be delivered to City staff, preferably via electronic mail, 48 hours prior to the meeting. The citizen's external electronic data device will not normally be permitted to be used on City equipment for security purposes.

5. Adoption of the Agenda – This section permits time to make additions, deletions, or changes to the current agenda, including removing an item from the consent agenda.
6. Public Hearings.
7. General Business – New items for consideration. General business also includes first and second readings of ordinances and some resolutions.

Ordinances for Introduction (First reading) – An ordinance is an act of law of the City of Oregon City or through an initiative ordinance enacted by the citizens of Oregon City through the election process. The ordinance for introduction to the City Commission, commonly called the "first reading," is considered by the Commission and if passed, is generally moved forward to the next Commission meeting for the second reading. The Commission can decide what will constitute the first reading – whether to have the entire ordinance read into the record, or only the title of the ordinance read into the record.

Final Ordinances (Second reading) – If approved at the second reading, the ordinance is passed and becomes effective 30 days following the second reading, unless an emergency is declared, in which case the Commission may choose a different time for the ordinance to become effective, including being effective immediately.

Resolutions – Resolutions may be required to authorize expenditure of City funds beyond authorized amounts, establish new funds, authorize certain contractual arrangements on behalf of the City, call for an election, to amend or rescind an existing resolution, and a number of other municipal actions. Unlike an ordinance, a resolution is usually effective immediately and does not require a second reading or a waiting period to become effective. A resolution should be reserved for the acts of the City Commission which require a formal written record that the action has been taken, but do not necessarily require the adoption of an ordinance or law.

8. Consent Agenda – All items listed under the consent agenda are considered routine and non-controversial and will be enacted by one motion. There will be no separate discussion on these items, unless an item has been removed from the consent agenda under Adoption of the Agenda.

9. Communications –

- a. The City Manager presents his/her report at this point in the meeting.
- b. Mayor's report and appointments by the Mayor of citizens to Boards or Commissions.
- c. Reports by Commissioners of their activities in the community.

10. Adjournment

D. Agenda Packets

1. The City Recorder is responsible for compiling the agenda and supporting materials for the City Commission meetings for the Mayor, Commissioners, staff, and the public. The City Recorder shall create the agenda packet and transmit electronically to each member of the City Commission and staff the Friday before each regular Commission meeting and before each special meeting as feasible. The packet shall also be electronically posted to the City's Web site at www.orcity.org.

2. Agendas for all City Commission meetings shall be posted on the notice board in the lobby of City Hall, at the Oregon City Library, at the Pioneer Community Center, and on the City's Web site. The agendas are also sent electronically to local news media and other interested citizens. The agenda shall also be available electronically and posted to the City's Web site at www.orcity.org.

Section VI – Committees

A. The Commission may create committees to assist in the conduct of its Charter duties with such assignments as the Commission may specify. The Mayor shall appoint, at his or her sole discretion, members to such committees to serve until the special purpose for which the committee was created has been accomplished or when the committee is abolished by the Commission. Unless otherwise provided by ordinance, all committees so created shall be

advisory to the Commission and all committees shall conduct their meetings in accordance with the Public Meetings Law.

Section VII – Reconsideration of Actions Taken

A. Unless specifically governed by other provisions of the codes, ordinances, or other regulations of the City, any Commissioner who voted with the majority may move for reconsideration of an action at the same or the next following regular meeting of the Commission. No additional testimony or evidence from the public shall be taken as part of reconsideration unless the record is re-opened and notice provided. Once a matter has been reconsidered, no motion for further reconsideration shall be made without unanimous consent of the Commissioners present at the meeting.

Section VIII – Use of Electronic Devices

A. It is the policy of the Commission, in keeping with the intent of the state's open meetings law, that the use of electronic communications devices during Commission meetings be limited and shall otherwise comply with rules and laws applicable to proceedings before the Commission. Use of such devices is generally permitted only at work sessions so long as the source and the content of the information is disclosed to the public and access to the information remains courteous to guests and meeting attendees.

Any electronic communication regarding a quasi-judicial matter to be considered by the Commission is an ex parte contact, and shall be disclosed, as required by law.

This rule does not prohibit the use of the City provided interactive computers on the dais for viewing the Commission meeting agenda and agenda packet. This rule does not limit the use of electronic communications devices outside of public meetings. However, all electronic communications sent and received by Commissioners must comply with the rules and laws applicable to public records.

B. Definitions

1. As used in this section, "electronic communications devices" means laptop computers, blackberries, cell phones, or other similar devices capable of transmitting or receiving messages electronically.
2. As used in this section, "electronic communications" means e-mail, text messages, or other forms of communications transmitted or received by technological means.

Section IX – Conduct of Quasi-Judicial Land Use Hearings

A. Nature and General Conduct of Hearing

1. The Commission, when conducting an administrative, quasi-judicial land use hearing shall provide notice of the hearing to all persons entitled to notice under the codes of the City and state law. In conducting the hearing, the Commission shall provide to all entitled persons an opportunity to be heard, to present and rebut evidence to an impartial tribunal, to have the proceedings recorded, and to have a decision based on substantial evidence consistent with state law and the Oregon City Municipal Code.

2. Each person wishing to testify shall fill out a sign up card and provide it to the City Recorder. Speakers will proceed in the order in which their card is received. The information requested on the sign up card allows the city to provide appropriate follow up information, including notice of any decision, to persons who participate in the hearing.
3. No person offering testimony shall speak more than once without obtaining permission from the presiding officer.
4. No person shall testify without first receiving recognition from the presiding officer and stating his or her name and city of residence for the record.
5. There shall be no audience demonstrations, such as applause, cheering, display of signs or other conduct disruptive to the hearing.
6. The presiding officer, Commissioners, City Manager, City Attorney, and with the approval of the presiding officer, any other officer or employee of the city may question and cross examine any person who testifies.
7. Any person entitled to participate in a hearing may also submit written testimony in addition to or in lieu of speaking before the Commission.
8. Any person unable to attend and participate in the public hearing may submit written testimony by the noticed deadline.
9. If a speaker wishes to give an electronic presentation, the presentation must be delivered to City staff, preferably via e-mail, 48 hours prior to the meeting. The citizen's external electronic data device will not normally be permitted to be used on City equipment for security purposes.
10. Timetable for Staff Reports, Testimony, Rebuttal:

Public Hearing Process for Land Use Items:

Staff Report:

- 15 minutes for Staff report

Public Testimony:

- 15 minutes for applicant
- 5 minutes for representatives of a recognized Oregon City neighborhood association, government agency, or other incorporated public interest organization from Oregon City
- 3 minutes for any individual
- 5 minutes for applicant's rebuttal

Questions of Staff

Commission Deliberation / Motion

Public Hearing Process for Appeal Items:

Staff Report

- 15 minutes for Staff report

Public Testimony:

- 10 minutes for appellant
- 10 minutes for applicant
- 5 minutes for representatives of a recognized Oregon City neighborhood association, government agency, or other incorporated public interest organization from Oregon City
- 3 minutes for individuals
- 5 minutes for applicant's rebuttal

Questions of Staff

Commission Deliberation / Motion

B. Challenge and Disqualification of Commissioner(s)

1. With respect to any quasi-judicial action before the Commission, any proponent or opponent of a matter to be heard by the Commission may challenge the qualification of any Commissioner to participate in such hearing and decision. Such challenge must state facts relating to the Commissioner's bias, prejudgment, conflict of interest or other facts from which the party has concluded that the Commissioner is unable to participate and make a decision in an impartial manner.

- a. Such challenge must be made prior to the commencement of the public hearing.
- b. Such challenge shall be incorporated into the record of the hearing.

2. No Commissioner shall participate in discussion or vote on a quasi-judicial matter when:

- a. any of the following has a direct or substantial financial interest in the proposal: the Commissioner or his/her spouse, brother, sister, child, parent, father-in-law, mother-in-law, any business in which the Commissioner is then serving or has served within the previous two years, or any business which the Commissioner is negotiating for or has an arrangement or understanding concerning prospective partnership or employment;
- b. the Commissioner has a direct personal interest in the proposal; or
- c. for any other reason, the Commissioner determines that he or she cannot participate in the hearing and decision in an impartial manner.

3. No other officer or employee of the City who has a financial or other private interest shall participate in discussion with or give official opinion to the Commission on the matter without first declaring for the record the nature and extent of such interest, as required by Oregon law.

4. The general public has a right to have Commissioners free from pre-hearing or ex parte contacts on quasi-judicial matters heard by them. It is recognized that a countervailing public right is free access to public officials on any matter. Therefore,

Commissioners shall reveal any pre-hearing or ex parte contacts with regard to any matter at any commencement of the public hearing on the matter. If such contacts have impaired the Commissioner's impartiality or ability to vote on the matter, the Commissioner shall so state and shall abstain from consideration of the matter.

5. Notwithstanding any provision of this or any other rule:

- a. an abstaining or disqualified Commissioner may be counted for purposes of forming a quorum;
- b. a Commissioner may represent himself or herself, a client or any other member of the public at a hearing provided that the Commissioner:
 1. abstains from the vote on the matter;
 2. removes himself or herself from the Commission area and joins the audience; and
 3. makes full disclosure of his/her status and position at the time of addressing the Commission.

C. Presiding Officer:

1. The presiding officer shall have the authority to:

- a. regulate the course and decorum of the hearing
- b. dispose of procedural requests or similar matters;
- c. rule on admissibility of exhibits and other documents into evidence, offers of proof and relevance of evidence testimony;
- d. impose reasonable limitation on the number of witnesses heard and set reasonable time limits for oral presentations, questions of various parties and rebuttal testimony; and
- e. take other such action authorized by the Commission appropriate for conduct commensurate with the nature of the hearing.

D. Order of Procedure:

The presiding officer, in conduct of the hearing shall:

1. Commence the Hearing: Announce the nature and purpose of the hearing and summarize the rules for the conduct of the hearing.
2. In quasi-judicial matters, call for Ex Parte Contacts, Conflicts of Interest or Bias:
 - a. Inquire of the Commission whether any member wishes to abstain from participation in the hearing. Any Commissioner then announcing a decision to abstain shall identify the reason for abstaining and shall not participate in discussion of the matter or vote on the matter.

- b. Allow any Commissioner whose participation has been challenged by an allegation of bias, prejudice, personal interest, or partiality or who has been subject to significant ex parte or pre-hearing contact with proponents or opponents to make a statement in response thereto or in explanation thereof, as part of his or her decision to participate in the hearing. This statement shall not be subject to cross-examination, except upon consent of the Commissioner, but shall be subject to rebuttal by the proponent or opponent as appropriate.
3. Objections to Jurisdiction: Inquire of the audience whether there are any objections to the jurisdiction of the Commission to hear the matter and, if such objections are received, conduct such further inquiry as necessary to determine the question. The presiding officer shall terminate the hearing if the inquiry results in substantial evidence that the Commission lack jurisdiction or the procedural requirements of the ordinance were not met. Any matter thus terminated shall, if the defect can be remedied, be rescheduled by the Commission.
4. Staff Report and Recommendations: Call upon the City Manager or other city staff person to provide that the nature of the matter be summarized, that any graphic or pictorial displays which are part of the record be explained, that the staff report, findings and decision of the Planning Commission or other appropriate board or agency be summarized, and provide other such information as may be requested by the Commission.
5. Applicant and Public Testimony: All testimony and evidence submitted, orally or in writing, must be directed toward the applicable approval criteria. If any person believes that other criteria apply in addition to those addressed in the staff report, those criteria must be listed and discussed on the record. The meeting chairperson may reasonably limit oral presentations in length or content depending upon time constraints. Any party may submit written materials of any length while the public record is open.
6. Applicant's Case: The applicant shall be heard first, followed by persons in favor of the proposal. If the hearing is an appeal, the applicant shall still be heard first.
7. Testimony in favor of the application. Allow supporters to be heard.
8. Testimony in opposition to the application. Allow opponents to be heard.
9. Public Agencies: Allow representatives of any city, state, regional authority, or municipal or quasi-municipal corporation existing pursuant to law to testify.
10. Rebuttal Testimony: Allow the applicant to offer rebuttal testimony.
11. Written Communications: Facilitate distribution of written communications addressing a matter before the Commission prior to the commencement of the hearing to be considered for receiving into evidence.
12. Continuance or Close of Hearing and Deliberation by City Commission: The Commission shall either make its decision and state its findings, which may incorporate findings proposed by the proponent, opponents, the staff, or the Planning Commission,

continue the public hearing with the public record open or close the public hearing and continue for deliberations. If the decision is continued for further public testimony or deliberations to a subsequent meeting, the time and place of the subsequent meeting must then be announced. Prior to deliberation on the matter, the Commission shall conclude the hearing. If the subsequent meeting shall be for the purpose of continued deliberation, or to consider proposed findings, additional public testimony shall not be allowed, except upon decision of the Commission. If additional testimony is to be accepted after the close of the public hearing, the public hearing must be reopened, and is subject to public notice requirements.


E. Record of Proceedings:

1. The City Recorder, or designee, shall prepare a record of proceedings in the manner prescribed for all City Commission meetings.
2. The City Staff, where practicable, shall receive all physical and documentary evidence presented which shall be marked to show the identity of the person offering the evidence and whether it was presented on behalf of a proponent or opponent. Unless evidence is capable of being offered and incorporated into the record, it shall not be received. In those cases, the person offering testimony must provide the City Staff with a copy of PowerPoint presentations, oversized exhibits, etc. If the testimony and documentary evidence is not physically conveyed to the City Staff, those documents shall not be deemed part of the record. All exhibits received into evidence shall be retained by the Commission until any applicable appeal period has expired, at which time the exhibits may be released upon written request to the person identified thereon.

Section X – Amendments and Additions to Operating Procedures and Policies

- A. Unless otherwise superseded by law, any part of these operating procedures and policies may be temporarily suspended by a two-thirds vote of those members of the Commission present and voting.
- B. These operating procedures and policies may be permanently amended at any meeting at which prior notice of the proposed change is provided to each member of the Commission. A majority vote of those members of the Commission present and voting is needed to effect an amendment or an addition to these operating procedures and policies.

ENACTED this 1st day of April 2015.



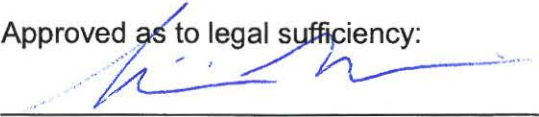
DAN HOLLADAY, Mayor

Attested to this 1st day of April 2015,



Kattie Riggs, City Recorder

Approved as to legal sufficiency:



City Attorney



City of Oregon City

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

Staff Report

File Number: 17-026

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 3d.

From:

File Type: Report

SUBJECT:

Summary of Individual Conversations with Commissioners - Facilitator, Rhonda Hilyer

2017-2019 Commission Goals and Vision, Mission with Comments from Current Commissioners*

Vision: Embrace and advance Oregon City's historic role as a regional leader.

Mission: Build a ~~healthy~~ dynamic community that leads the State in safety, economic opportunity, livability, and historic significance. (Suggested edit by one Commissioner)

Finance Department – Wyatt Parno, Finance Director

Goal 5: Maintain Fiscal Health & Long Term Stability (Emphasized by all Commissioners)

Permitting and Enterprise Resource Planning System Upgrades

- Replace existing permitting and financial management system.

City Recorder's Office – Kattie Riggs, City Recorder

Goal 4: ~~Seek Pursue~~ Opportunities to Increase Transparency ~~Maintain Communications with Citizens~~ and ~~Facilitate~~ Encourage Citizen Participation (Staff suggested change)

Information Governance

- Continue the City-wide implementation of HPRM (Hewlett-Packard Records Manager).
- Implementing a modified Capstone approach for managing city-wide e-mail.
- Continue to transition to a paperless office with better utilization of existing tools.

Community Services Department – Phil Lewis, Community Services Director

Goal 2: Address Critical Facility Needs (Emphasized by three Commissioners)

Deferred Maintenance Issues – Community Services

- Identify revenue sources to fund park infrastructure and maintenance (ideas – propose a parks maintenance fee to city council, designate marijuana tax proceeds to parks, coordinate with parks non-profit, CCC construction class, coordinate with Metro on adjacent parts (Canemah, Newell Creek Canyon), Metro enhancement grants). (Suggested edits by one Commissioner)

*Suggested edits and/or key comments from facilitator interviews and written submissions from Commissioners.

- Determine and implement a restoration or removal plan for the Buena Vista House (Suggested edit by one Commissioner)
- Update older picnic shelters and dated playground equipment as funds become available (Suggested edit by one Commissioner)

Parks Maintenance Facility

- Develop strategy plan to address Community Service buildings and facilities. (Why are parks not a part of the Public Works facility? Should we not be consolidating operations and sharing resources where possible to reduce costs?) (Comment by one Commissioner)

Goal 3: Enhance the Livability of the Community (Emphasized by three Commissioners)

Waterfront Master Plan

- Revisit the Waterfront Master Plan, including Clackamette Park, the boat ramp location, the RV Park and the city owned properties across from the park.

Goal 4: Seek Opportunities to Maintain Communications with Citizens and Facilitate Citizen Participation (Emphasized by all Commissioners)

Ermatinger House

- Create an operations and volunteer plan for the facility.

Police Department – Jim Band, Finance Director

Goal 3: Enhance the Livability of the Community (Emphasized by three Commissioners)

Houselessness Community Members (Suggested edits by one Commissioner)

- Identify partnerships/programs and funding to ~~address~~ assist houselessness community members. (Suggested edits by one Commissioner)
- Identify program coordinator.

Comments by one or more Commissioners:

- "City needs to be a part of the solution in addressing homelessness."

Goal 2: Address Critical Facility Needs (Emphasized by three Commissioners)

Construction of New Police and Court Facility

- Discuss and determine funding strategy and how to be successful in getting approval (Suggested by one Commissioner)
- Receive bonding authority approval from voters.

- Initiate design and construction upon successful voter approval of bonding authority.

Comments: "High Priority – Need emergency response building by 2022." (Comment by one Commissioner)

Economic Department – Eric Underwood, Economic Development Management

Goal 1: Maintain an Environment for Successful Economic Development (Emphasized by four Commissioners)

The Cove Project and Former Landfill Site

- The Cove: Prepare for public private partnership to develop the property when private investment is ready to proceed.

(The Cove: Support public private partnership to develop the property as a phased development.) (Suggested edit by one Commissioner)
- Completion of development on Urban Renewal Property while accounting for the habitat restoration mitigation assessment.
- Landfill: take steps that will facilitate development of this site such as assessing environmental mitigation requirements, coordinating with ODOT and their transportation requirements and promoting the property to prospective developers. (Suggested edit by one Commissioner)
- Proactively seek out development on landfill in line with public interest and jobs creation. (Suggested edit by one Commissioner)

Railroad Quiet Zone

- Complete pre design of construction quiet zone improvements.
- Implement in connection with specific development or proactively as a project that will encourage residential and mixed use construction. (Suggested edit by one Commissioner)

Industrial Lands in the Beavercreek Area

- Complete design of a portion of the Beavercreek Road sanitary sewer.
- Construct sanitary sewer in Beavercreek Road once funding resources are identified.
- Coordinate with Clackamas County to develop design and engineering plans for a rebuilt Beavercreek road that accommodates future development according to the Beavercreek Road Concept Plan. This will be critical for positioning the project for future funding. (Suggested edit by one Commissioner)
- Continue partnership with the Chamber of Commerce and Clackamas Community College and move the marketing and development initiative forward.

- Intensify recruitment efforts by participating in Team Oregon, working with local companies with plans for expansion, and connecting with site selectors.
- Maintain industrial zoning and support family wage jobs. (Comment by one Commissioner)
 - Prioritize Development Efforts, which could include infill sites, Beavercreek Employment Area and the former landfill.

City-wide Economic Development Plan

- Complete Site Readiness Efforts, which can be accomplished through either physical site improvements or process and permitting refinement.
 - Identify Economic Incentive Tools.
 - Create a Strategic Economic Development Plan.

Tourism Plan

- Develop a Tourism Plan that builds on the Tourism Plan concept that was approved by the Commission in 2016.
 - "How can we include language that begins implementation of the Tourism Plan?" (Comment by one Commissioner)

Other comments by Commissioners on this goal:

- Economic Development is huge
- Form a consortium
- Determine jobs of the future
- Partner with community college
- What can we do to attract \$50K + jobs?
- Develop and implement an ongoing traded sector business outreach strategy
- Coordinate and support main street efforts where appropriate (i.e. interim parking strategy)
- Determine next steps for Urban Renewal
- Urban renewal is not on the table now

Public Works Department – John Lewis, Public Works Director

Goal 2: Address Critical Facility Needs (Emphasized by three Commissioners)

Public Works Center

- Update the Public Works Operations Center Master Plan at its current location and seek consensus to move forward with construction. Identify funding sources for the

project and move forward. (Edits and/or supportive comments by two Commissioners)

Goal 3: Enhance the Livability of the Community (Emphasized by three Commissioners)

Sewer Moratorium Projects

- Complete the construction for the Hazelwood Moratorium area by fall 2017.

Stormwater Master Plan

- Complete a Rate Study and System Development Charge Analysis of the City's stormwater system.

Comments by one or more Commissioners:

- "Completion of Hazelwood is important."

Goal 5: Maintain Fiscal Health & Long Term Stability (Emphasized by all Commissioners)

Deferred Water Infrastructure

- Address long-term water rates and need for infrastructure replacement.

Community Development Department – Laura Terway, Community Development Director

Goal 1: Maintain an Environment for Successful Economic Development (Emphasized by four Commissioners)

Willamette Falls Legacy Project

- Approve final riverwalk design.
- Begin construction of Phase 1 of the riverwalk in Mid-2018.
- Continue to work with the property owner to determine future private development on the site.
 - Identify infrastructure and parking needs, develop implementation plans and pursue funding strategies. (Suggested edit by one Commissioner)

Comment: "Riverwalk is #1 priority. Make sure our resources are directed here." (Comment by one Commissioner)

Goal 2: Address Critical Facility Needs (Emphasized by three Commissioners)

City Hall and Community Development Department

- Relocate the Community Development Department to a new location.

Goal 3: Enhance the Livability of the Community (Emphasized by three Commissioners)

Identify Affordable Housing Options

- Work with regional partners to identify tools and programs to increase affordable housing opportunities.
- Review local regulations and processes to remove barriers and provide incentives to additional housing opportunities.

Beavercreek Road Concept Plan

- Develop written code and Comprehensive Plan map designations to implement the approved Concept Plan.

City Manager's Department – Tony Konkol, City Manager

Goal 4: Seek Opportunities to Maintain Communications with Citizens and Facilitate Citizen Participation (Emphasized by all Commissioners)

~~Develop~~ Continue to Expand Community Engagement ~~Plan Opportunities~~ (Suggested edit by one Commissioner)

- Increase use of social media to communicate city business and events. (Suggested edit and similar comment by three Commissioners)
- ~~Identify methods to~~ Increase opportunities to share information with the community to receive feedback. (Suggested edit and similar comment by three Commissioners)
- The city already does a great job at this – new website, live streaming meetings, quarterly newsletter, advisory committees Ideas: More press releases on topics of interest, more proactive on Facebook, more video productions on hot issues, encourage contractors to have project pages or posts – if funds allow hire a PR/communications professional. (Comment by one Commissioner)
- Identify methods to involve children and youth in the government process (Suggested edit by one Commissioner)
- Hire a P.R. person (Comment by four Commissioners)

Add New Additional Priority and/or Strategy Discussion: (Each comment made by one or two Commissioners)

- Streamlining Permitting Process
- Explore small increase of city tax rate to offset loss of urban renewal funding
- Consider adding new revenue streams to meet increasing needs and offset general fund impacts (ideas: add a parks maintenance fee)

- Develop and implement strategies to absorb increased PERS costs and elimination of UR revenues
- Evaluate each department for "right sizing," demand for services, contribution to city financial health.
- Adequately fund departments and staffing loads.
- We need to prepare for population growth (infrastructure, services, jobs, conveniences).
- Discuss Tri-City Governance.
- Charter Amendments – Housecleaning items.
- Commission Appointments to Various Boards and Committees.
- Explore the "Citizen Comment" feature within the Granicus system to further engage the public in the decision-making process. (Suggested by one Commissioner)

Additional Comments

- Reevaluate all goals in light of the most recent election results.
- Clearly define the working relationship between commission and staff (commission sets direction and staff executes).
- Need feedback from staff to ensure they understand the direction.
- Preference for executive summaries and "objective, balanced reports."
- Great staff and city manager. Very responsive.
- Good relationship with senior staff.
- Concerns about staff workload and stress.
- Proposed building and delay in permit issuance.



City of Oregon City

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

Staff Report

File Number: 17-027

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 3e.

From:

File Type: Report

SUBJECT:

Mission/Vision Review and Process for Setting 2017-19 Commission Goals and Priorities -
Facilitator, Rhonda Hilyer

BACKGROUND:

The current Vision and Mission statements are as follows.

Vision: Embrace and advance Oregon City's historic role as a regional leader.

Mission: Build a healthy community that leads the State in safety, economic opportunity, livability, and historic significance.

There has been one suggestion for a word change in the Mission statement, replacing the word *healthy* with the word *dynamic*. It would then read as follows.

Mission: Build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance.

The current Commission Goals are as follows.

Goal 1: Maintain an Environment for Successful Economic Development

Goal 2: Address Critical Facility Needs

Goal 3: Enhance the Livability of the Community

Goal 4: Seek Opportunities to Maintain Communications with Citizens and Facilitate
Citizen Participation

Goal 5: Maintain Fiscal Health & Long Term Stability

There has been one suggestion for edits to Goal 4, replacing the word *seek* with the word *pursue*, removing *maintain communications with citizens* and replacing it with *increase transparency*, and replacing the word *facilitate* with the word *encourage*. It would then read as follows.

Goal 4: Pursue Opportunities to Increase Transparency and Encourage Citizen
Participation



City of Oregon City

625 Center Street
Oregon City, OR 97045
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Staff Report

File Number: 17-027

Agenda Date: 1/20/2017

Status: Agenda Ready

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SUBJECT:

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Staff Report

File Number: 17-074

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 4a.

From: Finance Director Wyatt Parno

File Type: Report

SUBJECT:

Permitting and Enterprise Resource Planning System Upgrades (Goal 5)

RECOMMENDED ACTION (Motion):

Support replacement of the existing permitting system and possible replacement of remaining financial management systems.

BACKGROUND:

The City's current software package was implemented 16 years ago and is technologically outdated. The vendor's investment in the current platform has been limited to fixing known bugs and addressing compliance issues.

The permitting system is particularly difficult to operate and requires multiple work around processes. The Public Works Department and Building Division have been preparing for replacement of the system and have set aside funding. The new system would improve customer service with modern features including web-based customer information and payments, electronic plan submissions, and mobile inspections. In addition, a modern system would provide more efficient processing and greater accuracy by eliminating the need for multiple resources to prepare and monitor permits.

The City's other financial management systems are outdated as well and require redundant and manual processes. For example, multiple secondary systems are used for basic functions like cash receipting. A modern system would increase productivity through integration, access to real time data, reduced manual processes and integrated document management. While the Permitting System is funded and the highest priority project, additional work is needed to determine if the City will have funding to replace other financial systems during the biennium. The City issued a request for proposals recently to assess options. The budget impacts shown below are estimates.

BUDGET IMPACT:

Amount: \$175,000 for the Permitting System, \$245,000 for Financial Management Systems

FY(s): Fiscal Years 2017-2019

Funding Source: Permitting/Utility User Fees and Internal Service Charge



City of Oregon City

625 Center Street
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Staff Report

File Number: 17-018

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 6a.

From: City Recorder Kattie Riggs

File Type: Report

SUBJECT:

Information Governance (Goal 4)

BACKGROUND:

In January 2014, the City Commission approved a five-year Strategic Plan for Records Management for 2014-2018. Several of the Plan's objectives fall into what the industry is now referring to as Information Governance. Information Governance, or IG, consists of multi-disciplinary structures, policies, procedures, processes and controls implemented to manage information at an enterprise level, supporting an organization's immediate and future regulatory, legal, risk, environmental and operational requirements. In other words, insuring that accurate information gets to the right person, for the right reason, at the right time to make the right decisions.

The City Recorder's Office will be slowly introducing pieces of the IG puzzle over the next several years until the City has a fully functioning information governance plan. This will establish a consistent and logical framework for employees to handle data through the developed and/or updating of City policies and procedures in collaboration with the IT department and each department.

The items being proposed to be worked on over the next two years are:

- **Continued implementation of the electronic records management system, HPRM (Hewlett-Packard Records Manager) - now renamed to HPERM (Hewlett-Packard Enterprise Records Manager), city-wide adding three additional departments by November 2018.**
- **Implementation of a modified Capstone approach for managing city-wide e-mail beginning with updating the City's e-mail policy and procedures by June 2017.**
- **Identify ways to increase the City's sustainability by reducing the City's carbon footprint transitioning to a paperless office with better utilization of existing tools to further streamline and make paper business processes into electronic business processes.**
 - **Adding additional government forms to SeamlessDocs (electronic form management system) making them electronic instead of paper documents.**
 - **Establishing an electronic information kiosk in the front office of City Hall by**

May 2017.

- **Establishing an internal electronic signature document routing solution by December 2017.**

As a recap regarding the electronic records management system, the Secretary of State's Archives Division formed a unique public-private partnership utilizing cloud-based HPERM software to implement the first statewide electronic records management solution of its kind in the country. The City Commission approved a contract with Chaves Consulting and an IGA with the Secretary of State in August 2014, to implement this new system. Oregon's Records Management Solution (ORMS) is technology designed to move the City's electronic records into 21st Century management of public records, thus increasing transparency, access, efficiency, and continuity of operations.

One component of the system is called "Web Drawer," which is the public interface for citizens to access City published records. Web Drawer has dramatically increased the number of available documents online and simplified the access and searching process. Presently, HPERM has been implemented in Building, Planning, GIS, Administration, and Court. Departments still to implement are Public Works, Human Resources, Finance, and Parks/Cemetery. Over last summer the City Recorder's Office hired summer part-time help with scanning and archiving of on-site documents and plans to budget for the same over the next two summers.

The next item on the list is the management of city-wide e-mail. Mary Beth Herkert, the State Archivist, has approached the City of Oregon City and the City of Milwaukie about developing a modified Capstone approach to managing city-wide e-mail. With the approval of the City Commission, the City Recorder's Office will move forward with developing and implementing a way to manage city-wide e-mail that will take most of the responsibility off the end-user and instead will be managed from the back-end for a more simplified and automated approach. Capstone is a methodology developed by the National Archives and Records Administration (NARA) based on user roles in an organization, not individual e-mail content. The City's e-mail policy will need to be updated, written authorization and approval from the State Archivist will need to be obtained, and review and approval of the City Commission will be pursued before implementation begins.

Lastly, the City has taken steps over the years to implement a paperless office and the City Recorder's Office is keeping the momentum going by increasing our use of cradle-to-grave electronic business processes. This not only further enables us to take advantage of the benefits of HPERM, it also reduces our paper footprint and physical storage needs, as well as allowing for more of a mobile 24/7 government for both staff and citizens. Citizens would have access to conduct more business with the City online utilizing electronic forms as opposed to having to physically come into the office. IG ties all of these items together. The City has existing tools which can be utilized to convert many business processes from paper to electronic, so there is no request at this time for further funding or additional systems to be purchased.

BUDGET IMPACT:

This is for the HPERM system only.

Amount: \$37.02/per user per month; estimated number of users at full implementation is 85. Cost incrementally reduced as more statewide users are added, to as low as \$10.54/per user per month.

FY(s): 2017-19: \$19,102.32/year. Full implementation (85 users): \$37,760/year (maximum).
Contract renewed annually for up to ten years.
Funding Source: General Fund

This is for the Summer Part-time Help only.
Amount: \$10,000
FY(s): 2017-19, \$5,000/year
Funding Source: General Fund



City of Oregon City

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

Staff Report

File Number: 17-068

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 7a.

From: Community Services Director Phil Lewis

File Type: Report

SUBJECT:

Address Deferred Maintenance Issues for City Facilities in the Community Services Department (Goal 2)

RECOMMENDED ACTION (Motion):

Identify a revenue source to fund park infrastructure.

BACKGROUND:

The most significant challenges in our Parks & Cemetery Operations Division are deferred maintenance and staffing levels. These issues exist due to our aging infrastructure and lack of a sufficient, dedicated funding source. The issues are magnified by the addition of multiple new parks and facilities over the past few years to meet the needs and demands of the growing community. Our adopted Parks and Recreation Master Plan Update (2008) identifies improving maintenance staffing levels and addressing deferred maintenance as our top priorities. Examples of these items include but are not limited to pathways, parking lots, irrigation systems, restrooms, and other infrastructure in need of renovation, updating or complete replacement..

Historically, the Parks Division has been critically understaffed for the amount of parks and open space acreage responsibility. This was highlighted in our 2008 Parks & Rec Master Plan Update, in which our consultant indicated that ours was the most grossly understaffed maintenance department they had seen to date, having completed dozens of such studies across the nation. The inability to substantially improve our staffing levels is tied to the reliance on the General Fund almost entirely, with no dedicated source of maintenance revenue. Because of this, we have been exploring alternative funding sources to resolve this problem. Over the past few City Commission retreats, we have discussed the idea of a Parks & Open Spaces Utility Fee. Staff have completed preliminary studies, which have shown that this would be a viable revenue source to consider. Due to other current City funding issues and priorities, staff is recommending deferring consideration of a parks & open spaces utility fee. In the mean time, we are recommending a continuance of the utility right of way fees to be dedicated for Community Services deferred maintenance projects. Working with the City Manager, the Community Services Director proposes dedication of \$200,000 - \$250,000 of this available revenue annually beginning in the next budget cycle. With this dedicated revenue, we would continue to fund one full-time Parks Maintenance Worker and utilize the remaining difference to address some of the deferred maintenance items each year.

BUDGET IMPACT:

Continuance of \$200,000 annual revenue to maintenance budget from utility right of way.



Parks Deferred Maintenance

Abernethy Park

- Parking
- Park Sign
- Invasive control/drainage

Atkinson Park

- Replace roadways and pathways
- Shelter
- Playground
- Buena Vista House
- Parking/ADA
- Tree Work

Barclay Hills Park

- Install automatic irrigation system
- Drainage
- Playground
- Tree Work

Chapin Park

- Install automatic irrigation system on unimproved side of park
- Install drainage system for playground
- Restroom facilities
- Pump house facilities
- Booster pump
- Exercise stations

Clackamette Park

- Replace/repair roadways and pathways
- Fix crumbling curbs
- Parking
- Playground



- Tree Work
- RV Park Remodel/Disaster resistance/Upgrades

Cove Trail

- Sinking concrete panels
- Tree Work
- Invasive species removal

D.C. Lautorette Park – master plan for property needed

- Replace/repair existing tennis court
- Fencing
- Resurface
- Stabilize crumbling walls

End of Oregon Trail

- Drainage
- Irrigation update/mapping
- Pathway repair
- Tree work

Hartke Park

- Install 8' high cyclone fence
- Replace/repair existing tennis court
- Replace/repair pathways
- Install automatic irrigation system

Hazelwood Park

- Install automatic irrigation system
- Replace playground equipment

Hillendale Park

- Replace and update restrooms
- Replace/repair pathways
- Major tree work
- Playground updates



- Baseball field renovation
- Drainage

Jon Storm Park

- Repair fencing
- Erosion of pathway/bank stabilization
- Pump out dump station update

McLoughlin Promenade

- Signage updates
- Remove and improve landscape
- Tree work

Mt. View Cemetery

- Park Maintenance Shop
- Restrooms/ADA accessible
- Pioneer Cemetery road repair irrigation
- Pioneer headstone repair
- Tree work
- Mausoleum drainage
- Replace mausoleum roofs/crumbling surface
- Fence repair

Old Canemah Park

- Replace/repair pathways and parking lot
- Tree work
- Invasive removal
- Signage replacement/updating

Park Place Park

- Install/grade drainage swale
- Playground updates
- Tree work



Richard Bloom Tot Lot Park

- Electricity – timer locked doors
- Tree work

Rivercrest Park

- Remodel/repair shelter
- Update existing irrigation system/booster pump
- Tree work

Singer Creek Park

- Invasive removal
- Replace/repair pathways
- Drainage/address landslide potential
- Parking/access

Sportscraft

- Resurface parking lot/stripping

Swimming Pool

- Improve hillside maintenance, landscape and drainage
- Redwood behind building/wall

Waterboard Park

- Slide/boulders prevention
- Deteriorating pathways
- Tree work
- Invasive species removal



City of Oregon City

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

Staff Report

File Number: 17-069

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 7b.

From: Community Services Director Phil Lewis

File Type: Report

SUBJECT:

Parks Maintenance Facilities (Goal 2)

RECOMMENDED ACTION (Motion):

Develop a plan to address Park Maintenance Facilities.

BACKGROUND:

Park Operations and Maintenance staff are responsible for maintaining parks, trails and grounds at 37 park and recreation facilities and close to 300 acres of property across the city. Staff are currently housed on the cemetery site in a temporary construction trailer with equipment being stored in a variety of make-shift manners. They have been operating in these temporary work conditions for more than two years after their previous work facilities were locked out due to unsafe conditions.

Staff is recommending a one-time allocation of \$500,000 funding in the next budget cycle for replacement of the maintenance shop. Staff have worked with a local architectural firm to identify an estimated budget and conceptual site plan.

BUDGET IMPACT:

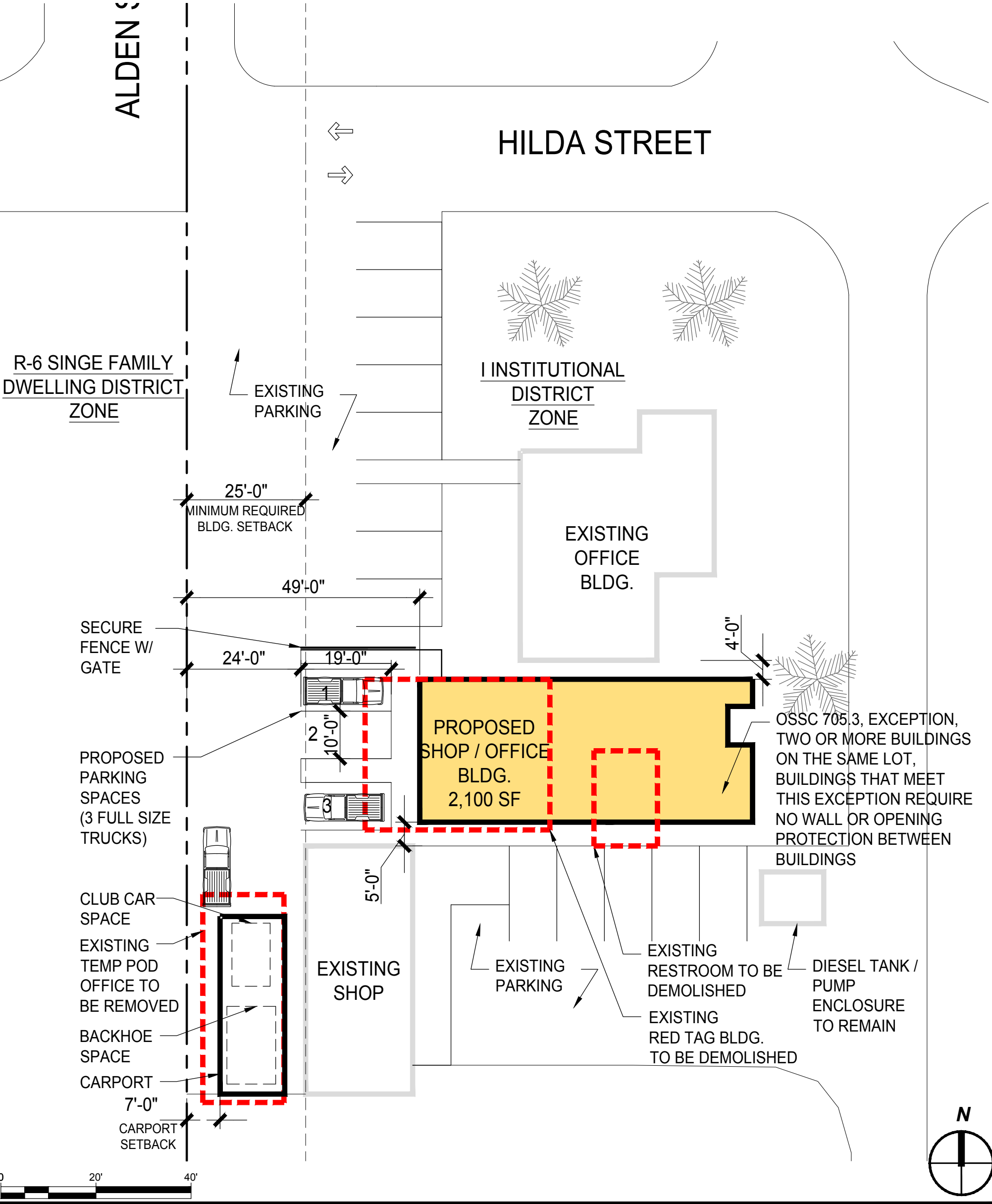
\$500,000 one-time general fund allocation for replacement of maintenance shop.

ZONING SUMMARY

ZONE:	I (INSTITUTIONAL DISTRICT)	PARKING:
OVERLAY DISTRICT:	PARK ACQUISITION	-OFFICE 2.70 MIN. / 3.33 MAX. PER 1,000 SF NET LEASABLE AREA = 3 PARKING SPACES
MAX. HEIGHT:	35 FEET	-STORAGE 0.30 MIN. / 0.40 MAX. PER 1,000 SF = 1 PARKING SPACE
MIN. REQUIRED SETBACK:	25 FEET	TOTAL REQUIRED 4 PARKING SPACES REQUIRED
PERMITTED USES:	MAINTENANCE FACILITIES	MIN. BICYCLE PARKING:
ALLOWED ACCESSORY USES:	OFFICES	OFFICE 1 PER 20 AUTOSPACES (MIN. OF 2)
		COVERED: 50% (MIN. OF 1)

BUILDING CODE SUMMARY

BUILDING:	PARKS / SHOP BUILDING
CONSTRUCTION:	V-B
USE:	
OFFICE / LUNCH RM	B
STORAGE / SHOP	S-1





City of Oregon City

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

Staff Report

File Number: 17-070

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 7c.

From: Community Services Director Phil Lewis

File Type: Report

SUBJECT:

Waterfront Master Plan (Goal 3)

RECOMMENDED ACTION (Motion):

Revisit the Waterfront Master Plan, including Clackamette Park, the boat ramp location, the RV Park and the city owned properties across from the park.

BACKGROUND:

The City of Oregon City conducted a Waterfront Master Plan which was finalized in 2002 to address the waterfront properties along the Willamette and Clackamas Rivers. This plan helped the city to develop the property at Jon Storm Park as well as the Cove Project. It also addressed the connecting properties including Clackamette Park and city owned properties across the street from the park.

The question of what the long-term plan should be for Clackamette Park including the RV Park, boat ramp, and adjacent city owned properties has been discussed by Commissioners in previous City Commission goal setting sessions as well as regular Commission Meetings. The need to formalize a plan for the properties was most recently discussed at Commission Meetings related to the proposed realignment of the boat ramp and possible selling of the property across from the park.

The current boat ramp which received a 'short-term' repair during the 2016 in-water work season is expected to last approximately 5 years with typical weather events. If the Commission would like to keep a boat ramp at the Clackamette Park property, the long-term boat ramp will need to be placed approximately 350 feet downstream of the current ramp on the Clackamas River. The location of the ramp was identified through a hydrology study report and supported by the Oregon State Marine Board (OSMB) and Oregon Department of Fish and Wildlife (ODFW) as the ideal location. A public open house was conducted on September 15, 2016 to inform the community on the need to relocate the ramp and the Parks and Recreation Advisory Committee (PRAC) recommended by motion for the City Commission to move forward with the OSMB recommended relocation. In order to meet the required funding, permitting and planning timelines prior to the end of lifecycle of the current ramp, OSMB and staff will require direction from Commission as soon as possible to avoid loss of motorized river access at Clackamette Park.

The undeveloped city owned properties across from the park are currently used as overflow

parking for Clackamette Park, particularly during busy seasons for the boat ramp. Additionally, the city operated RV Park, which was not identified as a long-term amenity in the 2002 plan, requires capital reinvestment to meet user needs.

Staff seek approval of funds to conduct an updated master plan to address the best use of these properties.

BUDGET IMPACT:

\$50,000 in general fund support.



OREGON CITY WATERFRONT MASTER PLAN

EFFECTIVE JANUARY 4, 2002
ORDINANCE 01-1033

Prepared for:
City of Oregon City
Public Works Department and
Parks and Recreation Department

WALKER•MACY

OREGON CITY WATERFRONT MASTER PLAN

City Of Oregon City
Prepared for
Public Works Department
Parks and Recreation Department
320 Warner Milne Road
Oregon City, Oregon 97045

CITY OF OREGON CITY COMMISSION

John F. Williams, Jr., Mayor
Daniel W. Holladay
Doug Neeley
Gary Hewitt
J. Derrick Beneville

CITY OF OREGON CITY PLANNING COMMISSION

Linda Carter, Chairperson
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PARKS AND RECREATION ADVISORY COMMITTEE

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Winter Brook Planning Services, Inc.
Greg Winterowd
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Introduction



"Make no little plans, they have no magic to stir men's blood."

Daniel H. Burnham

In the year 1650, the salmon and steelhead moved in uncountable numbers up the mighty Willamette and Clackamas Rivers towards spawning areas higher in the watersheds. Native American villages were located adjacent to the Clackamas near High Rocks. From here residents had easy access to some of the best fishing locations in the Willamette Valley. By means of canoe routes and overland trails, the Native Americans were connected to other parts of Oregon and the northwest.

In 1850, pioneers of the Oregon Trail were wearily completing their cross-country trek to the Abernethy Plain near the confluence of the two major rivers. Here, they rested themselves and their livestock prior to moving to homesites across the fertile Willamette Valley. This key location -the End of the Oregon Trail-is a very special place in the history of our state.

By the year 2000, the area near the confluence of the Clackamas and Willamette Rivers was still important as a fishing site-both for Native Americans and later arriving Oregonians. The area also remained well connected to other parts of Oregon and the northwest, although more via interstate freeways and railroads rather than canoes and wagon trains.

However, one who was here in 1650 or 1850 would not recognize the area-except for the two rivers. Like the riverfront areas of most cities, this area has been extensively used for many purposes, and much of the area is degraded. The Oregon City riverfront area has been crisscrossed by major highways and an interstate railroad, used for gravel extraction and extensive landfills, and is currently used for a variety of public and private purposes (Clackamette Park, Tri-City Water Pollution Control Plant (Tri-City WPCP), concrete batch plant, warehouse and storage, and retail stores and restaurants). Figure 1 illustrates the location of the study area with respect to Oregon City and nearby communities.

The Oregon City City Commission, realizing the importance of the riverfront area, commenced a master planning study near the end of 2000. The consultants were asked to meet with City residents, talk to property owners, evaluate existing conditions, review City goals, and then to propose an innovative plan to reconnect the community to its historic waterfront.

It is neither possible nor appropriate to truly return the area to its historic past. It is possible, however, to create a framework that respects the past, recreates an environment that is friendly to fish and wildlife, provides for many recreational activities, and encourages public and private development that is compatible with the community's goals.

The plan described in this report sets forth an approach designed to achieve the City's vision for its waterfront. It is a plan that is flexible, and one that can be developed incrementally over a number of years. To accomplish the plan will require good will, hard work, and unselfish commitment and cooperation on the part of all of those involved.

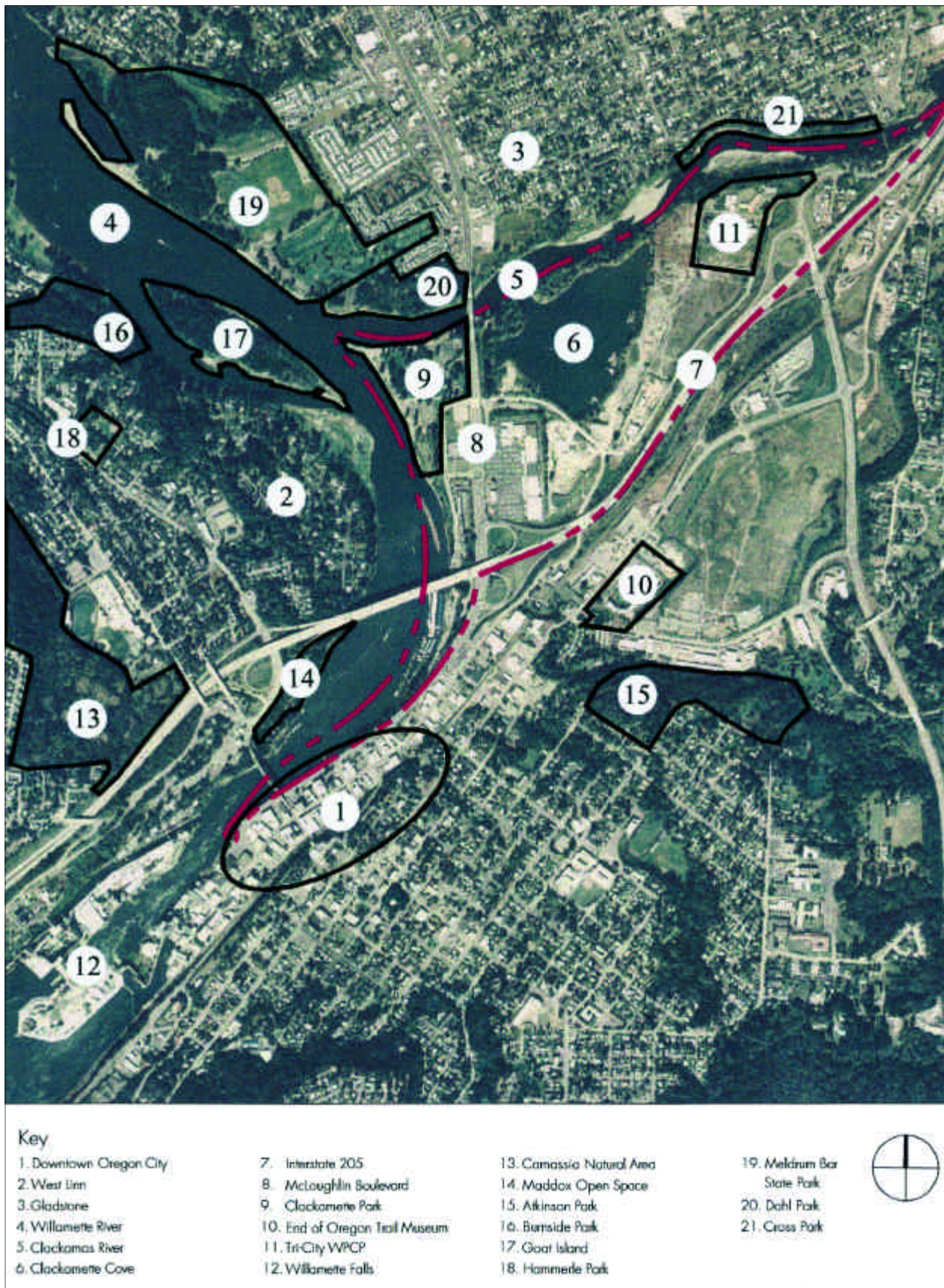


Figure 1: Regional Context



Executive Summary



Located adjacent to the confluence of the Willamette and Clackamas Rivers, Oregon City's waterfront area includes some of the region's most spectacular natural environments. The rich history and valuable natural assets of the waterfront district contribute to its extraordinary environmental, recreational, and economic opportunities. Given the site's unique characteristics and proximity to the heart of downtown Oregon City, revitalization of this area is key to shaping the future of the community.

The 1999 Downtown Community Plan refers to Oregon City's waterfront as "one of the great landscape alliances of Oregon: a historic city next to a beautiful river surrounded by a spectacular natural setting." The Community Plan calls for re-establishment of viable connections for all modes of transportation to the waterfront site as well as measures to open up the waterfront and recapture the resource for the entire community to enjoy. In response to this vision, the City of Oregon City set forth the following goals for the Waterfront Master Plan Study:

Goals

- **Enhance habitat and riparian areas**
- **Integrate open spaces**
- **Create development themes**
- **Increase employment opportunities**
- **Increase the tax base**
- **Identify public projects**

Based on these goals the Oregon City Waterfront Master Plan was developed through an interactive and ongoing public process. Feedback from open public workshops and stakeholder interviews, as well as continued work with City staff and a Technical Advisory Committee, contributed to the creation of the overall vision, goals and physical plan for the revitalization of Oregon City's waterfront.

The primary focus of the resulting Master Plan is to balance the interplay of the natural environment with the economic potential of public and private development within the area. The plan highlights openspace improvements and mixed use redevelopment within the waterfront district. Partnerships, such as collaboration with an expanding Tri-City WPCP, are encouraged to reach community goals. In addition, the plan emphasizes the need to build connections within the waterfront area as well as to extend these connections to adjacent community interests including the downtown core and the End of the Oregon Trail Museum.

Open space improvements for the waterfront will build on the existing natural environment while enhancing recreational opportunities for the community. Habitat restoration at Clackamette Cove and along the banks of the Willamette River at Clackamette Park will restore these once rich environmental resources and habitat. The establishment of no-wake boating in Clackamette Cove and the creation of a pedestrian trail tracing the shoreline will allow visitors to be submersed in the natural environment only moments from downtown. Visitors crossing the Clackamas south on

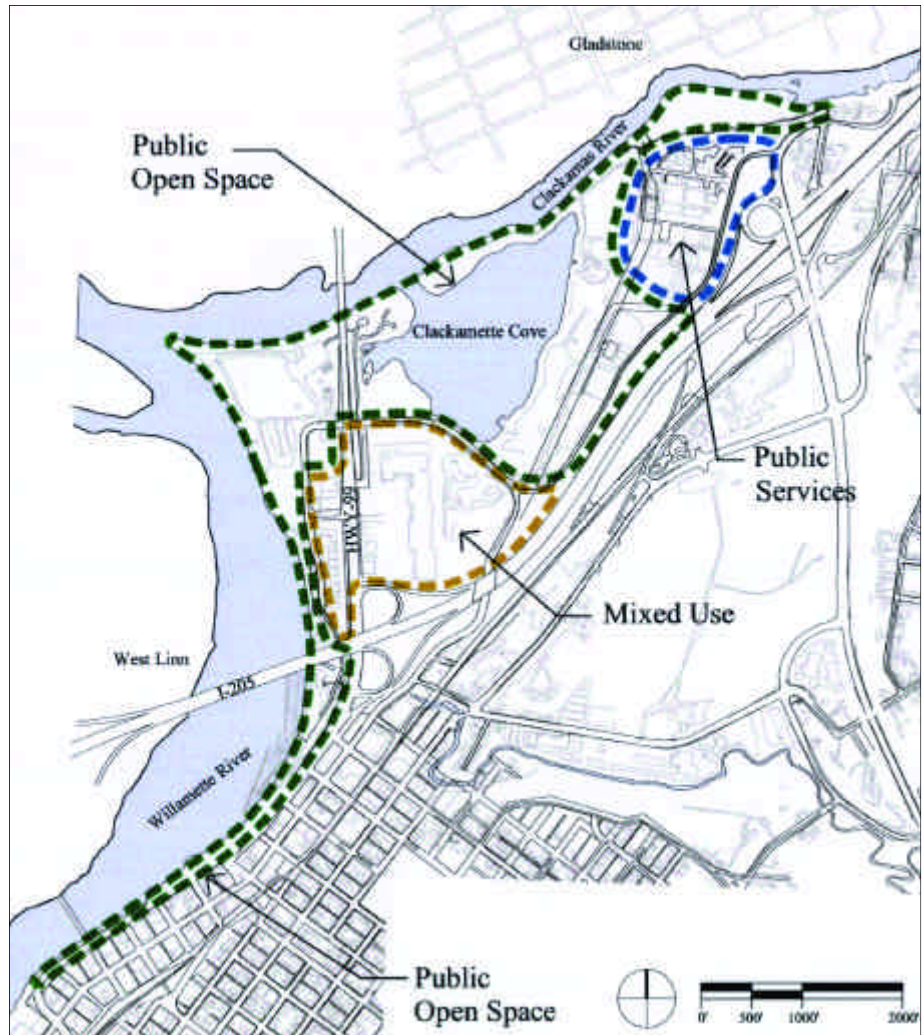


Figure 2: Land Use Plan

the renovated McLoughlin Boulevard Bridge will be greeted by a lush, forested entry to the city including a new gateway building complex on McLoughlin Boulevard announcing the presence of Clackamette Park. Improved circulation will enhance connections to the river. New group picnic facilities will replace the existing RV Park and additional boat trailer parking will ease parking congestion for fishing and boating enthusiasts. A waterfront trail system will link Clackamette Park to downtown to the south and the restored habitats of Clackamette Cove to the east.

Within the green framework created by these openspace improvements, a mixed use zone integrating the existing Oregon City Shopping Center will create a re-energized urban area along McLoughlin Boulevard (Figure 2). Combining housing with commercial/retail and potential office space as markets develop, this district will serve as a pedestrian-oriented community related to the waterfront area as well as providing additional retail opportunities for the residents of Oregon City at large. Retail bordering McLoughlin will be reconfigured to create an active urban streetscape while

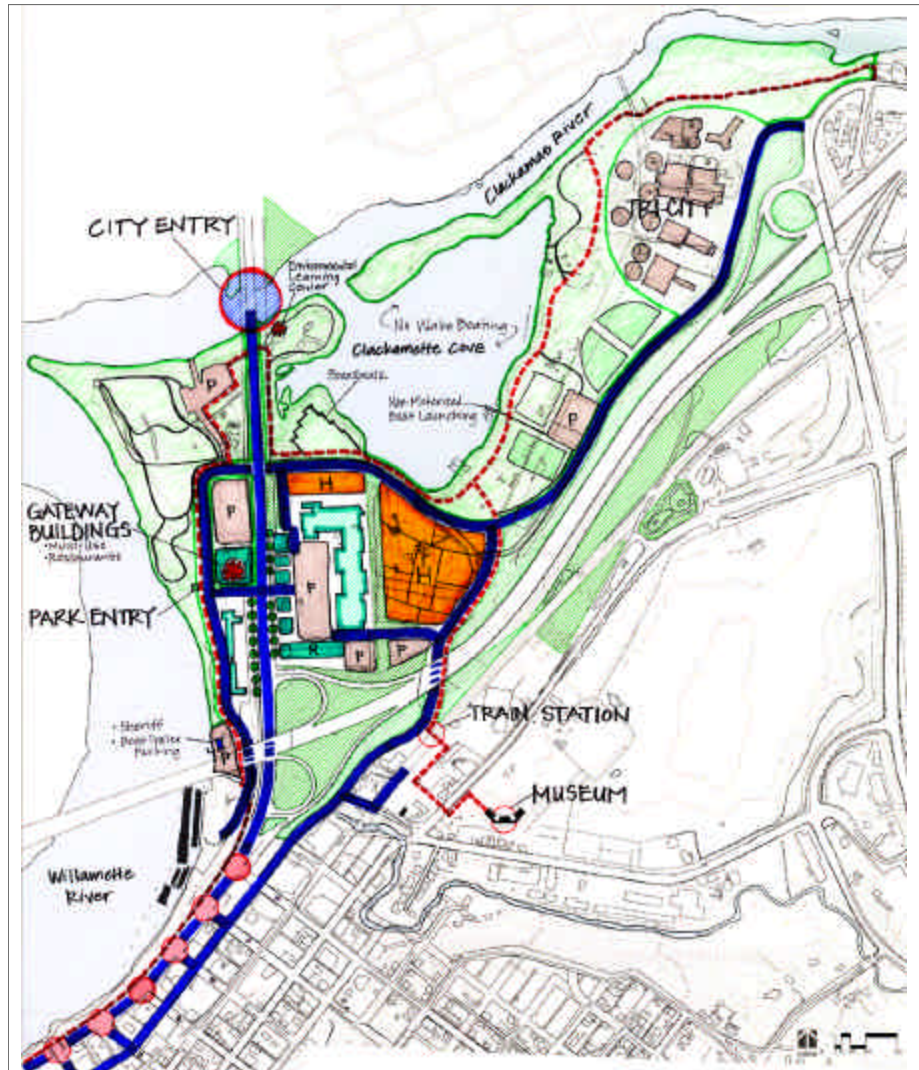


Figure 3: Master Plan Diagram

new housing will be oriented toward Clackamette Cove to capitalize on the waterfront housing market and provide a community presence on the Cove. Multiple connections throughout the mixed use district will facilitate easy pedestrian and vehicular circulation (Figure 3).

Connecting the revitalized waterfront district to the larger community of Oregon City is paramount for the long-term success of the project. The Waterfront Master Plan envisions the redevelopment of McLoughlin as a regional boulevard enhanced with street trees, widened pedestrian walks and traversed by pedestrian crossings linking the waterfront to the downtown city grid. A pedestrian promenade will border the river along McLoughlin Boulevard's western edge, at times cantilevering over the riverbank to provide views of the Willamette River and Willamette Falls. Primary connections noted by the plan include the enhancement of 17th Street or other viable connections crossing the railroad tracks to promote circulation of tourists and visitors, and exploration of opportunities for



Figure 4: Demonstration Plan

Figure 4 is a graphic representation of one possible development scenario. The actual mix of uses and final configurations will be determined based on market forces and public/private partnerships.

pedestrian connections at the new passenger rail depot. In addition, the extension of a trail system north from the restored Clackamette Cove would complete pedestrian connections to the openspaces of Gladstone via the pedestrian river crossing on the Clackamas.

In order to achieve the ambitious goals set forth in the plan, the development of partnerships with public and private entities is essential. As restoration of Clackamette Cove and redevelopment of a mixed use district move forward, current opportunities exist to collaborate with Tri-City WPCP in their expansion of facilities adjacent to the waterfront area. Current expansion plans open the door for the creation of public ballfields south of the existing Tri-City WPCP as well as the construction of a

demonstration wetland system near the Cove that may also be made accessible to the public. The Tri-City WPCP expansion will encourage visitors to the area which, in turn, should bring customers to local businesses. Such partnerships will maximize the benefits for both private enterprise and the residents of Oregon City.

To achieve the vision developed by the Oregon City community and presented in the Waterfront Master Plan, a strategy that seeks to capitalize on existing resources and emphasizes attainable goals is necessary. The plan proposes the following elements as a strategy for success:

Strategy for Success

- **Make a 'Great Plan', i.e. a comprehensive plan that will serve as a motivating vision that captures the imagination of stakeholders**
- **Define a series of attainable projects within the plan**
- **Solicit stakeholder input and encourage ownership**
- **Support committed ongoing city and private sector leadership**
- **Determine development standards for the area**
- **Enhance communication and develop partnerships**

Through continued discussion and collaboration between the City and its residents, the Oregon City waterfront can become a truly unique and captivating gateway to downtown as well as a valuable community resource for generations to come.



Goals & Study Process



At the outset of the study, the Oregon City City Commission identified the following goals to guide the undertaking:

Goals

- **Enhance habitat and riparian areas**
- **Integrate open spaces**
- **Create development themes**
- **Increase employment opportunities**
- **Increase the tax base**
- **Identify public projects**

This plan for Oregon City's waterfront is a part of the overall planning effort that has been underway for many years. The guiding or master document is the City's Comprehensive Plan, which has been acknowledged by the state as being in compliance with state goals. Other adopted plans which relate to the work described in this report include the recently completed Downtown Community Plan (1999), the Parks and Recreation Master Plan (1999), and the Downtown/North End Urban Renewal Plan (1990). All of these documents were reviewed and considered in the development of the Waterfront Master Plan.

The study process included incremental steps to ensure that Oregon City residents and businesses had ample opportunity to voice opinions and suggest improvements to the plan. The process commenced with stakeholder interviews to obtain a wide variety of opinions. The City staff developed a list of stakeholders who represented a broad range of interests to ensure that as many viewpoints as possible were presented. Stakeholders are persons with a known or anticipated interest in the study area and include City Commissioners, Planning Commission members, Park Advisory Board members, property owners, business owners, recreationists, environmentalists, and public facility managers.

Following this step, the consultants conducted a series of site studies and reviewed available background information related to the study area. This work helped to identify opportunities and issues, to consider the comments and ideas provided by the stakeholders, and to review existing land use and natural resource regulations. A real estate review was also conducted to gauge the desirability of this area for urban uses such as retail operations, housing, and office space. From this work, a series of display boards were prepared illustrating findings and alternative concept plans for the study area.

Next, two public open houses and meetings with a Technical Advisory Committee, the Planning Commission and the City Commission were conducted to give interested citizens opportunities to express their views. Comments provided by participants were then used to refine the concept plan ideas discussed at the open houses.

Key concepts gathered from public participation included:

Key Concepts

- **Return Oregon City to its riverfront heritage.**
- **Emphasize history: Abernethy Green, environmental, cultural.**
- **Help revitalize downtown.**
- **Acquire remaining private waterfront parcels.**
- **Encourage appropriate economic development.**
- **Develop at a human scale that blends with the environment.**
- **Encourage mixed use redevelopment in suitable locations.**
- **Enhance natural resource areas.**
- **Be proactive about water resource setbacks.**
- **Improve connectivity (pedestrians, bikes, autos).**
- **Develop a "Heritage Trail" linking community resources.**
- **Accommodate regional recreation.**
- **Establish areas for habitat and passive recreation at the Cove.**
- **Develop a "Promenade" along the Willamette River.**
- **Provide Willamette Falls viewing locations.**
- **Accommodate fishing and watercraft activities.**
- **Accommodate tour boats and water taxis.**
- **Partner with other public entities.**
- **Leverage available funds.**



Existing Conditions



General

The study area includes approximately 328 acres and extends 7300 feet along the Willamette River and 8100 feet along the Clackamas River. I-205 generally forms the land side boundary of the study area with the exception of the southern portion of the site, which abuts downtown Oregon City to 5th Street (Figure 1).

The key natural features of the study area are the shorelines of two of Oregon's most significant rivers - the Willamette and the Clackamas, Clackamette Park, and Clackamette Cove. The majority of the study area lies within the 100-year flood plain (Figure 5). Key constructed facilities include I-205, McLoughlin Boulevard, the Tri-City WPCP, and the Oregon City Shopping Center.

The land near the confluence of the two rivers was a low-lying river influenced area underlain with river gravel until sometime after 1900. Since then, major changes have occurred, including filling large portions of the site to above the 100-year flood elevation, excavating the area now known as Clackamette Cove for its aggregate, refilling gravel pits with trash and construction debris, constructing a regional wastewater treatment plant, and constructing facilities to accommodate commercial and industrial activities. Major transportation links including an interstate railway, an interstate freeway, a major arterial and local streets have been built. In short, neither an early Native American nor a pioneer would recognize any part of the study area - except, of course, the two rivers.

Sub-Area Descriptions



1. Clackamette Cove

Clackamette Cove, the result of an earlier aggregate removal operation, contains approximately 37 acres of water surface, with water depths ranging up to approximately 15 feet. Remnants of earlier industrial operations can be seen in and around the edges of the cove. These remnants include a sunken barge, a crumbling loading dock and concrete structures of various types. Presumably, some industrial artifacts are also located on the bottom of the cove. The edges of the cove are generally over-steep, and are slowly eroding into the shallows at the edges of the water surface. Some portions of the cove shoreline are vegetated with native trees and shrubs as well as invasive plants such as blackberries and ivy. Other portions of the shoreline are of compacted granular material and not conducive to revegetation.

The cove has a dredged connection to the Clackamas River, which was formerly used by tugs pushing aggregate barges. This connection allows for the exchange of water when the tide changes (the Willamette River is influenced by ocean tides as far upstream as Willamette Falls). The connection to the river is no longer being dredged and a gravel bar is building across the mouth of the opening to the cove. It is not clear whether

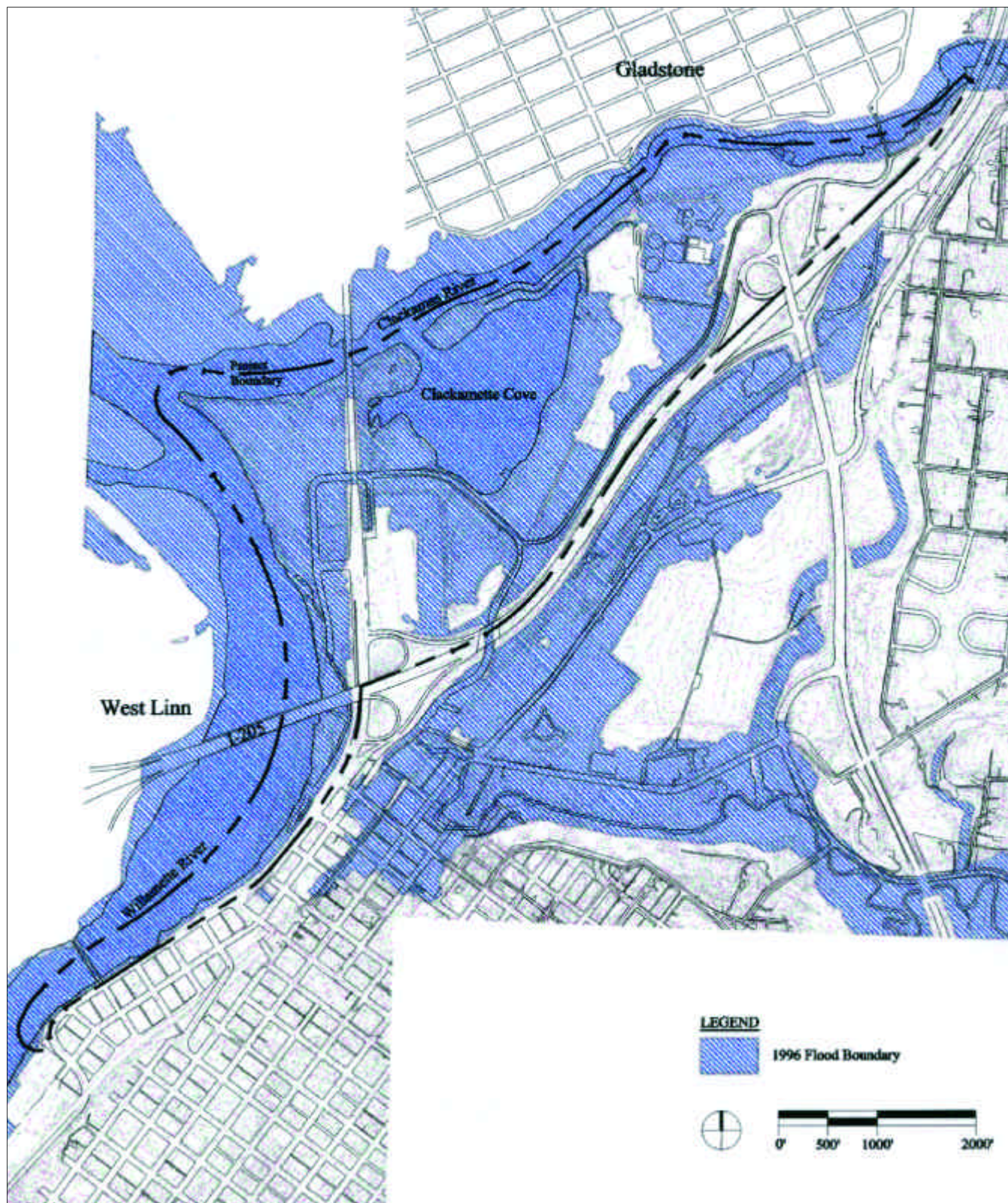


Figure 5: Flood Plain

the tidal or river action will continue to keep the cove entrance open, or whether the gravel bar will eventually occlude the opening.

The Clackamas County Sheriff maintains a marine operation in the cove. This facility includes an upland parking and storage area, a floating office, and boat docks. To date, the Sheriff's boats have been able to exit the cove when needed. However, crossing the building gravel bar is becoming more difficult, especially during low water periods.

An environmental education center is located near the northwest corner of the cove. This privately run facility holds classes, leads tours, encourages natural resources stewardship and highlights the culture of Native American communities formerly located in the area.



2. Tri-City Water Pollution Control Plant

The wastewater treatment plant that serves Oregon City, Gladstone, and West Linn is located in the northeast corner of the study area adjacent to the I-205/Hwy 213 interchange. The facility is operated by Clackamas County and is large enough to serve the area's present population. In the near future, the plant will need to be substantially enlarged to serve the expected increase in area population.

The County does not have sufficient land to accommodate future expansion. The County and City are discussing the transfer of some City-owned land to the Tri-City plant to accommodate future expansion needs.

Agnes Avenue, a private street, parallels I-205 between the Main Street extension and the Hwy 213 interchange. This road is located on top of a closed landfill and has settled significantly in some locations. Fearing accidents on this inadequate road, the Tri-City staff has barricaded the road to prevent motor vehicles from traversing the length of the road. Pedestrians and bicyclists, however, continue to use it.



3. Oregon City Shopping Center / Glacier Concrete Batch Plant Area

A large portion of the site, between I-205 and the cove, has been developed to accommodate commercial and industrial uses.

The shopping center contains approximately 238,000 square feet of space and includes retail operations, food service, small offices, and stand alone "pad" buildings fronting McLoughlin Boulevard. The entire shopping center site was filled at some earlier time to the 100-year flood elevation. The owner of the center, Pan Pacific Corporation has recently expended a substantial sum of money to upgrade the appearance of the main buildings. The "pad" buildings near McLoughlin are being worked on at present and should further enhance the appearance of the center.

The Glacier Concrete Batch Plant is located to the east of the shopping center. Raw materials (e.g., sand, gravel, and cement) are brought to the site by truck. These raw materials are mixed to specifications and then sent out to construction sites in mixer trucks.

The operation is fairly extensive with the batch plant operations and materials stockpiles located south of the Main Street extension. Truck and employee parking is located on the north side of the Main Street extension between Agnes Avenue and the Cove.

The southern portion of the site, near I-205, has been filled over the years to above the 100-year flood plain. That portion of the site closer to the Main Street extension is at a much lower elevation and is subject to flooding.

Several small industrial activities are located near an existing warehouse at the intersection of Agnes Avenue and the Main Street extension. The warehouse appears to be in very poor condition and the site is used for the storage of old vehicles, equipment, materials, etc.

Two vacant parcels exist to the north of the shopping center, one on each side of the Main Street extension. These parcels are 50 percent owned by a private individual and 50 percent owned by the City. Because of the ownership (exactly 50-50), neither party can move forward with any activities without the approval of the other. Representatives of both parties are attempting to resolve this impasse in a manner that benefits each owner.



4. McLoughlin Boulevard

McLoughlin Boulevard (US 99E) traverses the study area from the Clackamas River on the north to the Willamette Falls viewpoint at 5th Street. This important regional arterial both provides access to the area and acts as a barrier separating the Willamette River edge from the rest of the study area and from downtown.

At the north end, the McLoughlin Boulevard Bridge visually announces the importance of the river. This handsome bridge was designed by the noted Oregon Bridge designer Conde B. McCullough and creates a "gateway" into Oregon City.

South of the bridge, McLoughlin is on a road fill which extends as far south as approximately 16th Street. The Main Street extension passes under McLoughlin providing an easy grade separated connection between Clackamette Park to the west and the cove to the east. The section of road on the fill is quite wide and discourages pedestrians from crossing the boulevard. This section of road is too wide to be viewed as an urban street, and is clearly part of the highway system.

The intersection of I-205 is very large and imposing. Drivers need to make early decisions about which lane to be in to ensure that they can follow their desired route.

South of I-205, McLoughlin becomes more narrow and takes on the appearance of an urban arterial street. However, due to heavy traffic volumes and relatively high speeds, the corridor is not appealing to pedestrians. Further, there are few secure pedestrian crossings along the stretch of highway between 16th and 5th Streets. This severely limits the ability of downtown visitors to access the waterfront.



5. Clackamette Park

This City park, at the confluence of the Willamette and Clackamas Rivers, is a favorite of many city and metro area residents. During fishing season the park is very heavily used by both boat and bank anglers. Parking is frequently in short supply, especially for vehicles pulling trailers.

During the summer months, the park is used by individuals and groups for picnics, special events and water sports. The recreational vehicle park also draws many people who enjoy a location on the river.

Park facilities include a boat ramp, floats, public restrooms, horseshoe pits, skateboard park, RV park, RV dump station, picnic shelters, and trails. Paved parking is available along the park entrance road. The RV park is gravel surfaced, and can be used to accommodate vehicle parking if desired. A City-owned lot to the north of McDonalds is used to accommodate overflow parking during fishing season and during special events.

The park is relatively low in elevation and therefore, subject to periodic flooding. Facilities developed in the park must either be constructed to withstand flooding or be elevated above the flood plain.

The park contains a pleasant mix of trees, grassy open spaces, and shrub/tree borders. Of the 21 acres contained in the park, only the southern four acres are undeveloped. This undeveloped area contains some fill material placed amid the scattered trees.

The park entrance can be reached from McLoughlin via Dunes Drive or from the east via the Main Street extension. At the entrance, a motorist is presented with a confusing geometric layout. The main road leads to the boat launch area, but an adjacent paved area leads to the RV dump station. An additional road heads west to serve the RV parking area. There are simply too many choices to be considered in the very confined entrance area.

Vehicles are allowed to drive to, and park at, the edge of the Willamette River in an uncontrolled manner. This indiscriminate use has completely eliminated riparian vegetation and has the potential to accelerate the erosion of the gravel-covered riverbank. Whether there are any problems caused by hydrocarbon leaks from vehicles is not known.



6. Willamette River Shoreline

The shoreline of the Willamette changes in character, from being constrained within basalt cliffs near downtown to a more open, gravelly riverbank condition near the Clackamas River confluence. The Oregon City/West Linn Bridge spans the river between the basalt cliffs providing a connecting link to the core area of West Linn.

Sportscraft Marina is located just south of the I-205 bridge. The marina has access to a narrow strip of land that is used to store boats and other marine-oriented equipment. Most of the marina facilities are located on piers over the river. The marina is in poor condition with unappealing storage and site development. Access is via a public roadway that also leads to the public boat launch at the mouth of Abernethy Creek.

A former log unloading operation is located immediately north of the I-205 bridge. This vacant site has been purchased by the City and is available for reuse under public ownership.

The shoreline north of I-205 is in public ownership. That portion of the shoreline opposite the Rivershore Motel is undeveloped at present. The developed portion of Clackamette Park starts approximately due west of McDonalds restaurant and extends to the confluence of the Clackamas River.



Infrastructure

The study area is well served by regional roads, including McLoughlin Boulevard (US 99E), Interstate 205, and Hwy 213. Interchange between these regional routes is available at two interchanges within the study area - one near the Tri-City WPCP, and the other near the southwest corner of the Oregon City Shopping Center (Figure 6).

The local street network, however, is very limited. The Main Street extension connects between Clackamette Park and the downtown area. Dunes Drive provides property access on the west side of the study area and is connected to McLoughlin at a signalized intersection opposite the shopping center. Agnes Avenue, a private road which links Main Street to the I-205/Hwy 213 interchange, has been barricaded due to excessive settlement.

Railroad passenger service is potentially available via AMTRAK, which uses the Southern Pacific railroad tracks located just to the east of I-205. The City and AMTRAK are discussing the potential for a stop located on Washington Street across from the museum.

Utility services (water, sanitary sewer, electric power, telephone, and natural gas) are available to the general site area. Storm drainage is accommodated on a parcel by parcel basis, with discharge into nearby waterways. While these utility services are available to individual buildings in the area, much of the site area is currently undeveloped. As new development is proposed, utility services capacity should be evaluated to ensure sufficient service.

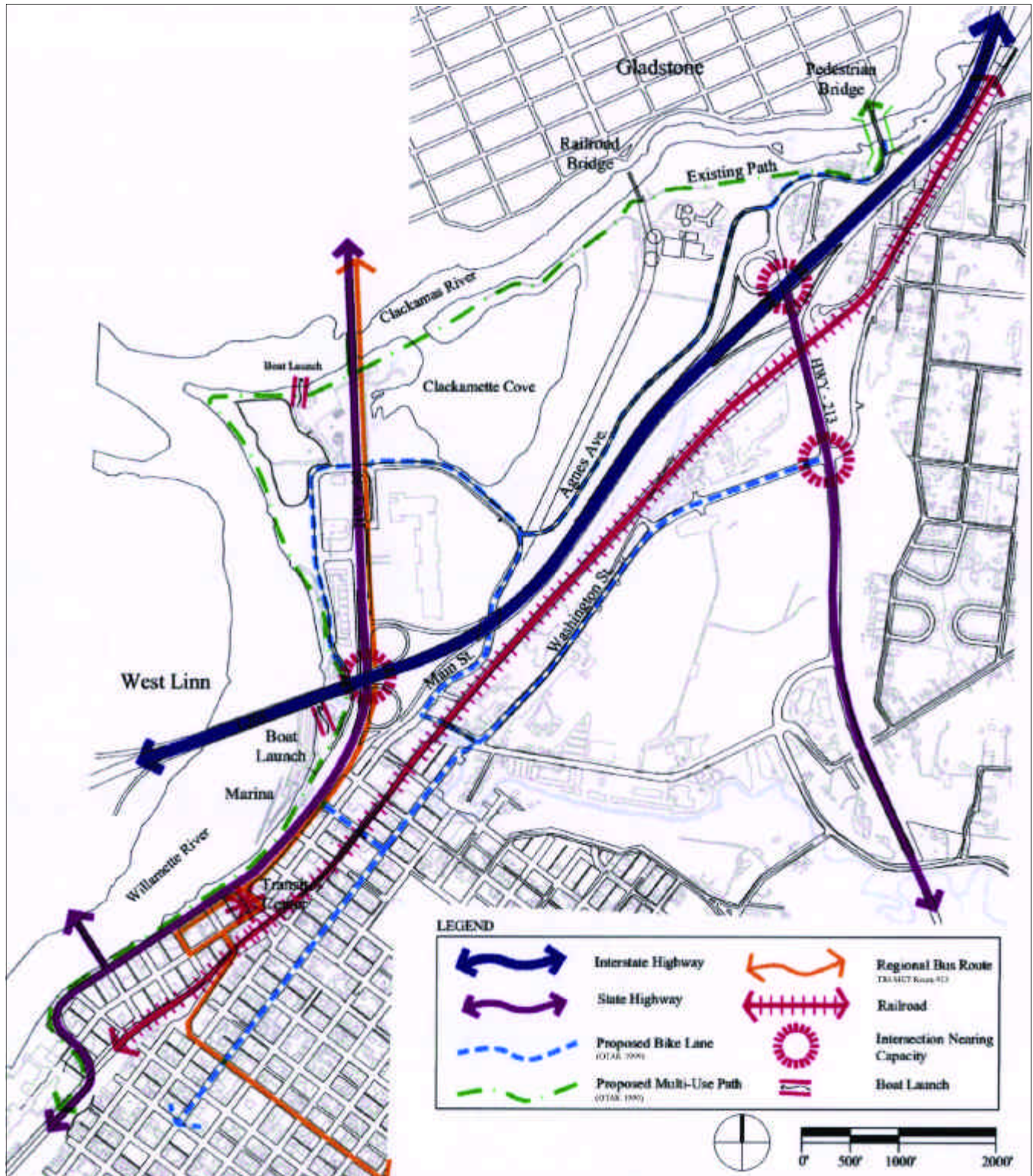


Figure 6: Existing Circulation

The Tri-City WPCP is located in the northeast corner of the study area. This plant treats sewage from Oregon City, Gladstone, and West Linn. Major interceptor sewers bring wastewater to the plant from the sewer line that runs along the Willamette River to Clackamette Park, then east along the south side of Clackamette Cove, and then north into the treatment plant. Another sewer main enters the plant from the north via the old 82nd Avenue Bridge across the Clackamas River. A major outfall discharges treated effluent into the Willamette River. The plant has adequate capacity to serve existing users, and the plant operators have developed plans for expansion paced to population growth in the service area.

There is an existing PGE aerial power line located to the west of Agnes Road following an unused railroad right-of-way. This power line runs generally north-south across the study area from the Main Street extension to the Clackamas River.



Riparian Conditions

A preliminary review of resource issues, including the confluence of the Willamette and Clackamas Rivers, was conducted, focusing on riparian vegetation with consideration of associated instream and upland habitat issues. A field survey of the riparian edges of the two rivers and Clackamette Cove was conducted to identify resources within Oregon City's 200 foot water resource setback zone (Figure 7).

The confluence of the two rivers is a critical habitat feature of the Willamette and Clackamas River systems. Confluence areas, generally, are higher in species diversity and productivity than linear riverine or upland reaches. Because of its location, flat terrain, and numerous nearby habitat features (small creeks, wetlands, fast and deep waters, rock outcrops, diverse forest types and accessible stream edges) the Willamette-Clackamas confluence zone represents an important regional habitat.

From a fisheries perspective, the confluence provides a critical stream habitat because of the high quality of Clackamas River water, variable and annually reworked river sediments, pools and resting zones on both rivers, and the accumulation of food supplies where the two powerful rivers meet. The area provides important resting and migration staging areas for salmon as well as supporting significant salmonid, shad, sturgeon, and warm water fisheries.

Development has changed significant aspects of this confluence zone, particularly regarding larger wildlife forms. Human activities have displaced larger and more sensitive species such as bear, elk, eagles and cougar, in favor of species that can tolerate significant human presence. Much of this former upland habitat diversity cannot be recreated. However, nearby environmental resources (Goat Island, Dahl, Atkinson, Maddox, and Meldrum Bar) still provide remnants of that former diversity and natural beauty. Portions of the study area may be protected and enhanced to complement these regional resources.

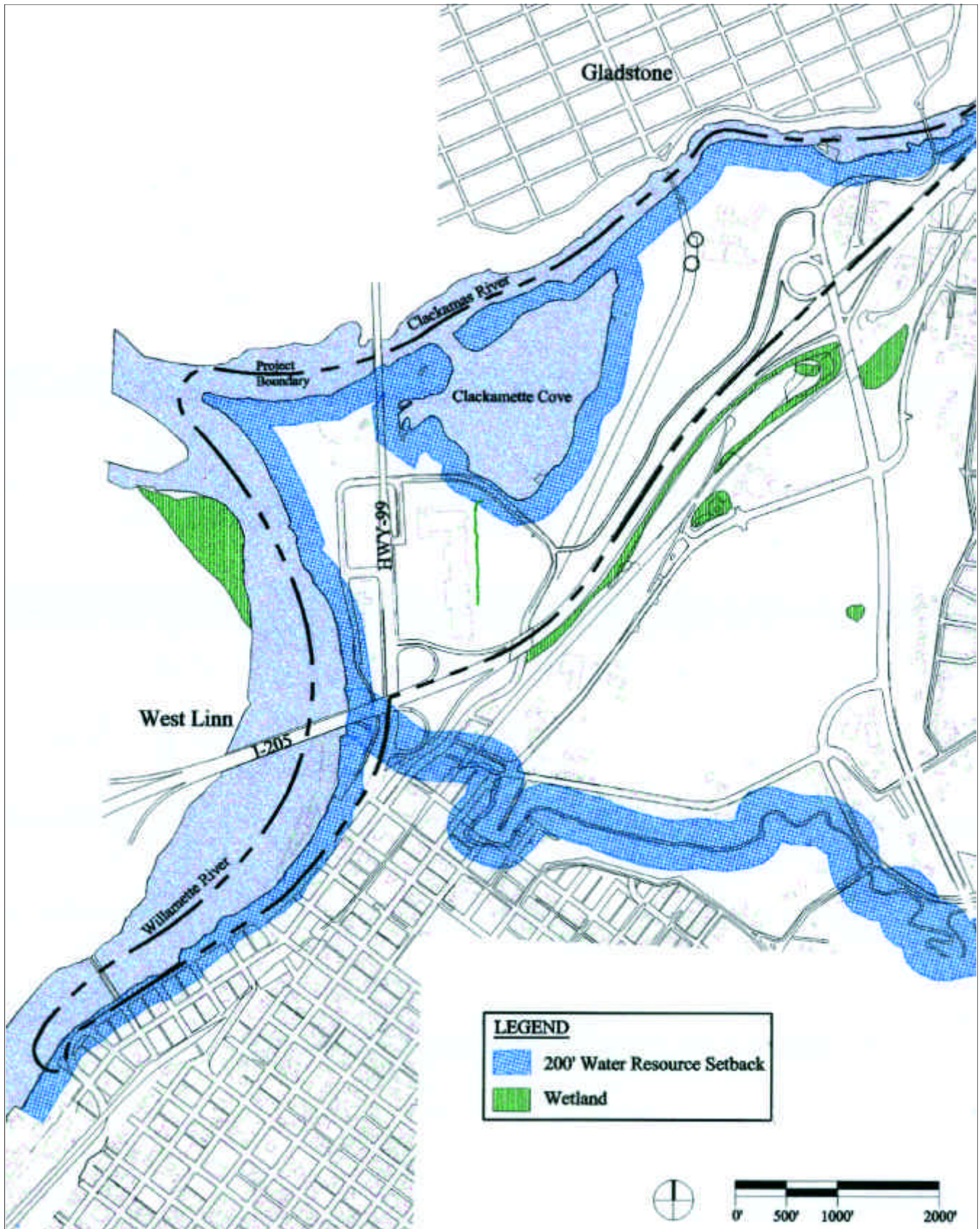


Figure 7: Setback Zone

For the most part, the shoreline edges have been degraded over the years by the impact of industrial activities, urban development, and recreational use. The following brief comments identify significant issues or considerations associated with each distinct segment or "reach" as identified by topography, ownership, hydrologic conditions, or current land use (Figure 8).

Reach 1 - Willamette River - 5th Street to Sportscraft Marina

- Bank composition: basalt bedrock
- Riparian vegetation: limited pockets of trees
- Limited habitat potential due to bedrock

Reach 2 - Willamette River - Sportscraft Marina to I-205 Bridge

- Bank composition: alluvium (river deposited gravel)
- Riparian vegetation: limited
- Limited habitat potential

Reach 3 - Willamette River - I-205 Bridge to the Clackamas River

- Bank composition: gravel/cobble with some rip-rap and boulders. Obvious bank degradation and erosion
- Riparian vegetation: some cottonwood and willow trees
- Good re-vegetation potential
- Appears to have a diversity of in-stream habitats

Reach 4 - Clackamas River - Willamette River to Cove Entrance

- Bank composition: sand/gravel, with extensive rip-rap in two areas (obvious bank degradation near the boat launch)
- Riparian vegetation: mature cottonwood trees and blackberry vines
- Some re-vegetation potential (limited by heavy human use)

Reach 5 - Clackamas River - Cove Entrance to Railroad Bridge

- Bank composition: cobbles/boulders
- Riparian vegetation: cottonwood, alder, some Douglas fir, blackberry vines
- Heavily eroded bank, may breach into the cove
- In-stream habitat dominated by riffles
- Good habitat value, vegetation can be enhanced.

Reach 6 - Clackamas River - Railroad Bridge to River Access Parking

- Bank composition: gravel/cobble with a large gravel bar
- Riparian vegetation: cottonwood and red-osier dogwood
- In-stream habitat dominated by riffles and shallow water
- Good habitat value

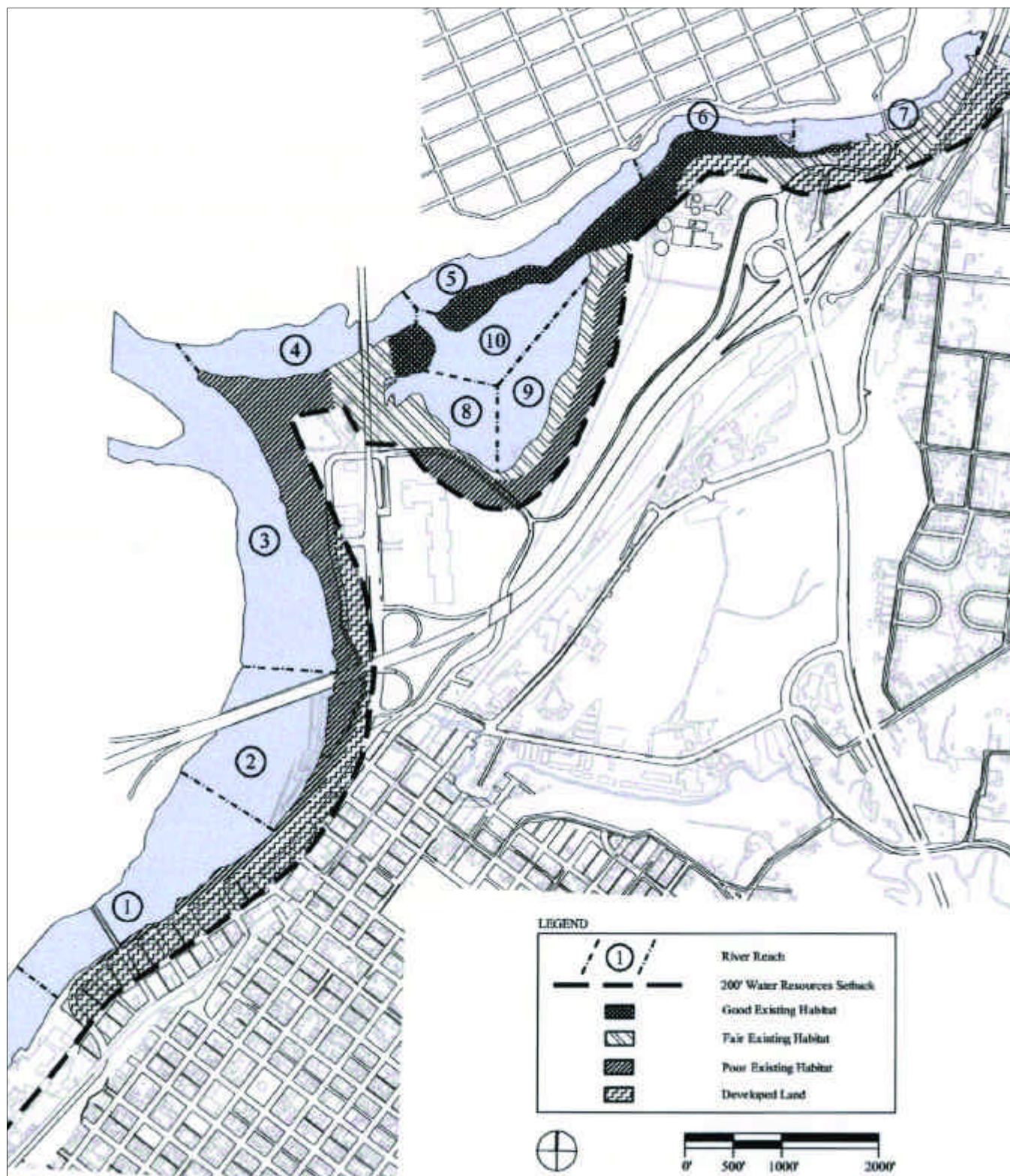


Figure 8: Habitat

Reach 7 - Clackamas River - River Access Parking to I-205 Bridge

- Bank composition: basalt bedrock
- Riparian vegetation: cottonwood, Douglas fir, blackberry
- In-stream habitat includes deep pools and basalt shelves
- Reasonable habitat value

Reach 8 - Clackamette Cove - Southwest Portion

- Bank composition: gravel/cobble with muddy areas around shallow bay
- Riparian vegetation: cottonwood, some alder, some willow
- Slack-water fish habitat, small sheltered bay, mud bottom supports clam habitat
- Good restoration and enhancement potential

Reach 9 - Clackamette Cove - Southern and Eastern Portions

- Bank composition: gravel/cobble
- Riparian vegetation: narrow strip of cottonwood trees and blackberry vines
- Significant beaver signs
- Slack-water fish habitat
- Good restoration and enhancement potential

Reach 10 - Clackamette Cove - Northern Portion

- Bank composition: gravel/cobble
- Riparian vegetation: cottonwood, some Douglas fir, blackberry vines
- Good habitat structure, vegetation can be enhanced
- River otter and beaver signs



Zoning - Primary Districts

Land uses within the study area currently are controlled by four underlying zoning districts: General Commercial District (C), Central Business District (CBD), Tourist Commercial District (TC) and Single-Family Dwelling District (R-10).

The **General Commercial District** in Oregon City allows a wide range of commercial and transportation uses outright. This is Oregon City's auto-oriented commercial zoning district. All uses allowed in the RA-2 Multi-Family Dwelling District are also allowed outright. Retail feed, fuel, lumber and building yards are also allowed behind a site-obscuring fence (OCZO 17.32.020). Conditional uses include public recycling facilities, boat repair facilities, communication facilities, nursing homes, and the wide range of public and semi-public uses allowed by Chapter 17.56, Conditional Uses (OCZO 17.32.030). Front, rear and street-side property line setbacks of 10' are required. The maximum building height is 35' (OCZO 17.32.040).

The **Tourist Commercial District** is intended to serve Oregon City tourists. Tourist-related uses include amphitheaters, auditoriums, biking and hiking facilities, hotels and motels, marinas, museums, parks, restaurants and "retail and services uses directly related to tourist attraction" (OCZO 17.30.020). Conditional uses include entertainment centers, golf courses and driving ranges, mixed use developments (residential cannot exceed 25% of total floor area), offices, overnight camping, fire and police facilities, RV Parks, service stations, and "transitional uses" (i.e., pre-existing non-conforming uses), public recycling facilities, boat repair facilities, communication facilities, nursing homes, and the wide range of public and semi-public uses allowed by Chapter 17.56, Conditional Uses (OCZO 17.32.030). Property line setbacks of 10' are required. The maximum building height is 35' (OCZO 17.30.040).

The **Central Business District** allows outright all uses permitted in the General Commercial District and all uses allowed in the RA-2 Multi-Family Dwelling District. Retail feed, fuel, lumber and building yards are also allowed behind a site-obscuring fence. In addition to General Commercial uses, the CBD also allows the "Downtown Association outdoor craft/farmer's market" (OCZO 17.34.020). Conditional uses include public recycling facilities, boat repair facilities, communication facilities, nursing homes, and the wide range of public and semi-public uses allowed by Chapter 17.56, Conditional Uses (OCZO 17.32.030). No property line setbacks are required. The maximum building height is 75'. All development within the CBD is subject to the design requirements of the Downtown Oregon City Building Improvement Handbook (OCZO 17.34.040).

The R-10 District is a low-density residential district that allows single-family dwellings, public-owned parks and community centers, and farming outright (OCZO 17.08.020). Golf courses and uses listed in OCZO 17.56, Conditional Uses (see discussion under General Commercial District, above), may be permitted through the conditional use process (OCZO 17.08.030). Property line setbacks of 10-25' are required. The maximum building height is 35' (OCZO 17.08.040).

Zoning - Overlay Districts

Land uses within the study area are also controlled by four overlay districts: Willamette River Greenway (WRG); Water Resources (WR); Flood Management; and the Historic (H) District. The effects of the overlay district regulations are cumulative. The more restrictive set of regulations controls. Where there are overlapping overlay districts (e.g., WR and WRG), compliance with the standard of one overlay district is a necessary, but not sufficient, condition for code compliance.

The **Willamette River Greenway Overlay District** applies to "any development, change of use, or intensification of use" within the "Greenway compatibility boundary", defined as 150' from the ordinary low-water line of the Willamette River (OCZO 17.48.040 and 100). Generally, development

must be "directed away from the river" and "protect and enhance the vegetative fringe to the greatest extent practicable". Landscaped area, open space or vegetation between the river and the activity" and public access to the river must be "maximized" (OCZO 17.48.070-100). Except for "water dependent and water related uses", "greenway setbacks" (within the compatibility boundary) must be established on a case-by-case basis consistent with WRG standards. Note that "prohibited uses" within the WRG boundary (which extends beyond the 150' compatibility boundary) include residential structures over 35', "structural bank protection", and subsurface sewage disposal drainfields (OCZO 17.48.110).

The **Water Resources Overlay District** was modeled after Metro's Title 3 and is intended to protect water quality. For "anadromous fish-bearing streams", such as the Willamette and Clackamas Rivers, the required width of the "vegetation corridor" is 200'. Riparian enhancement, redevelopment that does not increase the "structural footprint", and public facilities are allowed uses within this corridor. However, other uses allowed in the "base zones" are subject to review standards. As part of the application, a detailed inventory, avoidance and alternatives analysis, and mitigation plan must be prepared. If the quality of vegetated corridor is "marginal" or "degraded", enhancement is required. The width of the corridor may be reduced if the corridor is "primarily developed with commercial, industrial or residential uses or is significantly degraded with less than 25% vegetative cover." The Planning Commission must also find "decreasing the width of the corridor will not adversely affect the water resource functional values". In no case may the vegetated corridor be reduced below 50' (the minimum for a non-anadromous fish-bearing stream) (OCZO 17.49.060). Density transfer is permitted through the Chapter 17.64 Planned Unit Development process. Variances are allowed to ensure against "unreasonable hardship". If the Planning Commission determines that strict variance requirements are met, the vegetative corridor may be reduced to 15', provided that the average width does not decrease below 30'.

The **Flood Management Overlay District** was recently amended in conformance with Metro Title 3 requirements. Chapter 17.42 applies to land within the 100-year floodplain and to land with "physical or documented evidence of flooding" based on aerial photographs of the 1996 flood and/or Metro water quality and flood management area maps (OCZO 17.42.030 and 090). Uses allowed in the base zones are also allowed within the Flood Management Overlay District, subject to standards. In addition to constructing habitable flood area one foot above the 100-year flood elevation and related engineering requirements, the City has adopted a "balanced cut and fill" policy: "No net fill in any floodplain is allowed...any excavation below bankfull stage shall not count toward compensating for fill" (OCZO 17.42.170).

The **Historic Overlay District** does not appear to apply to any land within the Oregon City Waterfront study area.



Master Plan



The Waterfront Master Plan is developed around the concept of connecting Oregon City to its historic waterfront.

This waterfront area is incredibly rich - both in terms of natural resources and history. Unfortunately, much of the area has been severely degraded over the past 100 years. The goal of this plan is to restore the study area to its former grandeur and create an area that serves the citizens of Oregon City and the metropolitan area.

Objectives

During the course of the study, the following objectives evolved to guide the preparation of the Waterfront Master Plan.

1. Return Oregon City to its riverfront heritage.
2. Enhance the northern entrance to Oregon City to assist in downtown revitalization.
3. Encourage mixed-use development in appropriate locations.
4. Enhance natural resource areas and provide habitat for fish and wildlife.
5. Improve connectivity within the study area and improve linkages to the community beyond (vehicles, bicycles, and pedestrians).
6. Accommodate a range of active and passive recreation activities.
7. Develop the cove area to accommodate a balance of wildlife habitat and family recreation.
8. Develop a riverfront promenade along the Willamette River from the viewpoint at 5th Street to Clackamette Park.
9. Develop an interpretive scheme which incorporates the End of the Oregon Trail Museum, the waterfront, and downtown. Describe environmental, social, and historic aspects including the concept of the Abernethy Green.
10. Seek both public and private partnerships to leverage maximum benefits from the expenditure of available funds.

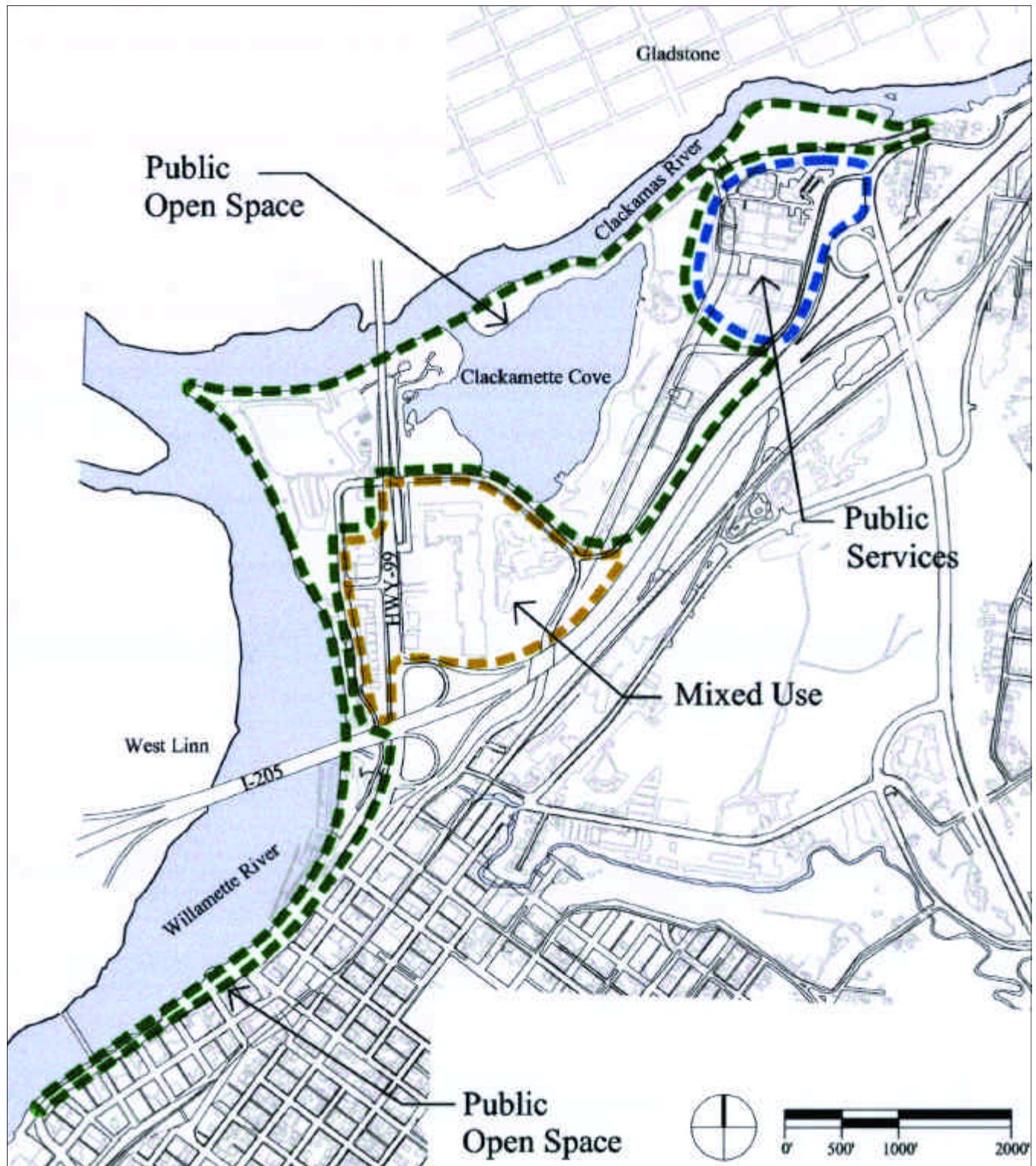


Figure 9: Land Use Plan

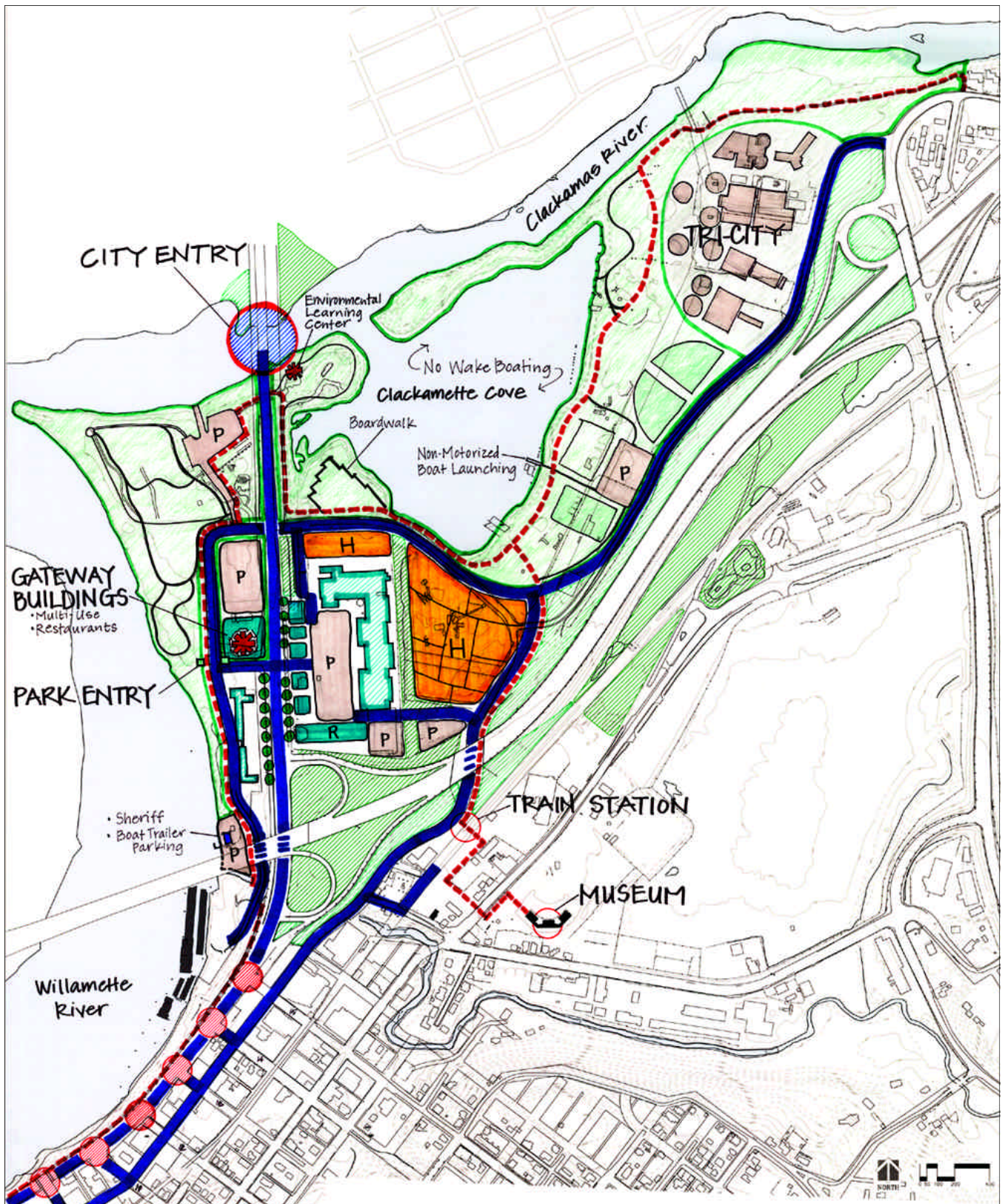


Figure 10: Master Plan Diagram

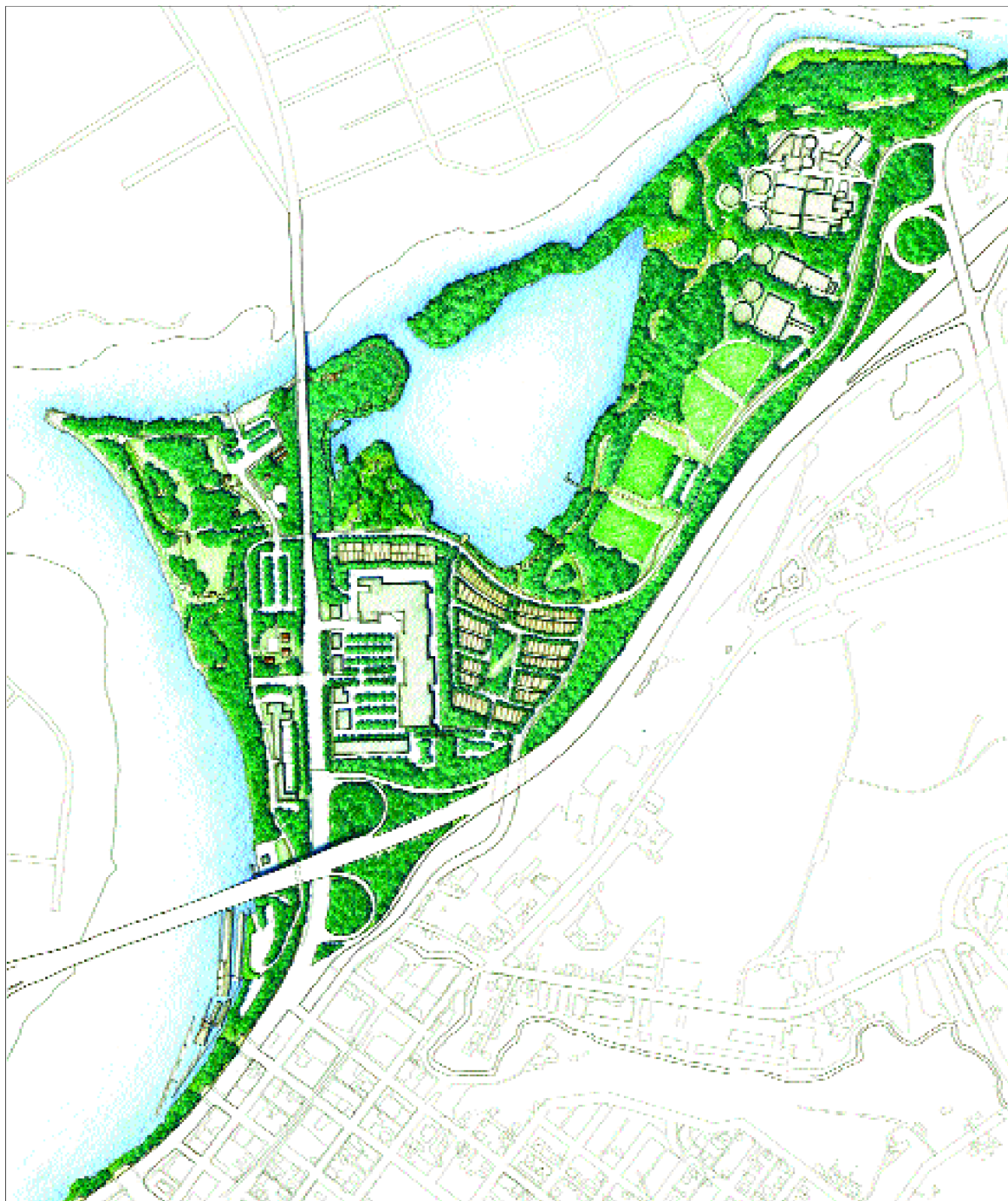


Figure 11: Demonstration Plan

Concept

Based on the objectives, a master plan concept was developed for the study area. Figures 9, 10 and 11 illustrate the proposed concept. The concept shows the entire waterfront, from 5th Street (Willamette River) to Washington Drive (Clackamas River), retained in public ownership. Portions of the 15,400 feet of riverfront are proposed to be retained in a natural condition and/or enhanced to provide habitat for fish and wildlife. Other portions of the riverfront are planned to support public recreation.

Clackamette Cove is completely within the study area and is proposed to be developed to support family recreation activities such as no-wake boating, fishing, walking, and environmental education. Portions of the cove area are proposed for enhanced wildlife habitat. The area between the cove and I-205 is recommended as an appropriate area to support regional recreational needs such as softball and soccer fields.

The plan integrates the expansion of the Tri-City WPCP in the northeast corner of the study area. While operation of the plant is generally benign, there are a few times a year when upsets may cause unpleasant odors. As a consequence, it is best to surround the plant with open space. This presents an ideal opportunity for two public entities to cooperate in a manner that accomplishes the goals of both and provides substantial public benefits at the same time. The area north and west of the treatment plant is envisioned to be used to enhance wildlife habitat, and accommodate walking trails. The area south of the treatment plant is envisioned as an area for athletic fields, parking, and trail access to the cove.

That portion of the study area in the vicinity of the Oregon City Shopping Center, including the motel and fast food restaurant on the west side of McLoughlin Boulevard and the concrete ready mix plant east of the shopping center, is proposed as a mixed use area accommodating such uses as shopping, restaurants, housing, and offices. Over time, this area is envisioned to increase in density and take on a more urban character, creating an inviting entrance to Oregon City from the north.

Plan Elements

1. Willamette River Waterfront



The southern boundary of the study area is the recently completed Falls viewpoint at 5th Street and McLoughlin Boulevard. An enhanced pedestrian walkway (Promenade) is proposed to extend along McLoughlin from the viewpoint to the vicinity of 15th-16th. From here, the walkway will depart from McLoughlin and follow Clackamette Drive into Clackamette Park.

Sufficient space exists along the blocks to the north and south of the Oregon City/West Linn Bridge to allow for development of a widened plaza area. This area should be developed to support viewing of the bridge and river,

fishing, and as a pleasant location to stop and rest. The Oregon City/West Linn Bridge was designed by Conde B. McCullough, a well-respected bridge engineer, in 1922. When constructed, this arch bridge was considered to be one of the finest examples of its type. The owner of the bridge, the Oregon Department of Transportation, should be strongly encouraged to restore and maintain this important bridge true to its original design.

At 8th Street, an existing stairway leads toward the water's edge. Construction of a boat dock is proposed by the State Marine Board at this location to provide for short-term tie-up. This dock would be an ideal location to serve private boaters, tour boat operators, water taxi service (if developed), and allow downtown visitors and employees to reach the water's edge.

North of 8th Street, the promenade is proposed to be widened at each street intersection to provide a place for pedestrians to step out of the flow of traffic, rest, and view the river. The widened areas, or "nodes", should contain common design elements to provide visual continuity and, in addition, can contain unique elements to differentiate the nodes and add interest to the promenade.

To encourage greater use of the promenade, pedestrians must feel that they are comfortably and safely separated from traffic. A variety of techniques, including the use of parallel parking, placing street trees and street lights near the curb, widening walks, and installing curb-side barriers, can be used to enhance the pedestrian experience. Pedestrian crosswalks should be provided at all intersections of City streets with McLoughlin to encourage downtown users to walk down any street to reach the promenade and river views.

North of about 16th Street, the pedestrian route is proposed to leave McLoughlin and generally parallel a narrowed Clackamette Drive. The character of this portion of the pedestrian route can change from an "urban promenade" to a more casual "park walkway". This walkway can meander somewhat as there is sufficient width of relatively level public land between the river and the road all the way from Sportscraft Marina to Clackamette Park. To reassure users that the more formal promenade and the more casual walkway are part of the same pedestrian system, some design elements should be carried consistently throughout the length of the system. Elements such as lighting, signage, seating and markers can be used to provide such reassurance.

When viewed from the Willamette River, the shoreline varies from near vertical basalt cliffs towards the south to eroding gravel banks towards the north. The scenic quality of the shoreline has been compromised over the years by the construction of a variety of structures including industrial facilities, McLoughlin Boulevard, a marina, a sewer interceptor line, a number of outfall structures, and a recreational vehicle park. In addition to enhancing the land side of the study area, serious consideration should be given to improving the visual quality of the Willamette River shoreline.

Structures that are no longer being used should be removed. When the sewer interceptor is rebuilt, it should be relocated away from the river's edge as feasible and the existing sewer pipe should be removed. The marina operator should be encouraged, or required, to clean up the banks of the river and relocate stored boats and materials to a more appropriate landside storage area. The old, corrugated sewer outfall pipe, which appears to be abandoned, should be removed from the river.

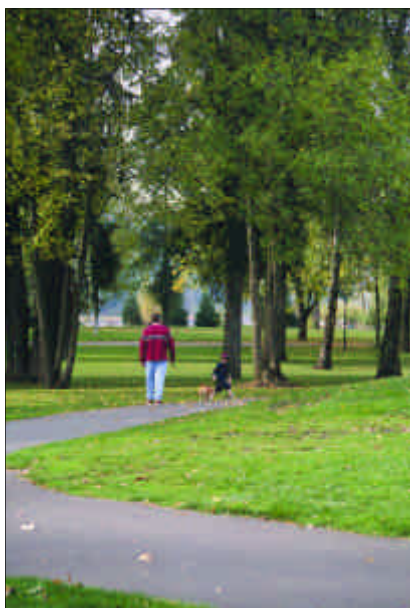
The shoreline could also benefit from the addition of riparian vegetation in locations where plants can reasonably be established. Trees and shrubs should be planted in selected areas underlain with gravelly soils, (which are generally downstream of about 12th Street). Soil pockets within the basalt cliff area may also support some vegetation and should be planted if growing conditions are thought to be acceptable.



2. Clackamas River Waterfront

The northeastern boundary of the study area extends to the High Rocks area of the Clackamas River. Unlike the Willamette River, the Clackamas River shoreline has survived development pressures and maintains a more natural character. Perhaps the periodic floods and shifting of the river channel has discouraged excessive human change to the shoreline. At any rate, the riparian edges of the river have survived and provide reasonable wildlife habitat. These vegetated riparian areas also provide a "softer" visual image of the river and encourage recreationists to walk and bike along the existing riverside trails north of the wastewater treatment plant.

The peninsula separating the Clackamas River and Clackamette Cove provides high quality wildlife habitat. The plan strongly recommends that this area be set aside as a natural area and that the trail network not intrude into this area.



The site of the Gladstone water intake tower has been redeveloped as an environmental education operation. This is an appropriate use and will help educate area residents about the history of the area, Native American communities, wildlife habitat, and environmental stewardship.

Downstream of the McLoughlin Boulevard Bridge is Clackamette Park, which extends along the Clackamas River to the confluence with the Willamette River.

3. Clackamette Park

Located at the confluence of the two rivers, Clackamette Park serves both as a regional park and as a community park. Recreationists from the metropolitan area are attracted to the boating and fishing access and for group picnic facilities. Oregon City residents are attracted for the same reasons and, in addition, use Clackamette Park for passive recreation, skateboarding, weddings, and horseshoes. An RV park is located along the

Willamette side of the park and attracts tourists and others who enjoy camping adjacent to the river.

The Master Plan calls for making changes to the park to better serve local and regional recreationists. The RV park occupies a prime section of riverfront and allows a small group of users to control a significant portion of the limited park land. The plan calls for the RV park to be removed, as funds are available to restore the area for general park use, wildlife habitat and picnicking. The RV park area and the park area to the south, should be improved to accommodate some revenue generating park uses such as group picnic areas and an outdoor wedding location. A limited amount of parking and trails should also be added in this area.

The Main Street extension entrance to the park is a confusing area that contains an RV sewage dump station, an access road to the boat ramp, and an access road to the RV park. This intersection should be simplified and narrowed and the RV sewage dump station relocated to the Tri-City WCPC. The plan proposes to develop a new park entrance feature at the intersection of Clackamette Drive and Dunes Drive. This will provide a visual marker for arriving recreationists, and assist in the redevelopment of the city's northern entry.

A gateway complex of relocated historic buildings is suggested between Dunes Drive and the current northern edge of the McDonalds restaurant to help create a theme for the area and to establish a strong visual presence when approached from McLoughlin Boulevard. The buildings can serve a number of purposes including: a park office; a setting for weddings; food service; and possibly a small retail operation oriented to park users. McDonalds should be encouraged to relocate to the east side of McLoughlin.

The City-owned area to the north of McDonalds is proposed to be developed to accommodate overflow parking for boating activities and to accommodate parking for weddings, group picnics and other larger park gatherings. This area should be designed to efficiently accommodate vehicles with trailers during the boating/fishing season and cars during other times.

The shoreline along both the Willamette and Clackamas Rivers show signs of the heavy use the area receives. Some re-vegetation is occurring along the Clackamas where fishing and recreation use is somewhat less intense. The Master Plan proposes extending the paved trail system near the waterfront but away from the water's edge. Between the trail and the river's edge, "islands" or "pockets" of riparian vegetation are proposed to be installed to provide shade and to provide refuges for wildlife. Vehicles should be allowed seasonally in only designated areas.



4. Clackamette Cove

Clackamette Cove was created by a former gravel mining operation that removed much of the rock of commercial value from the area. Remnants of this and other industrial operations are evident as one views the shoreline of the cove. In addition, it has been reported that there are a number of industrial artifacts on the bottom of the cove. Some of the cove site was refilled with construction debris after commercial deposits of gravel were removed. It has been reported that a substantial portion of the site between the eastern edge of the cove and the I-205 embankment is underlain by a closed landfill.

The Cove area has been neglected for many years. However, it also has great potential to become a valuable recreational and environmental asset for Oregon City. It will take time, and of course money, to clean up both the ponded area and the surrounding dry land areas. This Master Plan proposes to undertake cleanup and restoration of the Cove to create a truly significant asset for the City. During development and construction activities in the Cove area, the Prospective Purchaser Agreement between the City and the Department of Environmental Quality (DEQ), dated December 1998, will be used to coordinate environmental requirements presented therein.

The ponded area is proposed to be developed into a warm water fishery and recreational no-wake boating zone. The concept is to restore and revegetate within an average of 200' of the perimeter of the ponded area to provide shade, a source of woody debris, and enhanced habitat for fish and wildlife. The bottom of the pond needs to be searched and, if necessary, cleared of industrial and urban debris that may be a hazard to recreationists or wildlife. A trail is proposed to follow the edge of the ponded area to provide access for anglers and other recreationists. Like the trails in Clackamette Park, these trails are to be set back from the water's edge allowing sufficient area for riparian vegetation.

The Clackamas County Sheriff's marine facility is proposed to be relocated from the Cove to a location on the Willamette River just north of the I-205 bridge. The proposed location is City-owned, is protected by an existing sheet piling bulkhead, and is close to the existing public boat ramp adjacent to Sports Craft Marina. This location also can provide good views of the Willamette River and the falls for the public traveling along the promenade.

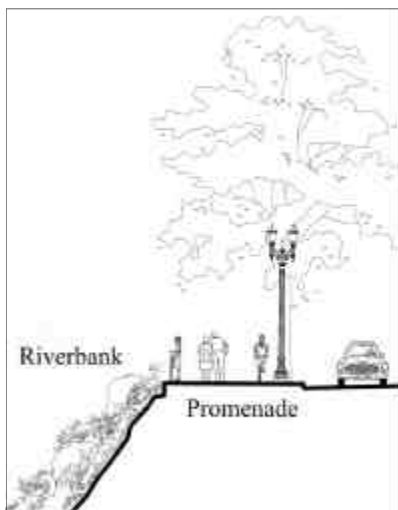
The peninsula just east of the McLoughlin Boulevard Bridge supports a water intake structure owned by the City of Gladstone and a privately developed environmental learning center. The environmental learning center serves to educate citizens about environmental problems, encourages stewardship, and provides hands-on land restoration experience for youth and adults. This operation fits well with the uses proposed in the master planning effort. The plan encourages the retention and expansion of the environmental center.

That portion of the Cove area located east of the ponded area and south of the Tri-City WPCP is proposed to be developed with sports fields. These fields should accommodate softball and soccer and potentially other field

activities. Parking is proposed nearby to accommodate team use and tournament play. A non-motorized boat launch into the cove is proposed to be located near the sports field parking area.

Development of the sports fields will require commitments from both the City and Clackamas County (Tri-City WPCP). The treatment plant needs some of the City property to allow for future expansion. Further, the operators of the treatment plant desire open space around the plant perimeter to minimize the number of people impacted on those rare occasions when odors emanate from the plant. The City should evaluate providing an open space buffer zone that will be primarily on City-owned land, in return for financial assistance in developing and operating the sports fields.

That portion of the Cove area located northeast of the intersection of McLoughlin and Main Street is reported to have been excavated and then refilled with construction debris. The Master Plan proposes that this area be partially excavated, and developed as an educational wetland, complete with a boardwalk to let visitors closely observe the workings of the plant communities. This wetland should assist in providing habitat that supports the warm water fishery in the Cove.



5. McLoughlin Boulevard

As a major arterial that traverses Oregon City from north to south, McLoughlin Boulevard has a major impact on the City's form and effectively separates the downtown area from the Willamette River. The highway is wide, accommodates traffic at a relatively high rate of speed, and intimidates pedestrians.

If Oregon City is to regain a connection to the Willamette River frontage, McLoughlin Boulevard will have to be reinvented as an urban street that acknowledges the rights of pedestrians as well as the desires of motorists. ODOT is encouraged to work with the City to modify the physical configuration of the highway and to modify operational characteristics to provide for the needs and safety of pedestrians.

When approaching Oregon City from the north, the well-proportioned McLoughlin Boulevard Bridge provides a positive entry statement for the City. This bridge signifies the importance of the Clackamas River by making a visual statement that cannot be missed by those crossing it.

Unfortunately, once south of the bridge, a motorist is currently confronted with a wide highway that lacks any urban design features. Perhaps the roadway can be narrowed or a landscaped median strip added to reduce the visual width of the facility. Widened sidewalks should be constructed with street trees installed to provide a safety barrier between cars and pedestrians.

The I-205 interchange should be planted in a mixed tree species to visually buffer the area and soften the interchange's appearance.

South of the I-205 intersection, McLoughlin Boulevard should take on more of an urban street character with pedestrian crossings at each block. Again, sidewalks should be widened and street trees installed. If necessary, more traffic signals should be installed to provide gaps in traffic to accommodate pedestrians.

From an operational standpoint, traffic speeds can and should be slowed through the downtown area to reduce the intimidation factor between moving vehicles and pedestrians. It is well known that the number of vehicles that can pass a given point within a specific period of time is about the same at 18 miles per hour as at 30-35 miles per hour. The reason for this is that as speeds increase, motorists leave more space between vehicles to allow for reaction time and braking distance. Therefore, in an urban setting, it makes sense to slow traffic speeds. This action does not reduce the number of vehicles per hour that can pass a point, but does reduce pedestrian intimidation, increases pedestrian safety, reduces the severity of accidents, and creates a friendlier urban environment.



6. Mixed Use Zone

The plan calls for the expansion and enhancement of the urbanized portion of the site that includes the Oregon City Shopping Center, Rivershore Motel, McDonalds, and the Glacier concrete batch plant. Some portions of these sites are near or above the 100-year flood elevation and have been actively used for commercial purposes for many years. Other areas are within the flood zone.

This mixed use area is proposed to be further developed and intensified to create an urban community at the north entrance to the city. In addition to commercial activities, housing is proposed. A neighborhood of 150 to 200 dwelling units is proposed to be located to the east and north of the shopping center. A development of this size should be large enough to create a sense of community, and can be oriented to take advantage of its proximity to the Cove.

Other uses, including offices and restaurants, may also be appropriate in this area. If there is market support for these uses, they should be encouraged.

Redevelopment and intensification of the mixed use area will take many years to accomplish. In addition, cooperation will be essential between the owners of private parcels of land and the City.

Actions

The City can help achieve the vision for the area through a number of actions including:

- **Promote the concept of an urban mixed use community at the entrance to Oregon City.**
- **Ensure that public services are available to support an increased density of development.**

- **Create a mixed use zone to guide and encourage future development and to assure property owners of compliance.**
- **Enhance the area to provide an appropriate setting for housing development.**
- **Assist developers and property owners in moving through the permitting process. This may include acting as an ombudsman to help acquire City, State and Federal permits.**
- **Continue to support industrial uses within the City. Work with the operator of the Batch Plant in evaluating long term relocation to viable City sites.**

Note: Implementation is discussed in more detail in the following chapter.



7. Transportation Linkages

The northern portion of the study area is an isolated "island", separated from other areas by the two rivers and by I-205. Connections or linkages to other areas are limited to the following:

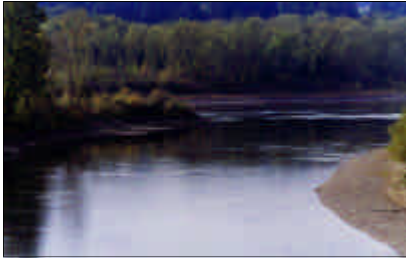
- McLoughlin Boulevard, providing a link to Gladstone, a link to downtown, and a connection to that portion of the study area located west of McLoughlin Boulevard.
- Main Street extension, providing a link south to downtown.
- Agnes Avenue, providing a link northeast to Oregon 213 and to I-205.

Given the constraints posed by the two rivers and the freeway, the number of linkages available is very limited. It is, therefore, extremely important to maintain and enhance all existing linkages.

The Agnes Avenue connection between the Main Street extension and Oregon 213 at I-205 is important to provide reasonable circulation within the area. This link also provides emergency access to the Tri-City WPCP from two directions and access to the proposed active recreation area in the eastern portion of the site.

The Main Street extension is the only undercrossing of I-205 between McLoughlin and Oregon 213. This link connects to downtown and, via 17th Street, to the eastern portion of the City. 17th Street is currently an important element of the area's circulation system. The City should evaluate this or other possible crossings of the railroad tracks for vehicles, bicycles and pedestrians.

The Master Plan also proposes an internal link through the shopping center and concrete batch plant site. This will provide an additional connection to support the proposed higher density development. It crosses two private properties and might be best developed as a private road. The connection shown on the plan is located across the southern portion of the two private properties. The actual location, of course, is dependent on specific development plans.



In summary, the increased urban density proposed for the site will be best served by an interconnected street system that provides as many alternative links as practical, given the inherent constraints of the site. Motorists, bicyclists, and pedestrians will then have alternatives from which to choose depending on preferred travel direction, traffic congestion, and other implementation details.

8. Environmental Opportunities

The project area presents environmental opportunities primarily focused on shoreline zone areas. The Willamette-Clackamas confluence zone and Clackamette Cove are the most significant of these areas.

For each shoreline reach, opportunities exist for enhancement of riparian buffers, focused recreational access, preservation of habitats, and improving combined aesthetic, recreational, and habitat values. Opportunities and challenges for each reach are outlined in the Appendix.

Along the Willamette River shore (Reach 1 - see Figure 8), improvements in access by means of a promenade will encourage aesthetic appreciation and community identification with the environment. Currently undeveloped shoreline (Reach 2) in public ownership supports riparian enhancements that will both enhance aesthetics and benefit fish and wildlife. Portions of the Willamette shoreline within the park (Reach 3) present both opportunities and challenges to protect recreational resources, reduce erosion, revegetate, remove abandoned structures, and protect habitat values for fish, particularly salmonids.

The Clackamas River shoreline (Reaches 4,5,6 and 7) presents opportunities for a balance of recreation, environmental education, and protection of significant high quality habitat. Because these values are contiguous and not overlapping, relatively minor efforts will be necessary to protect key values. Specific opportunities include access control to the peninsula, support and expansion of the environmental education center, riparian vegetation enhancements below the boat ramp (for habitat and erosion control), and invasive vegetation control.

Clackamette Cove (reaches 8,9 and 10) presents the broadest range of opportunities and a variety of challenges. Although man-made, the Cove (and lands around it) provides opportunities for potentially high quality aesthetic, recreational, educational, and salmonid rearing/riparian habitat values. Development of public recreation and sports uses on adjacent lands will increase the value of this resource. Opportunities exist to improve open water and riparian habitats for fish, develop managed wetlands, provide high quality low impact recreation, support community environmental education, and create a "magnet" water feature for nearby residential and commercial developments. The challenges are also significant and include the need for bank modifications, invasive vegetation control, removal of undesirable fill materials and decrepit structures, and possible adjustments to the Cove bottom.



Implementation Strategy



The Oregon City waterfront should be realized as a true asset and a key element in strengthening Downtown Oregon City and the community as a whole. The following implementation strategy identifies key actions that a community should take in order to carry out the plan and realize their goals. A successful strategy is inherently common sense, an inclusive approach to developing or redeveloping an area. Oregon City has the opportunity to create a truly remarkable waterfront. It can be bold, innovative and exciting or it can be a process of repair and fix up. It is a choice and a matter of perspective followed by policy. Bold and innovative plans and projects cost more than piecemeal repairs, but are also more likely to be funded. The property involved is large enough that any significant redevelopment effort will be costly and very likely outside the funding capacity of Oregon City. Implementation will depend upon a variety of public and private capital sources.

The following provides a general outline and the key elements of a successful strategy for revitalization of the Oregon City waterfront.

1. Make a Great Plan

A comprehensive plan that will recognize many projects, potential and existing, involve many stakeholders and mobilize them with a motivating vision that captures their imagination.

The Plan should:

- Combine market potential with community vision.
- Go far beyond patching problems or reacting to specific issues.
- Present a strong vision to motivate and enliven people to take action.

2. Many Projects

- Promote multiple projects, large and small, moving them forward together.
- Define projects broadly to include policies, development projects, and programs.
- Organize, catalog, and communicate all of the public and private projects.

3. Many Stakeholders

The key to successful implementation of the Oregon City Waterfront Master Plan is mechanisms for marrying the identified stakeholders, current and potential, with projects, both existing and proposed. Implementation requires collaboration with stakeholders for positive results.

Many projects bring many stakeholders-people who are invested in one or more projects must pull together to make and implement the plan.

- Promote project implementation through a broad base of involvement.
- Include stakeholders-a representative cross-section of government, non-profits, businesses, individuals and community groups.

- Form the basis of political support for the implementation of the plan through working with stakeholders.

4. Committed, Ongoing City and Private Sector Leadership

- Seek success for the entire community.
- Utilize strong leadership skills; respect the community's aspirations.
- Motivate and organize stakeholders through definitive leadership.
- Move forward and communicate the vision of the plan.
- Provide ongoing support for the implementation through communication and coordination.
- Provide long-term continuity and unify divergent interests.
- Provide local government support and assist project development.
- Communicate success and opportunities.

5. Development Standards

- Develop clear and consistent guidelines that communicate the vision of the plan.
- Encourage that which is desired and strongly prohibit that which is not wanted.
- Utilize tools that are dynamic and flexible-pragmatic standards for change.
- Set standards high, but achievable.

6. Communications and Marketing

- Leadership must communicate successful implementation.
- Market the plan through continual news and outreach.
- Act as a liaison between stakeholders, projects, and the wider community.

7. Supportive Government

- Provide support for achieving standards-consultation, code enforcement, and ongoing assistance.
- Review practices and identify and change policies.
- Set clear goals.
- Expedite projects that meet or exceed plan expectations.

8. Ongoing Review

- Review plans on an ongoing basis to respond to changing conditions.
- Evaluation of the plan, projects, and communications-make periodic adjustments to the plan.

As outlined above, the redevelopment of the Oregon City waterfront relies heavily on leadership. The history of successful large-scale urban, mixed-use public-private projects is that they require both community-based

leadership as well as strong support from both elected officials and the media. To be successful, the Oregon City waterfront project will require strong and continuing support from the:

- City Commission
- Planning Commission
- Parks and Recreation Advisory Committee
- Private Developers
- Chamber of Commerce
- Media
- Environmental and Special Interest Groups
- Clackamas County Commission

The history of successful public-private partnerships shows that this alliance of support is essential to attract the necessary capital to carry out the plan. The planning process must be elevated to the highest administrative level within the City, with direct support and involvement from all department heads.

Vision

Gaining support or capital contribution for mediocrity is very challenging. A bold, innovative and exciting plan not only makes a great place-it is easier to fund. Individuals, organizations and agencies that contribute financially to public development want to be associated with "winners," namely high quality, well thought out, cohesive plans. Many projects compete for the same public dollars, however comparatively few are funded. With a great plan, funding becomes more likely and achievable given that the plan is designed to produce a vital place that includes:

- A vibrant urban waterfront
- Thoughtfully designed and restored wetlands, habitats and shorelines
- Highly attractive public open spaces
- Access for the full community
- Exciting mixed-use development

Private Properties

The privately owned portion of the study area is comprised of industrial and highway-oriented commercial uses. Major property owners include Pan Pacific Corporation, a national retail commercial company and owner of the Oregon City Shopping Center; and Parker Industries, owner of the industrial property immediately behind and east of the Shopping Center. The Parker industrial site is leased to Glacier Northwest, which operates a cement batch plant on the property. In addition, several other smaller sites are currently occupied by older industrial buildings and used as equipment storage yards. Much of the private land, as well as a good portion of the public land, is below the 100-year flood plain.

Left to only market forces and without public intervention, the private property along McLoughlin can be expected to continue in highway-commercial retail and service use. Vacant, commercially zoned frontage on the highway can also be expected to be acquired by commercial developers for additional highway-oriented development. Restaurant operators are looking in this area because of high visibility and traffic volumes. The area encompassing these privately held lands has the highest potential to be redeveloped into a mixed use vital community. Potential development of housing, commercial, and in time, office uses can be realized here. This redevelopment will directly meet the goals for the project.

Currently the Batch Plant is providing much-needed industrial jobs to the community. The City should work with the operator in evaluating long term relocation.

The smaller industrial properties near the core are in poor condition and most are currently available for purchase. These sites should be acquired, checked for environmental conditions, restored, and put to use as public open space. The Tri-City WPCP, Oregon City or another governmental agency should be encouraged to acquire the smaller industrial sites near Clackamette Cove.

Market

The primary ingredients are in place to support a redevelopment effort in the mixed use zone (Figure 9). Location continues to be a prime consideration in real estate investment and the study area has the benefits of high traffic volumes, freeway access, adjacent waterfront, and public open space. Although a significant percentage of the property benefits from these elements, flood plain designation and internal access issues present challenges. Substantial fill will be needed to bring portions of the area above the 100-year flood plain and make them developable. Since fill in a flood plain must be balanced with equal or greater excavation, it will be necessary to remove sufficient material from somewhere in the study area to balance fill needed to elevate development parcels.

With a comprehensive approach, the City, supported by a variety of funding mechanisms local, regional, state, and federal, can transform the study area, encouraging private investment to come forward. That transformation is discussed throughout this report. The strategy is to enhance Clackamette Cove and adjacent environmentally sensitive areas, as well as other components of the Oregon City waterfront, to a very high standard. It is believed that the strategy of a high quality plan is the easiest way to attract the capital necessary to make it happen. Experience shows that "private capital follows public commitment."

In the context of this bolder approach to designing, building and managing the very best of waterfront parks, environmental restoration, and other public space elements, the private sector is encouraged to become investors in the process-over time and as the market and site improvement costs support transformation.

Using the powerful public financing tool of tax increment, properties east of McLoughlin Boulevard have the opportunity to produce a quality mixed-use community. The primary land uses to be considered for this area include:

1. Retail commercial
2. Service commercial
3. Restaurants and food service
4. Urban housing, both owner and rental
5. Multi-story general-purpose offices

The exact quantity and mix of these land uses within this property should remain flexible, allowing the City and developers to creatively respond to market opportunities at the time of development. While maintaining the desire to preserve flexibility, some indication of an appropriate development mix is provided for planning consideration. Locking down the development program precisely at this point in time becomes an inhibition to development, being too restrictive to attract the best developers.

Redevelopment

The strategy centers on the following six, short-term elements:

1. Proceed with redevelopment of the Oregon City waterfront, initiating improvements in conjunction with the Tri-City WPCP to the natural environs and recreational facilities along Clackamette Cove and the Willamette and Clackamas Rivers.
2. Eliminate industrial uses and remove the recreational vehicle park.
3. Develop multifamily housing on five to nine acres of land-preferably overlooking Clackamette Cove.
4. Renovate existing retail.
5. Initiate streetscape improvements.
6. Maximize connections to larger community.

As outlined earlier, it is critical to get many projects, regardless of size, underway at the same time.

Regulatory Analysis and Recommendations

A complex set of base and overlay zones applies to land within the study area. Height and use limitations in the four base zones constrain master planning efforts. Conflicts exist among the overlay zones. For example, the setback and development requirements of the WRG and WR overlay districts differ substantially - yet both apply to development along the Willamette River.

Review standards are discretionary, making long-term planning problematic. Any development application within the study area will require a lengthy and complicated development application - with an uncertain outcome. It will be very difficult to prepare a master plan that anticipates all of the issues that must be addressed under Oregon City's existing regulatory scheme for this area. Unless the code is amended, even minor changes in the master plan will likely require complicated and uncertain review.

We recommend that the City consider a single "waterfront plan district" for the study area. Such a plan district would have the following characteristics:

1. The plan district would clearly state waterfront development and resource conservation objectives agreed upon by the City Commission as a result of a public planning process. The plan district would replace the existing set of base and overlay zones, or specifically reference which portions of the overlay zones continue to apply.
2. The plan district could include special review procedures that allow for a more streamlined process - because development versus conservation issues have been resolved in advance, and adequate public facilities standards have been incorporated into the plan district itself.
3. High quality natural resources and their "vegetated corridors" would be mapped based on district-wide inventories that consider both the quantity and quality of water and riparian resources in relation to one another. The standards of the WRG and WR overlay districts would be reconciled systematically - rather than on a parcel by parcel basis. Variable resource setbacks would be applied to specific areas based on actual conditions. Resource mitigation and enhancement projects would be determined in advance and incorporated as standards in the plan district. (For example, in a degraded area, a setback of 50' might be established, provided that pre-defined enhancement measures occur with a future development proposal.)
4. Development areas would be clearly mapped after considering tradeoffs among riverfront development, transportation and resource protection objectives. Once development areas are delineated, however, permitted development projects would not be subjected to an additional discretionary review process.
5. A mix of uses would be allowed under clear and objective standards within the plan district. Artificial distinctions between "tourist" and "general commercial" would be eliminated. However, the plan district could include sub-districts that emphasize different types or intensities of uses (e.g., natural areas, active recreational areas, high intensity mixed use areas, lower intensity mixed use areas, transportation facilities, Tri-City WPCP, etc.) or different design objectives consistent with a planned waterfront community.
6. The plan district would include a map of the basic transportation system

that connects various sub-districts. The plan district would address multi-modal transportation and parking needs based on a range of development intensities. Transportation mitigation measures would be determined in advance and triggered by pre-assigned numbers of vehicle trips resulting from actual development. Adequate public facilities requirements would be included in the plan district based on anticipated demand for services.

7. Development standards in the plan district would be clear and objective - and would be designed to achieve the stated goals of the plan district, as articulated through a public review process. For example, height, setback and floor area standards might vary among subdistricts in order to provide river views or reduce shade to common areas.

Design standards would be developed for the plan district (and possibly for each sub-district). To comply with state rule requirements for clear and objective standards (for both "needed housing" under Goal 10 and resource protection programs under Goal 5), two sets of design review standards could be provided. The first set would be "clear and objective" (i.e., measurable); and the second set would be more subjective, but allow for greater flexibility. The choice of which set to use would be the applicant's.

Financing Tools

A list of potential financing tools is shown in the Appendix. This list includes local, state and federal programs. As new programs are discovered or identified, the list should be modified.

Findings and Recommendations

This section describes a strategy for implementation-a philosophy of development that says that quality, innovation and superior projects are rewarded while mediocrity gains little attention and even less financial support.

Dollars must be used wisely. The primary short-term focus, recommended in this report, is to vigorously pursue development of the public realm. The waterfront park, environmental mitigation areas, acquisition of key sites for public use, closure of the RV Park and similar tasks are high priority. It will require a focused effort-more detailed planning, fundraising activities, writing grant requests, presentations to potential funding agencies and organizations, enlisting the support of special interest groups, and related tasks.

No more land should be sold by the City on the west side of McLoughlin Boulevard across from the Oregon City Shopping Center. This land is critical to the image building of the Oregon City northern gateway and entry. As such, its highest and best use is to support overall waterfront and environmental revitalization; not provide a pad for another fast food restaurant. With regard to the private sector properties, management of the Oregon City

Shopping Center, Pan Pacific Corporation, has expressed an interest and a willingness to work with the City and its consultants to explore ways to strengthen both the center and the entry to Oregon City. This dialogue will continue in the months ahead. With regard to the industrial property on the east side of McLoughlin, the following is recommended:

1. Rezone the property to accommodate the mixed uses described in this report. This will insure that additional industrial activity is not put onto these sites.
2. Establish rigorous design controls that go with the zoning in order to control the quality of new development and its compatibility with the significant investment the public will be making to the adjacent Clackamette Cove and surrounding area.
3. Work with the property owners to achieve a smooth transition from the current industrial uses to more intensive uses, when the owners are ready. Planning between the City and the property owners should begin soon. Filling all or portions of the industrial site will impact both the industrial property and its relationship to the public lands to the north.

Oregon City has the opportunity to considerably enhance its waterfront, create a new and exciting entry to the City and strengthen the relationship of Downtown to the waterfront. Market forces support the redevelopment, but are dependent on public leadership and commitment to creating a great place.

Development Projects Timeline

Project Description	Year 1	Year 2-3	Year 4-10	Year 11-15
Negotiate plan with Pan Pacific	**			
Hire Economic Development Director (City position)	**			
Develop and implement zoning regulations		**		
Develop and implement design guidelines		**		
Begin initial discussions with property owners		**		
Implement Acquisition/Development Strategies	*			
Sell City property to Tri-City WPCP	*			
Remove listings on City-owned commercial land	*			
Seek Funding:				
Regional	*			
State	*			
Federal	*			
Design waterfront park and entry		*		
Develop restoration plan for cove and riverbanks			*	
Plant riverbank at north end of McLoughlin Bridge (in conjunction with Gladstone)				*
Relocate sheriff department			*	
Park improvements:				
Remove dump station at park entry		*		
Remove old central roadway/restore			*	
Add planting/trees at boat parking			*	
Remove and restore RV park area		*		
North bank - restoration/improvement				*
West bank - restoration/improvement				*
McLoughlin improvements (work with ODOT):				
Upgrade bridges (McLoughlin, Oregon City)			*	
Plan streets and crossings			*	
Construct new streetscape and crossings			*	
Develop promenade			*	
Underground power			*	
Transportation Growth Management projects	*			
Metropolitan Transportation Improv. Program			*	
I- 205 - (Work with ODOT):				
Plant intersection with McLoughlin Boulevard				*
Plant side banks along Interstate freeway				*
Public Projects:				
Realign Main Street			*	
Reconstruct Agnes Avenue			*	

**Priority Action Item



City of Oregon City

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

Staff Report

File Number: 17-071

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 7d.

From: Community Services Director Phil Lewis

File Type: Report

SUBJECT:

Ermatinger House Potential Options for Operations (Goal 4)

BACKGROUND:

The majority of the Ermatinger House renovation & preservation project was completed in the current biennium budget. The preservation construction has been done specifically to meet the National Park Service standards, with the intent to pursue an eventual transfer of the house to their operations, similarly to the McLoughlin House.

Upon completion of the renovation/preservation project, the City has begun determining its management and operations strategy for re-opening the house to the public. To assist in this effort, Community Services staff worked with a consultant to assist the City in developing a programming strategy for the Ermatinger House. Staff are using the strategic plan to help the City support a "friends" group or a similar type of volunteer group to help support the ongoing operations of the house. Additionally, the strategic plan should strengthen the city's position with the National Park Service.

There is a group of engaged citizens known as "Friends of the Ermatinger House" which has expressed interest in partnering with the City and has submitted a draft proposal for operation. Staff are in the process of evaluating the proposal and determining the best course of action for furniture and interpretation.



City of Oregon City

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

Staff Report

File Number: 17-022

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 8a.

From: James Band

File Type: Report

SUBJECT:

Implement Funding Strategy for Construction of New Police and Court Facility (Goal 2)

RECOMMENDED ACTION (Motion):

Staff recommends the Commission approve putting a ballot measure on the May 2017 election, requesting permission for a revenue bond for construction of the police and court facility to be repaid by CSAF funds.

BACKGROUND:

In November of 2016, the City put a measure on the ballot for construction of the new police and court facility. The measure did not pass. The overwhelming feedback has been that the language in the ballot and explanation were very confusing. Staff is recommending an approach that puts that language of the measure in its clearest terms, which would be a revenue bond.



City of Oregon City

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

Staff Report

File Number: 17-021

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission Work Session

Agenda #: 8b.

From: James Band

File Type: Report

SUBJECT:

Houseless Community Members and Homeless Liaison Officer (Goal 3)

RECOMMENDED ACTION (Motion):

Staff recommends funding for full time homeless liaison officer position.

BACKGROUND:

In 2013, the Father's Heart Ministry opened in Oregon City. Since then, the City has seen a consistent rise in issues and complaints around the homeless population. In 2016, Code Enforcement cleaned up about 85 homeless camps. Police responded to at least 600 calls for service related to homeless people. Police staff get numerous complaints about the homeless issue; it has become the largest livability issue in the City.

In researching approaches taken by other cities both in and out of Oregon, we believe that having a specific officer dedicated to proactively addressing homeless issues would be beneficial to the community, to City staff and to the homeless population. Our plan is to have this officer get to know the homeless population, establish working relationships with all available service groups and act as a sounding board for neighborhood and business groups. We believe this key step in a proactive approach to homelessness would help mitigate some of the impacts we have seen in the City.

BUDGET IMPACT:

Amount: \$110,000

FY(s):

Funding Source: General Fund



City of Oregon City

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

Staff Report

File Number: 17-016

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 13a.

From: Economic Development Manager Eric Underwood

File Type: Report

SUBJECT:

The Cove Project and Former Land Fill Property (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends that the City Commission consider the report on the Cove Project and former landfill property and provide direction.

BACKGROUND:

COVE

A multi-phase mixed use project is proposed in the Clackamette Cove area directly behind the Oregon City Shopping Center consisting of approximately 89.6 acres which includes a man-made lake of approximately 53 acres that is connected to the Clackamas River. The Urban Renewal Agency for Oregon City owns approximately 76 acres of this area while 11 acres is privately owned and 2.5 acres is owned by the Tri-City Service District. Combined, this area is known as the "Project Site."

A Soil Excavation and Site Improvement Agreement was executed in April, 2015 for a mixed-use development of the 11 acres of privately owned land, which is referred to as Phase I. This Phase consists of 244 garden style apartments with office space and a recreational building along with infrastructure improvements. The developer of this Phase, Grand Peaks Development, commenced construction in the summer of 2016 and is currently progressing toward completion.

Also in April 2015, a Disposition and Development Agreement (DDA) was executed with Clackamette Cove, LLC for the remaining project phases (Phases II-V). Phase II was originally proposed to build 195 waterfront apartment units along with office space, restaurant space, a park and an esplanade pathway. It was also proposed that Phase III would construct a mixed-use building, an office building and parking lot for Phase IV and a water sports center and marina for Phase V. Since the DDA's execution, the Urban Renewal Commission approved an amendment that replaces the mixed-use building in Phase III with the construction of a natural habitat restoration area. This amendment also eliminated the office building and parking lot in Phase IV, bringing the Project down to a total of four phases. Due to more recently proposed changes by Clackamette Cove, LLC to reduce the amount of commercial space and more than double the number of residential units, the Urban Renewal Commission is undecided on whether to move forward with the project. Prior to these requested changes, staff was directed by the URC to cease negotiations relating to this

project.

Former Landfill

Staff had been working previously with the property owner's representative on recruitment of potential developers for the landfill site. Several exploratory meetings were held with potential developers and a DDA was even close to being executed with Donahue Schriber Realty Group. Since that time, Donahue Schriber terminated the DDA and the property owner terminated the relationship with the representative. Also, property ownership rights had been contested among property owner family members, which adjusted levels of property control. There has been a parallel effort to bring back a development company that had once proposed a project for the site and staff has participated in a few of those meetings as well. All projects that have been proposed involved use of urban renewal funds. This is due to the high complexity and costs associated with developing a former landfill site. Successful development of the site will require some form of subsidy whether it be urban renewal or other funding mechanisms. However, urban renewal is not currently an option in Oregon City for subsidizing development projects as a result of Measure 3-514. Continued pursuit of development for this site will be evermore challenging as resources are becoming increasingly limited.

The Cove Project Aerial Map



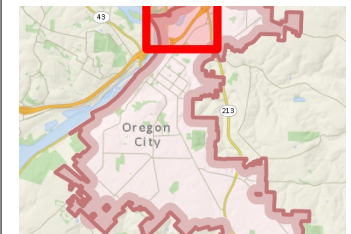
Legend

All Streets - 9600 - RLIS

- Taxlots
- Taxlots (Outside UGB)
- Unimproved ROW
- City Limits
- UGB
- Basemap

Notes

Overview Map



0 800 1,600 Feet

1: 9,600



The City of Oregon City makes no representations, express or implied, as to the accuracy, completeness and timeliness of the information displayed. This map is not suitable for legal, engineering, surveying or navigation purposes. Notification of any errors is appreciated.

Map created 12/14/2016

City of Oregon City
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City of Oregon City

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

Staff Report

File Number: 17-037

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 13b.

From: Economic Development Manager Eric Underwood

File Type: Report

SUBJECT:

Tourism Plan (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends that the City Commission support moving forward with the establishment of a City-wide tourism plan.

BACKGROUND:

At a regularly scheduled work session on March 12, 2016, the Downtown Oregon City Association (DOCA) presented a proposal for a tourism plan to the City Commission. The proposed tourism plan concept is a result of a citizen effort led by DOCA for the purpose of establishing a formal tourism strategy for the City. The concept of the Plan incorporates goals and strategies that will help Oregon City prepare for, cultivate and manage tourism.

The Economic Development Department views tourism as both an exciting and important initiative and is positioned to move forward with the concept of the Tourism Plan for the City. The previous City Commission elected to move forward with developing a tourism plan through approval of the attached Resolution. The Resolution supports the general concept of the Tourism Plan and the allocation of lodging tax moneys to establish a portion of a position in the Economic Development Department to assist with tourism efforts. Additionally, support for the development of tourism promotional strategies is needed along with a temporary contract position to coordinate the formation of the Oregon City Tourism Stakeholder Group and tourism plan is conveyed through the Resolution. The Stakeholder Group will advise tourism efforts based on the framework of the Plan.

If this City Commission decides that this should be an objective within Goal 1, the Economic Development Department will proceed in acquiring temporary contract services for the purposes stated above.

BUDGET IMPACT:

Amount: \$50,000

FY(s): 17/19

Funding Source: General Fund and Transient Room Tax

RESOLUTION NO. 16-21

A RESOLUTION SUPPORTING THE CONCEPT OF THE OREGON CITY TOURISM PLAN

OREGON CITY MAKES THE FOLLOWING FINDINGS:

WHEREAS, tourism is a priority for Oregon City and an important economic development tool;

WHEREAS, Oregon City desires a comprehensive tourism strategy to support revitalized tourism attractions and new destination quality businesses;

WHEREAS, the lodging tax funded OCCIT grant program was suspended in the current year to provide for a coordinated tourism strategy effort;

WHEREAS, the City does not have an officially sanctioned tourism body;

WHEREAS, preparation is crucial for future tourism resulting from new development, re-development and revitalization efforts; and

WHEREAS, a citizen effort led by the Downtown Oregon City Association has proposed a framework plan;

NOW, THEREFORE, OREGON CITY RESOLVES:

Section 1. The City Commission supports the general concept of the Tourism Plan and directs staff to further review the Plan, including development, refinement and facilitation for the Plan, in order to ensure that the tourism goals of the City are being met.

Section 2. The City Commission supports allocation of lodging tax moneys to establish a portion of a position in the Economic Development Department to assist with City tourism efforts. Other sources of funding may include Enhancement Grant and General Revenues.

Section 3. The City Commission Supports funding for a temporary contract position to coordinate the formation and initial efforts of an official tourism body referred to as the Oregon City Tourism Stakeholder Group. The Oregon City Tourism Stakeholder Group will be tasked with advising tourism efforts based on the framework of the Plan.

Section 4. The City Commission supports development of promotional strategies for tourism in Oregon City with accelerated timing conditioned upon receipt of a State Tourism Grant in the amount of \$50,000.

Section 5. This resolution shall take effect immediately.

Adopted, signed and approved this 3rd day of August 2016.

DAN HOLLADAY, Mayor

Attested to this 3rd day of August 2015,

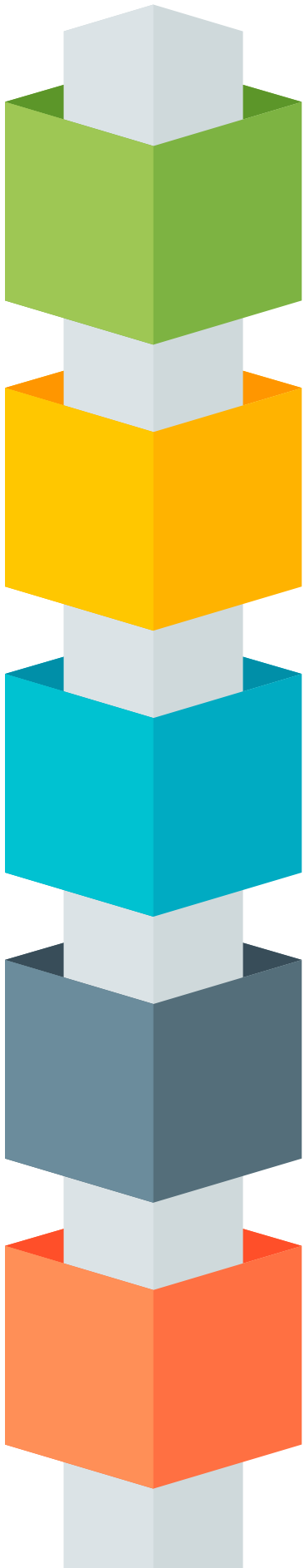
Approved as to legal sufficiency:

Kattie Riggs, City Recorder

City Attorney

GSB:7213791.2

Resolution No. 15-0_
Effective Date: August __, 2015



Oregon City Tourism

STRATEGIC PLAN

November 9th, 2015



Oregon City Tourism

Scope of Services

- Point B Destination Advisors has been contracted to design and recommend a winning tourism strategy for Oregon City. The strategy includes: recommendations on organizational infrastructure, a near and long-term financial strategy, and a step-by-step plan and timeline to implement the strategy.

Methodology and Timeline of Work

- Point B's methodology consists of five phases: 1) due diligence and research, 2) strategic brainstorming and planning, 3) collaboration and consensus building, 4) presentations of recommendations to community leadership, 5) implementation.
- Current status: We have completed our Phase I work of due diligence and research, and our Phase II work of internal strategic brainstorming and planning. This report marks the beginning of Phase III, external collaboration and consensus building.

Sources – Interviews, Meetings, and Research

Interviews

- Jonathan Stone, Downtown Oregon City Association
- Sam Drevo, eNRG Kayaking
- Claire Blaylock, Clackamas County Historical Society
- Alice Norris, Willamette Falls Heritage Area Coalition
- Eric Underwood, Oregon City Economic Development
- Amber Holveck, Oregon City Chamber of Commerce
- Dan Fowler, Abernethy Center
- Danielle Cowan, Oregon's Mt. Hood Territory RDMO/CCTCA
- Michelle Beneville, Oregon City Finance Department
- Gail Yazzolino, End of the Oregon Trail Interpretive & Visitor Information Center
- Jim Mattis, Willamette Falls Heritage Area Coalition and Willamette Falls Heritage Foundation
- Rocky Smith, Oregon City Commission
- Denyse McGriff, Clackamas County Heritage Association and McLoughlin Memorial Association
- Rolla Harding, Oregon City Tourism Council and McLoughlin House




Source Documents and Websites

- City of Oregon City
- CCTCA (RDMO)
- Clackamas County
- Willamette Falls Legacy Project/Rediscover the Falls
- Willamette Falls Heritage Area Coalition
- Willamette Falls Heritage Foundation
- All prior tourism studies and reports dating back to 2003



Key Findings and Directional Observations

- There is not a city in the western half of the United States with a more compelling collection of historical attractions than Oregon City. From a tourism perspective, Oregon City's heritage attractions have the potential of supporting a thriving year-round tourism industry with national appeal.
- On the flipside, Oregon City's tourism industry is significantly underachieving in relation to its potential.
- Money is not the obstacle to Oregon City's tourism success, at least not in the near term. To elevate Oregon City's tourism industry to a competitive level, it won't take any additional money than what is currently available. To implement the recommended long-term strategy, additional funding will be required.
- Oregon City's fragmented tourism industry, divided heritage leadership, and the general lack of coordination is the anchor preventing Oregon City's tourism industry from rising to its potential.
- Ownership of Oregon City tourism is a "hot potato" in that none of the organizations or individuals we spoke with expressed a desire to own it (which is unusual, because most often organizations are fighting for control of the money).
- There are enough tourism assets and tourism potential to eventually justify a full-service and dedicated Destination Marketing Organization (DMO) in Oregon City. This is our recommendation for the long term.
- The time to evolve is now. Oregon City is coming of age. There is significant community momentum, and it's time for Oregon City's tourism industry to organize, collaboratively plan for a lucrative future, and implement this plan.
- Everyone we spoke with wants Oregon City tourism to be successful. The general sentiment seems to be that everyone will support a winning tourism strategy once it's implemented.
- The county-wide tourism promotion effort is strong and well-funded, but alone is not enough to achieve Oregon City's tourism potential. A city-specific dedicated DMO is needed.
- Oregon City's heritage assets are the foundation and "the hook" of Oregon City tourism. Even without the Riverwalk Legacy Project, Oregon City possesses enormous unmet heritage tourism potential. Outdoor recreation and agri-tourism are important tourism segments that merit Oregon City's cultivation and promotion, but heritage tourism is the segment that has the power and potential to differentiate Oregon City tourism from every other destination on the West Coast. It is our recommendation to fortify Oregon City's heritage tourism segment, then incorporate the other tourism segments into the rising tide.

Key Findings and Directional Observations (cont'd)

-  While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism. In addition to structural change, there needs to be cultural change.
-  Consultants have made recommendations in the past that have not been implemented. Their observations and recommendations are not significantly different from ours. So we asked a lot of questions about why the advice of the previous consultants had not been enacted. What we learned is the previous recommendations required too much change all at once. Additionally the previous recommendations did not provide a manageable implementation plan to achieve the goals and objectives.
-  When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars, each of which must be strong and effective in order for Oregon City's tourism industry to reach its potential. The three pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, 3) Financial Strategy.

Options for Organizational Infrastructure and Implementation

-  **#1. Continue the city's current grant program**
 - The advantages (+) and disadvantages (-) of this option include:
 - + It's an easy way to disburse funds.
 - + It makes people happy to receive checks.
 - - It's marginally effective at attracting visitors.
 - - It does not create a consistent year-round, demand-driving tourism program.
 - - It does not cultivate a long-term brand or strategy for Oregon City tourism.
 - - The quality of implementation and outcomes varies amongst grant recipients.
 - - Grants often subsidize private for-profit business models and events. This is not the most equitable or effective use of tourism promotion funds.
 - - The grant program will never lead to Oregon City achieving its tourism potential.
-  **#2. House the ownership and leadership of Oregon City tourism promotion and development in one of the existing Oregon City organizations (City Administration, Chamber of Commerce, Downtown Association, Clackamas County Historical Society, etc.).**
 - The advantages (+) and disadvantages (-) of this option include:
 - + It's been done before so there's precedent.
 - + It's done in other small towns where the tourism promotion budgets are small.
 - - The existing organizations' resources are already stretched to capacity.
 - - Mistrust and lack of confidence exists.
 - - Tourism promotion is not, and should not, be the expertise of the existing organizations.
 - - "Mission creep" would likely be detrimental to each organization.

Options for Organizational Infrastructure and Implementation (cont'd)

#3. Funnel Oregon City's tourism promotion funds to the Mt. Hood Territory RDMO and have the RDMO enhance their marketing efforts for Oregon City.

- The advantages (+) and disadvantages (-) of this option include:
 - + RDMO already has staff and resources.
 - + It's easy.
 - – It relinquishes control of local community destiny and success to a regional entity.
 - – The RDMO promotes a large and diverse area. The RDMO would be stretched thin to give the attention and focus that Oregon City deserves.
 - – It could create political turmoil at the county level.

#4. Establish a full-service DMO for Oregon City in the near term.

- The advantages (+) and disadvantages (-) of this option include:
 - + Oregon City tourism needs and deserves a full-service dedicated DMO.
 - + Having a dedicated DMO is the best way for Oregon City to achieve its full tourism potential.
 - + A dedicated full-service DMO would clearly and permanently establish tourism leadership and accountability in Oregon City.
 - – It takes a lot of work and leadership to set up a DMO.
 - – In the near term, the available funding would be entirely consumed by organizational expenses and little would remain for marketing and promotion.
 - – Until Oregon City's heritage assets are operationally stronger and more coordinated, tourism promotion will only be marginally effective.

#5. Milestone Plan to Long-Term Success:

- When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars that must be strong and effective in order for Oregon City's tourism industry to reach its potential. The identified pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, and 3) Financial Strategy.
- Additionally, we came to understand the reason why the previous consultants' recommendations hadn't been enacted was that the recommendations required too much change all at once, and the implementation plan lacked sufficient direction.
- When we segmented everything required to achieve success into the three pillars, and overlaid that with a phased-in implementation plan, we were convinced the winning tourism strategy for Oregon City should be based on a phased-in milestone implementation plan of manageable and synchronized steps.
- The implementation plan for each pillar will be led by three separate but closely coordinated groups, and will culminate in four years with the development of a dedicated DMO and unified or coordinated heritage assets.
- The milestone projects in each pillar represent key projects that when accomplished and viewed cumulatively will elevate Oregon City tourism to a competitive level.

Options for Organizational Infrastructure and Implementation (cont'd)

#5. Milestone Plan to Long-Term Success (cont'd):

- See attached infographic for descriptions and timelines of Milestone Plan
- The advantages (+) and disadvantages (-) of this option include:
 - + Dividing the responsibilities of the three pillars makes it achievable and not overwhelming for any one group.
 - + Dividing the responsibilities among three separate but coordinated groups allows the responsible organizations to focus on their area of expertise.
 - + Coordinated and synchronized plans foster collaboration, cooperation, and ultimately evolution.
 - + A phased-in coordinated plan provides step-by-step directions for each pillar to achieve the end-goal (i.e. it allows us to walk before we can run).
 - + A phased-in plan allows the tourism industry to evolve simultaneously with the rest of the city (development projects, etc.).
 - + IT'S ACHIEVABLE AND WILL LEAD OREGON CITY TO LONG-TERM TOURISM SUCCESS.



OREGON CITY TOURISM MILESTONE PLAN TO LONG-TERM SUCCESS



Organizational Infrastructure for the Milestone Plan

Pillar #1: Heritage Assets Operations Pillar

- Heritage Assets Operations Collaboration Coalition (“The Collaboration Coalition”)
- The Coalition will be comprised of representatives from each of the heritage assets, plus an independent facilitator who will also work with the leadership groups overseeing the other two pillars.
- The group will meet once per month until the objectives are achieved.
- The facilitator will keep the group on track to achieve the milestones prescribed in the plan and will ensure coordination with other pillars.
- The Coalition may not rewrite the objectives. They must stay on the prescribed course. Expenses related to work will be processed by the city and must stay within the original budget.

Pillar #2: Tourism Promotion

- The Tourism Promotion pillar will be overseen by the Tourism Leadership Council.
- This group will be comprised of tourism leaders similar to Oregon City’s existing group of tourism leaders.
- The project facilitator will also work with this group to keep them on track and ensure coordination with the other two pillars.
- The marketing work required in each milestone will be contracted to independent marketing agencies/subcontractors who will report to the Tourism Leadership Council.
- Expenses related to the work will be processed by the city and must stay within the original budget.

Pillar #3: Financial Strategy






- The Financial Strategy pillar will be overseen by the city’s economic development staff (intentionally not the city’s finance department).
- The city’s ownership of this pillar is a clear statement of the city’s commitment to and investment in Oregon City’s tourism industry. It’s also a statement that tourism is a primary and important element of the city’s overarching economic development plan.
- The project facilitator will work with city staff to ensure progress and coordination with other pillars.

Project Facilitator

- The project facilitator will guide and “taskmaster” the groups to ensure milestones are met on time and within budget.
- The project facilitator will contract with and report to the city commission and the city manager.
- Why have the facilitator report to the city commission and city manager? If Oregon City tourism is going to achieve its potential and successfully navigate through this implementation plan, we believe the effort should be owned by the highest level of community leadership.





Potential Revenue Sources for Tourism Promotion and Development

-  Oregon City's current TRT collections are sufficient to fund the first year of the Milestone Plan.
-  An additional increase to Oregon City's TRT rate would provide additional revenue. Even with the recent increase in Oregon City's TRT rate, it's still below the threshold. Case studies reflect little to no consumer resistance to TRT rates. Lodging taxes create important economic development funds without taxing the local community (see TRT comparison chart).
-  County, state, federal, and cause-specific grants. Various and many grant opportunities exist, especially for heritage-related economic development projects. The Milestone Plan recommends a common grant writing position housed at the city to pursue grants to fund tourism promotion and economic development.
-  The creation of a Tourism Improvement District (TID) to create funds for tourism promotion. TID's can take many forms. They have been implemented in Portland with success.
-  We believe the concept of an aerial tram connecting the Riverwalk project to the upper promenade is an excellent idea that merits careful consideration. An aerial tram would create a connecting loop for Oregon City's heritage attractions and could also generate important funding for the heritage attractions and tourism promotion.




The Power and Potential of Heritage Tourism

-  A 2009 research study conducted by Mandala Research for the U.S. Department of Commerce, U.S. Cultural Heritage Tourism Marketing Council, National Trust for Historic Preservation and other industry partners, reports that **"78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year."**
-  The study further demonstrates the impact of this industry segment, reporting that **cultural and heritage travelers spend more than other types of travelers – an average of \$994 per trip compared to \$611 for all U.S. tourists.** This spending translates to a contribution of more than \$192 billion annually to the U.S. economy by the cultural heritage tourism segment.
-  There are approximately **850 million visits each year to American museums**, more than the attendance for all major league sporting events and theme parks combined (483 million in 2011), according to the American Alliance of Museums.
-  **Arts and cultural spending has a ripple effect on the overall economy**, boosting both commodities and jobs. For example, for every 100 jobs created from new demand for the arts, 62 additional jobs are also created.
-  **Cultural Heritage Tourism** has been identified by Congressional Research Services as one of the **leading, or rapidly developing, areas of tourism.**

Miscellaneous Notes

-  Tourism promotion is a competitive game, with winners and losers. Oregon City leadership needs to prepare their community for that competition. The team needs leadership, a winning plan, and a competitive culture of winning.
-  Having a shared development director/grant writer housed in the city's economic development department to support all cultural organizations and tourism objectives is a smart idea and a good economic development investment for the city.
-  The city should lead the Financial Strategy pillar even after a dedicated DMO is established because it institutionalizes the city's role and investment in the tourism industry. The city is the ultimate holder of the purse strings of tourism promotion funds.
-  The city's economic development department should draft a clear mission statement pertaining to their commitment to and role in achieving the city's tourism potential. Tourism must be a primary theme in the city's overarching economic development plan.
-  Oregon City is positioned perfectly to capitalize on the heritage trail concept. This could be the majority of Oregon City's tourism promotion work. Refer to Boston's Freedom Trail and Bend's Ale Trail for case studies and ideas. This is recommended as the first year milestone for the Tourism Promotion pillar.
-  The current shortage in available hotel lodging inventory can be mitigated by encouraging local home owners to operate VRBO's and bed & breakfasts in their homes, especially in the many historic homes throughout Oregon City. Additional lodging inventory would help maximize transient lodging taxes and would enhance Oregon City's tourism experience. City administration can support and encourage this by creating policies that encourage and make it easier for homeowners to operate short term lodging operations out of their homes.

Next Steps

-  October and November: collaboration and consensus building amongst all stakeholders
-  November: final presentations
-  December onward: implementation and success

#





City of Oregon City

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

Staff Report

File Number: 17-023

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 13c.

From: Economic Development Manager Eric Underwood

File Type: Report

SUBJECT:

Railroad Quiet Zone (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends that the City Commission consider identifying funds for a quiet zone mitigation design and implementation plan with knowledge that construction of mitigation requirements will only occur upon executing a Disposition and Development Agreement associated with downtown infill development properties.

BACKGROUND:

A quiet zone is an area designated by the railroad where the sounding of train horns is prohibited. Such zones can be put into place only after a prescribed level of mitigation efforts have been successfully performed. Quiet zones can potentially have a positive impact on the local economy by ultimately enhancing the business climate and livability of an area due to reduced noise disturbances.

Both the City Commission and the Urban Renewal Agency for the City have prioritized mixed use development that includes a residential component for downtown. Developers in the past who have expressed interest in developing the existing infill sites or who have evaluated the feasibility of establishing residential in downtown seem to share the opinion that the train horn noise is one of the challenges for such development. However, mitigating a railroad crossing to the level where horns can be silenced will require a design analysis and an implementation plan. Having a design and implementation plan in place better prepares the City if and when a quiet zone is requested, acts as an incentive to prospective developers and provides efficiencies in the overall timing of construction. However, construction will not occur until there is a signed Disposition and Development Agreement between the City and the project developer(s).

Staff recommends that the City Commission establish an objective within Goal 1 to to identify funding for a quiet zone mitigation design analysis and implementation plan.

BUDGET IMPACT:

Amount: \$50,000

FY(s): 17/19

Funding Source: General Fund



City of Oregon City

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

Staff Report

File Number: 17-036

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 13d.

From: Economic Development Manager Eric Underwood

File Type: Report

SUBJECT:

Beavercreek Employment Area (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends that the City Commission continue to support the Beavercreek Employment Area Marketing Initiative and identify funding to advance the construction of the sanitary sewer line to serve the Area.

BACKGROUND:

BEA Marketing Initiative

The Beavercreek Employment Area is an area of approximately 86 along both Beavercreek and Glenn Oak Roads designated for targeted industry to locate and provide family-wage jobs with the goal of diversifying and enhancing the local economy. Though burdened with development challenges, it still serves as an opportunity to capitalize on and promote workforce training opportunities and create a direct link between education and industry.

The Beavercreek Employment Area Marketing Initiative concept began in 2014 as a result of a partnership formed between the City of Oregon City, Clackamas Community College and the Oregon City Chamber of Commerce. The partnership has concentrated its efforts on formulating a strategy around public outreach, creating goals and objectives, and developing an approach for implementation. Specific accomplishments are listed below:

- * Stakeholder engagement workshops
- * Analysis of Beavercreek Employment Area location and attributes
- * The establishment of the purpose and shared values of the Beavercreek Employment Area
- * Establishment of a Marketing Initiative timeline
- * Creation of a marketing film dedicated to the Beavercreek Employment Area
- * Creation of a website dedicated to the Beavercreek Employment Area
- * Creation of a Strategy for moving forward

Careful consideration has been given to the timing of the launch of the Initiative as to coincide with the ground breaking of Clackamas Community College's new facility, the Industrial Technical Center, in Spring of 2017. Staff recommends that the City Commission consider the continuation of support for this initiative.

Construction of BEA Sewer Main

In a parallel effort, the City has been working to improve upon the development readiness of the industrial sites and lack of infrastructure in the Beavercreek Employment Area. The City was awarded a \$60,000 grant from the State's Infrastructure Finance Authority Special Public Works Fund for design of a sewer main line that would serve the Oregon City Development Site (OCDS) #2, which is along Beavercreek Road. The design effort has been underway since November, 2016 and is currently nearing completion. A product of the design project is a preliminary cost estimate for constructing the sewer main, which is \$1,040,000.00. Staff requests that the City Commission include an objective in Goal 1 to identify funding for construction of the Beavercreek Area sewer main line for construction in summer of 2017.

BUDGET IMPACT:

Amount: \$1,040,000.00

FY(s): 17/19

Funding Source: System Development Charges



City of Oregon City

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

Staff Report

File Number: 17-038

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 13e.

From: Economic Development Manager Eric Underwood

File Type: Report

SUBJECT:

City-wide Economic Development Plan (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends that the City Commission support the creation of a City-wide economic development strategy.

BACKGROUND:

In 2006, the City created an economic development strategy titled *Oregon City Futures: Progress Report and Recommendations: A Strategy for Economic Development 2006: Creating a Regional Center*. The City's vision for economic development then was to create a Regional Center in Oregon City, consistent with Metro's 2040 Growth Concept Plan. In 2012, the City conducted an interim assessment of the 2006 economic development strategy to ensure that economic development efforts were still consistent with the policy and goals of the 2006 strategy. The interim assessment was completed successfully and the Economic Development Department has based much of its effort on that document and its recommendations. However, The Futures strategy is very visionary and broad-based without targeted objectives. This has led to somewhat sporadic economic development efforts over the years.

Staff believes a less visionary and more prescriptive plan with targeted objectives and performance measures is needed in order to have a greater impact on growing the local economy. Knowing that a plan of this type will involve extensive public outreach, which will most likely result in the inclusion of an array of varying elements, there are a few key elements that must be incorporated. The plan will need to have a clear vision on what type of development the City wants, what it will permit and what it will support. It will need to list development priorities and establish expedited permitting and development processes for desired development. It should serve as a guide to help the City plan, fund and develop necessary infrastructure. It should identify connections with public and private sector partners and their roles. It should include a tourism impact analysis due to tourism's level of importance within the community. Lastly, it should focus on the City as a whole instead of on that part of the City that is within the boundaries of the Metro Regional Center.

Staff requests that the City Commission support moving forward in creating a new City-wide economic development strategy.

BUDGET IMPACT:

Amount:\$30,000 - \$40,000

FY(s): 17/19

Funding Source: General Fund



City of Oregon City

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

Staff Report

File Number: 17-055

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 14a.

From: Public Works Director John Lewis

File Type: Report

SUBJECT:

Complete the Public Work Operations Center (Goal 2)

RECOMMENDED ACTION (Motion):

Endorse the Public Works Center Master Plan Update efforts to date and direct staff to proceed with the formal land use and detailed development plan (2017) to obtain Planning Commission and City Commission approval; seek out additional City Commission authorization for Phase I construction following land use approval.

BACKGROUND:

In 2010, the Planning and City Commissions adopted a Public Works Center Master Plan. The City Commission's decision on the Master Plan was a divided decision because the plan called for use of the existing location, which then resulted in election year dissension. In the end, the 2010 Public Works Center Master Plan adoption was called up for reconsideration by members of the new City Commission and ultimately, the plan was unsupported because of the proposal to remain at the existing location.

Over the last several years, the City Commission and City staff have considered over 50 different sites inside the city limits. For a variety of reasons, the City Commission settled on a redevelopment plan that would occur on the existing Public Works Operations Center site at 122 S. Center Street.

During much of 2015, the City Commission considered a claim that the Operations Center's upper yard was not property available for use by Public Works but instead, part of Waterboard Park and should be transformed back into park land. On November 18, 2015, the City Commission approved Resolution 15-29 which confirmed that the OCPW upper yard was in fact part of the Operations Center and not a part of Waterboard Park.

On March 22, 2016, the McLoughlin Neighborhood appealed the City Commission's adoption of Resolution 15-29 to the Land Use Board of Appeals. Over the next 6 months, legal maneuvering proceeded until Circuit Court Judge Katherine E. Weber granted the City's motion for summary judgement. The summary judgement upheld the City's adoption of the resolution confirming that the upper yard at the Operations Center remains part of the Center's yard and not a park.

After receiving direction from the City Commission in 2015 to remain focused on the existing

site and to confirm the site sufficient as the long term (50-year) solution for the City's Public Works Operations Center, staff have continued to work on acquisition of the Armory, as well as site and building design alternatives that both meet the long term needs of the facility and, where appropriate, the preferences of the greater Oregon City community.

OREGON CITY PUBLIC WORKS

OPERATIONS CENTER

January 05, 2017 - MNA Meeting



deca architecture.inc



TREE LEGEND
EXISTING
NEW / PROPOSED

LARGE EQUIP COUNT	
INDOOR	6
COVERED	13
OUTDOOR	7
TOTAL	26

SMALL & MEDIUM EQUIP COUNT	
INDOOR	26
COVERED	14
OUTDOOR	31
TOTAL	71

STAFF & PUBLIC PARKING	
OUTDOOR	79
TOTAL PARKING	176

BUILDING COLOR KEY
INDOOR - NEW
INDOOR - RENOVATED
COVERED - NEW
FUTURE EXPANSION



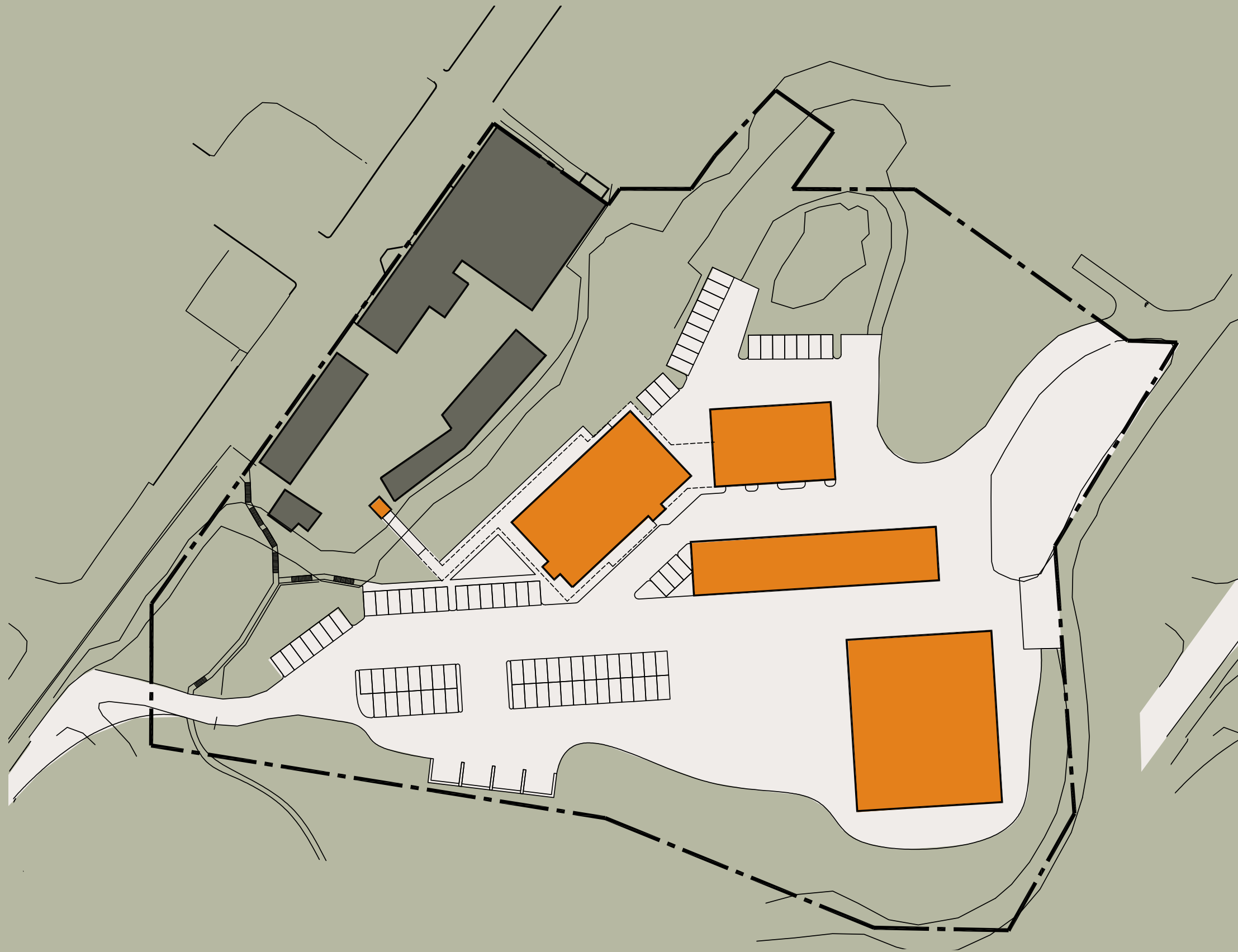
2009 MASTER PLAN



2017 MASTER PLAN AMENDMENT

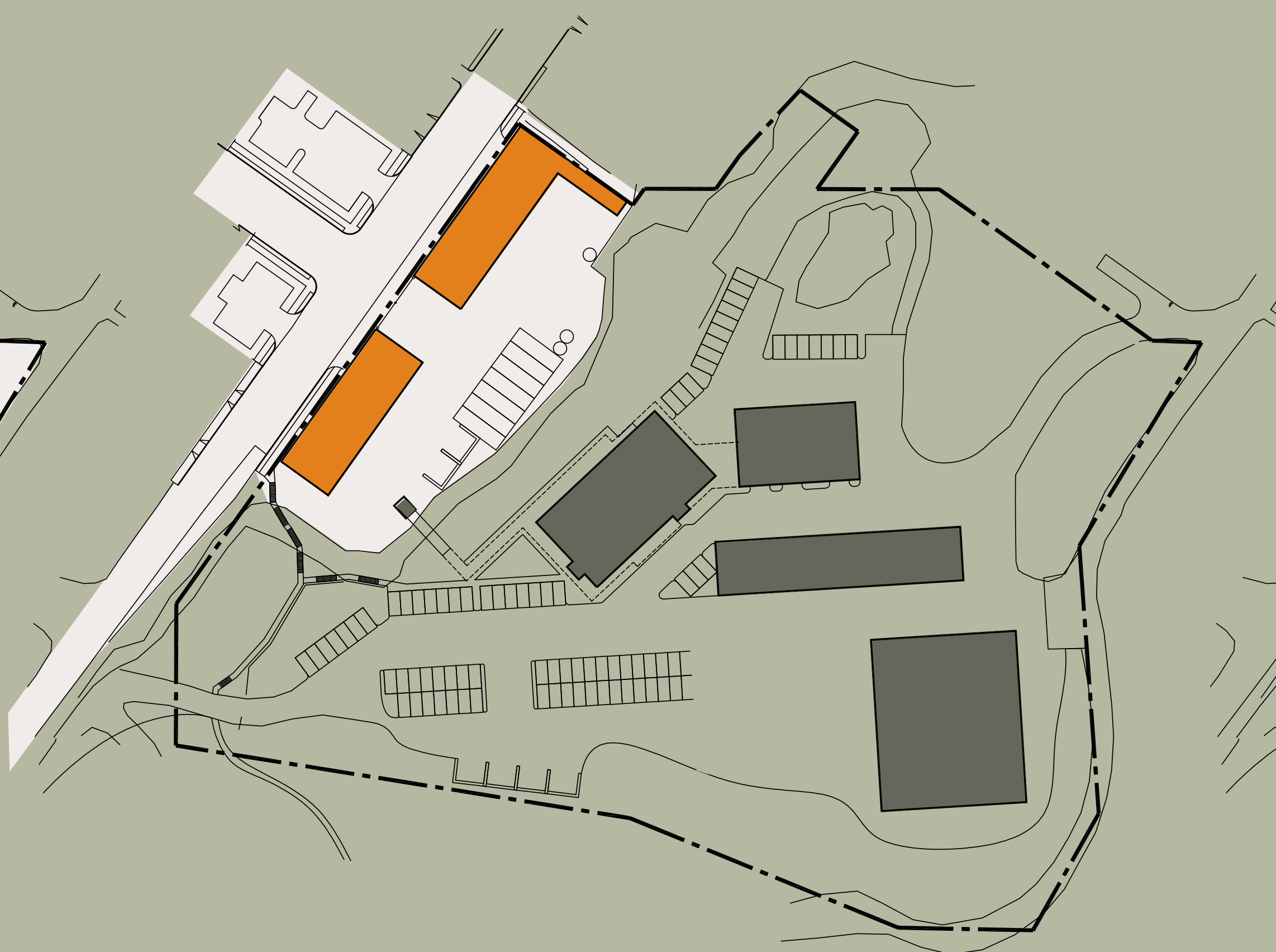
KEY CHANGES

- LARGE TRUCKS ON LOWER LEVEL
- SMALL VEHICLES ON UPPER LEVEL
- MOVED OFFICES TO UPPER LEVEL (OPERATIONS STAFF ONLY)
- ROCK OUTCROPPING & WHITE OAKS PRESERVED
- BINS MOVED AWAY FROM BLUFF
- MOST BIN STORAGE AT OTHER SITES
- HISTORIC ARCHITECTURAL CHARACTER
- UTILIZING EXISTING ARMORY FOR CITY FLEET MAINTENANCE SHOP



PHASE I

EXISTING STRUCTURES
NEW BUILDING CONSTRUCTION
NEW PARKING CONSTRUCTION



PHASE II

EXISTING STRUCTURES
NEW BUILDING CONSTRUCTION
NEW PARKING CONSTRUCTION



PHASE III

EXISTING STRUCTURES
NEW BUILDING CONSTRUCTION

COVERED WALKWAY
TO ELEVATOR

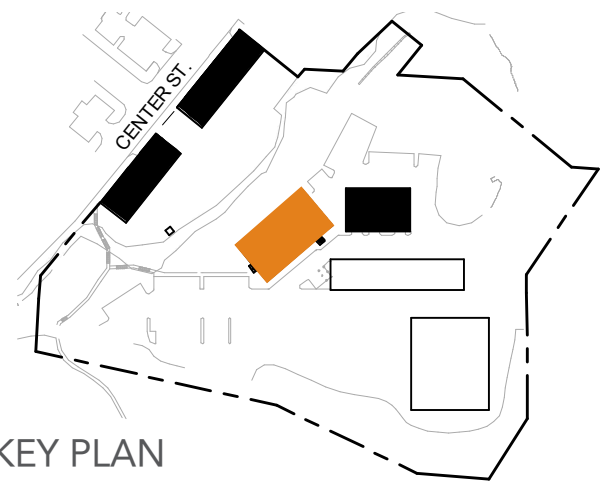
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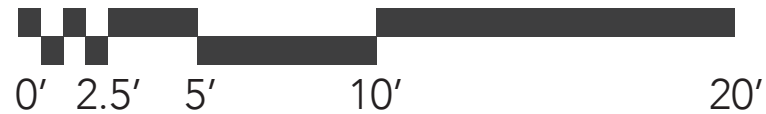
MENS LOCKER
ROOM
748 SF
(36 LOCKERS)

WASH DOWN
AREA
36 SF

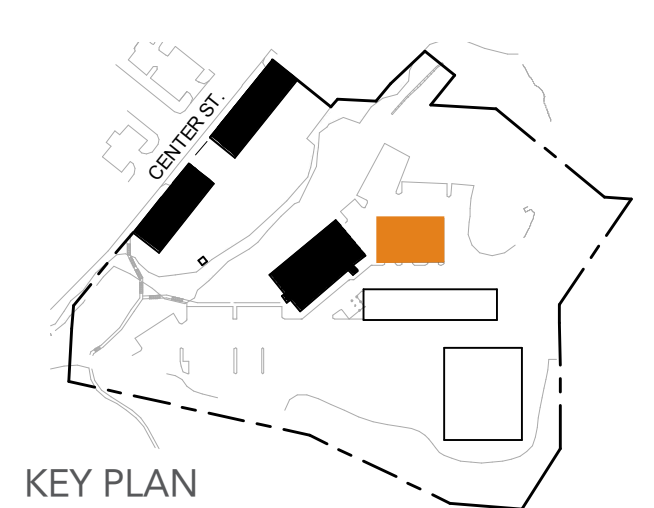
WOMENS LOCKER
ROOM
414 SF
(6 LOCKERS)

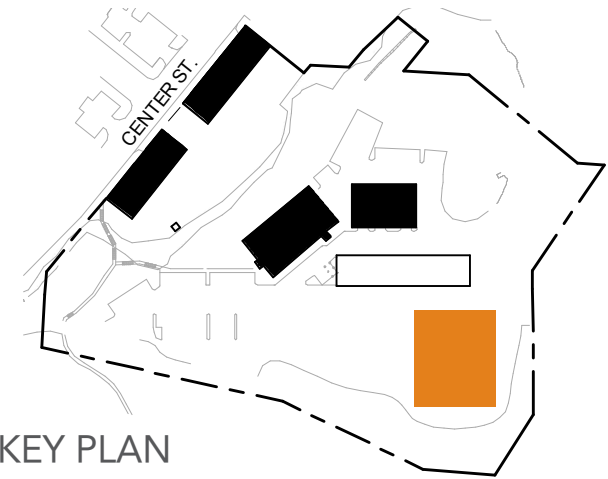


KEY PLAN









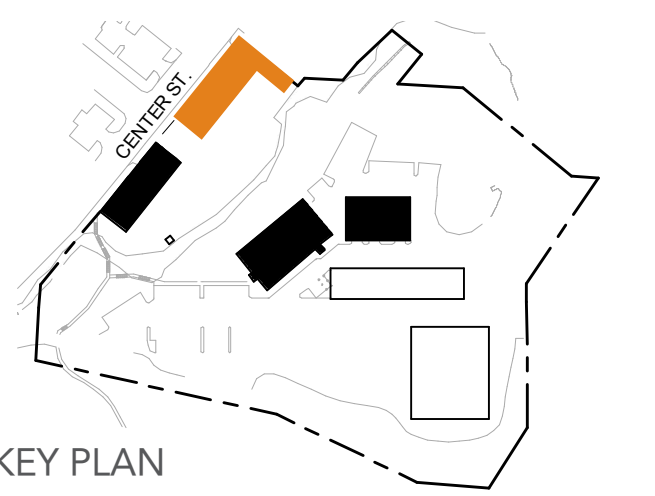
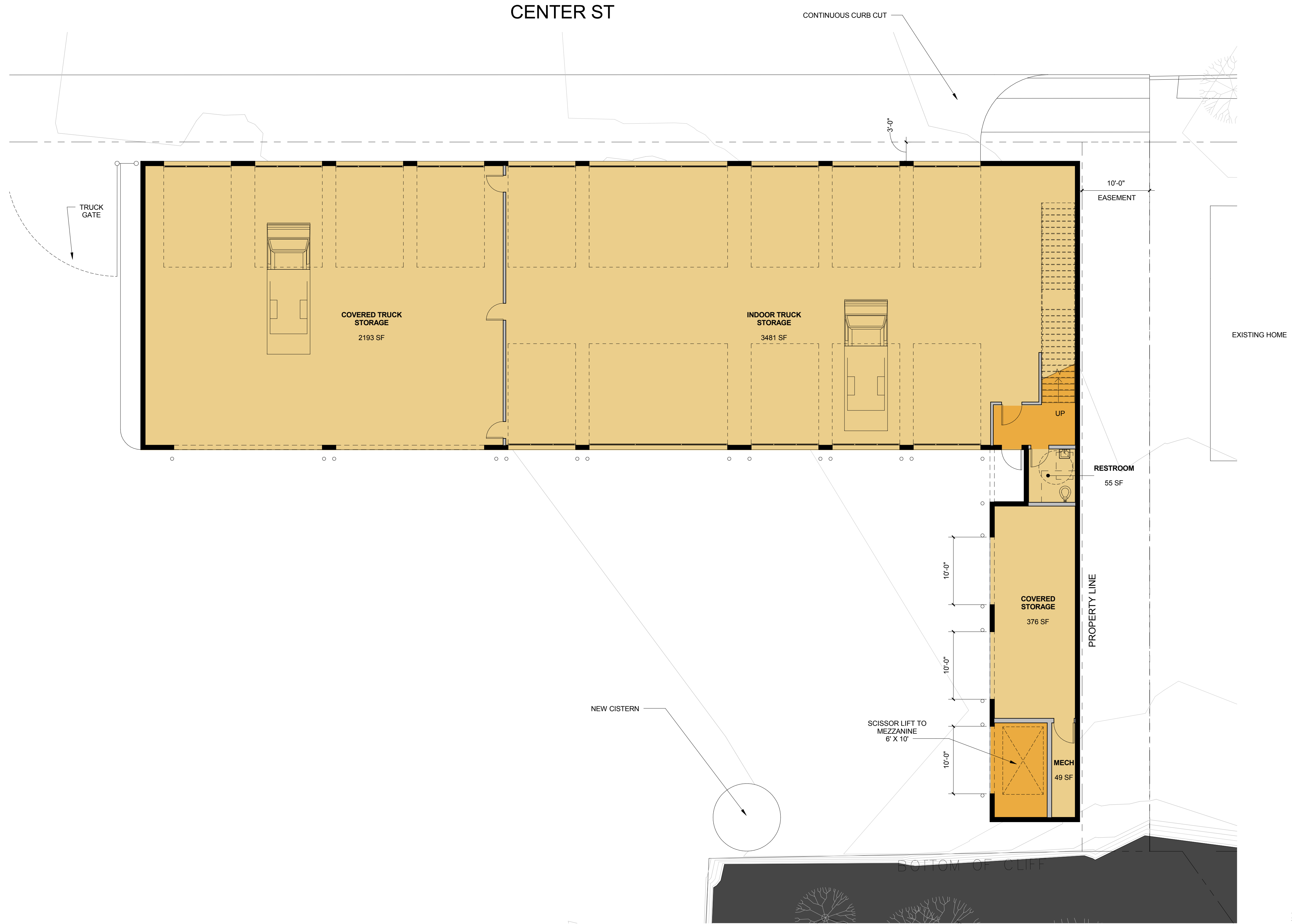
KEY PLAN

OREGON CITY
P.W. OPS CENTER

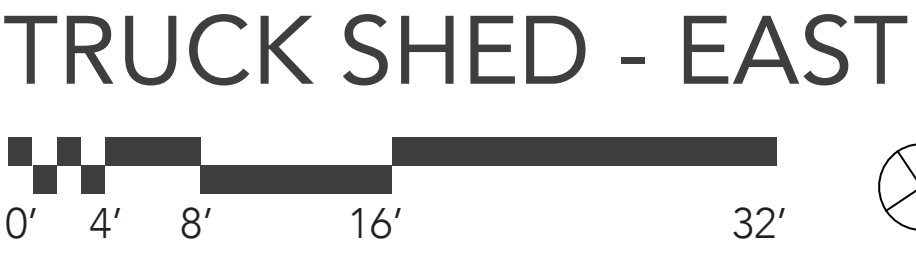
ARMORY



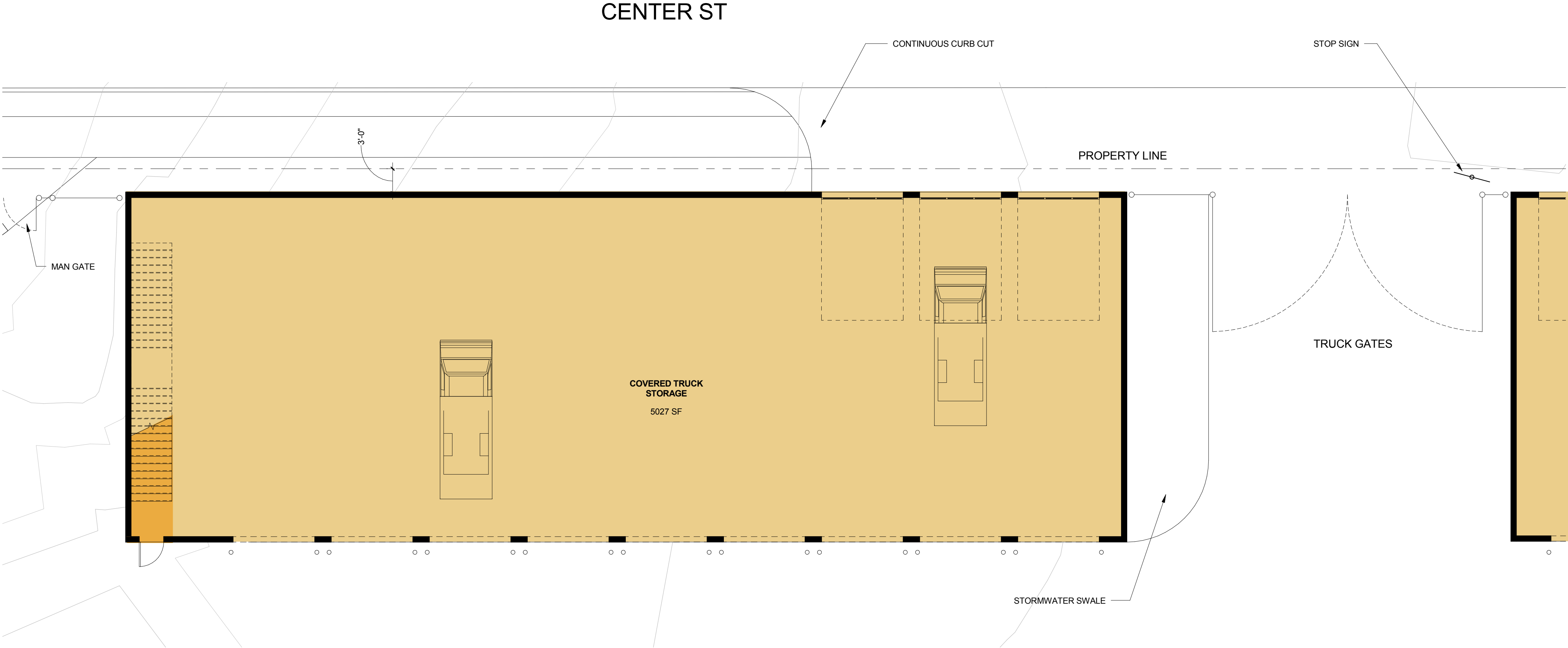
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TOTAL: 13,845 SF



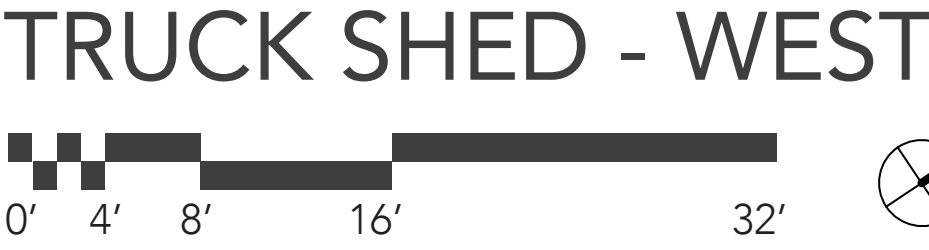
OREGON CITY
P.W. OPS CENTER



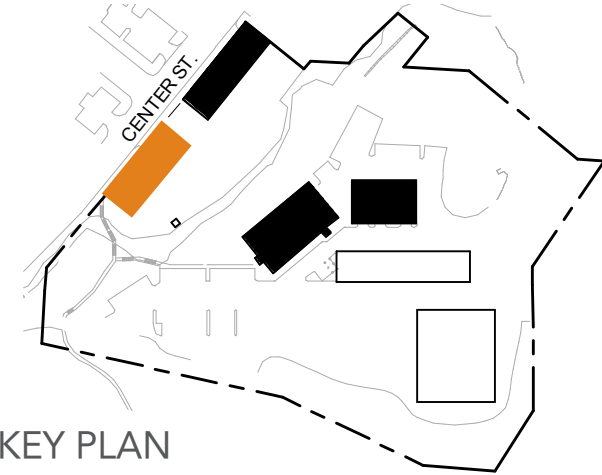
FIRST FLOOR: 6,629 SF
MEZZANINE: 4,338 SF
TOTAL: 10,967 SF



OREGON CITY
P.W. OPS CENTER

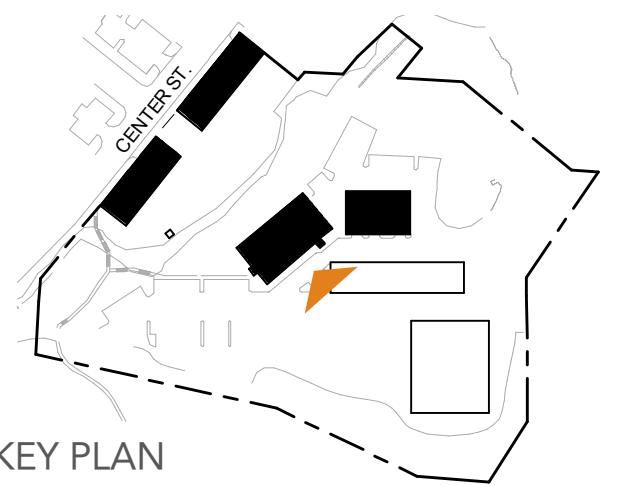


FIRST FLOOR: 5,242 SF
MEZZANINE: 5,242 SF
TOTAL: 10,484 SF





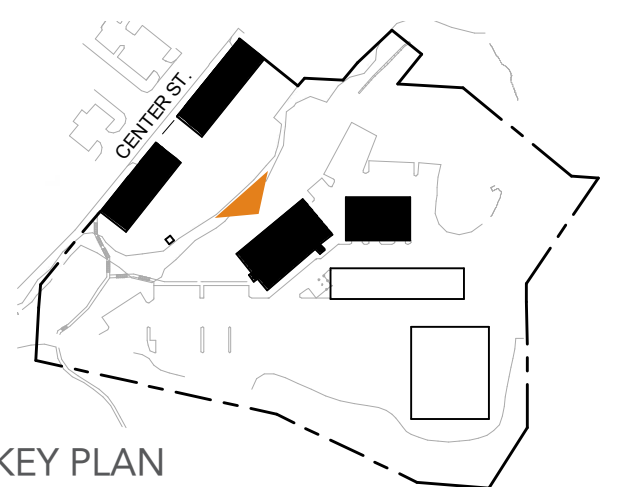
SOUTH (VIEW FROM PARKING LOT)



KEY PLAN



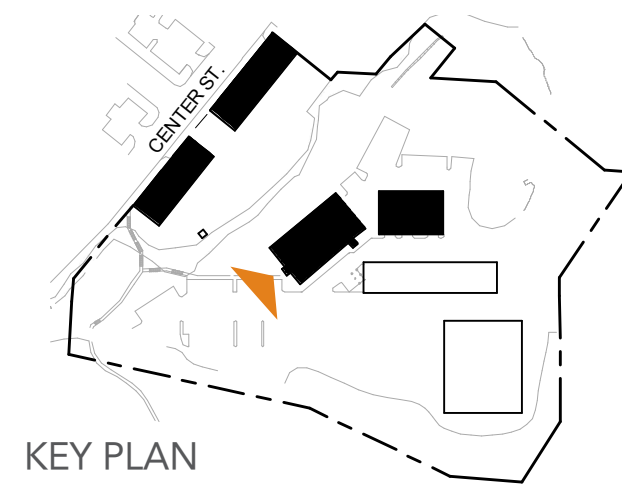
NORTH (VIEW FROM CENTER ST)



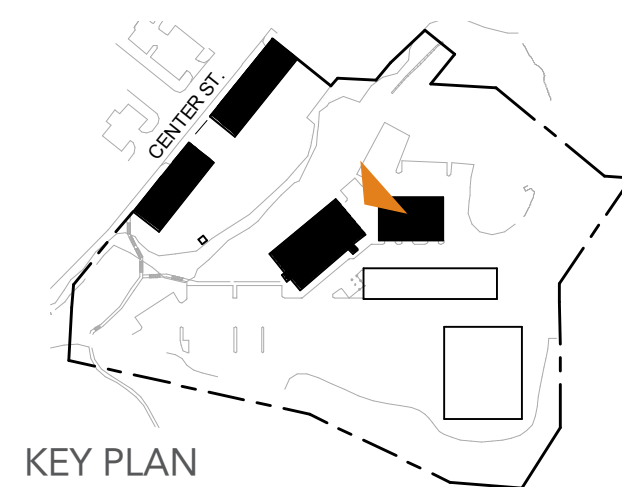
KEY PLAN



WEST (VIEW FROM VISITOR PARKING)

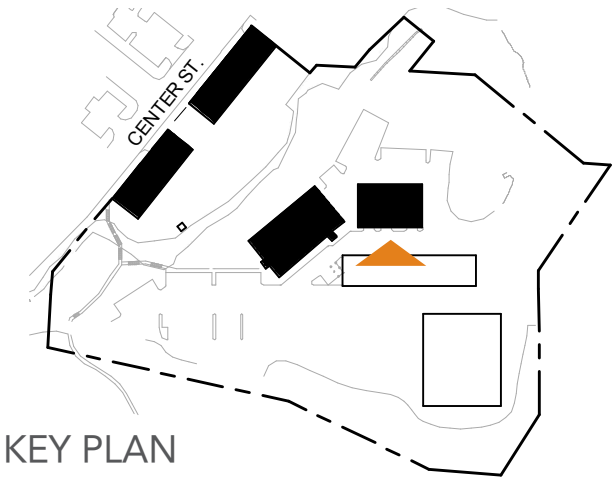


EAST (VIEW FROM EMPLOYEE PARKING)

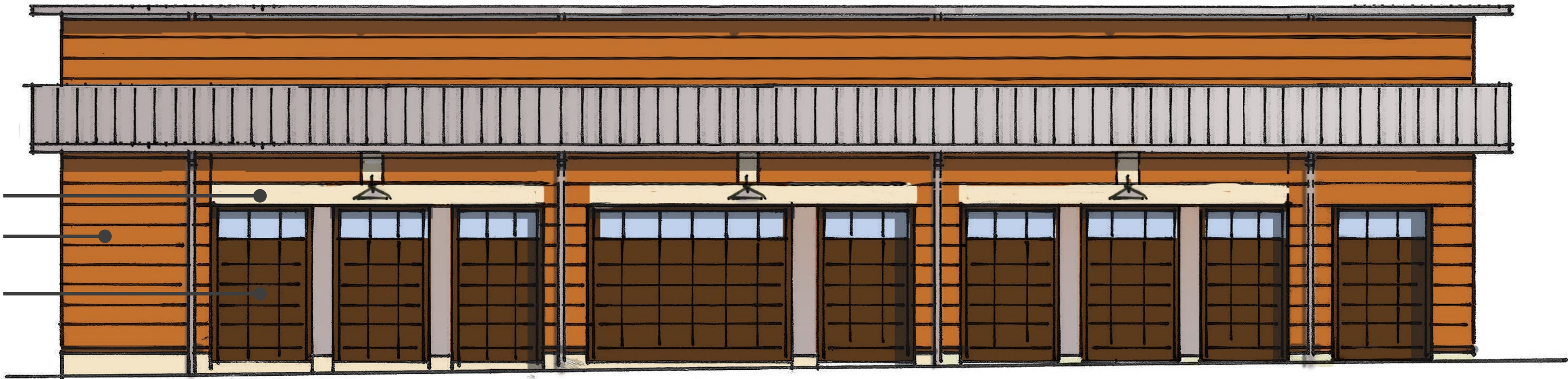




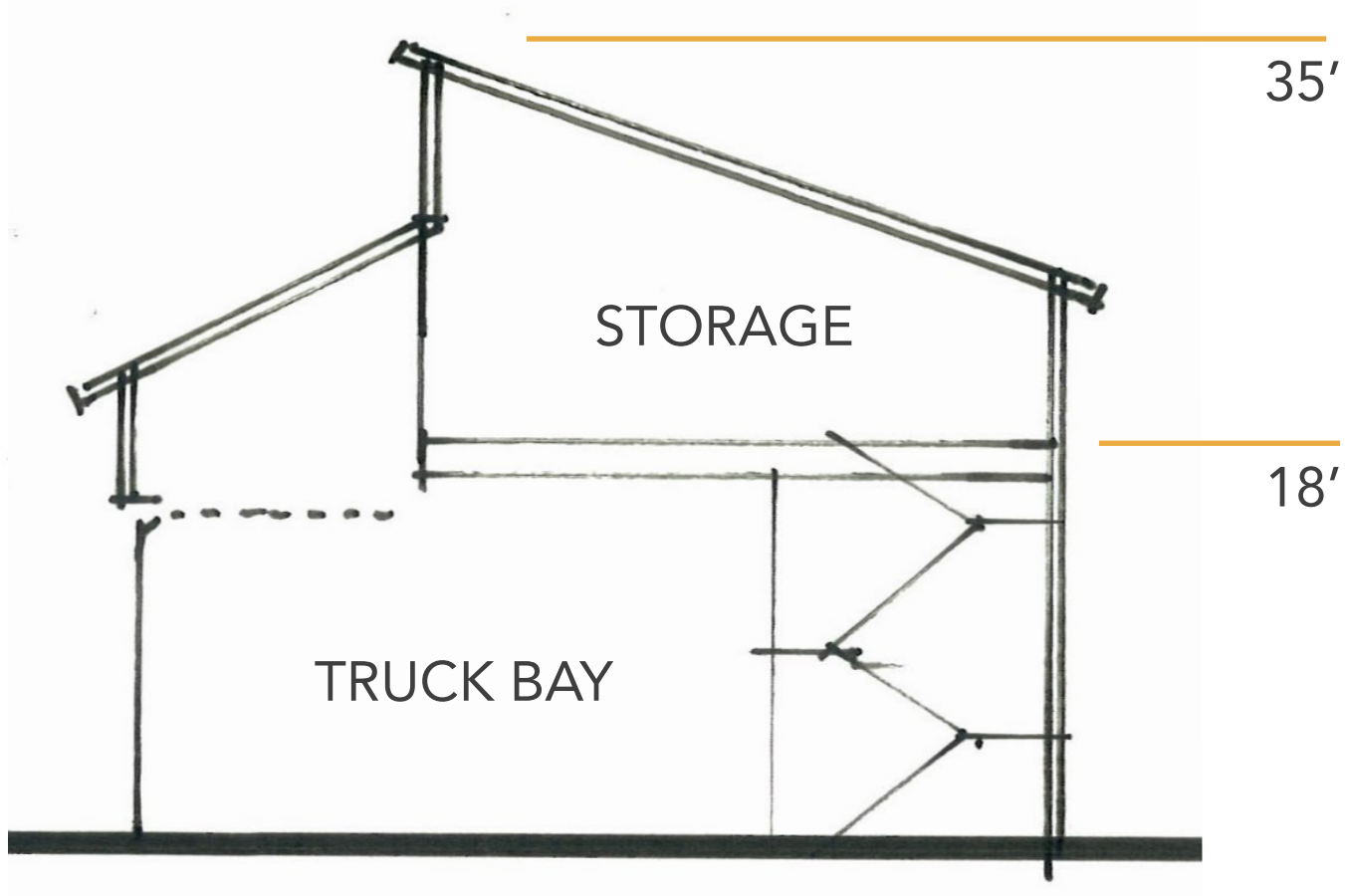
SOUTH (VIEW FROM PARKING)



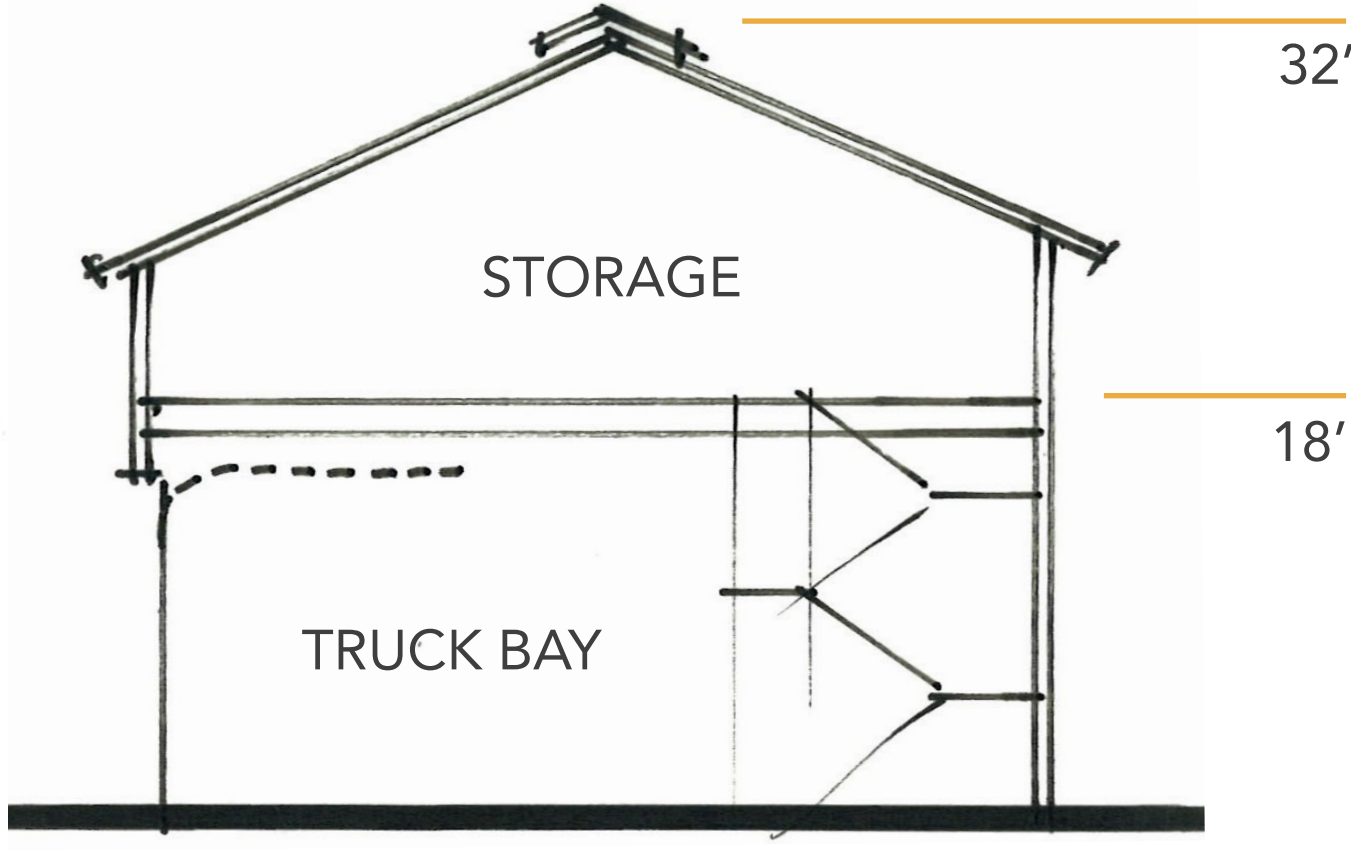
PRE-CAST
CONCRETE
LINTEL
GROUND
FACE CMU
PAINTED
DOORS



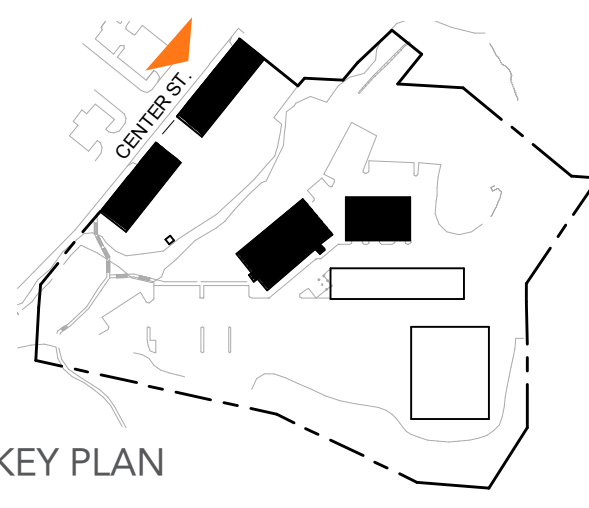
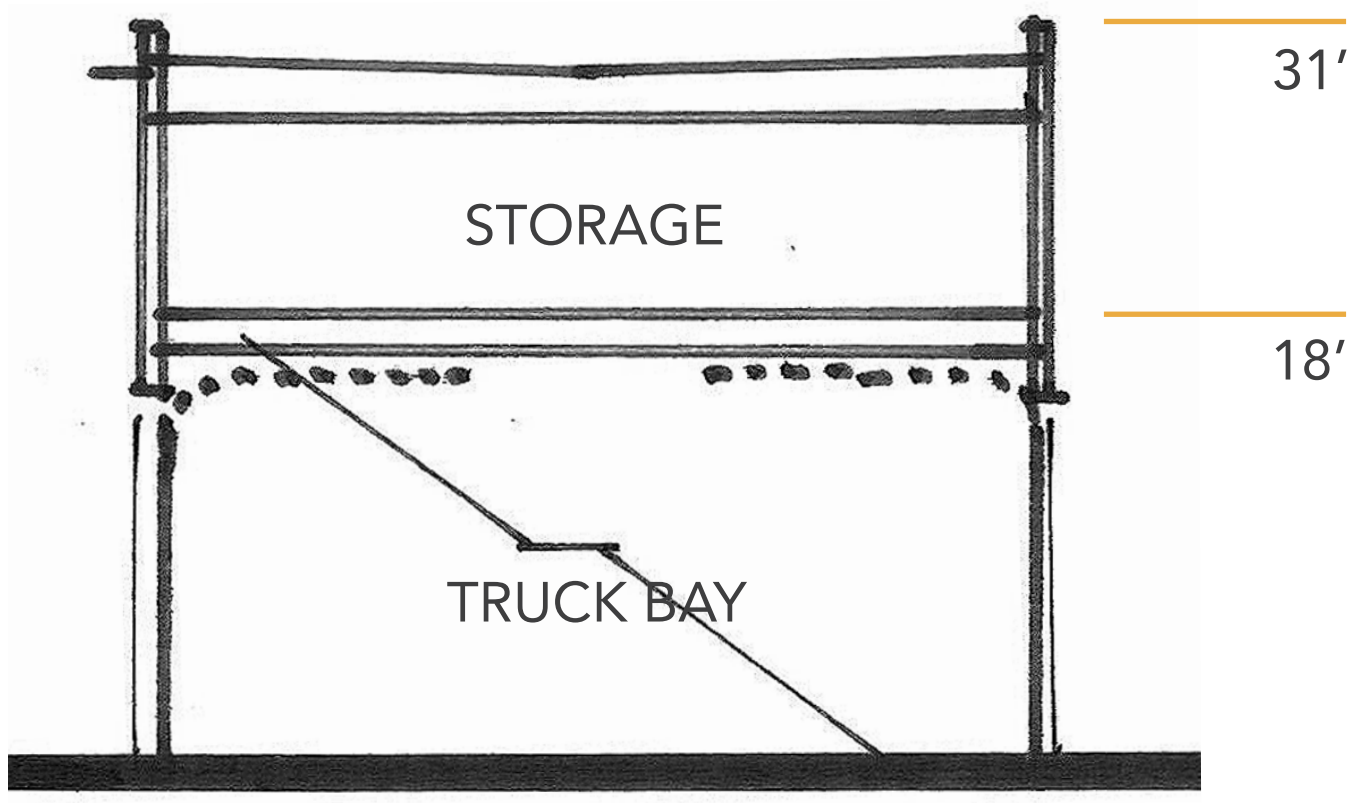
SHED ROOF OPTION

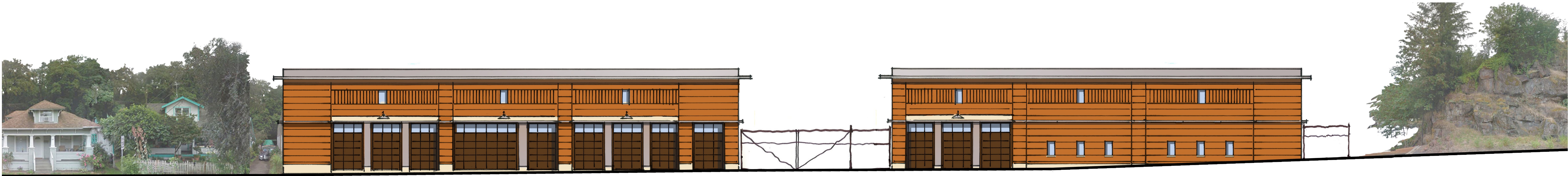


GABLE ROOF OPTION

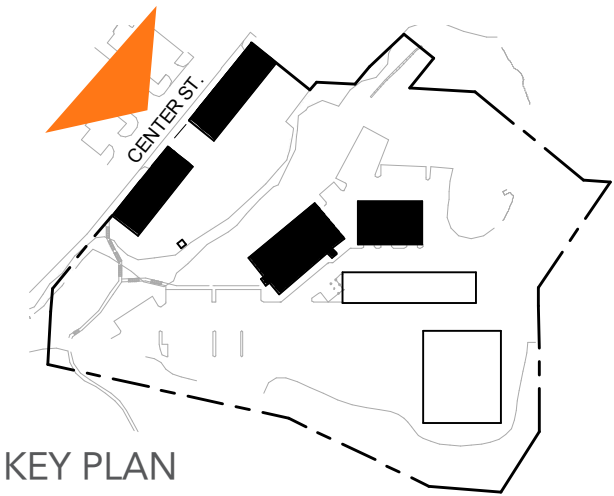


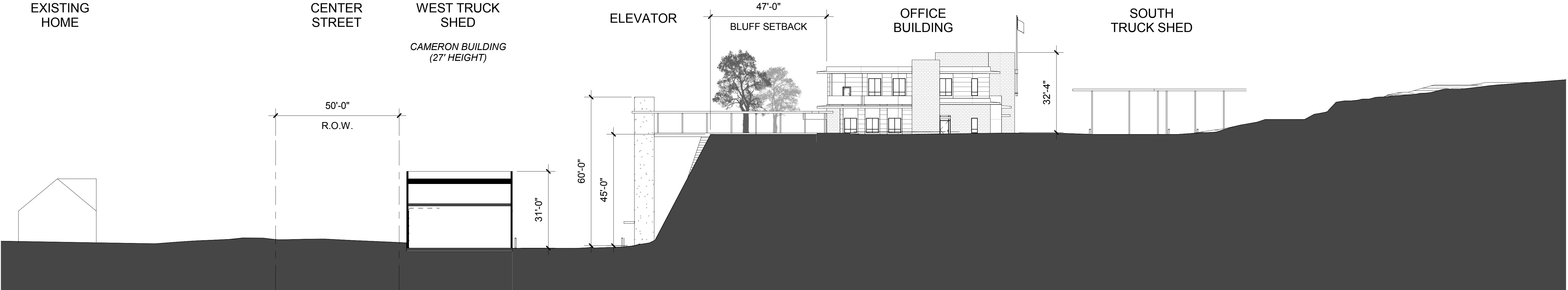
FLAT ROOF OPTION





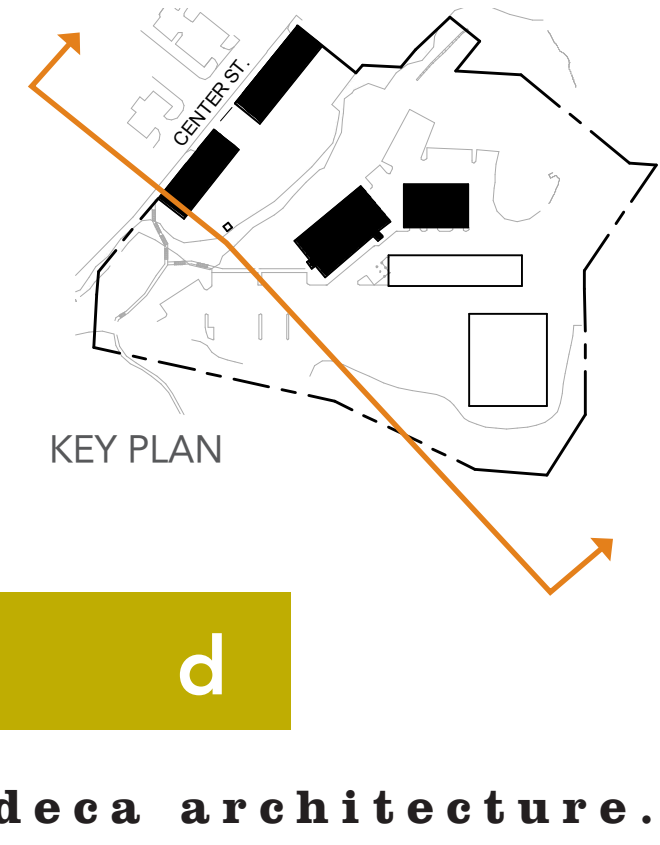
CENTER ST ELEVATION

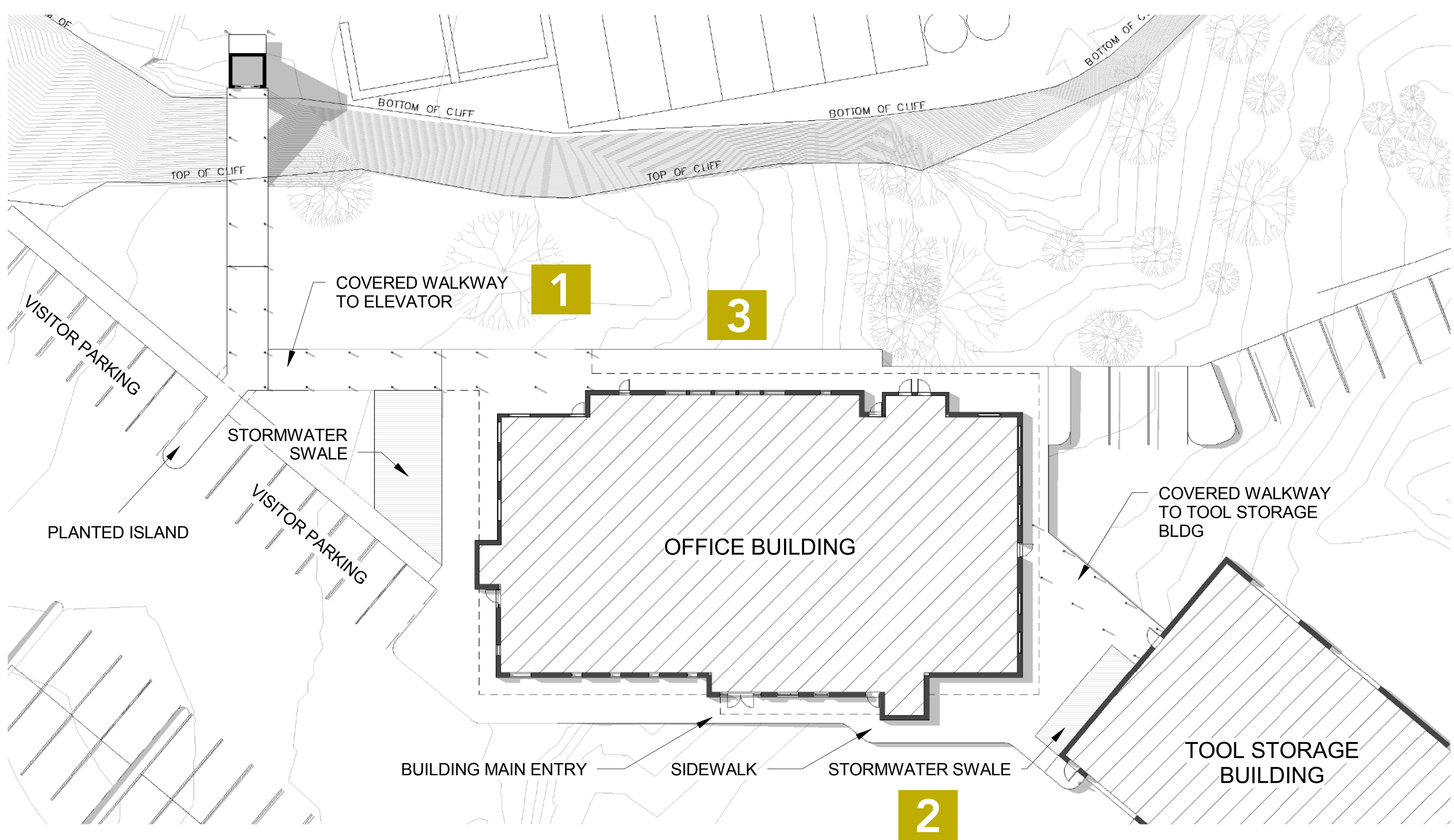




OREGON CITY
P.W. OPS CENTER

SITE SECTION - LOOKING NORTH





1



CANOPY DESIGN



2

STORMWATER PLANTERS



3

BASALT FOUNDATION WALLS / ART





I.O.O.F COMMERCIAL BUILDING

CORNICE & PARAPET

BASE
MIDDLE
TOP

LARGE STOREFRONT
GLAZING W/ TRANSOM
WINDOWS & CANOPIES



SELLWOOD COMMERCIAL BUILDING



OFFICE - SOUTH ELEVATION @ ENTRY



STANDING SEAM METAL SIDING

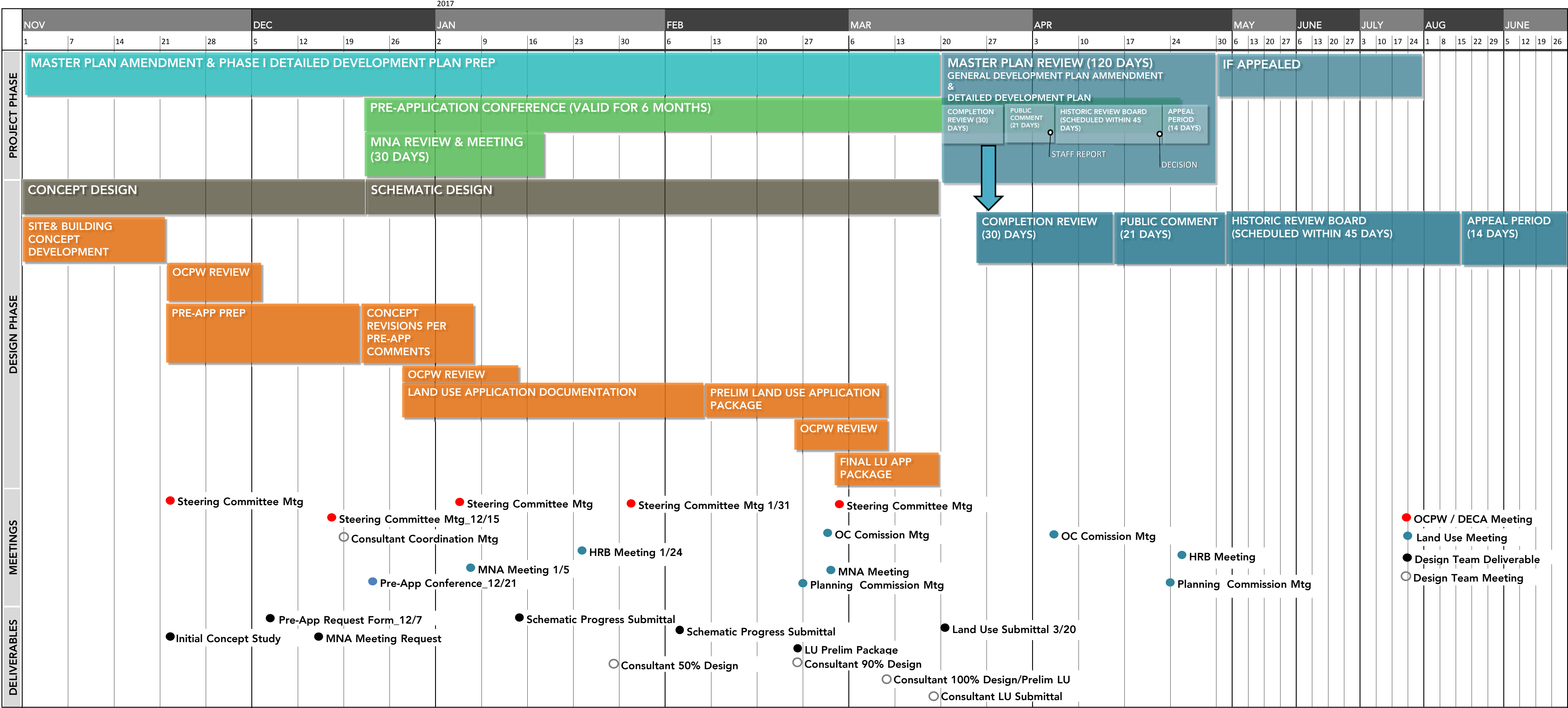


FLAT METAL PANELS



GROUND FACE CMU

OREGON CITY OPERATIONS CENTER REFINEMENT PLAN 2015/2016
PROJECT SCHEDULE / WORK PLAN





City of Oregon City

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

Staff Report

File Number: 17-056

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 14b.

From: Public Works Director John Lewis

File Type: Report

SUBJECT:

Complete Construction of the Final Sanitary Sewer Moratorium Project - Hazelwood (Goal 3)

RECOMMENDED ACTION (Motion):

Staff recommends ongoing City Commission support of the personal service and public improvement contracting necessary to complete the final Sanitary Sewer Moratorium Project (Hazelwood).

BACKGROUND:

The City adopted a Sanitary Sewer Master Plan (SSMP) in 2014 which established the capital improvement program for existing and future sanitary sewer development needs. The SSMP identified four areas within the City's existing sanitary sewer collection system which had capacity deficiencies during wet weather. In certain cases, these capacity deficiencies resulted in pipe system surcharge and limited overflows discharging inadequately treated sewage into surface water.

The City's Comprehensive Land Use Plan specifically requires that the City "plan, operate and maintain the wastewater collection system for all current and anticipated city residents" and "provide enough collection capacity to meet standards established by the Oregon Department of Environmental Quality (DEQ) to avoid discharging inadequately treated sewage into surface water".

Based upon reasonably available information, the City Commission adopted Ordinance 14-1006 declaring a moratorium on land development and building and sewer permit approval in certain areas within Oregon City due to the lack of sewer system capacity; declaring an emergency. While the moratorium remains in effect, all development within flow-constrained areas shall be subject to notice of development restrictions and certain development permitting limitations.

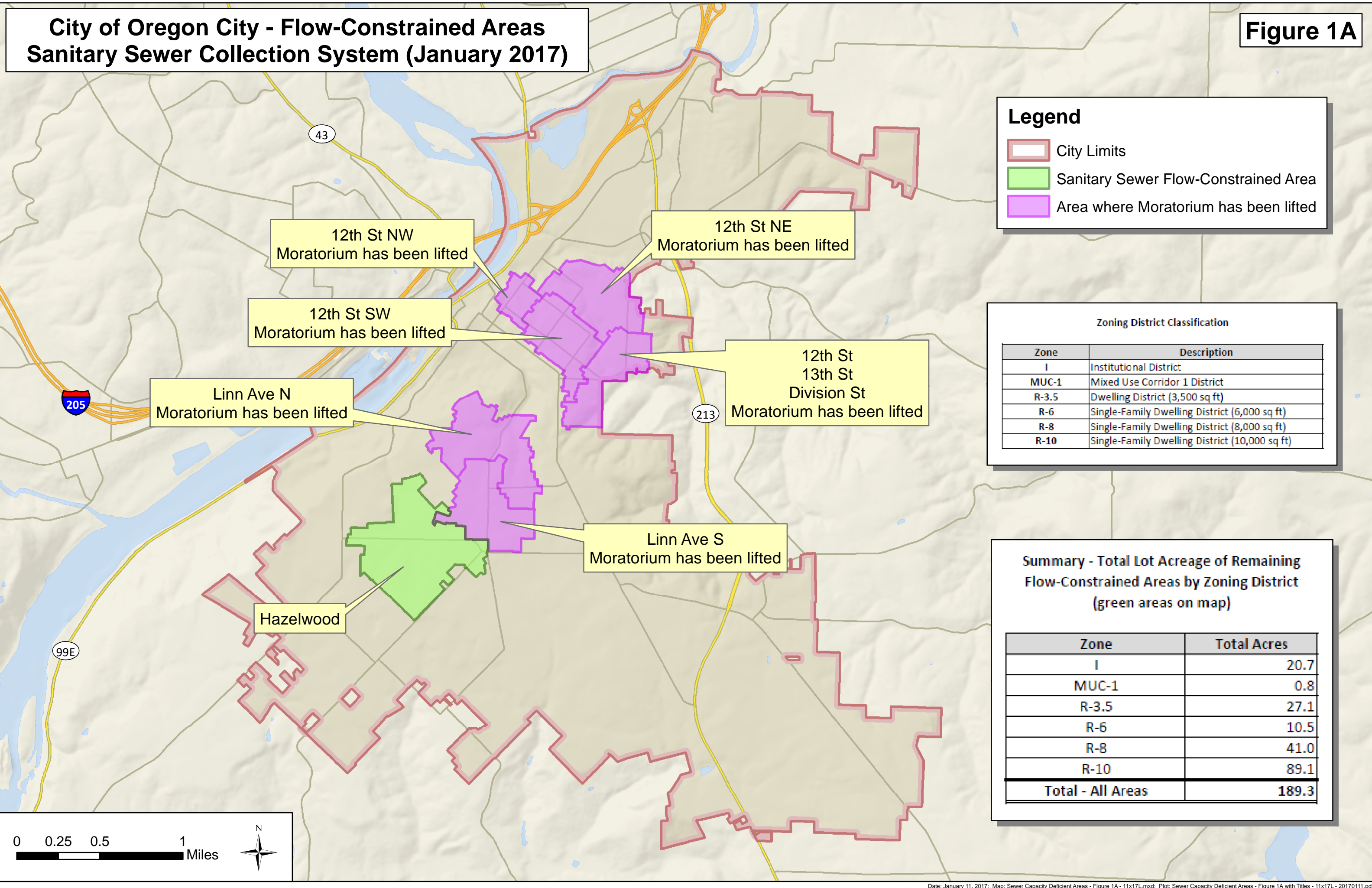
During the time since the declaration of the moratorium areas, capital projects have been completed to remedy capacity shortcomings in the 12th Street areas, 13th Street / Division Street areas, and the Linn Avenue area. The Hazelwood Drive public facilities strategy area is still flow constricted and further development in this area must be prohibited until capital improvement projects to remedy identified capacity shortcomings in the system are completed.

It is anticipated that projects to remedy flow shortcomings in the Hazelwood Drive basin will be completed in 2017.

Staff will provide an update on accomplishments to date related to the moratorium project areas and plans for future efforts to address the Hazelwood Drive moratorium area.

City of Oregon City - Flow-Constrained Areas
Sanitary Sewer Collection System (January 2017)

Figure 1A



Legend

- City Limits
- Sanitary Sewer Flow-Constrained Area
- Area where Moratorium has been lifted

Zoning District Classification	
Zone	Description
I	Institutional District
MUC-1	Mixed Use Corridor 1 District
R-3.5	Dwelling District (3,500 sq ft)
R-6	Single-Family Dwelling District (6,000 sq ft)
R-8	Single-Family Dwelling District (8,000 sq ft)
R-10	Single-Family Dwelling District (10,000 sq ft)

Summary - Total Lot Acreage of Remaining Flow-Constrained Areas by Zoning District (green areas on map)	
Zone	Total Acres
I	20.7
MUC-1	0.8
R-3.5	27.1
R-6	10.5
R-8	41.0
R-10	89.1
Total - All Areas	189.3

Hazelwood Sanitary Sewer
Flow-Constrained Area

EXHIBIT A

Figure 1B

Downstream Limit of Flow-Constrained
Pipes for Hazelwood

Hazelwood - Total Lot Acreage of Flow-
Constrained Area by Zoning District

Zone	Total Acres
I	20.7
MUC-1	0.8
R-3.5	27.1
R-6	10.5
R-8	41.0
R-10	89.1
Total	189.3

Legend

- ★ Downstream Limit of Flow-Constrained Pipes
- Sanitary Sewer Flow-Constrained Area Boundary
- City Limits
- Lots within Flow-Constrained Area

0 0.125 0.25 0.5 Miles





City of Oregon City

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

Staff Report

File Number: 17-057

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 14c.

From: Public Works Director John Lewis

File Type: Report

SUBJECT:

Complete and Adopt the Stormwater Master Plan (Goal 3)

BACKGROUND:

Beginning in the early 1990s the United States Environmental Protection Agency began requiring National Pollutant Discharge Elimination System (NPDES) permits. This was in response to an increased awareness that stormwater runoff, if not handled appropriately, can adversely affect water quality.

Stormwater management is critical to maintaining and enhancing livability within Oregon City. As land is developed, creation of new impervious surfaces and loss of vegetation increases stormwater runoff during rainfall events, altering the natural hydrologic cycle. In addition, runoff that flows over roadways, parking areas, rooftops, and other impervious surfaces collects pollutants that are transported within the watershed to streams, rivers, and groundwater resources.

The City's current NPDES stormwater discharge permit was reissued by the Oregon Department of Environmental Quality (DEQ) on March 15, 2011. New permit requirements for Oregon City included several conditions. Most of the conditions have been met through our existing stormwater management program. However, two much more significant requirements include:

- A new Stormwater Master Plan Update (the last city-wide Stormwater Master Plan was completed in 1988).
- A new Stormwater Design Standards Manual meeting the new NPDES permit requirements.

Given these requirements, Oregon City Public Works contracted with Brown and Caldwell (an engineering consulting firm) to prepare a new Stormwater and Grading Design Standards. These standards were adopted by the City Commission through the execution of Resolution 15-14 and became effective August 18, 2015. In March of 2016, the City Commission authorized the execution of a contract with Brown and Caldwell to complete the Stormwater Master Plan Update. The City's DEQ established deadline to complete the Master Plan is October 2017 and we anticipate adoption of the stormwater master plan update in July.

OREGON CITY PUBLIC WORKS PERSONAL SERVICES AGREEMENT

Stormwater Master Plan Update

This PERSONAL SERVICES AGREEMENT ("Agreement") is entered into between:

CITY OF OREGON CITY ("City")

City of Oregon City
PO Box 3040
625 Center Street
Oregon City, OR 97045
Attention: John M. Lewis

and

BROWN & CALDWELL, INC. ("Consultant")

Brown & Caldwell, Inc.
6500 SW Macadam Avenue, Suite 200
Portland, Oregon 97239

RECITALS

A. City requires services that Consultant is capable of providing under the terms and conditions hereinafter described.

B. Consultant is able and prepared to provide such services as City requires under the terms and conditions hereinafter described.

The parties agree as follows:

AGREEMENT

1. Term. The term of this Agreement shall be from the date the contract is fully executed until **June 30, 2017**, unless sooner terminated pursuant to provisions set forth below. However, such expiration shall not extinguish or prejudice City's right to enforce this Agreement with respect to (i) breach of any warranty; or (ii) any default or defect in Consultant's performance that has not been cured.

2. Compensation. City agrees to pay Consultant on a time-and-materials basis for the services required. Total compensation, including reimbursement for expenses incurred, shall not exceed **two hundred three thousand, five hundred ninety and 00/100 dollars (\$203,590.00)**.

3. Scope of Services. Consultant's services under this Agreement shall consist of services as detailed in Exhibits A & B, attached hereto and by this reference incorporated herein.

4. Standard Conditions. This Agreement shall include all of the standard conditions as detailed in Exhibit C, attached hereto and by this reference incorporated herein.

5. Schedule. The components of the project described in the Scope of Services shall be completed according Term, above.

6. Integration. This Agreement, along with the description of services to be performed attached as Exhibit A and the Standard Conditions to Oregon City Personal Services Agreement attached as Exhibit B, contain the entire agreement between and among the parties, integrate all the terms and conditions mentioned herein or incidental hereto, and supersede all prior written or oral discussions or agreements between the

parties or their predecessors-in-interest with respect to all or any part of the subject matter hereof.

7. **Notices.** Any notices, bills, invoices, reports or other documents required by this Agreement shall be sent by the parties by United States mail, by hand delivery or by electronic means. All notices shall be in writing and shall be effective when delivered. If mailed, notices shall be deemed effective forty-eight (48) hours after mailing, unless sooner received.

Consultant shall be responsible for providing the City with a current address. Either party may change the address set forth in this Agreement by providing notice to the other party in the manner set forth above.

8. **Governing Law.** This Agreement shall be governed and construed in accordance with the laws of the state of Oregon without resort to any jurisdiction's conflicts of law, rules or doctrines.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly appointed officers on this 17th day of March, 2016.

CITY OF OREGON CITY

By: 

John M. Lewis

Title: Public Works Director

DATED: 3-16, 2016.

BROWN & CALDWELL, INC.

By: 

Title: Vice President

DATED: March 17, 2016.

By: 

Anthony J. Konkol III

Title: City Manager

DATED: 3-16, 2016.

ORIGINAL CITY COMMISSION APPROVAL (IF APPLICABLE):

DATE: March 16, 2016

APPROVED AS TO LEGAL SUFFICIENCY:

By: 

City Attorney

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11/1/2012 3:09 PM

Attachment A

Scope of Services

The City of Oregon City (City) is developing a Stormwater Master Plan that provides a clear understanding of the existing stormwater infrastructure, and identification and prioritization of stormwater projects to address both existing and future needs. The Stormwater Master Plan will address both water quantity and quality for constructed and natural systems under the City's management.

Updating the Stormwater Master Plan is one of the City's obligations under the National Pollutant Discharge Elimination System (NPDES) municipal separate storm sewer system (MS4) Phase I Permit. Best management practice (BMP) Element 7-6, "Conduct Master Planning and Implement Capital Projects for Stormwater Quality Enhancement," identifies that a city-wide master plan will be updated by the end of the permit term (March 2017).

The City also needs to develop the Stormwater Master Plan to replace outdated planning documents. Previous planning efforts include a 1988 Drainage Master Plan and two basin-specific master plans prepared in 1997 for the South End and Caufield basins. Projects and priorities from previous master plans are outdated and are no longer applicable.

Work on the Stormwater Master Plan is expected to take 14 months, including presenting the Stormwater Master Plan to the public and City officials for adoption. Brown and Caldwell (BC) conducted preliminary supporting work, including document review and problem area identification, under separate contracts.

Task 1 Project Management

Objective Oversee project schedule, scope, and budget and maintain communications with the City. Provide quality assurance and quality control (QA/QC) throughout the project.

Task 1-1 Project Administration

Activities The BC team project manager and BC team project engineer will arrange for staff support necessary to meet the schedule and maintain project quality. Activities include overall budget and schedule management, project team assignments and work tracking, monthly invoicing, and monthly project status reports.

The BC project manager will schedule qualified technical experts to perform internal QA/QC and document results. For purposes of this scope and budget, specific technical review of work products will occur under individual tasks.

Task 1-2 Coordination Meetings

Activities Biweekly check-in phone calls will be conducted as necessary for the project duration to discuss project progress and coordinate deliverables for the City. The BC team project manager will provide a brief email summarizing any decisions made during the meetings.

Deliverables The following deliverables will be provided under Task 1:

- Monthly progress reports and project invoices
- Biweekly coordination conference calls and emailed summaries of key decisions



Assumptions Task 1 will be completed according to the following assumptions:

- Project duration is 14 months, from March 2016 through April 2017
- Biweekly coordination meetings will be conducted via telephone and attended by the BC project manager and one or two technical team members, as required
- Additional project meetings are included under individual technical tasks
- Budget for specific QA/QC review of deliverables and technical elements is included under specific technical tasks
- Invoicing will be monthly with status reports

Task 2 Data Gathering

Objective Collect, review, and assess existing infrastructure information to support development of the Stormwater Master Plan.

Task 2-1 Kickoff Meeting

Activities The City will initiate the project kickoff meeting by inviting necessary City attendees. BC will prepare a meeting agenda. The meeting agenda will be distributed to attendees prior to the kickoff meeting.

The BC team project manager and the City project manager will facilitate the project kickoff meeting. The kickoff meeting will be used to:

- Discuss project goals, objectives, and critical success factors
- Present and refine a draft table of contents for the Stormwater Master Plan
- Review project schedule and important points of input from City staff
- Review the project public outreach strategy

Meeting minutes will be developed to summarize key decisions made

Task 2-2 Collect and Review Current Data

Activities BC will review the City's existing storm drainage information using geographic information system (GIS) (provided previously) to determine the extent of existing information and locations of the city with limited storm drainage infrastructure. BC will conduct a desktop analysis to compare available light detecting and ranging (LIDAR) data with documented rim elevations to confirm that data are recorded on a consistent datum, and can be used for future system-wide modeling.

The data review will include identification of data gaps, deficiencies, and questions in stormwater system data needed to complete the hydrologic and hydraulic modeling in Task 4. BC will identify and document data gaps in a spreadsheet format with accompanying maps to guide targeted field data collection. Field data collection will be performed by City staff.

Task 2-3 Interviews and Problem Area Research

Activities BC has prepared an initial matrix of stormwater-related problem areas, based on the stormwater workshop conducted under separate contract. Based on this initial matrix, BC will conduct interviews with select City personnel to collect additional information about

specific problem areas, as well as information about the operation and maintenance of the stormwater system and overall program management.

BC will prepare a stormwater problem area questionnaire to be distributed at public outreach meetings (Task 9).

BC will expand the problem summary matrix and create GIS maps to document reported problem areas.

Deliverables The following deliverables will be provided under Task 2:

- Kickoff meeting agenda and meeting minutes
- Draft Stormwater Master Plan table of contents
- Spreadsheet and maps detailing data gaps and data collection needs
- Updated spreadsheet and GIS map of reported problem areas

Assumptions Task 2 will be completed according to the following assumptions:

- The City will provide a venue for the kickoff meeting and distribute meeting materials to City staff (as provided by BC)
- Survey and/or collection of additional data in the field will be performed by City staff with guidance from BC under Task 3
- Interviews with City Staff will be conducted as a series of phone calls or in a group interview setting
- Attendance at public outreach meetings is included in Task 9

Task 3 Field Investigations

Objective Conduct targeted field investigations to locate hydromodification potential problem areas and verify stormwater basin boundaries. Support collection of infrastructure data, to be conducted by City staff.

Task 3-1 Natural Systems Investigation

Activities Using the maps and materials developed for the City's hydromodification assessment, BC will conduct 2 days of fieldwork to locate and identify potential problems in natural channels and at stormwater outfalls. Field investigations will be limited to areas within the Newell Creek basin, Beaver Creek watershed basins (including Caufield, Mud, South End, and Central Point), Livesay basin, and Kelly Field basin. Site visits will be conducted by two BC staff, accompanied by City personnel with knowledge of the natural channel systems.

Problem areas will be documented through photographs and completion of the channel stability observation forms. Observed problem areas will be added to the spreadsheet and GIS shapefile of reported problem areas, developed in Task 2.

Task 3-2 Field Verification

Activities BC will conduct up to 2 days of field investigation to verify and revise existing GIS data. The field visits will be used to investigate select drainage basin boundaries and clarify discrepancies in the GIS and modeled system data, including pipe sizes, measure-downs, materials, junction locations, and flow direction. Data collected in the field will be entered into the City's stormwater system GIS database.

Task 3-3 Field Data Collection

Activities

Based on the results of Task 2-2, BC will prepare a standard operating procedure (SOP) for City staff to perform targeted field data collection to support stormwater system modeling. BC staff will spend up to 1 day assisting City staff with field data collection.

Data collection will be limited to measure-downs on storm drainage manholes along main lines to obtain information related to flow direction, pipe diameters, and depths. Data collection may include global positioning system (GPS) horizontal locating of storm drainage structures including manholes, catch basins, culverts, outlet structures, and outfalls. LIDAR will be used to estimate the ground surface elevation if rim elevations are not available in the City's GIS.

Deliverables

The following deliverables will be provided under Task 3:

- Up to 16 hours of fieldwork for two BC staff to locate potential problem areas in natural channels
- Up to 16 hours of fieldwork for two BC staff to verify stormwater infrastructure data and basin boundaries
- SOP for field data collection
- Up to 8 hours of fieldwork for one BC staff person to assist City staff with field data collection

Assumptions

Task 3 will be completed according to the following assumptions:

- Fieldwork will be limited to the hours described in the deliverables above.
- City staff with knowledge of the stormwater system and natural stream channels will be available to accompany BC staff during investigation of the natural systems.
- The City will secure any needed right-of-entry and/or permissions for BC staff to conduct needed field investigations.
- Field verification by BC staff in Task 3-2 is limited to visual observations and hand measurements. No topographic survey or GPS measurements are included in BC's scope of services. Additional data collection will be conducted by City staff.

Task 4 Hydrologic and Hydraulic Modeling

Objectives

Develop a hydrologic model of the city's drainage basins for existing and future flows. Develop targeted hydraulic models of specific stormwater infrastructure systems to evaluate problem areas and future infrastructure needs.

Task 4-1 Hydrologic Model Development

Activities

Using the GIS inventory and field information collected in Tasks 2 and 3, BC will work with City staff to update drainage basin boundaries and document hydrologic characteristics for areas draining to and through the city. Drainage basin size will vary according to the extent of the stormwater system mapped in each. Drainage basins may extend outside the city limits to account for contributing areas.

BC will conduct hydrologic modeling of the city using PCSWMM modeling software. Assumptions related to the hydrologic analysis, including land use and impervious characteristics and vacant and developable lands, will be confirmed with the City during a project coordination phone call.

BC will simulate the 2-year, 10-year, 25-year, 100-year 24-hour rainfall (based on a Type 1A distribution) for both current and future buildout conditions. BC will work with the City to select and simulate a channel forming flow event, assumed to be in the range of a 0.9 to 1.1-year 24-hour rainfall.

Task 4-2 Hydraulic Model Development

BC will develop hydraulic models using PCSWMM modeling software for select areas of the city where additional information is needed to evaluate infrastructure problems and potential solutions. The areas to be modeled are:

- Trunklines in the John Adams basin, extending through the Willamette North basin to the discharge point at the Willamette River
- Singer Creek alignment of culverts, pipes, and open channels
- South End Road roadway drainage systems of pipes, ditches, and culverts
- Trunklines in areas of the Central Point basin that are likely to carry flow from future development
- Leland Road and Meyers Road roadway drainage system of pipes, ditches, and culverts in the Mud basin
- Trunklines in the Newell basin along Beaver Creek Road/Molalla Avenue/Warner Milne and extending east to the discharge into Newell Canyon
- Holcomb Boulevard roadway drainage system that discharges to Tour Creek in the Livesay Creek basin

BC will perform culvert capacity analysis for the culverts on Coffee Creek and Park Place Creek.

Existing-conditions flows calculated under Task 4-1 will initially be simulated in select drainage basins to determine if detailed model validation is needed. Validation efforts will be limited to comparing existing-conditions model results for a select storm event to available information from the City such as flooding reports and photographs.

Future-conditions flows calculated under Task 4-1 will be incorporated into the hydraulic model.

Hydraulic modeling results will be tabulated for model documentation.

BC will conduct QA/QC review of hydraulic models and document model adjustments made in response to the review.

Task 4-3 System Capacity Analysis

Activities

BC will work with City staff to establish performance criteria for the stormwater infrastructure system. Performance criteria will identify when system improvements are needed to meet a desired level of service or flood protection.

Based on the selected design criteria, BC will use the hydraulic models to analyze the functionality of the existing stormwater system to convey both current and future predicted flows. Capacity problem areas will be identified as potential project locations for analysis in Task 7.

BC will meet with City staff to review the modeling results. This meeting will be combined with the Capital Improvement Project (CIP) Strategy Meeting in Task 7.

Task 4-4 Model Documentation

- Activities** BC will prepare written documentation of the modeling methodology and results for inclusion in the Stormwater Master Plan (Task 8).
- Modeling results (basin boundaries, peak flows, and surcharge areas) will be documented in GIS shapefiles and spreadsheets, so that the City has access to modeling data and results.
- At the end of the project, model files will be provided to the City in PCSWMM format.
- Deliverables** The following deliverables will be provided under Task 4:
- Technical memorandum summarizing modeling methods
 - Electronic modeling files in PCSWMM format at project completion
 - GIS shapefiles and spreadsheets documenting existing and future flow rates at key locations
 - Inclusion of capacity problem areas in potential project matrix under Task 7-1
- Assumptions** Task 4 will be completed according to the following assumptions:
- No additional field investigation or survey work is included in this task.
 - City staff will provide anecdotal reports of flooding problems for use in model validation.
 - City staff will provide GIS shapefiles to reflect existing and future land use conditions.
 - The fee estimate is based on modeling pipes and culverts 12 inches in diameter and larger.
 - The hydraulic modeling will include man-made portions of the stormwater infrastructure. Outfalls to creeks will be the end points of the hydraulic model. This scope of services does not include modeling of natural systems.
 - Where survey data are not available from Tasks 2 and 3, BC will incorporate assumed data from LIDAR, field measurements, or other sources and document the modeling assumptions.

Task 5 Retrofit Analysis

- Objective** Evaluate stormwater system retrofit opportunities to identify CIPs to address water quality and enhance flow control in existing development areas that are not currently served by adequate stormwater management facilities.

Task 5-1 Initial Planning Map

- Activities** BC will prepare a retrofit planning map to evaluate where stormwater retrofits may be possible and most beneficial. The map will highlight and discount areas of the city that are already served by current stormwater management facilities. Mapped features will include:
- Structural stormwater facility locations and contributing drainage areas
 - Storm drainage system
 - Underground injection control drainage areas
 - Natural areas

- Publicly owned lands and/or vacant lands
- Identified system capacity deficiencies, as determined under Task 4
- Land uses

Task 5-2 Retrofit Opportunity Areas

Activities The City previously developed a stormwater quality retrofit strategy, as required by the NPDES MS4 Permit. The strategy identified that stormwater retrofit projects and project priorities would be included in this Stormwater Master Plan.

BC will conduct a workshop meeting with City staff to review the retrofit planning map and identify potential stormwater retrofit project locations. Factors used to identify retrofit CIP opportunity areas may include the following:

- High pollutant source areas (based on land use)
- Areas without existing structural water quality treatment systems
- Existing stormwater management facilities with retrofit or enhancement potential
- Conveyance features that may be modified or enhanced to provide water quality treatment
- Available publicly owned or vacant areas
- Current or potential future hydraulic problem locations, identified through Task 4, where needed system upgrades could be combined with water quality treatment measures

Retrofit opportunity areas will be added to the Retrofit Planning Map, created under Task 5-1. The retrofit evaluation will be documented as part of the Stormwater Master Plan (Task 8).

Deliverables The following deliverables will be provided under Task 5:

- Retrofit Planning Map
- Inclusion of up to 20 retrofit opportunity areas in the potential project matrix under Task 7-1
- One meeting with the City to identify retrofit opportunity areas

Assumptions Task 5 will be completed according to the following assumptions:

- The City will provide GIS information required for preparing the retrofit planning map
- The retrofit planning workshop will be held in conjunction with the CIP Strategy Meeting in Task 7

Task 6 System Condition Assessment

Objective Identify and prioritize short- and long-term stormwater asset replacement needs.

Task 6-1 Asset Assessment

Activities Stormwater infrastructure asset categories include pipes, open-channel conveyances, conveyance structures (catch basins, manholes), ponds, and treatment facilities.

The City will assemble an asset assessment map and accompanying spreadsheet to document condition assessment data collected through previous pipeline videos,

inspections, and maintenance logs. The map and spreadsheet will document observed problems from previously collected videos and maintenance reports. This map will be provided to BC prior to the asset assessment workshop.

BC will facilitate a 2-hour workshop with City staff to review the condition assessment map and document institutional knowledge of system conditions. The workshop will also be used to discuss:

- Maintenance challenge areas
- Stormwater asset installation dates for neighborhoods across the city
- Priorities for pipe and structure replacement projects
- Opportunities to incorporate asset replacement projects with other CIPs, such as roadway upgrades
- Current asset management practices and future needs

Task 6-2 Recommendations and Documentation

Activities

BC will update the asset assessment map and spreadsheet to include information discussed during the workshop. The updated map will identify potential projects for incorporation into Capital Improvement Project Development (Task 7).

Based on pipe age data provided by the City, BC will develop three pipe replacement budget alternatives. The pipe replacement alternatives will be based on three different levels of service and anticipated design life. The annual replacement options will be presented to City staff for review and internal discussion.

BC will document the City's preferred asset management strategy as a chapter in the Stormwater Master Plan. Recommendations may include guidelines for future maintenance inspections and condition tracking, specific asset replacement projects, and/or an annual replacement program budget.

Deliverables

The following deliverables will be provided under Task 6:

- Attendance and facilitation at one, 2-hour condition assessment workshop
- Pipe age replacement cost options, based on three levels of service
- Inclusion of up to 10 asset management project areas in the potential project matrix under Task 7-1
- Asset management strategy, documented as a chapter of the Stormwater Master Plan

Assumptions

Task 6 will be completed according to the following assumptions:

- The City has approximate installation dates and materials for some stormwater system assets. Estimates of replacement timelines for existing assets will be approximate, based on the data available.
- The City will take the lead in compiling data from past asset assessments. No new video collection or review of past video is included in this task.
- The City's preferred asset management strategy will be documented as a section of the Stormwater Master Plan (Task 8).

Task 7 Capital Improvement Project Development

Objective Establish a 20-year stormwater CIP and prepare planning-level cost estimates for incorporation into the Stormwater Master Plan.

Task 7-1 Potential Projects Matrix

Activities Based on the results of Tasks 4, 5, and 6, BC will create a matrix of up to 50 potential stormwater projects. Potential projects may include pipe replacement, detention/retention facility installation or modification, flow routing modifications, and water quality facilities (e.g., rain gardens, planters). BC will incorporate projects to address hydromodification problems from the City's Hydromodification Assessment (completed separately). When possible, problem areas will be combined into single projects that serve multiple objectives, such as integrating enhanced water quality treatment or flow controls with necessary capacity improvements.

BC will assign a preliminary construction cost range to establish the cost order of magnitude to each potential project in the matrix.

Task 7-2 CIP Development

Activities BC will conduct a CIP strategy meeting with City staff to discuss the City's realistic goals and expectations for the CIP. The strategy meeting will present results from analyses conducted under Tasks 4, 5, and 6; discuss preliminary project alternatives; and establish project prioritization criteria, so that the proposed projects reflect the values of the community and top-rated needs (i.e., maintenance versus replacement versus retrofit).

Following the strategy meeting, BC will perform preliminary sizing calculations to identify capital project solutions and alternatives for up to ten high priority stormwater capital projects. BC will conduct up to 1 day of field reconnaissance to evaluate potential project solutions and alternatives.

CIP fact sheets will be developed for up to ten high-priority stormwater capital projects, showing a project location map, concept sketch, description, project cost (construction, engineering, and contingencies), and proposed schedule. Project concepts will be developed to approximately a 10 percent level of design. Fact sheets will be formatted for inclusion in the Stormwater Master Plan (Task 8) and to support the City's capital project budgeting process.

Task 7-3 Cost Estimates

Activities Planning-level cost estimates will be prepared for up to ten high-priority stormwater capital projects. Cost estimates will include construction, engineering, administration, and contingencies as well as annual expenses for activities associated with maintenance. Recent bid documents and unit cost estimates for local clients that have already been compiled will be used in this task.

BC will prepare an estimate of the percent of the total project cost that could be attributed to future development impacts for water quality, flow control, and/or capacity.

Task 7-4 Project Prioritization

Activities Using the rating criteria established in the CIP strategy meeting, projects will be ranked based on City priorities. BC will conduct a review to estimate the cost comparison between the proposed projects and stormwater program revenue. Based on anticipated revenue, projects will be categorized as short-term (0 to 5 years), medium-term (5 to 10 years), or long-term (10 to 20 years) targets based on priority, funding availability, and design considerations.

Deliverables The following deliverables will be provided under Task 7:

- One CIP strategy meeting with City staff
- Stormwater CIP Matrix with order-of-magnitude cost ranges
- Unit costs for CIP cost estimation
- Capital project fact sheets for up to ten projects, including project maps, concept sketches, project descriptions, and cost estimates
- Project prioritization ranking table with proposed schedule

Assumptions Task 7 will be completed according to the following assumptions:

- Conceptual designs and cost estimates will be developed for up to ten CIPs.
- The budget for this task includes time for two BC staff to conduct up to 8 hours of onsite investigations of potential CIPs. City staff will be available to accompany BC staff during the site visits.
- The City will secure any needed right-of-entry and/or permissions for BC staff to conduct needed field investigations.
- The City will provide input related to CIP prioritization factors and unit costs.
- The City will provide stormwater program funding data, including stormwater program capital fund balances and anticipated annual revenue.
- Stormwater program rate study and revenue alternatives will be evaluated separately and are not included in this scope of services.
- The City's adopted BMP sizing tool will be used to develop conceptual designs for CIPs other than pipe upgrades for capacity. Where appropriate preliminary calculations will be performed to size energy dissipation structures or slope stability materials.

Task 8 Stormwater Master Plan Documentation

Objective Compile stormwater system information, analyses, and CIP program into a comprehensive Stormwater Master Plan document.

Task 8-1 Draft Stormwater Master Plan

Activities BC will prepare a draft Stormwater Master Plan document, compiling the information and documentation prepared under Tasks 2 through 7. General system condition maps and narrative and figures reflecting the City's stormwater conveyance system, water quality and hydromodification issues, identified system capacity deficiencies, CIP locations, and results of the conditions assessment will also be compiled and included in the draft Stormwater Master Plan. An Executive Summary will highlight the major findings and

recommendations from the Stormwater Master Plan. Detailed technical information, such as tabular modeling data and cost estimates, will be included as appendices, as appropriate.

BC will conduct an internal QA/QC of the draft Stormwater Master Plan.

A draft digital copy will be provided to the City for review and comment.

Task 8-2 Draft Final and Final Stormwater Master Plan

Activities City comments will be addressed and incorporated into a draft final Stormwater Master Plan for public and commission review. A digital copy will be provided for public and City official review.

Public and commission comments will be addressed and incorporated into a final Stormwater Master Plan for final adoption. BC will print, assemble, and bind 3 copies of the final Stormwater Master Plan, and provide electronic versions on a CD.

Following final adoption, BC will provide electronic project data, including copies of the hydrologic/hydraulic model and associated GIS files.

Deliverables The following deliverables will be provided under Task 8:

- Draft Stormwater Master Plan as electronic PDF and Microsoft Word
- Draft Final Stormwater Master Plan as electronic PDF and Microsoft Word
- Final Stormwater Master Plan as a bookmarked PDF, Microsoft Word files and 3 printed and bound copies
- Electronic copies of hydrologic/hydraulic models and GIS data

Assumptions Task 8 will be completed according to the following assumptions:

- One compiled set of City comments will be provided to BC on the Draft Stormwater Master Plan submittal
- The City will take the lead in soliciting and compiling comments on the Draft Stormwater Master Plan from project stakeholders, such as the Greater Oregon City Watershed Council, as appropriate
- One compiled set of public comments and one compiled set of City official comments will be provided to BC on the Draft Final Stormwater Master Plan submittal

Task 9 Public and City Meetings

Objective Solicit public input on the Stormwater Master Plan. Present the Stormwater Master Plan to the public and City officials for review, comment, and final adoption.

Task 9-1 Outreach Meetings

Activities BC will prepare materials to present the Stormwater Master Plan goals, objectives, and recommendations to the public and community groups. Meeting materials will include up to three large size maps and a PowerPoint presentation, using graphics developed for the Stormwater Master Plan documents in Task 8. The meetings will be used to solicit input on stormwater-related problem areas and/or feedback from the public concerning program and project priorities.

Two people from the BC team will attend and present at up to two meetings with the public or community groups. The meetings will be identified by City staff. Public meetings will be used to solicit feedback on CIP priorities and will occur following the development of the potential projects list under Task 7-1.

Task 9-2 City Meetings

Activities Using the presentation materials from Task 9-1, two people from the BC team will attend and present at up to three meetings with City officials. The meetings are expected to include one meeting with the planning commission, one work session with City Commission, and one full City Commission meeting during the adoption of the Stormwater Master Plan.

Deliverables The following deliverables will be provided under Task 9:

- Materials and presentation at two public meetings by two BC team members
- Materials and presentation at one City Commission work session and one Planning Commission meeting by two BC team members
- Attendance at one City Commission meeting by one BC team member

Assumptions Task 9 will be completed according to the following assumptions:

- City staff will coordinate logistics for public meetings, including securing a meeting location, establishing meeting date and time, advertising the meeting to the public, and preparing sign-in sheets and other meeting documentation materials
- One of the public meetings occur in conjunction with the Greater Oregon City Watershed Council
- Presentation materials will include an executive summary formatted as a brochure and up to three additional poster-size displays of maps and/or graphics already created for the Stormwater Master Plan document
- Presentation materials developed for the public meetings will be used for meetings with City officials. No additional presentation materials will be developed

Attachemnt B Budget

Oregon City Stormwater MP Workshop
March 3, 2016

Oregon City, City of (OR) -- OC Stormwater MP Workshop																
		Reininga, Krista	Gage, Eva D	Bachhuber, James A	Maxwell, Alissa M	Foged, Nathan H	Baumgartner, Beth A	Draheim, Daniel P	Pare, Wendy M	Vasquez, Jesus E	Holland, Jonathan R	TBD				
Phase	Description	Project Manager	Project Admin	QA/QC	Project Engineer	Senior Modeler	GIS Support	Tech Editor	Word Processor	Accountant	Project Oversight	Project Engineer II	Total Labor Hours	Total Labor Cost	Travel Cost	Total Phase Cost
		203*	\$88	\$203	\$148	\$208	\$115	\$105	\$109	\$88	\$227	\$102				
001	Project Management	68	14	0	28	0	0	0	0	24	4	0	138	22,200	0	22,200
100	Project Admin-Invoicing	40	14	0	0	0	0	0	0	24	4	0	82	12,372	0	12,372
200	Coordination Meetings	28	0	0	28	0	0	0	0	0	0	0	56	9,828	0	9,828
002	Data Gathering	14	0	0	28	0	16	0	0	0	0	32	90	12,090	50	12,140
100	Kick-off Meeting	8	0	0	12	0	0	0	0	0	0	0	20	3,400	50	3,450
200	Collect-Review Current Data	4	0	0	8	0	16	0	0	0	0	24	52	6,284	0	6,284
300	Interviews-Problem Research	2	0	0	8	0	0	0	0	0	0	8	18	2,406	0	2,406
003	Field Investigations	2	0	0	52	0	0	0	0	0	0	60	114	14,222	500	14,722
100	Natural Systems Investigation	0	0	0	20	0	0	0	0	0	0	24	44	5,408	500	5,908
200	Field Verification	0	0	0	16	0	0	0	0	0	0	16	32	4,000	0	4,000
300	Field Data Collection	2	0	0	16	0	0	0	0	0	0	20	38	4,814	0	4,814
004	Hydrologic-Hydraulic Modeli	16	0	12	48	36	8	0	0	0	0	272	392	48,940	0	48,940
100	Basin Boundaries-Hydrologic M	6	0	0	24	4	0	0	0	0	0	68	102	12,538	0	12,538
200	Hydraulic Modeling	4	0	0	4	20	0	0	0	0	0	140	168	19,844	0	19,844
300	System Analysis	4	0	4	12	8	0	0	0	0	0	40	68	9,144	0	9,144
400	Model Documentation	2	0	8	8	4	8	0	0	0	0	24	54	7,414	0	7,414
005	Retrofit Analysis	8	0	0	28	0	32	0	0	0	0	0	68	9,448	0	9,448
100	Initial Planning Map	0	0	0	4	0	24	0	0	0	0	0	28	3,352	0	3,352
200	Retrofit Strategy-Project List	8	0	0	24	0	8	0	0	0	0	0	40	6,096	0	6,096
006	System Condition Assessme	6	0	0	36	0	8	0	0	0	0	36	86	11,138	0	11,138
100	Asset Assessment	4	0	0	12	0	8	0	0	0	0	36	60	7,180	0	7,180
200	Recommendations-Documenta	2	0	0	24	0	0	0	0	0	0	0	26	3,958	0	3,958
007	CIP Program	22	0	16	86	0	0	0	10	0	0	174	308	39,280	150	39,430
100	Potential Project Matrix	2	0	0	12	0	0	0	0	0	0	24	38	4,630	0	4,630
200	CIP Devel-/Fact Sheets	16	0	12	48	0	0	0	10	0	0	108	194	24,894	150	25,044
300	Cost Estimates	2	0	4	10	0	0	0	0	0	0	40	56	6,778	0	6,778
400	Project Prioritization	2	0	0	16	0	0	0	0	0	0	2	20	2,978	0	2,978
008	Master Plan Documents	28	0	8	88	0	28	12	36	0	0	32	232	32,000	200	32,200
100	Draft Master Plan	16	0	8	60	0	24	8	16	0	0	24	156	21,544	0	21,544
200	Draft-Final Master Plan	12	0	0	28	0	4	4	20	0	0	8	76	10,456	200	10,656
009	Public and City Meetings	32	0	0	32	0	16	0	0	0	0	0	80	13,072	300	13,372
100	Public Meetings	12	0	0	20	0	16	0	0	0	0	0	48	7,236	300	7,536
200	City Meetings	20	0	0	12	0	0	0	0	0	0	0	32	5,836	0	5,836
GRAND TOTAL		196	14	36	426	36	108	12	46	24	4	606	1,508	202,390	1,200	203,590

* Hourly rates will be revised on a calendar basis each January.

EXHIBIT B

STANDARD CONDITIONS TO OREGON CITY PERSONAL SERVICES AGREEMENT

1. Consultant Identification. Consultant shall furnish to City its taxpayer identification number, as designated by the Internal Revenue Service, or Consultant's social security number, as City deems applicable.

2. Payment.

(a) Invoices submitted in connection with this Agreement shall be properly documented and shall identify the pertinent agreement and/or purchase order numbers.

(b) City agrees to pay Consultant within thirty (30) days after receipt of Consultant's itemized statement. Amounts disputed by City may be withheld pending settlement.

(c) City certifies that sufficient funds are available and authorized for expenditure to finance the cost of the services to be provided pursuant to this Agreement.

(d) City shall not pay any amount in excess of the compensation amounts set forth above, nor shall City pay Consultant any fees or costs that City reasonably disputes.

3. Independent Contractor Status.

(a) Consultant is an independent contractor and is free from direction and control over the means and manner of providing labor or services, subject only to the specifications of the desired results.

(b) Consultant represents that it is customarily engaged in an independently established business and is licensed under ORS chapter 671 or 701, if the services provided require such a license. Consultant maintains a business location that is separate from the offices of the City and bears the risk of loss related to the business as demonstrated by the fixed price nature of the contract, requirement to fix defective work, warranties provided and indemnification and insurance provisions of this Agreement. Consultant provides services for two or more persons within a 12 month period or routinely engages in advertising, solicitation or other marketing efforts. Consultant makes a significant investment in the business by purchasing tools or equipment, premises or licenses, certificates or specialized training and

Consultant has the authority to hire or fire persons to provide or assist in providing the services required under this Agreement.

(c) Consultant is responsible for obtaining all assumed business registrations or professional occupation licenses required by state or local law (including applicable City or Metro business licenses as per Oregon City Municipal Code Chapter 5.04). Consultant shall furnish the tools or equipment necessary for the contracted labor or services. Consultant agrees and certifies that:

(d) Consultant is not eligible for any federal social security or unemployment insurance payments. Consultant is not eligible for any PERS or workers' compensation benefits from compensation or payments made to Consultant under this Agreement.

(e) Consultant agrees and certifies that it is licensed to do business in the state of Oregon and that, if Consultant is a corporation, it is in good standing within the state of Oregon.

4. Early Termination.

(a) This Agreement may be terminated without cause prior to the expiration of the agreed-upon term by mutual written consent of the parties or by the City upon ten (10) days written notice to the Consultant, delivered by certified mail or in person.

(b) Upon receipt of notice of early termination, Consultant shall immediately cease work and submit a final statement of services for all services performed and expenses incurred since the date of the last statement of services.

(c) Any early termination of this Agreement shall be without prejudice to any obligation or liabilities of either party already accrued prior to such termination.

(d) The rights and remedies of City provided in this Agreement and relating to defaults by Consultant shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

STANDARD CONDITIONS TO OREGON CITY PERSONAL SERVICES AGREEMENT

5. No Third-Party Beneficiaries. City and Consultant are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide, any benefit or right, whether directly or indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Agreement.

6. Payment of Laborers; Payment of Taxes.

(a) Consultant shall:

(i) Make payment promptly, as due, to all persons supplying to Consultant labor and materials for the prosecution of the services to be provided pursuant to this Agreement.

(ii) Pay all contributions or amounts due to the State Accident Insurance Fund incurred in the performance of this Agreement.

(iii) Not permit any lien or claim to be filed or prosecuted against City on account of any labor or materials furnished.

(iv) Be responsible for all federal, state, and local taxes applicable to any compensation or payments paid to Consultant under this Agreement and, unless Consultant is subject to back-up withholding, City will not withhold from such compensation or payments any amount(s) to cover Consultant's federal or state tax obligation.

(v) Pay all employees at least time and one-half for all overtime worked in excess of forty (40) hours in any one week, except for individuals excluded under ORS 653.100 to 653.261 or under 29 U.S.C. §§ 201 to 209 from receiving overtime.

(b) If Consultant fails, neglects or refuses to make prompt payment of any claim for labor or services furnished by any person in connection with this Agreement as such claim becomes due, City may pay such claim to the person furnishing the labor or services and shall charge the amount of the payment against funds due or to become due Consultant by reason of this Agreement.

(c) The payment of a claim in this manner

shall not relieve Consultant or Consultant's surety from obligation with respect to any unpaid claims.

(d) Consultant and subconsultants, if any, are subject employers under the Oregon workers' compensation law and shall comply with ORS 656.017, which requires provision of workers' compensation coverage for all workers.

7. Subconsultants and Assignment.

Consultant shall neither subcontract any of the work, nor assign any rights acquired hereunder, without obtaining prior written approval from City. City, by this Agreement, incurs no liability to third persons for payment of any compensation provided herein to Consultant.

8. Access to Records. City shall have access to all books, documents, papers and records of Consultant that are pertinent to this Agreement for the purpose of making audits, examinations, excerpts and transcripts.

9. Ownership of Work Product; License. All work products of Consultant that result from this Agreement (the "Work Products") are the exclusive property of City upon full payment to the Consultant. In addition, if any of the Work Products contain intellectual property of Consultant that is or could be protected by federal copyright, patent, or trademark laws, or state trade secret laws, Consultant hereby grants City a perpetual, royalty-free, fully paid, nonexclusive and irrevocable license to copy, reproduce, deliver, publish, perform, dispose of, use and re-use, in whole or in part (and to authorize others to do so), all such Work Products and any other information, designs, plans, or works provided or delivered to City or produced by Consultant under this Agreement. City's reuse of Consultant's Work Products for any other purpose shall be at City's sole risk. The parties expressly agree that all works produced (including, but not limited to, any taped or recorded items) pursuant to this Agreement are works specially commissioned by City, and that any and all such works shall be works made for hire in which all rights and copyrights belong exclusively to City. Consultant shall not publish, republish, display or otherwise use any work or Work Products resulting from this Agreement without the prior written agreement of City.

STANDARD CONDITIONS TO OREGON CITY PERSONAL SERVICES AGREEMENT

10. Compliance With Applicable Law.

Consultant shall comply with all federal, state, and local laws and ordinances applicable to the services to be performed pursuant to this Agreement, including, without limitation, the provisions of ORS 279B.220, 279C.515, 279B.235, 279B.230 and 279B.270. Without limiting the generality of the foregoing, Consultant expressly agrees to comply with (i) Title VI of the Civil Rights Act of 1964; (ii) Section V of the Rehabilitation Act of 1973; (iii) the Americans With Disabilities Act of 1990 (Pub. L No. 101-336), ORS 659.425, and all regulations and administrative rules established pursuant to those laws; and (iv) all other applicable requirements of federal and state civil rights and rehabilitation and other applicable statutes, rules and regulations.

11. Professional Standards. Consultant shall be responsible, to the level of competency presently maintained by others practicing in the same type of services in City's community, for the professional and technical soundness, accuracy and adequacy of all services and materials furnished under this authorization.

12. Modification, Supplements or Amendments. No modification, change, supplement or amendment of the provisions of this Agreement shall be valid unless it is in writing and signed by the parties hereto.

13. Indemnity and Insurance.

(a) Indemnity. Consultant acknowledges responsibility for liability arising out of Consultant's negligent performance of this Agreement and shall hold City, its officers, agents, ~~Consultants~~, and employees harmless from, and indemnify them for, any and all liability, settlements, loss, costs, and expenses, including reasonable attorney fees, in connection with any action, suit, or claim ~~caused or alleged and to be the extent~~ caused by the negligent acts, omissions, activities or services by Consultant, or the agents, Consultants or employees of Consultant provided pursuant to this Agreement.

(b) Workers' Compensation Coverage.

Consultant certifies that Consultant has qualified for workers' compensation as required by the state of Oregon. Consultant shall provide the Owner,

within ten (10) days after execution of this Agreement, a certificate of insurance evidencing coverage of all subject workers under Oregon's workers' compensation statutes. The insurance certificate and policy shall indicate that the policy shall not be terminated by the insurance carrier without thirty (30) days' advance written notice to City. All agents or Consultants of Consultant shall maintain such insurance.

(c) ~~Comprehensive~~ Commercial, General, and Automobile Insurance. Consultant shall maintain comprehensive general and automobile liability insurance for protection of Consultant and City and for their directors, officers, agents, and employees, insuring against liability for damages because of personal injury, bodily injury, death, and broad-form property damage, including loss of use, and occurring as a result of, or in any way related to, Consultant's operation, each in an amount not less than \$1,000,000 combined, single-limit, per-occurrence/annual aggregate. Such insurance shall name City as an additional insured, with the stipulation that this insurance, as to the interest of City, shall not be invalidated by any act or neglect or breach of this Agreement by Consultant.

(d) Errors and Omissions Insurance. Consultant shall provide City with evidence of professional errors and omissions liability insurance for the protection of Consultant and its employees, insuring against bodily injury and property damage to the extent arising out of Consultant's negligent acts, omissions, activities or services in an amount not less than \$500,000 combined, single limit. Consultant shall maintain in force such coverage for not less than three (3) years following completion of the project. ~~Such insurance shall include contractual liability.~~

Within ten (10) days after the execution of this Agreement, Consultant shall furnish City a certificate evidencing the dates, amounts, and types of insurance that have been procured pursuant to this Agreement. Consultant will provide for not less than thirty (30) days' written notice to City before the policies may be ~~revised, canceled or allowed to expire. Consultant shall not alter the terms of any policy without prior written authorization from City.~~ The provisions of this subsection apply fully to Consultant and its

STANDARD CONDITIONS TO OREGON CITY PERSONAL SERVICES AGREEMENT

Consultants and agents.

14. Legal Expenses. In the event legal action is brought by City or Consultant against the other to enforce any of the obligations hereunder or arising out of any dispute concerning the terms and conditions hereby created, the losing party shall pay the prevailing party such reasonable amounts for attorney fees, costs, and expenses as may be set by a court. "Legal action" shall include matters subject to arbitration and appeals.

15. Severability. The parties agree that, if any term or provision of this Agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected.

16. Number and Gender. In this Agreement, the masculine, feminine or neuter gender, and the singular or plural number, shall be deemed to include the others or other whenever the context so requires.

17. Captions and Headings. The captions and headings of this Agreement are for convenience only and shall not be construed or referred to in resolving questions of interpretation or construction.

18. Hierarchy. The conditions contained in this document are applicable to every Personal Services Agreement entered into by the City of Oregon City in the absence of contrary provisions. Should contrary provisions be included in a Personal Services Agreement, those contrary provisions shall control over these conditions.

19. Calculation of Time. All periods of time referred to herein shall include Saturdays, Sundays and legal holidays in the state of Oregon, except that, if the last day of any period falls on any Saturday, Sunday or legal holiday, the period shall be extended to include the next day that is not a Saturday, Sunday or legal holiday.

20. Notices. Any notices, bills, invoices, reports or other documents required by this Agreement shall be sent by the parties by United States mail, postage prepaid, or personally delivered to the addresses listed in the Agreement attached hereto. All notices shall be in writing and

shall be effective when delivered. If mailed, notices shall be deemed effective forty-eight (48) hours after mailing, unless sooner received.

21. Nonwaiver. The failure of City to insist upon or enforce strict performance by Consultant of any of the terms of this Agreement or to exercise any rights hereunder shall not be construed as a waiver or relinquishment to any extent of its rights to assert or rely upon such terms or rights of any future occasion.

22. Information and Reports. Consultant shall, at such time and in such form as City may require, furnish such periodic reports concerning the status of the project, such statements, certificates, approvals, and copies of proposed and executed plans and claims, and other information relative to the project as may be requested by City. Consultant shall furnish City, upon request, with copies of all documents and other materials prepared or developed in relation with or as a part of the project. Working papers prepared in conjunction with the project are the property of City, but shall remain with Consultant. Copies as requested shall be provided free of cost to City.

23. City's Responsibilities. City shall furnish Consultant with all available necessary information, data, and materials pertinent to the execution of this Agreement. City shall cooperate with Consultant in carrying out the work herein and shall provide adequate staff for liaison with Consultant.

24. Arbitration. Any dispute, controversy or claim arising out of or in connection with the interpretation or performance of any term or condition of this Agreement or any breach or alleged breach of this Agreement, shall be submitted to non-binding mediation by a neutral and independent mediator, who shall be selected by the parties by mutual agreement, or if the parties are unable to agree upon the selection of a mediator, then in accordance with the rules of the American Arbitration Association for selection of a mediator. The mediation shall take place in Oregon City, Oregon.

The cost of the mediator and any other mediation costs shall be borne equally by the

STANDARD CONDITIONS TO OREGON CITY PERSONAL SERVICES AGREEMENT

parties. The mediation process and the outcome of the mediation shall remain confidential. Notwithstanding the foregoing terms, the parties shall make every reasonable effort to resolve disputes, controversies or claims between themselves in a cooperative fashion prior to submitting a dispute to mediation. Unless otherwise mutually agreed in writing by the parties, no action at law or equity may be commenced by either party until the mediation provided herein has been concluded.

24. Arbitration. All disputes arising out of or under this Agreement shall be timely submitted to nonbinding mediation prior to commencement of any other legal proceedings. The subsequent measures apply if disputes cannot be settled in this manner.

(a) — Any dispute arising out of or under this Agreement shall be determined by binding arbitration.

(b) — ~~The party desiring such arbitration shall give written notice to that effect to the other party and shall in such notice appoint a disinterested person of recognized competence in the field as arbitrator on its behalf. Within fifteen (15) days thereafter, the other party may, by written notice to the original party, appoint a second disinterested person of recognized competence as arbitrator on its behalf. The arbitrators thus appointed shall appoint a third disinterested person of recognized competence, and the three arbitrators shall, as promptly as possible, determine such matter, provided, however, that:~~

(i) — ~~If the second arbitrator is not appointed as described above, then the first arbitrator shall proceed to determine such matter; and~~

(ii) — ~~If the two arbitrators appointed by the parties are unable to agree, within fifteen (15) days after the second arbitrator is appointed, on the appointment of a third arbitrator, they shall give written notice of such failure to agree to the parties and, if the parties fail to agree on the selection of the third arbitrator within~~

~~fifteen (15) days after the arbitrators appointed by the parties give notice, then, within ten (10) days thereafter, either of the parties, on written notice to the other party, may request such appointment by the presiding judge of the Clackamas County Circuit Court.~~

(c) — ~~Each party shall each be entitled to present evidence and argument to the arbitrators. The determination of the majority of the arbitrators or the sole arbitrator, as the case may be, shall be conclusive on the parties, and judgment on the same may be entered in any court having jurisdiction over the parties. The arbitrators or the sole arbitrator, as the case may be, shall give written notice to the parties, stating the arbitration determination, and shall furnish to each party a signed copy of such determination. Arbitration proceedings shall be conducted pursuant to ORS 33.210 et seq. and the rules of the American Arbitration Association, except as provided otherwise.~~

(d) — ~~Each party shall pay the fees and expenses of the arbitrator appointed by such party and one half of the fees and expenses of the third arbitrator, if any.~~

25. Governing Law. This Agreement shall be governed and construed in accordance with the laws of the state of Oregon without resort to any jurisdiction's conflicts of law, rules or doctrines.



City of Oregon City

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

Staff Report

File Number: 17-059

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 14d.

From: Public Works Director John Lewis

File Type: Presentation

SUBJECT:

Water Capital Needs - Deferred Water Infrastructure (Goal 5)

RECOMMENDED ACTION (Motion):

Staff recommends the City Commission adopt responsible funding solutions to address the long term capital needs of the City's Water Distribution System.

BACKGROUND:

The Original Charter Amendment (1996) - In May 1996, voters approved a city charter amendment that returned water rates to 1994 levels with provisions that allowed a 3 percent annual increase and required voter approval for any higher increase even in a water emergency.

Section 58 of the City Charter stated: *"Upon passage of this amendment to the City Charter city water rates shall be those in effect as of October 31, 1994. The commission may not increase water rates by more than 3 percent annually without a vote of the people. The commission may not declare any ordinance or resolution establishing water rates to be an emergency nor use any other means to prevent their referral to the voters."*

After this City Charter amendment was approved by Oregon City voters, court proceedings occurred because the City's bond holders claimed that the water rates in effect as of October 31, 1994 would not be sufficient to provide contractual coverage for bonded debt. The court results were interpreted to mean that when our water bonds were paid off in October 2014, the charter amendment provisions would prevail and in October 2014 the water rates would roll back to those in effect as of October 31, 1994, with the allowance of a 3 percent annual increase each year from 1994.

Avoiding the Water Rate Rollback (2012-2013) - In January 2012, the City Commission adopted the Water System Master Plan. The plan recommended a Capital Improvement Program (CIP) and an annual capital reinvestment program for the existing water system. The plan also provided preliminary rate forecasts to implement the recommended CIP and annual system reinvestment.

In May 2012, the City executed a contract with Financial Consulting Solutions (FCS) Group to provide financial services including services to prepare a comprehensive Water Rate Study. FCS Group initiated the rate study process in June 2012. In July 2012, the City executed a

contract with Barney & Worth (B&W) to provide services for public outreach support during the water rate study.

In August 2012, a citizen based Water Rate Advisory Work Group (WRAWG) was formed. The advisory group, City staff, FCS Group and B&W conducted three meetings together and discussed the water rate issues, the 1996 City Charter Amendment, and scenarios for a new City Charter Amendment. During the third meeting on October 30, 2012, the group provided their advice about what the City Commission should do about the 1996 City Charter Amendment and future water rates.

In October 2012, DHM Research, conducted public opinion polls through a telephone poll and online water survey. A report was prepared with the findings of this research and was presented to the City Commission.

In November 2012, City staff presented their recommendation of no rollback and an 8% annual water rate cap to the City Commission to provide a solution for impacts of the 1996 City Charter Amendment on future water rates and the revenue stability needed to sustain the existing water system. Following discussion, the City Commission gave direction to staff to provide scenarios for annual water rate changes between 5% and 8%. In December 2012, City staff presented two more water rate scenarios for 6% and 7% annual water rate caps.

On February 6, 2013, the City Commission discussed the adoption of Resolution 13-02 that submits a measure amending Section 58 of the Oregon City Charter regarding water rates to the electors of Oregon City. City Commission direction to staff was to prepare two resolutions for discussion at the February 12, 2013, City Commission work session. At the work session, the City Commission finalized the language for Resolution 13-02 and Resolution 13-03. The Resolutions and explanatory statements were presented at the City Commission's regular meeting on Wednesday, February 20, 2013, for Public Hearing and adoption.

On February 20, 2013, a public hearing was held where the City Commission adopted Resolution No. 13-03; A resolution submitting a measure amending Section 58 of the Oregon City Charter to eliminate the water rate setback to the electors of Oregon City. Resolution 13-02, the measure amending Section 58 of the Oregon City Charter regarding water rates and allowing for water rate increases more than 3% per year, was not approved. Resolution 13-03 was submitted to the Clackamas County Clerk and scheduled for election on May 21, 2013 as ballot measure 3-423.

On Tuesday, May 21, 2013, Oregon City voters cast votes for ballot measure 3-423. The results were as follows:

Measure No. 3-423 - Charter Amendment to eliminate setback of water rates:

Yes: 2,369

No: 2,205

Consideration of Water Rate Increases - Staff will provide the City Commission with a short reminder on the status of the City's pipeline replacement needs and current funding levels for needed capital improvements. In addition, staff will provide an update on a schedule and plans to bring forth a possible timeline for a future ballot measure regarding water rates which provide for water rate increases of more than 3% per year.

Oregon City Water



A Reliable Water Future

January 2013 Community Presentation

Oregon City gets its high quality water from the Clackamas River



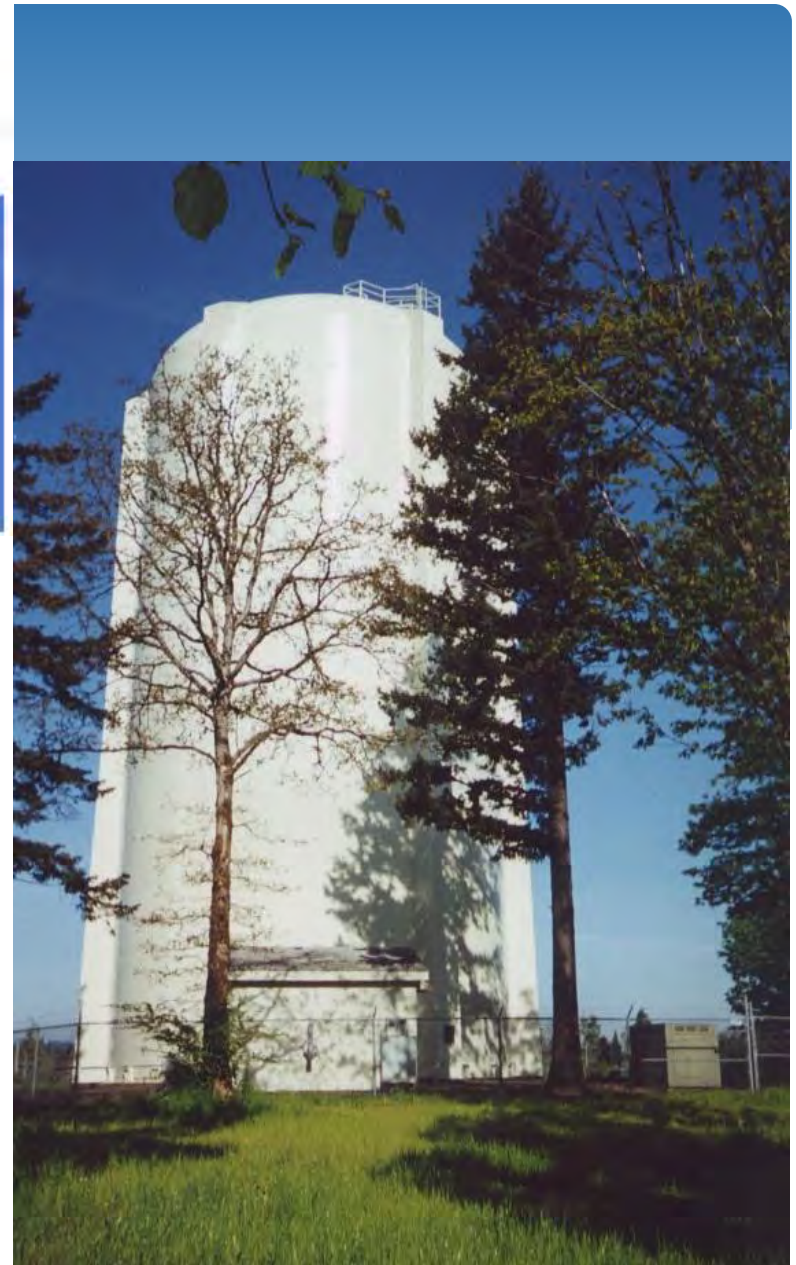
Clean and reliable water is essential to public health, safety, and a strong economy.



Oregon City Water **MISSION**

- Provide safe drinking water to homes and businesses.
- Maintain the water system cost effectively.
- Protect public health and the environment.

32,000	Population served
10,000	Customer service connections
1,450	Fire hydrants
154	Miles of water distribution pipe
9	Million gallons of water—maximum day water use
18	Million gallons of water stored in reservoirs
5	Pump stations



WHAT DO WATER RATES PAY FOR?

- ✓ Drinking water treatment
- ✓ Infrastructure maintenance
- ✓ Pipe repairs and replacement
- ✓ Emergency response
- ✓ Water quality protection
- ✓ Fire protection
- ✓ Meter reading and replacement
- ✓ Future water reliability

COMPARABLE MONTHLY WATER RATES*

Community	Average Residential Rate
West Linn	\$21.89
Salem	\$24.60
Hillsboro	\$26.84
Oregon City	\$31.45
Beaverton	\$33.94
Portland	\$36.61
Lake Oswego	\$36.91
Sherwood	\$53.69

For 100 years, residents have invested in good stewardship of our water system.



* Based on monthly billing cycle and 8 ccf monthly water usage

What's the problem with Oregon City's Water System?

1. Failing Old-Aged Water Pipes



What's the problem with Oregon City's Water System?

2. Loss of Revenue to Fix the Problem

- A 1996 City Charter amendment enacted by Oregon City voters requires the City (in 2014) to rollback water rates to near-1994 levels.
- The Charter also restricts water rate increases to no more than 3% per year—even if there is a water emergency.
- **The 20-year old water rates will not support the needed operations and maintenance of Oregon City's water system nor will it support replacement of old-aged water pipes.**



What's the solution?

A *new* City Charter Amendment

- Remove water rate rollback provision
- Retain cap on annual water rate increases
- Provide for small, steady annual water rate increases of \$2 to \$3 for average household monthly water bill

Why is this the solution?

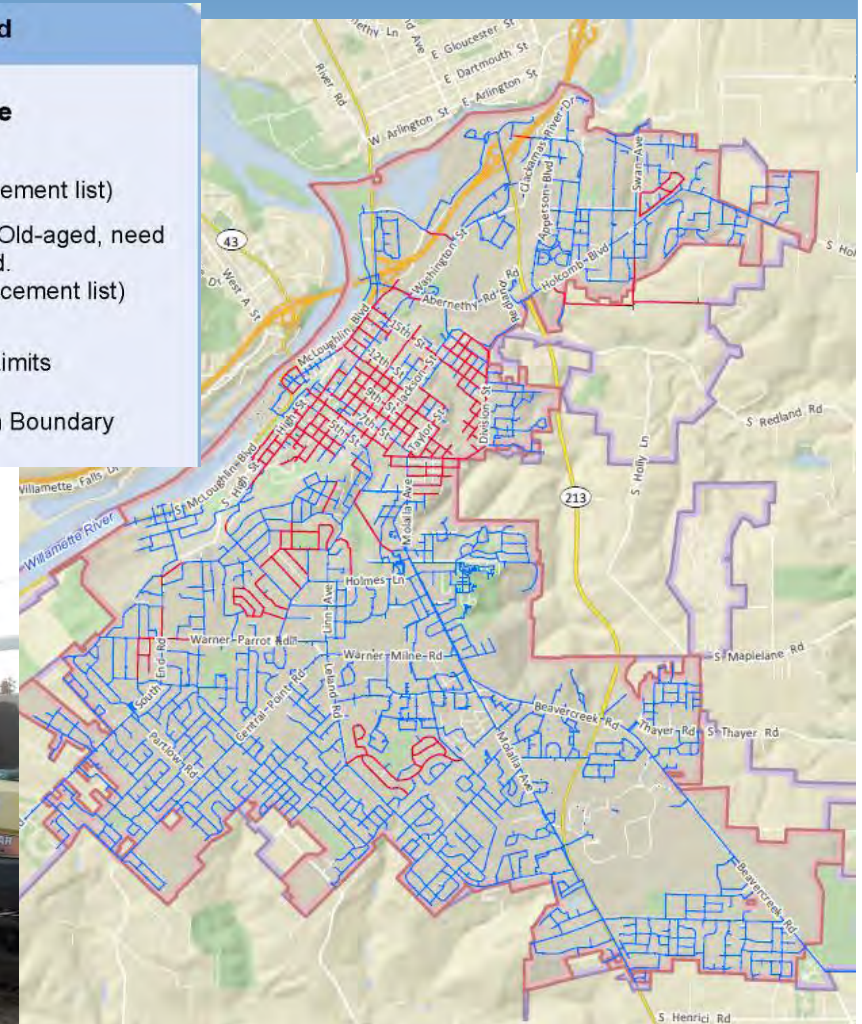
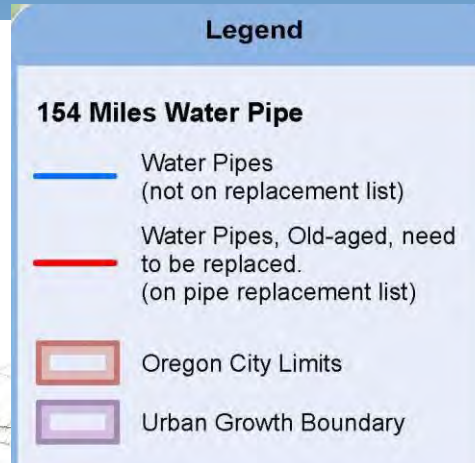
The **new** amendment would allow Oregon City to:

- ✓ Adequately fund water system needs;
- ✓ Retain accountability to ratepayers;
- ✓ Provide for predictable rate increases; and
- ✓ Yield enough money to pay for water projects, system operations and maintenance, and water treatment for high quality drinking water



Needed System Improvements

Oregon City needs to replace two miles of existing old-aged water pipe each year



Questions?



City of Oregon City

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

Staff Report

File Number: 17-046

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 15a.

From: Community Development Director Laura Terway

File Type: Report

SUBJECT:

Identify Affordable Housing Options (Goal 3)

RECOMMENDED ACTION (Motion):

Staff recommends the Commission review and provide recommendations concerning the Equitable Housing Planning and Development Grant.

BACKGROUND:

While Oregon City has adopted a variety of plans, policies and land use actions to support a range of housing options over the past 15 years, the cost of housing has continued to increase. Oregon City has identified the importance of providing a diverse, quality, physically accessible, affordable housing choices with access to opportunities, services and amenities, known as equitable housing. Equitable housing provides a menu of housing options to accommodate the needs of all residents.

In addition to increasing concerns from citizens about difficulties to find affordable homes and apartments, Oregon City is home to a significant amount of social services, a growing houseless population, and the median age of the residences is aging. A landslide in December of 2015 resulted in an evacuation of residences of an apartment complex. Despite a strong collaboration with FEMA and Clackamas County, the difficulty of re-locating families highlighted the limited availability of housing options. Since that time the City Commission has met to discuss housing availability and directed staff to work with citizens and governmental partners to reach solutions for all our residences.

In early 2016, staff began working with Metro to submit an Equitable Housing Planning and Development Grant. The City was awarded a \$100,000 grant in December of 2016 to review regulatory barriers and incentives to encourage a diverse, quality, physically accessible, affordable housing choices within the City. The project includes a comprehensive review of housing related development standards, policies, fees, and procedures to remove barriers and provide incentives for property owners to create additional housing. More specifically, the scope of the project will likely include working together to:

- Review the Oregon City Municipal Code to identify barriers and incorporate incentives for a variety of housing types. This will include consideration of common barriers and incentives for creating a variety of housing types, simplification of the development code language and format, elimination of any conflicts. Though there are a variety of housing options within the code currently, few conflicting standards, and an appropriate

balance of objective standards and flexibility, some of the language is cumbersome and the structure of the code itself is complex. This can create confusion about the opportunities within the code, and hesitation to initiate development. If any changes are proposed to the Municipal Code a Legislative application would be reviewed by the public process including review by the Planning Commission before adoption by the City Commission.

- Review development related policies and procedures to identify barriers and incentives for additional housing.
- Improve educational materials to increase transparency about each step of the development processes and applicable standards.
- Create two model accessory dwelling unit plans including associated engineering plans to provide to the public at no charge.
- Create a series of maps identifying equitable housing opportunities and supplemental mapping information supporting development of those properties.

Oregon City understands that project success will depend on public involvement and partnerships with the community as well as those who provide, construct or support housing. The project includes collaboration with Clackamas County Health, Housing & Human Services (H3S), Northwest Housing Alternatives, Citizens Involvement Committee, Main Street Oregon City, Oregon City Chamber of Commerce, Oregon City Business Alliance, Development Stakeholders Group, faith-based community, shelters, veterans, elderly, disabled, residents on a fixed-income, as well as the overall community. The project will likely include a project website, a community advisory committee, technical advisory committee, community meetings, a public open house, online surveys, and stakeholder interviews. The Planning Division staff is currently working with Metro to refine the scope of the project and expects the project to extend through mid-2018.

BUDGET IMPACT:

Amount: \$100,000 + Staff Time

FY(s): 2017/2019

Funding Source: Metro Equitable Housing Planning and Development Grant



City of Oregon City

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

Staff Report

File Number: 17-047

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 15b.

From: Community Development Director Laura Terway

File Type: Report

SUBJECT:

Beavercreek Road Concept Plan (Goal 4)

RECOMMENDED ACTION (Motion):

Staff recommends the Commission review and provide recommendations concerning implementation of the Beavercreek Road Concept Plan.

BACKGROUND:

The Beavercreek Road Concept Plan is a guide to the creation of a complete and sustainable community in southeast Oregon City. The 453 acre site is located along the east side of Beavercreek Road, generally south of Thayer Road. Though the site is within the urban growth boundary, a majority of the site has not been annexed into the City. The Concept Plan provides a framework for the future urbanization of the land in accordance with the Comprehensive Plan and Metro's Urban Growth Management Functional Plan including identification of future zoning, natural features and hazards, open space, parks and trails, transportation and public utilities infrastructure, and coordination with school district, police, fire and emergency services.

The Beavercreek Road Concept Plan (BRCP) envisions a diverse mix of uses woven together by open space, trails, a network of green streets, and sustainable development practices. The plan envisions a multi-use community that has synergistic relationships with Clackamas Community College, Oregon City High School, and adjacent neighborhoods by balancing 5,073 jobs with 1,023 homes/apartments/condos. Key features of the Concept Plan include:

- A North Employment Campus for tech flex and campus industrial uses.
- A Mixed Employment Village along Beavercreek Road, between Meyers Road and Glen Oak Road, located as a center for transit oriented densities, mixed use, 3-5 story building scale, and active street life.
- A 10-acre Main Street at Beavercreek Road and Glen Oak Road, to provide local shops and services adjacent neighborhoods and Beavercreek sub-districts. A West Mixed Use Neighborhood along Beavercreek Road is intended for medium to high density (R-2) housing and mixed use.
- An East Mixed Use Neighborhood, intended for low density residential (R-5) and appropriate mixed use. The East Neighborhood has strong green edges and the potential for a fine grain of open space and walking routes throughout.

The Beavercreek Road Concept Plan was initiated in 2006 and has been slowly working its

way through the adoption process since. After approval by the City Commission in 2008, the Concept Plan was appealed to the Land Use Board of Appeals (LUBA) for a wide-ranging series of arguments. In August of 2009, LUBA found that the Metro Title 4 Industrial map identified a greater acreage of industrial land within the concept plan area than reflected in the Concept Plan itself and remanded the decision.

As part of adopting a new regional population and employment forecast in December 2010, Metro remedied the industrial land deficiency by adopting an Ordinance including additional lands for industrial uses north of the City of Hillsboro, amending the Title 4 map to match the BRCP, and additionally recognizing a shortage in residential lands within the region as a part of a much larger process. The Metro decision was subsequently appealed to the Oregon Court of Appeals. The case was paused until a related case was resolved related to the Metro-area urban and rural reserves. The related case was later remanded in February of 2014, to which the legislature responded by enacting House Bill (HB) 4078 which validated Metro's adoption of the original Ordinance. In August 2014, the Oregon Court of Appeals responded by dismissing all challenges relating to the Metro approval.

In September of 2014, the City could proceed with the LUBA remand which required the City to re-adopt the Concept Plan once the industrial acreage was settled. The City subsequently re-adopted the plan through a public process to reflect the amended Metro Title 4 map and incorporate infrastructure plans which had been updated since the original approval in March of 2016. The City decision was again appealed to LUBA which upheld the City's approval in November 2016. In December 2016, the LUBA decision was further appealed to the Court of Appeals, where it remains today. A decision in this case is expected mid-2017.

The Beavercreek Road Concept Plan provides clear direction of how to urbanize the concept plan area, though did not identify or apply Comprehensive Plan Map or zoning designations to the land within the Concept Plan area or specific amendments to the Oregon City Municipal Code (OCMC) to implement the vision and plan. This is needed to implement the BRCP and develop within a majority of the project area.

Staff is pursuing three grant opportunities to seek funding for the implementation of the BRCP including a Community Planning and Development Grant (CPDG), a Transportation Grant Management (TGM) grant, and TGM Code Assistance. Additional funding opportunities may be identified as the project progresses. The Beavercreek Road Concept Plan will not be reopened as part of this process. The project will include a community engagement and review process by the Planning and City Commission. If successful, the community outreach would likely not begin until early 2018. Once funding and associated contracts are secured, the project is expected to take approximately 10 months at a cost of approximately \$140,000, excluding any appeal.

BUDGET IMPACT:

Amount: \$140,000 + Staff Time

FY(s): 2017/2019

Funding Source: Unknown



City of Oregon City

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

Staff Report

File Number: 17-043

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 15c.

From: Community Development Director Laura Terway

File Type: Report

SUBJECT:

Willamette Falls Legacy Project (Goal 1)

RECOMMENDED ACTION (Motion):

Staff recommends the Commission review and provide recommendations concerning the Willamette Falls Legacy Project.

BACKGROUND:

Goal 1: Willamette Falls Legacy Project

- Approve the riverwalk design
- Begin riverwalk Phase 1 construction 2018
- Continue to work with the property owner to determine future private development on the site

For more than 150 years, the inspiring beauty of Willamette Falls has been closed to the public. This will soon change as Oregon City, Clackamas County, Metro, the Governor's Regional Solutions Team and the site's private owners, along with a dedicated team of community advocates, business people and interested members of the public, bring the Falls back to the people.

While the Willamette Falls Legacy Project centers on two tightly intertwined but separate initiatives, each of which is critical to the success of the other: the redevelopment of the 22-acre site, which is privately owned by Falls Legacy LLC, and the design and construction of a public riverwalk on a portion of the site.

The riverwalk is a public access project that will reconnect historic downtown Oregon City to Willamette Falls. The City has been working in partnership with Metro, the State, Clackamas County, PGE, and the property owner to create a riverwalk with a variety of experiences which implement our four core values: public access, historic and cultural interpretation, economic redevelopment and habitat restoration. This community guided process included input received at hundreds of tours and hundreds of community engagement meetings and events.

The design phase of the riverwalk will be completed this year including a concept for the complete project and a detailed design for Phase 1. The project partners have raised just over \$19 million to implement the first phase of the approximately \$60 million riverwalk project. The plans are expected to be reviewed by the City Commission with a Resolution before the

project team submits the plans to the Planning Division for land use review. The proposal will ultimately be reviewed before the Planning Commission for compliance with applicable criteria, such as design and environmental considerations. Construction of the Phase 1 riverwalk is estimated to begin as soon as 2018.

Planning for private development on the overall 22-acre project site is a public-private effort. Falls Legacy LLC and the Willamette Falls Legacy Project partners have agreed that development should be carefully integrated with the riverwalk design. While we believe Willamette Falls is poised to emerge as a national landmark, there are significant challenges to overcome at the site, including inadequate infrastructure and local market conditions. In order to incentivize private investment, the property owner and the project team are working to produce a strategy for development, streets, utilities, parking, open spaces and interim uses - with the construction of a catalytic world-class public riverwalk. Though the project team's work on the riverwalk is outpacing that of the onsite work, there the project has maintained coordination to assure the success of the site.

The estimated preliminary City budget for the Willamette Falls Legacy Project over the next biennium includes:

- \$595,000 Expenditures from System Development Charges
- \$275,000 Expenditures from General Fund Allocation for 2017/2019
- \$65,000 Expenditures from Unused General Fund Allocation from 2017
- \$355,000 Revenue in Grants
- \$75,000 Revenue from an Intergovernmental Agreement with Metro

BUDGET IMPACT:

Amount: \$430,000 Revenue, \$595,000 System Development Charge Expenditures, \$340,000 General Fund Expenditures, + Staff Time

FY(s): 2017/2019

Funding Source: General Fund, Grants, System Development Charges, and an Intergovernmental Agreement



City of Oregon City

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

Staff Report

File Number: 17-045

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 15d.

From: Community Development Director Laura Terway

File Type: Report

SUBJECT:

Relocate City Hall and Community Development (Goal 2)

RECOMMENDED ACTION (Motion):

Staff recommends the Commission review and provide recommendations concerning the relocation of the Community Development Department.

BACKGROUND:

The City of Oregon City purchased the former Mt. Pleasant Elementary School property from the Oregon City School District in January of 2015. The site was acquired primarily for the construction of a new public safety and municipal court building, though provides an opportunity to accommodate a greater variety of City services. The collocation of City departments provides operational efficiencies, such as communication among departments and shared conference rooms, in addition to increased convenience for the public.

Community Development

The Community Development Department is currently located at 221 Molalla Avenue, though is investigating the feasibility of moving to the Annex at Mt. Pleasant upon expiration of the current lease in April of 2018. Relocation of the department to the building near the intersection of Linn Avenue and Warner Parrott Road would significantly decrease monthly facility expenses and provide efficient use of City facilities located near a majority of development customers. Moreover, the interior of the building allows for future expansion while the overall site provides the same.

An engineer was hired to assess the structural integrity of the building and provide a rough order of magnitude estimate of converting approximately 80% of the interior of the Annex to office space. The analysis concluded that upgrades are necessary, including replacement of the roof and siding, installation of interior walls, and alterations to the HVAC, electrical, and plumbing systems. A preliminary estimate of the improvements is approximately \$1,080,000, equivalent to approximately 7.5 years rent at the current location. Furthermore, the cost of improvements may be allocated over two budget cycles, by funding most of the interior improvements in 2017/2019 and the remaining improvements in 2019/2021.

In addition to the physical construction, the relocation would require a land use review that would include, but not limited to; Comprehensive Plan Amendment, Zone Change, Conditional Use, Code Interpretation and Site Plan and Design Review. The aforementioned applications

involve a public review process for compliance with the applicable standards in the Oregon City Municipal Code before the Planning Commission and City Commission.

City Hall

Located at 625 Center Street, City Hall is also proving to be an unsustainable long-term solution. The limited size of the facility has resulted in the inability to meet the needs of the City. The building is currently at capacity with employees, the size and number of conference rooms does not meet current demand, parking is constrained, and the Commission Chambers is often not large enough to accommodate all community members in attendance at public meetings.

In order to leverage existing City investments and support the vision of co-locating facilities for efficiencies and public convenience, staff will be investigating relocating City Hall to the Mt. Pleasant site and selling the current facility.

BUDGET IMPACT:

Amount: \$1,080,000

FY(s): 2017/2019 and 2019/2021

Funding Source: Departmental Budgets and General Fund



City of Oregon City

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

Staff Report

File Number: 17-072

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 16a.

From: Tony Konkol

File Type: Report

SUBJECT:

Develop Community Engagement Plan (Goal 4)

RECOMMENDED ACTION (Motion):

Continue to support a Community Relations Coordinator position at the City.

BACKGROUND:

Public participation is essential to building a sense of community and an effective government. Participation by the community results in better informed decision making, increased transparency and connects government with the citizens and businesses. Informing the public and receiving meaningful feedback from a broad range of community members is essential to the success of the City. Though effective public involvement has consistently remained a priority for the City, traditional methods of communication are not as effective as they once were. In order to connect with our changing society the Citizen Involvement Committee (CIC) adopted a Public Involvement Plan in May 2016 to increase public participation in the CIC and within the neighborhood associations. This work could serve as a starting point to develop a more comprehensive community engagement plan to improve communication and a more effective way to provide a two-way dialogue between the city and the community we serve.

The proposed position, which is currently identified in the 2015-2017 budget, would perform a variety of complex public relations activities, including the development, planning and coordination of a comprehensive community relations and marketing program for the City. The position will focus on increasing the visibility of the City in the community, region and state, the distribution of public information and the coordination of Citywide publications, events and citizen engagement opportunities.

BUDGET IMPACT:

Amount: \$300,000 (estimated)

FY(s): 2017-2019

Funding Source: General Fund



City of Oregon City

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

Staff Report

File Number: 17-073

Agenda Date: 1/20/2017

Status: Agenda Ready

To: City Commission

Agenda #: 17a.

From:

File Type: Report

SUBJECT:

New Additional Priorities and Discussion Items

- Streamlining permitting process
- Explore small increase of city tax rate
- Consider new revenue source (ideas: add a parks maintenance fee)
- Plan for PERS additional cost
- Evaluate departments for “right sizing,” discuss staffing issues, and adequate funding
- Prepare for population growth (infrastructure, services, jobs, etc.)
- Discuss Tri-City Governance
- Charter amendments - housekeeping items
- Commission appointments to various boards and committees
- Explore the “Citizen Comment” feature within the Granicus system



City of Oregon City Commission
625 Center Street
Oregon City, OR 97045

January 20, 2017

Dear Mayor Holladay and Commissioners,

For the past eight years, the Downtown Oregon City Association has been partnering with you, business and property owners, Oregon City citizens and other stakeholders. Your leadership and continued support of our organization has enabled us to focus on the economic revitalization of historic Oregon City. Over the next biennium, there are numerous opportunities that our partnership is uniquely able to embrace. Please consider the following as your goals for the next two years take shape.

1. **Improve downtown accessibility.** Constrained parking is already limiting business opportunity. This spring we are studying the impacts of infill development. We anticipate that in the near future, substantial enhancements to public parking supply will be necessary to realize our shared economic development goals. In the interim, we are pursuing expanded elevator hours and partnerships with private lot owners to improve accessibility on nights and weekends.
2. **Strong commitment to tourism including public restrooms.** Thank you for adopting the tourism plan last year. This year, we were able to secure \$50,000 in support from Travel Oregon to help fund the tourism plan's initial phase. In addition to continued focus on the adopted plan, we are requesting support for tourism infrastructure. For example, visitors to the Municipal Elevator most commonly ask the location of public restrooms – which are not within walking distance of downtown. Together we may be able to leverage state and local grant programs to help fund the construction of a restroom facility.
3. **Ongoing beautification and district maintenance.** Downtown has transformed dramatically over the past couple of years. Year-round street tree lighting is one of the most loved enhancements. The Clean Team program has made cigarette butts and litter a “thing of the past.” To continue these low cost programs, we need ongoing grant support. Additionally, over the next two years, our stakeholders have identified Liberty Plaza, Railroad Avenue, and the 14th Street corridor as priority areas for improvement. This year, we are forming task forces to identify “lighter, quicker, and cheaper” enhancements and look forward to a dialogue over longer-term solutions.

We look forward to presenting to the commission in the near future about the major strides downtown has made over the past couple of years and to further articulate how our continued partnership will magnify the city's resources.

Sincerely,

Roger Nickerson
President, Downtown Oregon City Association

2017 Board

President

Roger Nickerson

Vice President

Carol Pauli

Treasurer

Brad Forkner

Secretary

Kelly Dilbeck

Board Members

Shelley Batty
Shauna Carter
Amber Holveck
Nancy Ide
Yvette Kirwin
Craig Morrow
Don Scott
Brandi Shrives
Brian Slack
Zach Stokes

Executive Director

Jonathan Stone

Finance - ✓ goal 5-ERP

HR ✓

Records ✓

Parks

Deferred Maint → status
quo \$

Parks Maint Facility →
need more
info

New Goal - Tee up conversation
about future funding options

Buena Vista House →
needs study session

ERP

status quo \$
→
ed more info
conversation
nding options
→
study session

Police

Homeless Liaison ✓

Police/Court Facility ✓

Revenue Bond / May

Library - ✓

cultivate

GOAL

Enhance?

Foster? Promote?

Economic Development

cove + landfill

RR quiet zone

Be

→

R

C

Eco

Tou

Pub

Publ

Sewe

Storm

Deferv

Beaver Creek

→ Study session to clarify
ROW/Road plans. given existing
concept plan.

Economic Development Plan

Tourism Plan

establish + implement

Public Works

Public Works Center ✓

Sewer Moratorium

Stormwater Master Plan

Deferred Water Infrastructure

Com

Willam

→ a
st

Reloca

Stu

Afford

Beaver C

City M

commu

+ me

Community development

Willamette Falls

- add proposed bullet w/
staff wordsmithing as needed

Relocate Community Dev.

Study session

Affordable Housing Options ✓

Beaver Creek Concept Plan ✓

City Manager

community engagement

+ new position plan

Additional Items

Streamline Permitting

tony to meet w appropriate

Explore small city tax ^{folks} ↑
discuss further @ budget

@ \$154
what would it look like?

PERS = manage internally

Tri-City Governance

wait + see

Commission Appointments

MPAC - ?

Wetlands - study

To: Members of the Oregon City Commission, City Manager and Public Works, Parks and Recreation, and Planning Directors

**Natural Resource Committee's Recommendations
For Consideration as Goals for the 2016-2018 Fiscal Year**

There are two items that the Natural Resource Advisory Committee (NRC) wishes you to consider:

1. There are many streams in Oregon City. Cars often pass over these streams without occupants knowing that these streams are there.

NRC is recommending that the City Commission consider the signage of streams that pass under Oregon City's major and minor arterials and collector streets and that are day-lighted on at least one side of the streets. This will have budget implications. We are not suggesting that all streams (many of which have no recognized names by the State) have signage within the next two year budget cycle. Priorities could be set based on discussions with NRC, PRAC, the CIC, and neighborhood associations. Initially, major streams such as Abernethy, Coffee, Singer, Newell, and Caufield Creeks might be considered. This was recommended by the NRC in its December report to the City Commission.

2. The NRC is also recommending that streams that were not delineated by the State before Oregon City's wetland inventory was performed be evaluated and protective buffers be established in accordance to City Code. The last delineation was done in 1999. Both the NRC and Oregon City's Planning Commission made this recommendation in their December reports to the City Commission. This may have budgetary implications.

Thank you for your consideration.

Doug Neeley, Chair

Oregon City Natural Resource Committee

SIGN-IN SHEET: CITY OF OREGON CITY – CITY COMMISSION RETREAT

Name	City of Residence	Email - <i>Optional</i>
Marge Harding	O.C.	
Rolla Harding	O.C.	
WILLIAM GIFFORD	OC	
Renata Muehl	OC	
Wyatt Purno	✓	
James Nicita	O.C.	
Rose Holden	OC	
Steve VanHaverbeke	OC	
William Gifford	OC	
Jonathan Stae	OC	
Doc Muehl	O.C.	
Marge + Rolla Harding	OC	
Peta Mills	OC	
Deb O'Donnell	OC	

January 20th and 21st, 2017

COMMENT FORM



*****PLEASE PRINT CLEARLY*****

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to **3 MINUTES**.
- Give to the Clerk in Chambers **prior** to the meeting.

Date of Meeting

1/21/2017

Item Number From Agenda

18 - Public Comment

NAME:

~~James Nicita~~ James Nicita

ADDRESS:

Street:

302 B. St.

City, State, Zip:

OC 97045

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:

[Handwritten signature]

COMMENT FORM



*****PLEASE PRINT CLEARLY*****

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to **3 MINUTES**.
- Give to the Clerk in Chambers **prior** to the meeting.

Date of Meeting

Item Number From Agenda

→ Commission seats on
Committees

NAME:

Dana Meeler

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:

[Handwritten signature]