



# 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*

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Tuesday, August 8, 2017

6:30 PM

Library Community Room, 606 John Adams

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### Work Session

#### 1. Convene Work Session and Roll Call

#### 2. Future Agenda Items

*The Commission's adopted goals and available staff resources shall be considered when recommending future agenda items. The Commission may add an item to a future agenda with consensus of the Commission.*

#### 3. Discussion Items

##### 3a. [17-444](#) Park Funding Options Discussion

**Sponsors:** Community Services Director Phil Lewis

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

##### 3b. [17-456](#) Economic Development August 2017 Progress Report

**Sponsors:** Economic Development Manager Eric Underwood

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

#### 4. City Manager's Report

#### 5. Adjournment

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

*Video Streaming & Broadcasts: The meeting is streamed live on Internet on the Oregon City's Web site at [www.orcity.org](http://www.orcity.org) and available on demand following the meeting. The meeting will be rebroadcast after the meeting on Willamette Falls Television on channels 23 and 28 for Oregon City area residents. Please contact WFMC at 503-650-0275 for a programming schedule.*

*The Oregon City Library is wheelchair accessible with entry ramps and handicapped parking located on the south side of the building. Hearing devices may be requested from the City Recorder prior to the meeting. 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.*



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## Staff Report

File Number: 17-444

**Agenda Date:** 8/8/2017

**Status:** Agenda Ready

**To:** City Commission Work Session

**Agenda #:** 3a.

**From:** Community Services Director Phil Lewis

**File Type:** Report

### **SUBJECT:**

Park Funding Options Discussion

### **RECOMMENDED ACTION (Motion):**

Staff recommend that City Commission discuss funding options for long-term maintenance of City Parks and Recreation facilities.

### **BACKGROUND:**

City Commission's adopted goals for the 2017-19 biennium include Goal 2 of addressing critical facility needs. Parks and Recreation deferred maintenance needs are identified as follows:

1. Develop future revenue options for long-term maintenance of City Parks and Recreation Facilities; and
2. Continue to increase funding to address deferred maintenance for the City Parks and Recreation Facilities.

The presentation will focus on general funding options that parks and recreation agencies use to fund parks and recreation services. The information presented will serve to give Commission opportunity to identify options for further study and exploration. Identified funding options will include:

- General Fund Support
- General Obligation (G.O.) Bonds
- Local Option Levy
- Park District
- Park Utility Fees
- Food & Drink Tax
- Dedicated Transient Tax

The presentation will also highlight current deferred maintenance needs, conditional assessment report timing and next steps.



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## Staff Report

File Number: 17-456

**Agenda Date:** 8/8/2017

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3b.

**From:** Economic Development Manager Eric Underwood

**File Type:** Presentation

### **SUBJECT:**

Economic Development August 2017 Progress Report

### **RECOMMENDED ACTION (Motion):**

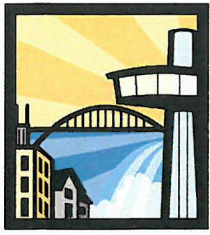
This presentation is to update the City Commission on the Economic Development Department's progress toward Goal 1.

### **BACKGROUND:**

In January 2017, the City Commission identified cultivate an environment for successful economic development as Goal 1 for the 2017-2019 biennium. The City Commission also identified seven priorities under Goal 1.

The Economic Development Department will give a presentation on the 2017 progress toward Goal 1. The presentation will specifically cover the industrial lands in the Beavercreek Employment Area, the Tourism Strategic Plan, and the Willamette Falls Legacy Project priorities. The presentation will also cover other priorities and economic development work that meet Goal 1.





# OREGON CITY



## OPEN FOR BUSINESS

**Oregon City** is well positioned for investment, growth, and development.

When companies choose to do business in Oregon City, they know they have access to everything they need from a multi-modal transportation network, to critical infrastructure, to a large pool of talented workforce, to a business-friendly government.



# Oregon City's Strategic Location



## Where you need to be

Oregon City is centrally located in the thriving Pacific Northwest. Just outside of Portland, Oregon, it has all the amenities of a large city, without the hassles.

Portland International Airport offers 12 nonstop international destinations, including Tokyo, Frankfurt, and Amsterdam, and 68 nonstop domestic destinations including New York, San Francisco, and Washington DC.

The Port of Portland, Oregon's only deep draft container port and the state's largest port, is a major player in international trade connecting North America to Asia, South and Central America, the Middle East, and Europe.

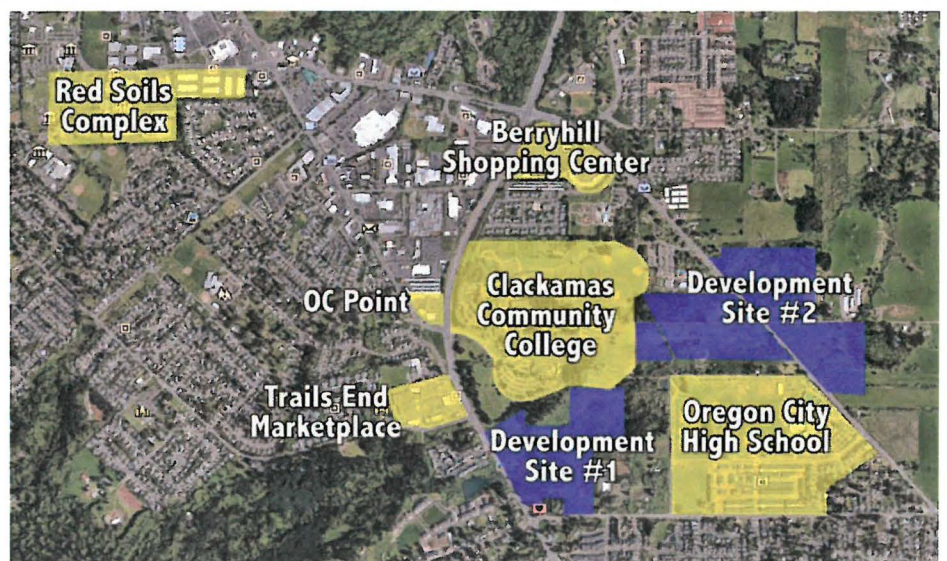
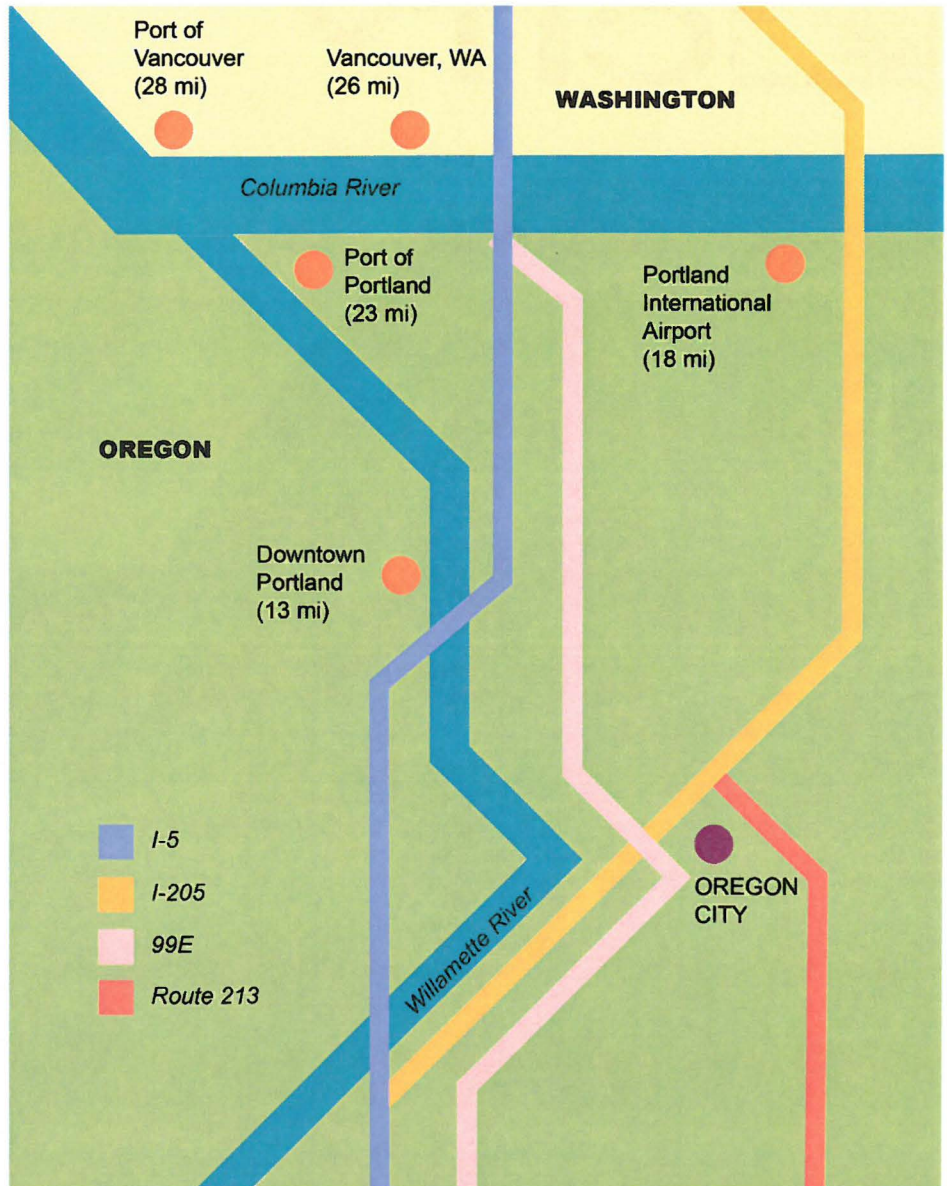
With more than 90 acres of industrial land available for development, commercial and office space available throughout the city, and multiple redevelopment opportunities, Oregon City is a prime location for companies from a variety of industries.

Other highlights:

- Critical infrastructure and utilities planned to meet the demand requirements of key industries.
- Broadband fiber infrastructure.
- Electricity prices that consistently fall below the national average.

## See available sites

Find a site using Clackamas County's property search tool: [cmap.clackamas.us/ccss](http://cmap.clackamas.us/ccss)





# Oregon City's Talented Workfoce

## Wide laborshed

Oregon City's labor draw includes Clackamas, Multnomah, and Washington Counties.

41

Median age of workforce.

26,000+

Number of workers in Oregon City.

285,000

Number of workers within 30 minute drive time.

1.8M

Number of workers in Greater Portland Metro.

## Education opportunities

Oregon City offers cutting edge education and training for the next generation of workforce through Clackamas Community College and the Clackamas Academy of Industrial Sciences.



## Clackamas Community College

New state of the art Industrial Technical Center for advanced manufacturing and other technical careers. The 44,424 square foot center, pictured here, will include labs and classrooms benefiting electronics, manufacturing, welding, and other skilled trades. Manufacturing, CNC Machining, Mastercam and microelectronics will be key tenants in this building. Other opportunities at CCC include: Five apprenticeship programs, 90 career and technical programs, and customized business training.

## Clackamas Academy of Industrial Sciences

Innovative, contextual learning environment focused on Manufacturing Technologies. Career relevant learning, industry exposure, and internships for career focused students. Industry/college certifications and degrees through Clackamas Community College.

Target Industries occupations and projections	Clackamas		Portland Tri-County (Clackamas, Multnomah, Washington)	
	2014 Employment	2024 Projected Employment	2014 Employment	2024 Projected Employment
Key Occupations				
Computer Occupations	2,764	3,498	32,923	41,003
Engineers	1,923	2,210	17,031	19,702
Drafters, Engineering Technicians, and Mapping Technicians	704	778	9,222	9,954
Arts, Design, Entertainment, Sports, and Media Occupations	2,885	3,226	19,602	22,711
Installation, Maintenance, and Repair Occupations	5,590	6,494	30,098	34,026
Production Occupations	12,012	13,330	57,105	63,200
Material Recording, Scheduling, Dispatching, and Distributing Workers	4,216	4,655	22,593	24,566
Material Moving Workers	5,327	6,036	26,440	30,061
Healthcare Practitioners and Technical Occupations	7,687	9,346	50,209	58,662
Management, Business, and Financial	17,395	20,041	116,984	135,396

Source: Oregon Employment Department, Workforce and Economic Research, 2014-2024 Employment Projections



# Oregon City's Business Value

## Oregon's State Business Costs

### Ranking: #8

(Compared to Washington at #17 and California at #42)

## Oregon's State Business Tax

### Climate Index: #12

(Compared to Washington at #11 and California at #48)

## Oregon does not have:

- General sales and use tax
- Receipts/revenue tax
- Inventory tax
- Worldwide unitary tax
- Motor vehicle excise tax
- State capital tax on asset value
- Direct levies on intangible properties, e.g., stocks
- Corporate Income Tax: Single Sales Factor

Plus, Oregon's workers' compensation is one of the lowest in the nation.

## Oregon City Utility Rates

**Water:** City of Oregon City - \$2.66 per 100 cubic feet (or 748 gallons)

**Sewer:** City of Oregon City - \$5.39 per 100 cubic feet (or 748 gallons)

**Electricity:** Portland General Electric - 6.2 cents/kWh (average for 50,000 kW demand)

## Business friendly government

Oregon City has a business friendly government focused on supporting the City's new and existing economic catalysts.

The City Commission's 2017-2019 Goal #1: "Maintain an Environment for Successful Economic Development"

## Economic Development Department

The City's Economic Development Department functions as a partner to businesses providing support ranging from:

- Tax credits and business incentives
- Help finding qualified employees
- Assistance with utilities and infrastructure
- Site selection and property searches
- Permitting and development process assistance
- And much more.

## Enterprise Zone

Oregon City offers a 3-5 year property tax exemption on new investments including building construction and improvements, machinery, and equipment.



*"Oregon City as a community has been very helpful and proactive in helping us understand the programs that are available to us to help save on taxes and grow our business, and we've really appreciated their proactive approach."*

**Kristine Gittins, VP of Finance, Benchmade Knives**

## Contact Us

**Eric Underwood**

Economic Development Manager

503-496-1552

eunderwood@orc.org

**Leigh Anne Hogue**

Economic Development Coordinator

503-974-5517

lhogue@orc.org

## Learn more

Learn more about Oregon City at  
**[orc.org/economicdevelopment](http://orc.org/economicdevelopment)**



- Changes to the landscape (economic, demographic)
  - Not your grandpa's mill town anymore – We are creating more diversity
  - Establishing a niche with a younger, energetic creative industry
  - Re-establishment of housing downtown
  - Working more toward a 24/7 business district
  - Employment diversification with the Beavercreek Employment Area (recapture the 175 living wage jobs that were lost with the closing of the mill and then some)
- Opportunities that might exist for CCC to work with you (partnerships, innovation, etc.)
  - Currently have a great partnership with CCC on BEA – Putting Education to Work Campaign
  - Film and Media – one of our targeted clusters.
  - Opportunity to strengthen our partnership by working together to identify workforce training needs; especially with new employers coming in to BEA
  - Be advocates of the economic and workforce training potential in BEA; help us get the word out
  - Formalized tourism program soon and maybe there are some opportunities there
- Challenges you face
  - Hearing from employers that it's hard to find people to fill the positions, then when they do they can't keep them for various skill set reasons
  - Infrastructure needs
  - Shovel ready status of properties
  - Funding
- Unique features of the area you serve that would help us chart our future
  - BEA workforce training potential
  - Tourism assets
  - Designated regional center
  - Proximity to assets that help businesses thrive



# ECONOMIC DEVELOPMENT

AUGUST 2017 PROGRESS REPORT

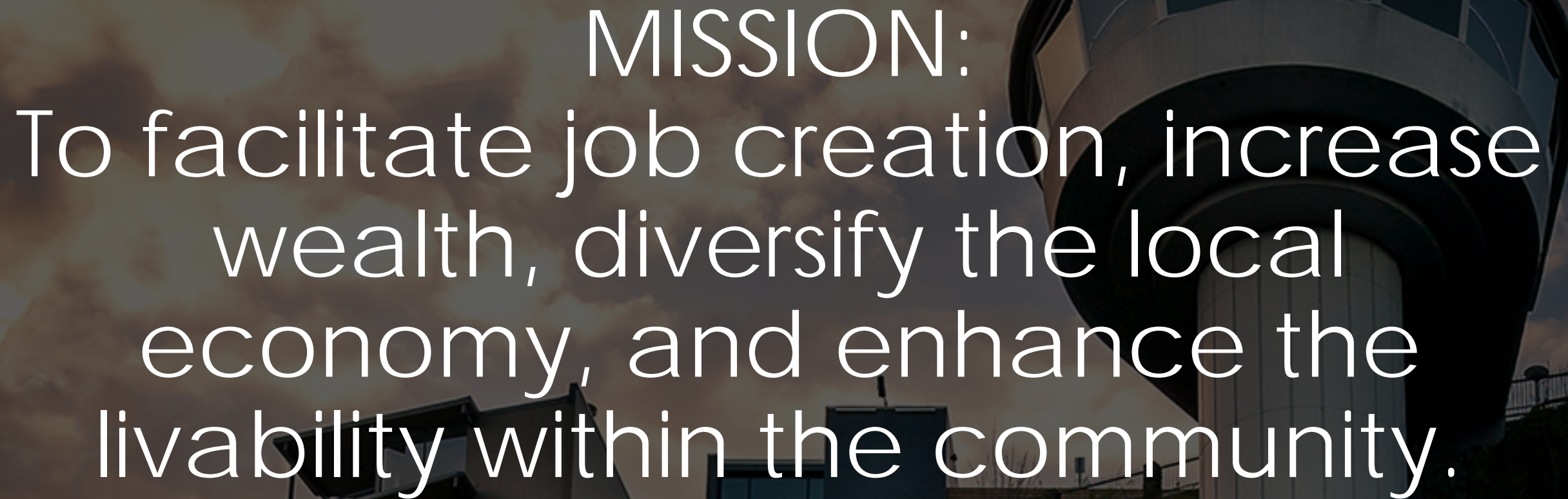




A large concrete arch bridge spans a wide river. The bridge features a prominent arch structure with multiple vertical supports. The river below is dark and reflects the sky. The sky is filled with heavy, dark clouds, creating a dramatic atmosphere. Bare trees are visible on the left bank.

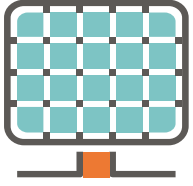
# GOAL 1: CULTIVATE AN ENVIRONMENT FOR SUCCESSFUL ECONOMIC DEVELOPMENT





MISSION:  
To facilitate job creation, increase  
wealth, diversify the local  
economy, and enhance the  
livability within the community.





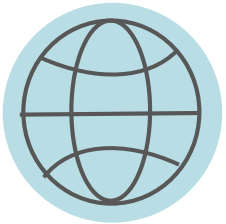
**BEAVERCREEK EMPLOYMENT AREA**



**TOURISM STRATEGIC PLAN**



**WILLAMETTE FALLS LEGACY PROJECT**



**ADDITIONAL PRIORITIES**



**METRICS & COMMUNICATIONS**







# DEVELOP INDUSTRIAL LANDS IN THE BEAVERCREEK EMPLOYMENT AREA



# Land & Infrastructure

Added approx. 20 acres

Strong property owner relationships

Completed sewer design & starting construction

Upgraded PGE substations





# Attracting Business & Industry

“Putting Education to Work”  
campaign

Agency partnerships

Marketing & recruitment  
strategy

Blue Ribbon Committee



Advanced Manufacturing



Advanced Tech-High Tech



Agriculture/Food Production



Food/Beverage Processing



Professional/Business Services



Software & Media Production

# Marketing & Recruitment Strategy

## Marketing Materials

### Actions

- Messaging
- Website
- Collateral

### Outcomes

- Shared messaging
- Website gaining traction
- Recruitment brochure

## Lead Generation

### Actions

- Targeted outreach
- Brokers/site selector relationships
- TEAM Oregon

### Outcomes

- 6 leads from GPI & State
- Relationship w/ GPI
- Relationships w/ brokers

## Retention/Expansion

### Actions

- Business outreach
- Supply chain opportunities
- Marketing partners

### Outcomes

- 2 companies considering BEA
- Recruiting marketing partners

## Public Relations

### Actions

- Local media outreach
- Presentations
- Social media

### Outcomes

- 75+ engagement at ITC event
- >1000 social media
- 1 earned media



# BEAVERCREEK EMPLOYMENT AREA

[WHY OREGON CITY? ▾](#)[BEAVERCREEK EMPLOYMENT AREA ▾](#)[KEY INDUSTRIES ▾](#)[PARTNERS ▾](#)[DATA ▾](#)[NEWS](#)[CONTACT](#)

## Key Industries for Beavercreek

The [Beavercreek Employment Area](#)'s strategic location in the Portland metro area, robust talent pool, and developable industrial land make it a prime location for businesses from a variety of key industries.

The Beavercreek Employment Area's competitive advantages and site selection criteria unique to each industry make the Beavercreek Employment Area a perfect location for these growing industries: advanced manufacturing, advanced technology-high technology, agriculture and food production, food and beverage processing, professional and business services, and software and media production.

Learn more about each key industry below.

## Key Industries for the Beavercreek Employment Area



[Advanced Manufacturing](#)



[Advanced Technology-High Technology](#)



[Agriculture and Food Production](#)



A scenic view of a river with a dam and a forested hill in the background. The text is overlaid on the image.

DEVELOP A TOURISM PLAN THAT  
BUILDS ON THE CONCEPT THAT WAS  
APPROVED IN 2016



# Stakeholder Visioning Retreat





# Stakeholder Visioning Retreat



**1 VISITOR PROFILE**

Who: Young family  
From: Seattle, Washington  
Why: Great weather  
What: Relaxation, beautiful views  
What: Good food, friendly people  
What: Easy access to outdoor activities

Who: Elderly couple  
From: Portland, Oregon  
Why: Visit friends  
What: Quiet, peaceful setting  
What: Good food, friendly people

Who: Family of four  
From: San Francisco, California  
Why: Vacation  
What: Beautiful views, good food  
What: Easy access to outdoor activities

**2 TOURISM ASSETS CRITERIA**

**HARD ON + INTERACTIVE**  
Sensory  
Visual  
Tactile  
Auditory  
Olfactory

**UNIQUE**  
Create a great experience to make great memories  
Beach, parks, trails, etc.

**AUTHENTIC**  
Feel of the place  
Sense of place  
Community  
Local culture

**3 PRESERVING THE PAST BUILDING THE FUTURE**  
2022  
Authentic  
A place that embraces its history while moving forward as a vibrant community  
Clean, inviting, walkable, well-maintained, beautiful  
Welcoming  
Looks like  
Sounds like  
Happy buzz - glenn clubbing, children, nature, music, sailing water, laughter, rain.

**4 PROPELLING QUESTIONS**

How Can We...  
Become the Pacific NW destination point when there isn't enough to do today a week and a collection of where to go/what to do

Work with our assets to create open spaces  
Create a hub for amenities available at SE Elsie, including - One Central Hub presence  
Develop Partners and Head Territory Travel Oregon

**5 LONGTERM NEEDS**

100 50 20

Can, If...





An aerial photograph of a river winding through a landscape. On the left bank, there is a multi-lane highway and a dense forest. The right bank features several large industrial buildings, including a prominent circular structure, and a residential area with houses. The river flows from the top center towards the bottom right. The text "DETERMINE FUTURE DEVELOPMENT ON THE FORMER BLUE HERON SITE" is overlaid in white, sans-serif capital letters across the middle of the image.

DETERMINE FUTURE DEVELOPMENT  
ON THE FORMER BLUE HERON SITE





# WFLP Ec Dev Plan

## GOAL: JOB CREATION

Create direct and indirect living wage jobs on and off the former Blue Heron site that support employees and their families.

### Strategies:

- Grow Oregon City's six key industry
- Create a business-supportive environment

## GOAL: REDEVELOPMENT

Facilitate the highest and best use of the former Blue Heron site property through redevelopment, which in turn increases property tax revenues for local governments to provide services to businesses and residents.

### Strategies:

- Plan, design, and/or construct public infrastructure
- Reduce and remove barriers
- Ensure investment in placemaking enhance property values



# ADDITIONAL PRIORITIES TO MEET GOAL 1





**GRAND COVE & COVE DEVELOPMENT**

**BUSINESS RETENTION & EXPANSION**

**DOWNTOWN DEVELOPMENT**

**REGIONAL PARTNERSHIPS**

**CITY-WIDE ECONOMIC DEVELOPMENT  
PLAN**







# KNOWING OUR IMPACT & COMMUNICATING OUR PROGRESS





# WHAT IS OUR IMPACT?

## JOBS

64

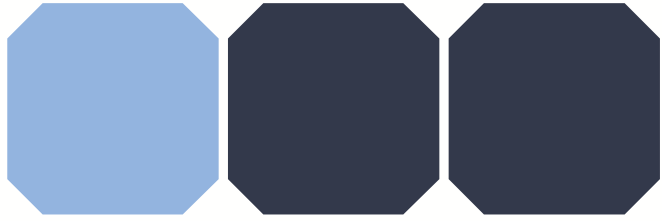
**Jobs created**  
Since 2015

346

**Jobs retained**  
Since 2015







## WHAT IS OUR IMPACT?

# ENTERPRISE ZONE

**\$7.9M**

**Private investment stimulated  
by \$991,338 in tax abatements**

Since 2015

**\$8**

**Private dollars invested for  
every \$1 property taxes abated**

Since 2015

**\$263,900**

**Estimated future property tax  
revenue from enterprise zone**

After 3 years







## WHAT IS OUR IMPACT?

# URBAN RENEWAL

**\$1.5M**

**Private investment  
stimulated by Urban  
Renewal grants**

2011-2016

**\$928K**

**Public dollars granted through  
Urban Renewal grants**

2011-2016

**\$33M**

**Increased taxable value of Urban  
Renewal District**

2011-2016







**WHAT IS OUR IMPACT?**

# COMMUNITY ENGAGEMENT

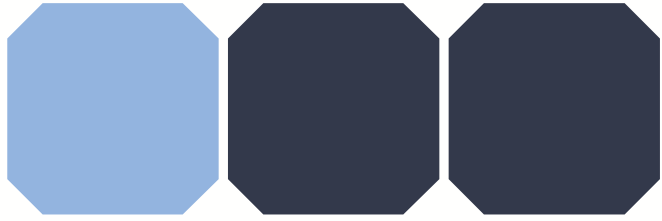
**Beavercreek Employment Area Workshops**

**Broker, Site Selector, and Partner Tours**

**OCBA, Chamber, Clackamas Community College, and County  
Presentations**

**Business Outreach**





## WHAT IS OUR IMPACT?

# 2017 BY THE NUMBERS

**4** Business visits

**6** Business recruitment leads

**7** Broker/partner tours

**3** Developments in the pipeline

**2k** Marketing reach

**100K** Community engagement







## WHAT IS OUR IMPACT?

# HEALTH OF THE ECONOMY

3.3%

**Unemployment rate**

Down from 8.5% in 2012

1,299

**Net new jobs**

Between 2012-2015

\$43,127

**Average annual wage**

11% increase from 2012

65

**Net new businesses**

Between 2012-2015

\$105K

**Increase in Transient**

**Room Tax**

Since 2014

\$496M

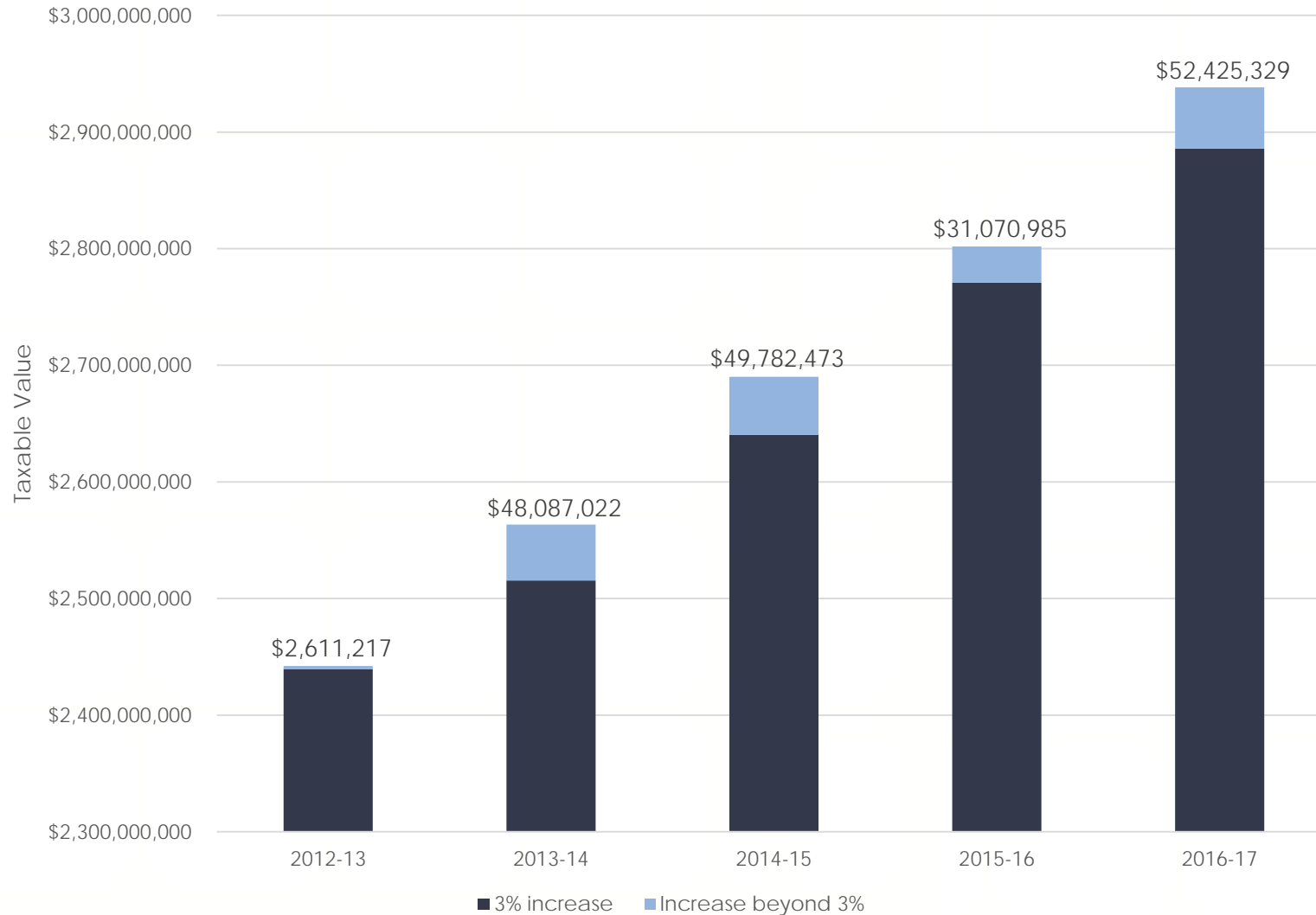
**Increased taxable  
value of Oregon City**

Since FY 2012-13





# TAXABLE VALUE



**\$184M**

**Increase in taxable value  
from development  
Since FY 2012-13**



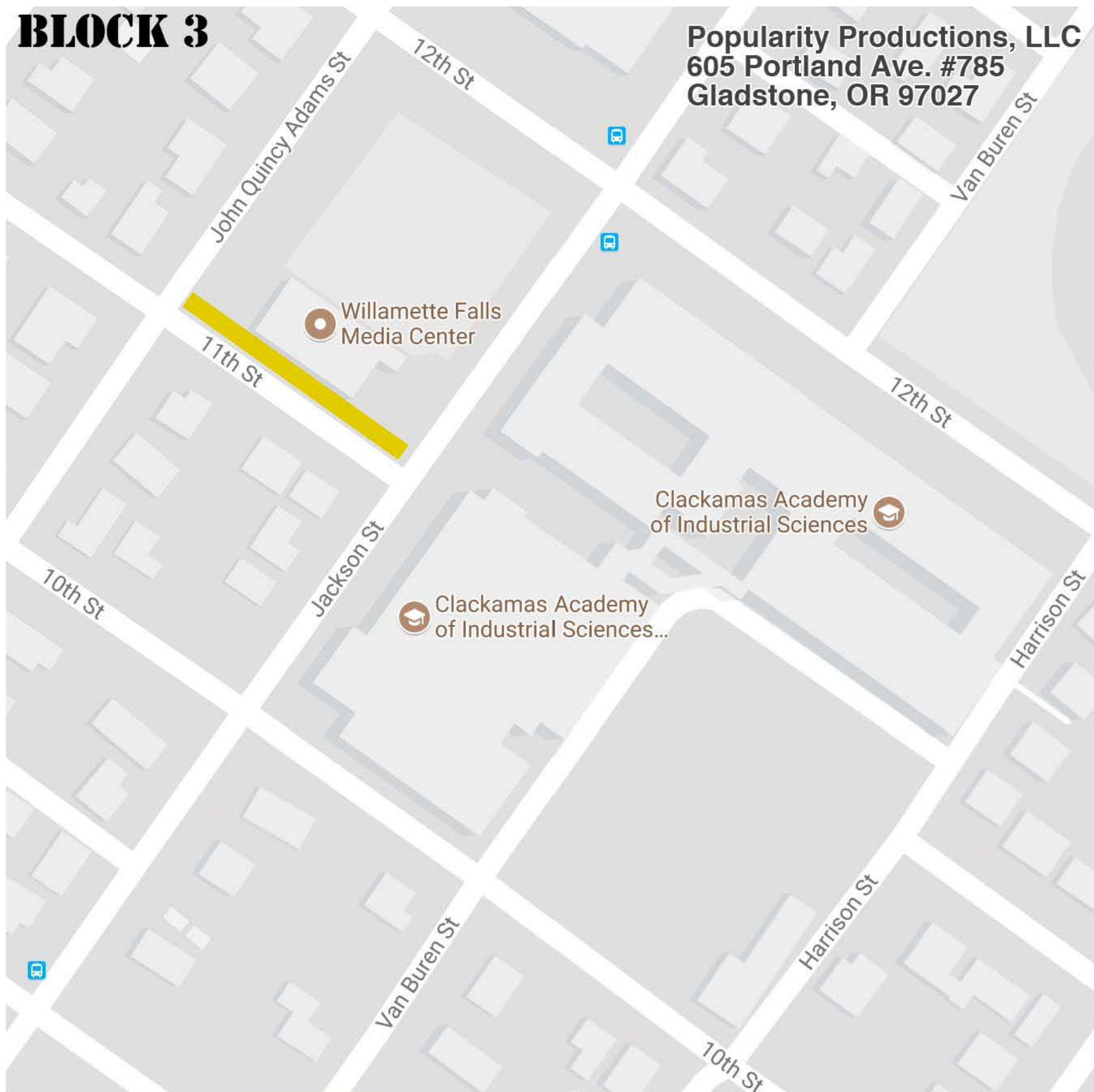




# QUESTIONS?



# BLOCK 3



**POSTED “NO PARKING” ALL HOURS**

***August 1st - August 17th***

North side of 11th Street between John Quincy Adams St & Jackson St



# Parks & Recreation Funding Options

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Oregon City Community Services

# Department Overview

- 38 parks and facilities including:
  - Parks
  - Trails & Linear Parks
  - Mt. View Cemetery – 55 acres
  - Facilities – Pioneer Center, Oregon City Pool, End of the Oregon Trail, RV Park
  - Recreation Programs – Camps, Movies in the Park, Concerts in the Park
  - Facility Maintenance – All City Facilities



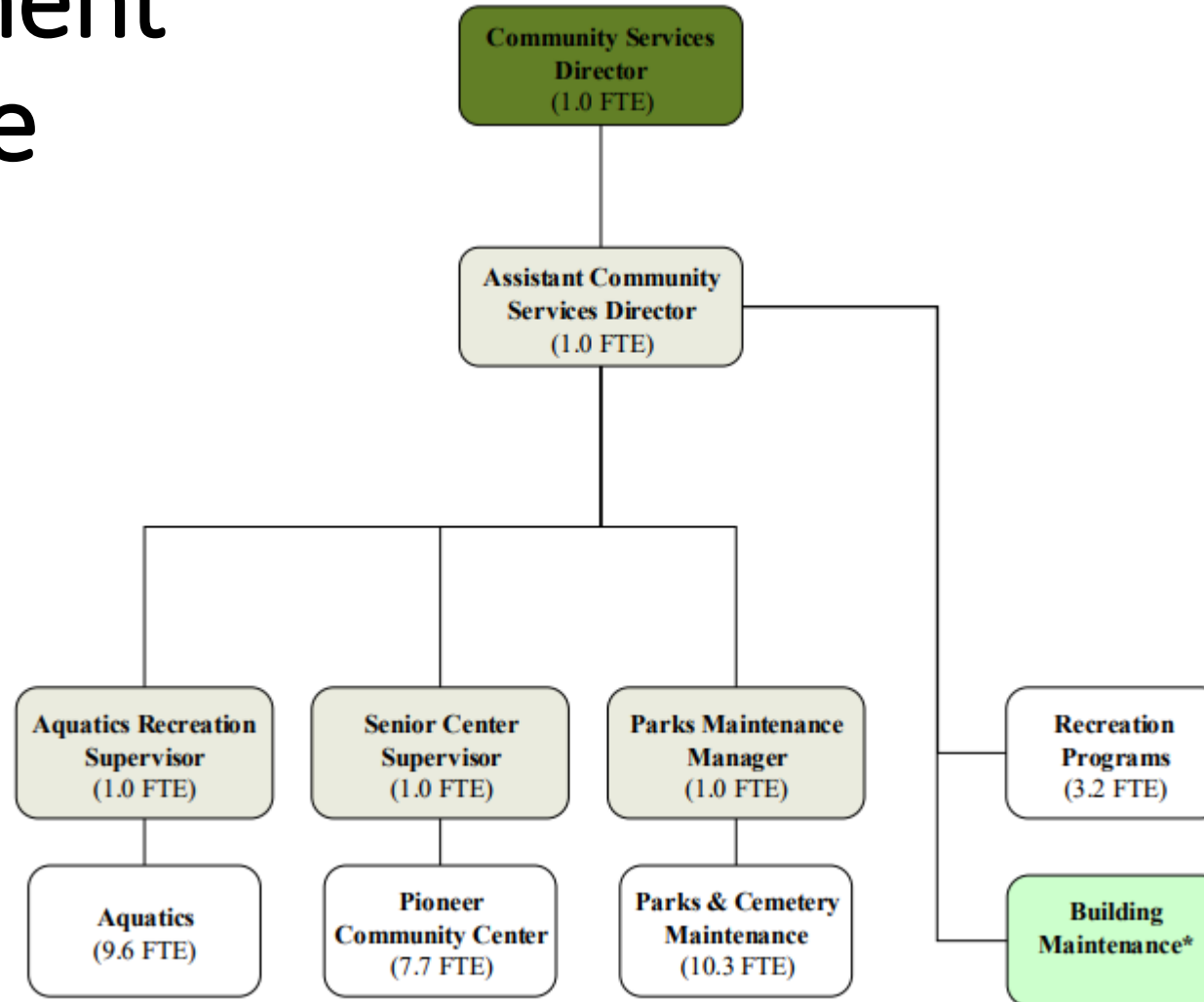








# Department Structure



# Staffing Levels & Responsibilities

- Oregon City Parks
  - 6 full-time Park Maintenance Specialists
  - 2.55 seasonal Park Maintenance Specialists FTE
  - 38 parks/270 acres of park land
  - 31.5 acres per FTE
- 2012 NRPA Study (National Parks & Recreation Association)
  - Median jurisdiction numbers based on Oregon City population and responsibilities
  - Parks Maintained: 20-49 parks, 18.5 acres/FTE
  - Population: 20,000 – 49,999, 18.5 acres/FTE
  - Acres of Parks: 250-1,000, 19 acres/FTE
  - Oregon City Parks would need 14.6 FTE to align with median agency



# Staffing Levels & Responsibilities

- Oregon City Facility Maintenance
  - 1.5 FTE
  - 208,991 rentable square feet (RSF) - does not include shop buildings or mausoleums
  - 287,499 square feet including shop buildings and mausoleums
- 2005 IFMA Survey (International Facilities Maintenance Association)
  - 650 operation and maintenance organizations surveyed to complete benchmarks
  - 1 FTE: 47,000 RSF
  - Oregon City would require 3 additional FTE's to meet minimum maintenance levels

# Deferred Maintenance





# Current Conditions

- Current Conditions
  - Minimal data
  - Dated data
  - Anecdotal information
- Condition Assessment Report (mid-August through October)
  - Project Development - Inventory, methodology, refined timeline
  - Facility Assessments
  - Park Assessments
  - Specialty Assessments - consultant
  - Report - draft and final versions

# Funding Options





# General Fund Support

- Increase permanent tax rate to be used for parks and recreation services
- Oregon City is currently \$0.6481 under the permanent tax rate limit
- Benefits: Stable funding source for park operations
- Challenges: Revenue is general fund and subject to shifting priorities

# General Obligation (G.O.) Bond

- May be used for land acquisition or capital projects, not for operations and maintenance purposes.
- 61% success rate in Oregon 1996-2015 (*source: Trust for Public Land*)
- Recent Bonds:
  - Portland 2014 - \$68M
  - Bend 2012 - \$29M
  - Willamalane 2012 - \$20M
- Benefits: Available for capital projects
- Challenges: Can not contribute to operational needs or ongoing maintenance



# Local Option Levy

- Up to 5 years for operations levy or up to 10 years for capital levy
- Outside of permanent tax rate for City but subject to combined rate limit under Measure 5
- Recent Levies:
  - Hillsboro 2017 - \$1.72/\$1,000 (parks & public safety)
  - Metro 2016 – 9.6 cents/\$1,000, approx. \$80M
  - Corvallis 2013- 81.81 cents/\$1,000
- Benefits: Flexible
- Challenges: Not reliable – continued public vote needed for ongoing support

# Park District – County Service District

- ORS Chapter 451
- County Commissioners serve as District Board of Directors
- Example: North Clackamas Park & Recreation District
- Benefits: Targeted focus on parks and recreation
- Challenges: Loss of local control, level of service dependent on permanent tax rate and prioritization of regional agency



# Park District – Special Park District

- ORS Chapters 266 and 198
- Municipal corporation for park and recreation services
- Voter elected Board of Directors
- Examples:
  - Tualatin Hills Parks & Recreation District
  - Bend Parks and Recreation District
  - Willamalane Parks and Recreation District (Springfield, OR)
- Benefits: Targeted focus on parks and recreation
- Challenges: Stand alone park district loses efficiencies of larger organization and City Departments

# Park Utility Fee

- Fee paid on regular utility bill specific to parks and recreation
- Jurisdictions using Park Utility Fee:
  - West Linn
  - Medford
  - Gresham
- Statistically valid survey – As part of 2008 Oregon City Park & Recreation Master Plan 76% of respondents indicated they would pay some type of Park Utility Fee
- Benefits: Stable, dedicated funding source for park operations
- Challenges: Existing utility fees



# Food and Drink Tax

- Tax on prepared food and beverage sales
- Example: Ashland Parks & Recreation
  - $\frac{1}{4}$  of 5% tax
  - Approximately \$700,000 annually in revenue
- Benefits: Stable, dedicated revenue source
- Challenges: Management of stand alone tax, public perception of sales taxes in Oregon, resistance from local restaurants

# Transient Tax

- Dedicated tax revenue for tourism related parks and recreation facilities and programs
- Current tax rate of 6% from hotel/motel stays
- Department supports tourism facilities:
  - Ermatinger House
  - McLoughlin Promenade
  - End of the Oregon Trail
  - Clackamette Park
- Benefits: transient funds would support P&R transient projects/facilities, could dedicate with future hotel/motel developments
- Challenges: competition for funds



# Next Steps

- Feedback from Commission
- Condition Assessment Report
- Updated cost estimates
- Further study and exploration
  - Feasibility study (if appropriate)
- Public engagement



Questions, comments?



PROPERTY VALUE  
**+\$900 million**



Total value added to residential properties located within 2 blocks of a park

TOURISM  
**+\$1.4 billion**



Estimated economic impact of tourism in Chicago's major parks

