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

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

Goal 1: Cultivate an Environment for Successful Economic Development

Willamette Falls Legacy Project

- Complete the Federal, State and Local permit approval process for phase 1 of the Riverwalk and begin construction in the spring of 2020.
- Continue to work with the property owner to determine future private development on the site including funding, infrastructure, parking and development strategies.

Cove Project – Phase II

- Work with the Cove development team to implement the approved Disposition and Development Agreement and to complete the habitat restoration and mitigation assessment.

Railroad Quiet Zone

- Complete design and construction drawings of required quiet zone improvements at 10th and 11th Streets.
- Identify a funding strategy to construct the quiet zone improvements.

Beavercreek Employment Area

- Identify additional funding opportunities to provide needed infrastructure to serve this area.
- Continue partnership with the Chamber of Commerce, Clackamas Community College and Clackamas County Business and Economic Development to continue the marketing and development initiative efforts to bring investment and employment opportunities to this area.

City-wide Economic Development Plan

- Develop City-wide Economic Development Strategy.
- Intensify recruitment efforts by participating in Team Oregon, working with local companies with plans for expansion and connecting with site selectors.

- **Urban Renewal District**
  - Determine how to proceed with the Urban Renewal program in Oregon City through further discussion with the Urban Renewal Commission.

- **Tourism Plan**
  - Implement the City's adopted Tourism Plan ~~that was approved by the Commission in 2018~~through a coordinated, collaborative effort with all stakeholders.

Goal 2: Address Critical Facility Needs

~~**Redevelopment of the Fir Street Property**~~

Public Works and Parks **Operations** ~~**Department**~~**Center**

- Complete the redevelopment of the Fir Street property to accommodate the needs of Parks Maintenance and the Public Works Department, accompanied by a public communication strategy to develop more public support and understanding regarding public facility needs.

- Determine the future use of the Public Works Operation Center property that is located on Center Street, including the Upper Yard, as part of a holistic facilities strategy, once the move to the Fir Street facility is completed.

- **Meyers Road and Molalla Avenue Projects**

  - Complete the design and begin construction of the Meyers Road Eextension and the Molalla Avenue R~~r~~econstruction P~~p~~rojects.

Beavercreek Road Concept Plan Area

- Identify the preferred location, funding methods and necessary agreements to construct a new Beavercreek Reservoir and Pump Station to meet the distribution system needs in this area.

~~**Community**~~ **Parks Deferred Maintenance**

- Develop revenue options for the long-term maintenance of City Parks and Recreational Facilities for the Commission to consider based on an identification of low/medium/high priority needs.

- Determine outreach plan and communication strategy to gather input from the community to guide the Commission decisions.

Information Technology

- Complete a strategic plan for short-term and long-term Information Technology infrastructure improvements and management needs to ensure the viability and security of the City's system.

Police, Commission, and Court Facility

- Complete the final design and begin construction of the new ~~**Police Department**~~Facility, in conjunction with the overall long-term strategy for City facilities.~~and Court Facility.~~

Goal 3: Enhance the Livability of the Community

~~**Houseless**~~ **Community Members Experiencing Homelessness**

- Work with regional partners to ~~develop programs and strategies and to~~ identify additional funding and provide increased education on resources available to reduce and prevent ho~~us~~elessness in the community.

Waterfront Master Plan

- Revisit a portion of the Waterfront Master Plan, including Clackamette Park, the boat ramp location, the RV Park and the City-owned properties across from Clackamette Park.
- Develop the goals and scope of the Plan, prior to beginning work.

~~Affordable Housing~~Construction Excise Tax

- Review the potential implementation of an affordable housing construction excise tax and how any revenues could be distributed and invested into programs and projects to reduce housing costs and provide affordable housing opportunities.

Ermatinger House

- Work ~~to identify~~with strategic partnerships and stakeholders to establish a long-term operation and maintenance plan. ~~agreements with volunteer groups, non-profits and/or other organizations to increase the hours of operation of the Ermatinger House~~.
- Work to connect Ermatinger House with the Tourism Plan and economic development.

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

Electronic Records Management and Information Governance~~System~~

- Conduct a City-wide records inventory and make the information readily available, which will increase public access to City records and information.

Oregon ~~City~~ Library Association Public Library Standards

- Create and implement a consistent method to survey and assess ~~from~~ the community to meet the Oregon Library Association Public Library Standards and ensure the Library provides appropriate~~the~~ resources and services. ~~provided at the Library, which would include technology needs, public perception, facility and service needs, diversity and satisfaction.~~

Comprehensive Plan Update

- Identify grant opportunities and begin the process to update the Oregon City Comprehensive Plan.

City-wide Communications Strategy

- Create and implement a City-wide Communications Plan.

Goal 5: Maintain Fiscal Health & Long--Term Stability

Deferred Water Infrastructure

- Begin community outreach and communications regarding long-term water rates and the need for infrastructure replacement.
- Prepare for possible ballot measure to address degraded water systems.

Stormwater Master Plan

- Update the Stormwater Master Plan, Capital Improvement Plan and complete a Rate Study and System Development Charge analysis for the City's stormwater system.
- Adopt the appropriate Rate and System Development Charge to implement the projects identified in the Master Plan.

Parks and Recreation Master Plan

- Update the Parks and Recreation Master Plan, Capital Improvement Plan and complete a System Development Charge analysis for the City's parks system.
- Adopt the appropriate System Development Charge to implement the projects identified in the Master Plan.