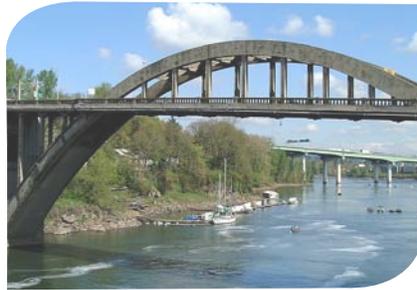


OREGON CITY FUTURES

PROGRESS REPORT & RECOMMENDATIONS



A STRATEGY FOR ECONOMIC DEVELOPMENT 2006:
CREATING A **regional** CENTER

With participation from:



CITY COMMISSION OF OREGON CITY

Mayor Alice Norris
Commission President Trent Tidwell
Commissioner Daphne Wuest
Commissioner Damon Mabee
Commissioner Doug Neeley

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January 2007

To: Mayor Alice Norris
Oregon City Commission
Larry Patterson, City Manager
Citizens of Oregon City

A little more than two years ago, Oregon City's elected Commission chose to implement a bold and exciting Economic Development Strategy. The Commission determined to champion an audacious and comprehensive vision for positive change in Oregon's oldest incorporated city. Recognizing that Oregon City was one of only seven communities in the greater metropolitan Portland area that had been designated as a Regional Center by Metro, the Commission elected to build an economic development program around that designation.

Two years have passed and a great deal has been accomplished. The Oregon City Commission, the Planning Commission, the Urban Renewal Board, citizens, property owners, business owners, and others have rallied to the challenge. The result is a surprisingly large number of positive changes. This document summarizes many positive changes achieved thus far and describes many more that are in planning and underway. Capital investment, job creation, new buildings and businesses are all contributing to bring new life and vibrancy into downtown Oregon City, the expanded Regional Center, 7th Street Corridor, and Hilltop to name a few. It has been both a pleasure and an honor to work closely with the leadership of Oregon City and to be a part of this important and significant change. We look forward to a continuation of this relationship and to bringing more activities and projects to successful implementation

Respectfully,

LELAND CONSULTING GROUP, URBAN STRATEGISTS



David C. Leland, Managing Director



Melinda Plummer, Sr. Associate



Willamette Riverfront



Oregon City Bridge



Blue Heron Paper Mill

REPORT APPROACH

1 ACCOMPLISHMENTS

1. Keep track of the Accomplishments and progress being made—keep the energy high.

In the two years since the City Commission adopted the Implementation Strategy, Oregon City's economic vitality has clearly improved. Much has happened, resulting in a variety of successes. Some projects are completed; some just started; and others are in various stages of planning. Several of the key projects are described in the following pages. Because of the lessons learned thus far through project and plan implementation, it is time for a thorough review and a subsequent refinement of the strategy as necessary to enable the City to continue forward progress.

2 REFINEMENTS

2. Refine the strategy as needed to keep projects moving forward.

The Regional Center process is not linear and involves many components evolving at the same time - all independent, yet interlocking and interrelated for success. Just as a puzzle has distinct individual pieces, it only makes complete sense within the larger framework. Each component must be considered in concert with one another. Principle Nine of the Implementation Strategy (Ongoing Review) recognized the need to allow evolution within the Phase I strategy, to support the pieces that are working, to remove those that are not, and to change the strategy as needed to continue progress. This report provides an explanation of how these evolving pieces fit together, identifying the tools needed for continued implementation.

3 ACTION

3. Create an updated list of Action items needed to get and keep projects moving.

Similar to the Phase I report, the purpose of this document is not only to act as a progress report for the work accomplished in the last two years, but more importantly to create a new set of action items for Oregon City to pursue in its continued effort to implement the Regional Center and revitalization of Oregon City. Action items are identified following each puzzle piece, and are consolidated into a comprehensive list at the conclusion of the report.

REVITALIZED
OREGON CITY
REGIONAL
CENTER

PHASE I SUMMARY

When the City Commission defined an economic development strategy in Fall 2004, the strategy focused on implementing Oregon City's Regional Center designation, as defined in Metro's 2040 Growth Concept Plan. As one of seven regional centers named in 1992, Oregon City had not previously elevated the designation to a level of importance. However, the inherent benefits of doing so soon are clear in terms of positioning the city for success:

- Establishing Oregon City as the Center for the Southeast Region of the Portland metropolitan area;
- Establishing a sub-regional alliance of cities and places that can work together to bring economic benefits to participating communities, with Oregon City taking a leadership role;
- Escalating development of key properties in the expanded downtown portion of the Regional Center and defining that center as much larger than the Historic Downtown;
- Creating mutually supportive alliances with Metro, Clackamas County, adjacent cities and districts, state agencies through the Governor's Economic Revitalization Team (GERT), and other parties.

CREATED A STRATEGY FOR ECONOMIC SUCCESS

A strategy for the Oregon City Regional Center was carefully crafted in October 2004. Leland Consulting Group (LCG), Urban Strategists, was retained by the City of Oregon City to define that strategy and the necessary steps to achieve the implementation. LCG, working with city staff and StastnyBrun Architects, reviewed the various plans and studies previously prepared by and for the city, met with the City Commission and government entities cited above, and prepared a strategy to guide future development within an area to be defined as the Regional Center. The City Commission adopted the resulting document "Oregon City Futures: A Strategy for Economic Development: Phase I: Summary and Recommendations."

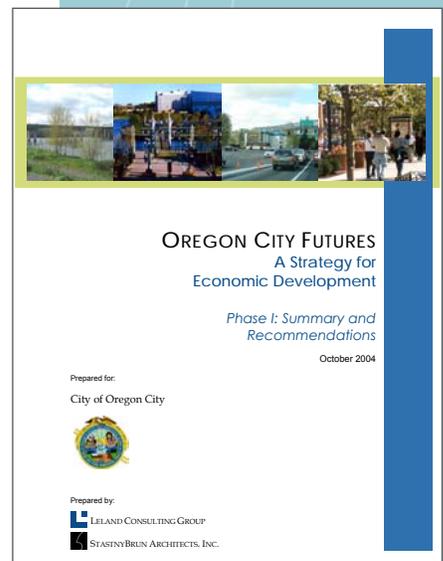
The purpose of that report was to guide and enable Oregon City to achieve its economic development goals through the realization of its Regional Center designation and the growth possibilities that could be associated with implementation of the designation. The report and resulting strategic approach was comprehensive. The "big picture" was always kept at the forefront as a method for deciding which objectives have priority and which tools are needed to get the job done. The City took this strategy as a guide to actively define its future success.



View of historic Old Town



Willamette Falls



Phase I Report Cover

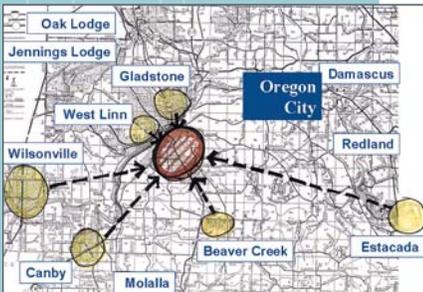
DEFINED THE REGIONAL CENTER AND ITS SERVICE AREA

In realizing a strategy for change and implementation, the Phase I Report defined the Regional Center in terms of what the center could be, what its boundaries should include, and defined a hierarchy of districts within the center.

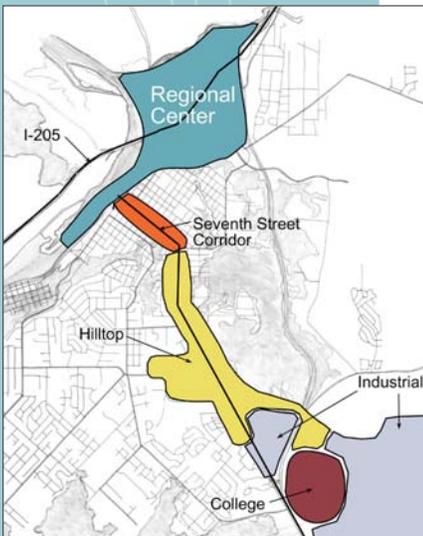
The Oregon City Regional Center, refers to a designation in Metro's 2040 Growth Concept Plan that describes a concentration of activity and investment that serves an area of multiple cities and towns. As one of seven Regional Centers officially designated in the Concept Plan, Oregon City is defined as the central hub to its surrounding satellite communities, to provide goods and services not readily available in individual smaller communities. As a Regional Center, Oregon City will ultimately serve more than 150,000 people.

The boundaries of the Regional Center are shown within the diagram to the left. Adjacent to the Regional Center District's boundaries are the areas of the Seventh Street Corridor, Hilltop District and Clackamas Community College. The districts that comprise the Regional Center recognize that the geography, history, character and conditions within the Center are not consistent. Cities are comprised of districts and particularly so in the urban heart - civic, retail, housing, employment, entertainment, recreational, and other districts connect to form a whole.

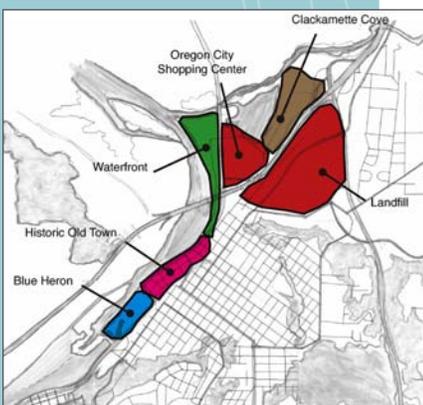
The smaller districts and subdistricts defined within the larger Regional Center structure include the Blue Heron site at the southernmost end, Historic Old Town, the Rossman Landfill area, Clackamette Cove, the Oregon City Shopping Center, the Waterfront, and the Seventh Street Corridor connecting the Regional Center area to Hilltop and the rest of Oregon City up on the bluff and beyond.



Regional Center serves outlying communities



Oregon City Districts



Oregon City Regional Subdistricts

PROVIDED AN IMPLEMENTATION STRATEGY

The Phase I report recommended a proactive approach to the future by building a partnering network within the sub-region, including other municipalities and the private sector in order to provide services to the greater community. The strategy established a set of principles to set the stage for implementation and to serve as a test against action items for consistency with the City's vision. The Regional Center Implementation Strategy is shown, in brief in the sidebar. The complete strategy may be reviewed in Appendix A.

DEFINED THE NEXT STEPS FOR OREGON CITY

Using the strategic principles as a guide, the Phase I report concluded with next steps in the form of action items for the City to pursue toward implementation of the Regional Center. (Those action items are listed in the Appendix B.)

IMPLEMENTATION STRATEGY

- 1 Make a great plan
- 2 Many, many projects
- 3 Many Stakeholders
- 4 Committed, Ongoing Leadership
- 5 A Good Organization
- 6 Development Standards
- 7 Communications and Marketing
- 8 Supportive Government
- 9 Ongoing Review



Step by step

ACCOMPLISHMENTS & LESSONS LEARNED

OREGON CITY ECONOMIC DEVELOPMENT GOALS:

- Increase the community's assessed value
- Increase the diversification of businesses and industries
- Increase the number and quality of jobs
- Develop businesses with staying power
- Enhance the appeal and attractiveness of community
- Provide an environment for strong business and industrial growth
- Leverage urban renewal and public dollars to maximize the total investment and development effort
- Create tax increment with each investment or create an environment in which private investment will follow public investment (through urban renewal)

ACCOMPLISHMENTS

This report will provide the Oregon City Commission with an important status report of progress on the Oregon City Regional Center.

Following the adoption of the implementation strategy in the Phase I report, Oregon City leadership and city staff began immediately to pursue implementation of the Regional Center. Mayor Norris visited with surrounding jurisdictions, enlisting collaboration and receiving ideas for needs in the sub-region. Working with the consultant team, the City contacted and garnered support from a variety of regional and state agencies, including the Governor's Economic Revitalization Team (GERT), Metro, Clackamas County, ODOT, DLDC, and others including the Congressional delegation.

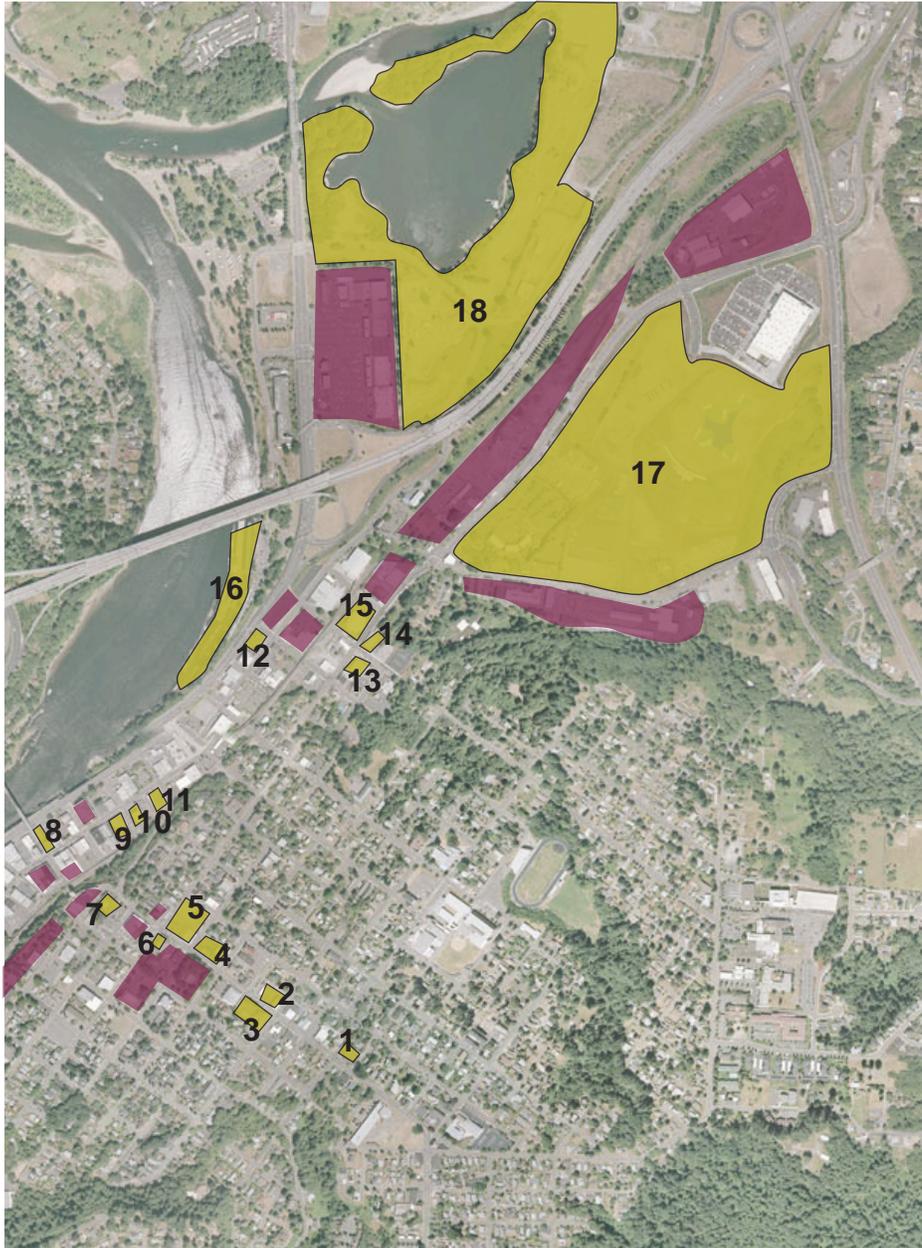
As the City began implementing the economic development strategy, a new attitude of confidence has grown and regional attention has shifted toward Oregon City. Renewed interest in real estate development is happening in Old Town, along Seventh Street, in the Hilltop area, and in the Clackamette Cove and Rossman Landfill sites. Figure 1 illustrates where many recent projects have occurred and also denotes areas with projects in the planning stages or potential redevelopment sites.

DOWNTOWN REDEVELOPMENT

Over the last two years, Dutch Bros. Coffee opened a thriving drive-thru business, Redside Equities remodeled and successfully leased the 900 Main Street building, and new businesses such as Winestock (a wine shop and bar), have opened and are doing well. Funnelbox, a traded sector creative group, has transformed an old city hall into live-work space. The energy in the historic old town is gradually strengthening, with each new achievement bringing new interest and new business.

Issues remain, such as adequate parking, visibility, the future of the County Courthouse and its clientele, historic preservation, and attractive, safe access and connections to the rivers.

FIGURE 1: The illustration below shows many of the current or recently completed projects in the Regional Center.



DEVELOPMENT OPPORTUNITIES

Near Term or Recent Development Sites

Potential Development Site

- 1 Commercial Property renovation
- 2 Commercial Property renovation
- 3 Commercial Property renovation
- 4 OC Plumbing Bock
- 5 Battery Exchange
- 6 Black Point Inn
- 7 McClean Clinic
- 8 Commercial Property renovation
- 9 Retail Property renovation
- 10 Retail Property renovation
- 11 Retail Property renovation
- 12 City's 12th Street Lot
- 13 Abernethy Center
- 14 Retail Property renovation
- 15 Willamette Falls Education Center
- 16 Waterfront Redevelopment
- 17 Rossman Landfill
- 18 Clackamette Cove

SEVENTH STREET REVITALIZATION

The City's street improvement program along the Seventh Street Corridor is garnering renewed interest in this vital area that links Oregon City geographically from the Historic Old Town District and the New Regional Center area to the Hilltop District and many of Oregon City's residential neighborhoods.

Good restaurants in Oregon City are vitally important. One new arrival is Blackpoint Inn, made possible in part through a partnership with the City and its Urban Renewal funding. Restaurants serve as anchors for a neighborhood center, keep local dollars in town, build pride in Oregon City, and send a message to the community that positive change is occurring.



Blackpoint Inn & Restaurant



Flambe' Restaurant



BEFORE



AFTER



BEFORE



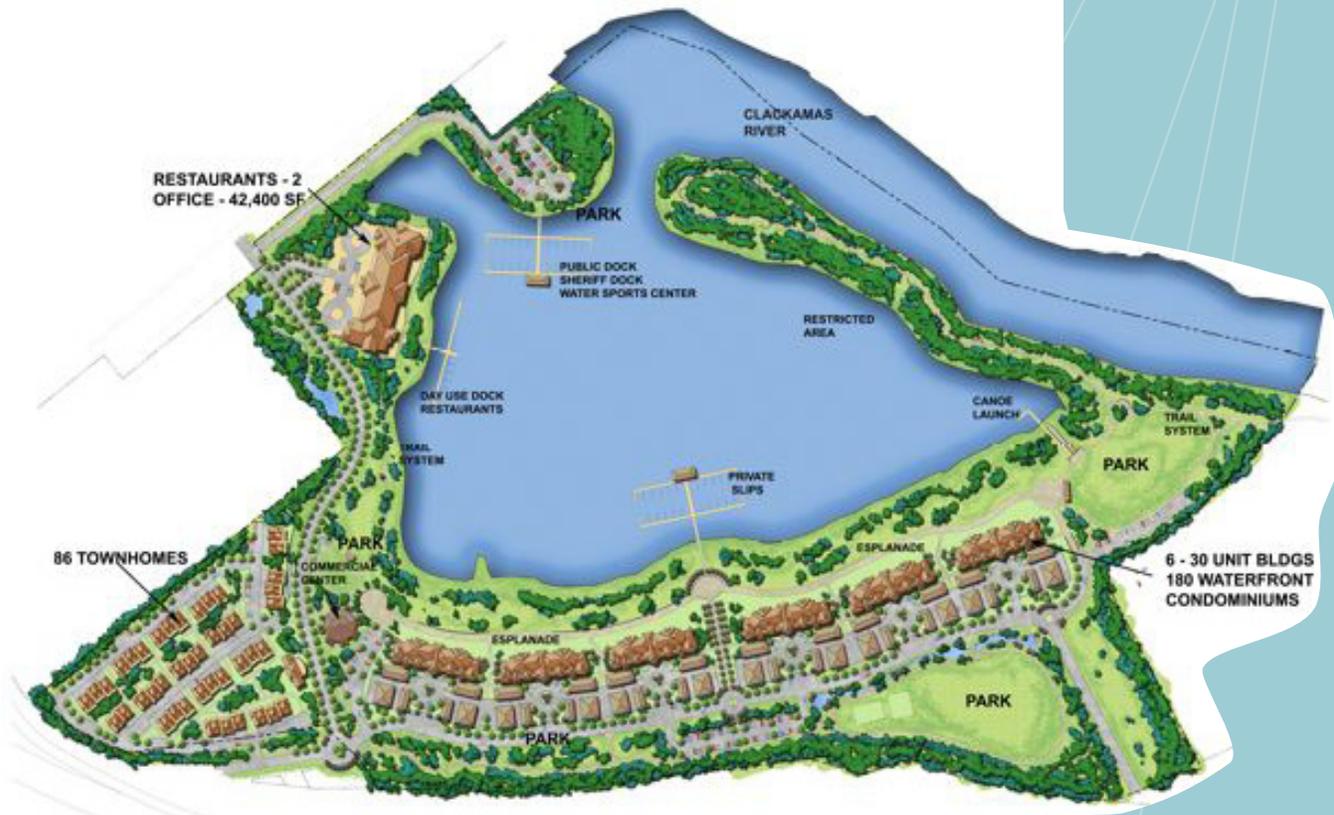
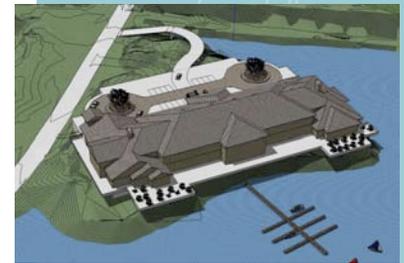
AFTER

Several major projects are currently in the planning stages for the Regional Center. The two foremost projects are centered around Clackamette Cove and the Rossman Landfill site.

CLACKAMETTE COVE

The City owns Clackamette Cove, comprising approximately 80 acres of land and water just west of I-205 and directly north of the older Oregon City Shopping Center on McLoughlin Boulevard. This cove is ideally located and suited for redevelopment. The City, in conjunction with LCG, recruited Pacific Properties Search (PPS), a local housing and resort community developer to develop a mixed-use proposal for the site. Subsequently, the City has entered into a memorandum of understanding (MOU) with PPS for the property at Clackamette Cove. The program includes housing, (condominiums, townhomes and apartments); two restaurants; a commercial component, including retail and office; private boat docks; and a public park surrounding the Cove, including access to the water, docks and canoe launch areas, a sports center, nature preserve and walking trails, and an esplanade along the length of the water.

This project will certainly maximize the potential of the area, provide a greater diversity of housing in Oregon City, and create a new destination for residents and visitors alike.



Proposed plan for Clackamette Cove
Source: Park Place Development

ROSSMAN LANDFILL

Park Place Development owns approximately 80 acres of land just east of I-205 and situated in the northern portion of the Regional Center. Because it was a former landfill, the site is large and challenging, with contaminated and unstable soil, much of it in the floodplain.

The current developer, recruited by Leland Consulting Group, is working with the City and the property owner to develop a large mixed-use development. Plans for the center include retail, office, restaurants, housing, and an entertainment venue. Other possibilities include partnership with the End of the Oregon Trail Interpretive Center. Financial challenges remain due to the site condition as a former landfill and consequent construction constraints.

However, a mixed-use project of this type, size and scale is precisely what a regional center should embrace. The City has been cautious, judiciously considering how to best leverage public capital and bring about the maximum private investment.

Additional project details are included in the most recent Oregon City Today, a compilation of success stories in Oregon City in the past few years, included in Appendix D.



The proposed new retail center on the Rossman Landfill
Source: CenterCal Properties and Perkowitz+Ruth

LESSONS LEARNED

The City’s leadership is very committed to making the Regional Center a reality for its residents and neighboring communities. There is still a great deal of work to be done. Implementation Principle Nine, “Ongoing Review,” states that the strategy is not a static plan. Strategies and actions must be flexible to be able to react to changes in the marketplace and to new opportunities. In complex urban revitalization, school is never out, and lessons have been learned over the past two years, leading to this evaluation of the City’s progress, and how it should best proceed to continue to realize success.

The process of revitalizing a city and building a Regional Center is neither easy nor simple. The issues and challenges, as well as the answers, are complex. There are multiple goals and needs within any one project. In creating a successful project, three crucial elements must be present: developer experience, financial capability, and design excellence. Add to that the need to meet community goals, and engage in public-private partnership to realize project feasibility, and the solution becomes even more complex. If all these moving parts and equally important considerations are addressed, the result is a successful project for both the public and private sectors.

Lessons learned over the last two years include:

- Pick capable and experienced partners. Do the homework necessary to make sure they are the “right” partner;
- Find strong leadership and support within the greater (public and private) community;
- Creative financing solutions from multiple sources are necessary. Funding for large partnerships is very challenging;
- Don’t give up—implementation is a slow process—and patience is important;
- Create a clear decision-making process; and
- The Success Stories publication (Oregon City Today) was a valuable tool for the City in showing past accomplishments and marketing for the future.

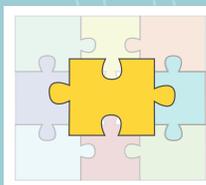
These lessons lead to a series of questions: Where do we go from here? What components (or pieces) are needed next in continued pursuit of realizing the Regional Center in Oregon City? How does each piece interlock with the other components to form a complete strategic direction of next steps?



UNDERSTANDING THE REGIONAL CENTER: THE PUZZLE



The complete Regional Center Puzzle



Vision Puzzle Piece

City building is not a linear process, nor is it simple; it is sometimes subject to fits and starts. It is complex, and in continual need of refinement. The Regional Center Strategy is not just a physical framework to be built, nor is it merely an economic development program to institute, or a street beautification project. The Regional Center is made up of many components, physical, financial, regulatory, political, and market. These interlocking components, independent and yet interrelated, must be considered simultaneously when making decisions regarding potential projects to further the Regional Center implementation.

THE VISION

Oregon City has a mission and vision for the city, as well as for the Regional Center. It was developed in concert with the community and leadership within the City. The mission and vision are revisited below:

MISSION: To build a sustainable community that promotes public health and safety, economic growth, diversification, parks and recreation, library services, efficient utilities, appropriate and fair land use administration, and protects the livability, environment and uniqueness in this historic place.

VISION: To re-establish Oregon City's historic role as a regional hub for business, commerce, transportation, innovation, tourism, and livability.

Oregon City's development will occur in the City's Regional Center, known as Downtown, along the 7th Street Corridor, known as Midtown, and on its

Hilltop, known as Hilltop. The Hilltop area will provide many services: county services at Clackamas County's Red Soils campus, regional medical services at Willamette Falls Hospital's complex, regional educational services at Clackamas Community College campus, and shopping and industrial jobs at several smaller shopping centers. The future industrial development will occur along Beavercreek Road and adjacent to the Community College campus. In addition to 7th Street, these various areas of development will be connected via infill development through the evolution and revitalization of the city.

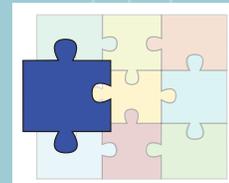
Although this piece (The Vision) is complete, it is nonetheless an important consideration when making decisions about a particular project. The Vision guides development and redevelopment, providing a standard by which to measure progress and quality. The Vision should be revisited periodically for refinement.

PHYSICAL FRAMEWORK

The Physical Framework is that element of redevelopment that represents the preferred structure for the area, describing the various urban elements and how they will interact in order to achieve the Regional Center vision. The components of the physical framework, as illustrated and explained through principles on pages 14 through 19 are Collection of Increments, Integration of New Projects, Connectivity, Hierarchy of Streets, "Form" of the City, and Water and Land Ties. These components address the different character and unique attributes of Oregon City's developing Regional Center. They describe how pedestrians, cars and transit will move about, how to capitalize on Oregon City's geography to link districts to one another through various types of connecting elements, creating a "master strategy" to tie in new projects to the existing urban form, and tying Oregon City's amenity of the Clackamas and Willamette Rivers and The Falls to the land. The Framework also suggests where development should occur, and how to connect existing, proposed, and future development. Components of the Physical Framework, similar to the larger puzzle of City building, are not discrete pieces, but rather layers that build upon one another and work together.

ACTION

- Revisit the vision and goals periodically for refinement.
- Take the vision to the public.
- Work towards "ownership" of the vision from City staff and Oregon City residents.
- Use the vision and goals to guide the decision-making process .



Physical Framework Puzzle Piece

ACTION

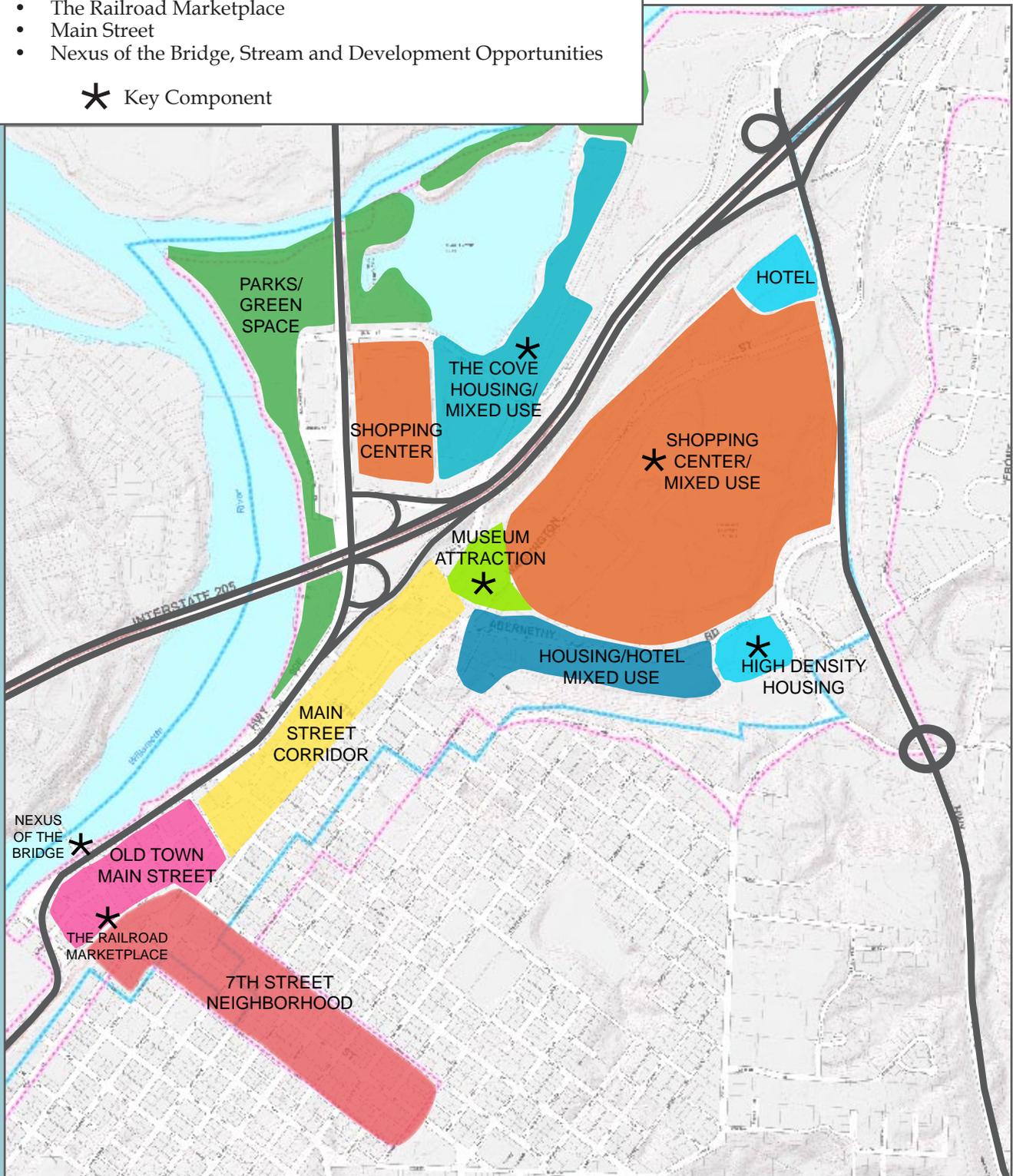
- Convene a City Commission workshop to meet with the consultant team and discuss the master plan for the Regional Center.
- Work out solutions on key sites in the Regional Center.
- Acquire Metro and County property in the Regional Center area.

COLLECTION OF INCREMENTS

The Regional Center should be a collection of “increments” recognized through local landmarks and institutions.

- The 7th Street Neighborhood
- The Railroad Marketplace
- Main Street
- Nexus of the Bridge, Stream and Development Opportunities

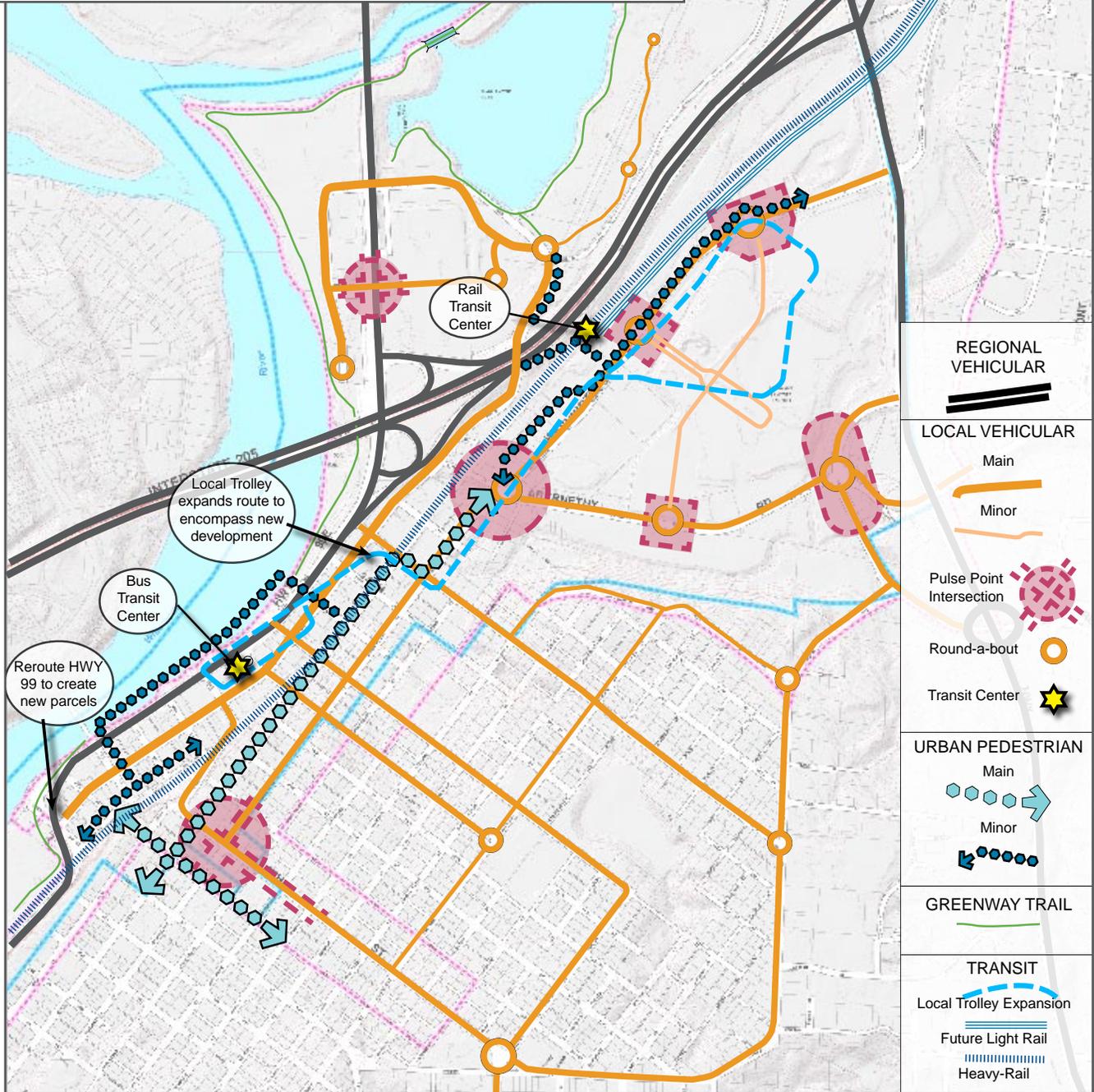
* Key Component



HIERARCHY OF STREETS

Establish a hierarchy of streets throughout the city and create intersections with "character."

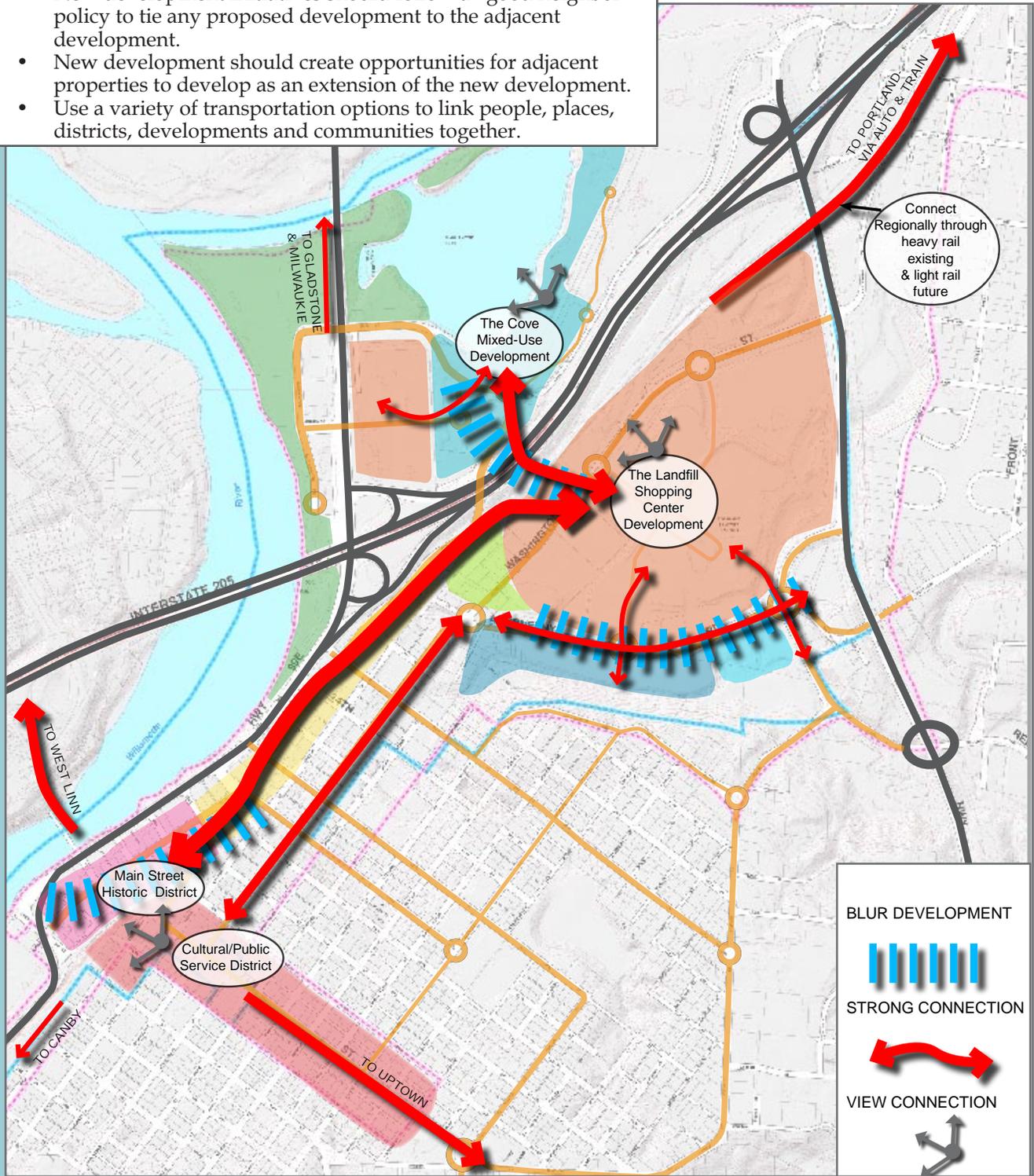
- On major circulation routes and where there are streets of different hierarchy and uses, use the intersection to create an identity, provide art and historic markers and to make a "place" within the city.
- Organize the intersections so they enhance the "pulse points" of economic development.
- Explore round-a-bouts with local art as an interpretive device.
- Acknowledge rail as an alternative "street."



CREATE CONNECTIVITY

Create connectivity between all proposed and existing development.

- Blur “islands” of development.
- New development initiatives should follow a “good neighbor” policy to tie any proposed development to the adjacent development.
- New development should create opportunities for adjacent properties to develop as an extension of the new development.
- Use a variety of transportation options to link people, places, districts, developments and communities together.



INTEGRATE DEVELOPMENT

Integrate new development projects into the urban fabric.

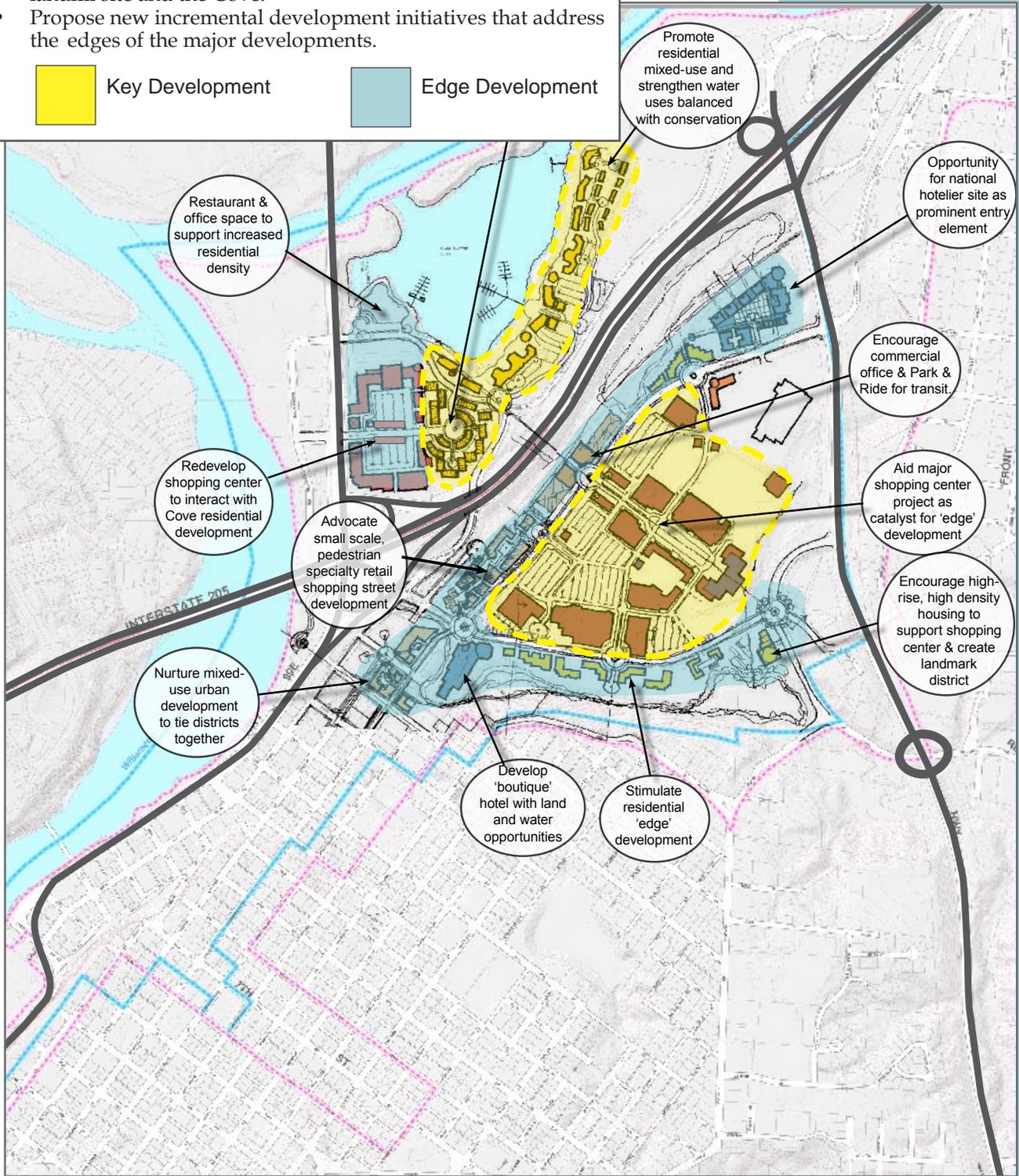
- Promote the two major developments being considered for the landfill site and the Cove.
- Propose new incremental development initiatives that address the edges of the major developments.



Key Development



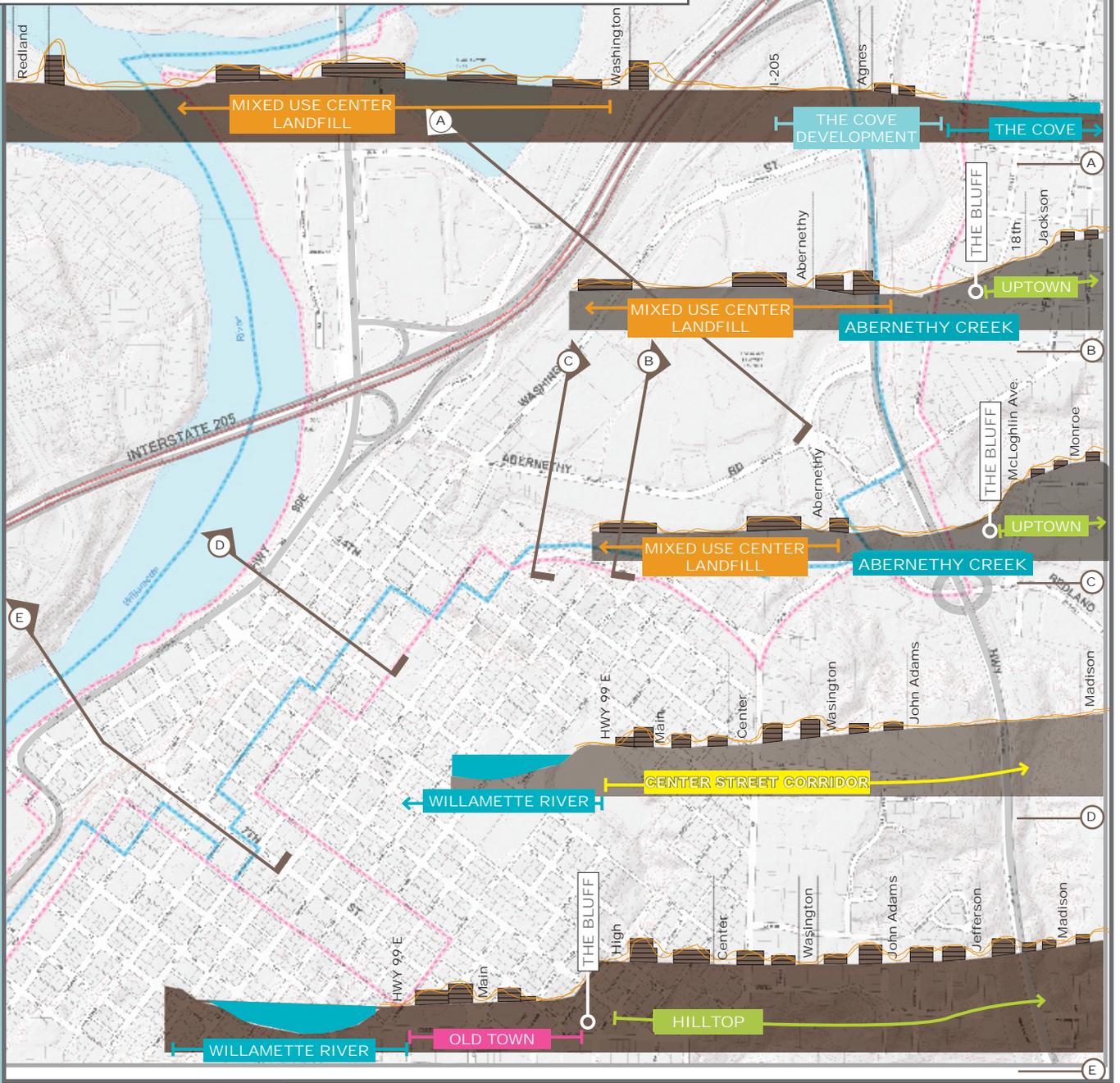
Edge Development



FORM OF THE CITY

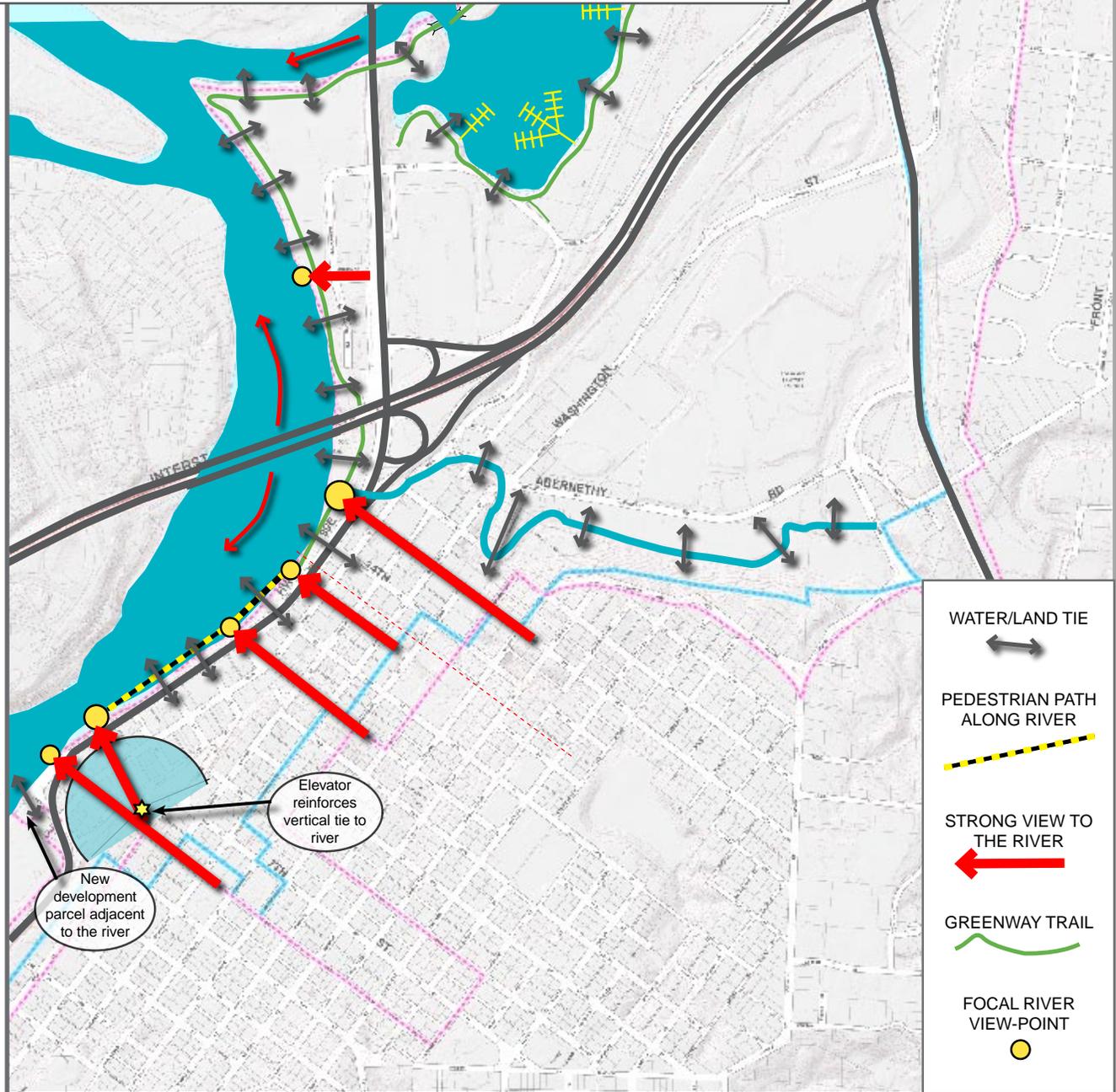
Build on the uniqueness of the city form.

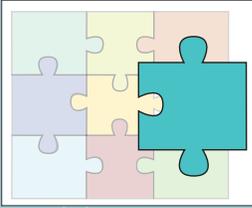
- Recognize the multiple levels of the city.
- Topography (rivers, low-lands, upper plateau) establishes the uniqueness of Oregon City.
- Consider the form of the city as it extends perpendicular to the river, not parallel to it.
- Link the rivers, low-lands and upper town site in form and use.
- Seek out anomalies in the form of the city and "hidden" opportunities that will add to the uniqueness of the city.



WATER & LAND TIES

- Celebrate the relationship of the water to the land.
- Accept the reality of Highway 99, its function as a regional highway, and the view of the river from the highway.
- Seek out geometric and engineering modifications that lead to developable sites that will add to the character of the city.
- The pedestrian experience to the water should be a unique vertical tie between a promenade along Highway 99 and the water. The water level route should be experiential – floating pathways as well as land-based paths that give access to water, but celebrate the vertical connection between the water and the downtown level.





Financial Framework Puzzle Piece

ACTION

- Extend the Urban Renewal debt limits
- Investigate Federal Brownfield money for key project sites
- Investigate bonding options for funding key projects
- Look for opportunities to partner with other agencies on public improvement projects and in conjunction with private developers

FINANCIAL FRAMEWORK

Creating the Regional Center, from a financial standpoint, is challenging. Many hard decisions have to be made at each juncture within an individual project. Questions arise such as:

- Is this a project worthy of the city's participation? Is it sustainable?
- Does this project meet the goals for the Regional Center?
- Will this project bring jobs, growth, employment, and pride to the city?
- What financial tools are appropriate for this project?

In building a financial strategy for the Regional Center, the goal is to achieve a public to private investment ratio of 1:4 or 5. In other words, for each public dollar expended and strategically placed, a private sector investment of \$4 to \$5 should result. Applying this ratio is helpful in deciding where to place public capital.

All the financial tools and resources the city has available will likely come into play at one time or another as the Regional Center continues to form. Although the selection of tools is fairly limited, they are worth mentioning here as possibilities the city may wish to use in partnering on projects. Rarely, however, is local government financially equipped to meet all the public investment needs. There are a variety of finance tools to consider locally, regionally, and federally in revitalizing the Regional Center. The financial resources should be explored from all sides, and partnerships considered with other agencies as well as the private development community.

- **Tax Increment Financing/Urban Renewal.** Tax increment is a financing mechanism where public projects are financed by debt borrowed against the future growth of property taxes in an urban renewal district. Urban Renewal is one of the few financial tools in Oregon and in Oregon City to partner with developers on built projects.
- **Systems Development Charges.** Municipalities collect SDCs from developers in order to finance the on- and off-site improvements related to a given project, such as roads or parks. A well-crafted SDC plan will focus these assessments on essential improvements that enhance the value of the site and area.
- **Local Improvement District.** An LID is a type of special assessment district frequently used by developers to pay for capital improvements that benefit a defined area. A specific area is determined based on the type of improvement and who will benefit from the improvement. The assessment is generally based on the increased property values that result from the improvement and is used to pay off a portion of the project costs.

- **General Obligation Bonds.** G.O. bonds are issued by the city and are backed by the full faith and credit of the city. Bonds are subject to a public vote.
- **County, Metro, State, and Federal funding sources.** Funding and partnership resources are available from various levels of government, including Metro’s Centers incentives and Oregon’s Transportation and Growth Management program.

REGULATORY/POLICY FRAMEWORK

Address “rules” that either create opportunities or act as barriers to implementation. There are several recommended framework components that assist in strengthening the feasibility and quality of the Regional Center as a built environment. They include Performance Standards, Historical Acknowledgement, Flexibility, and Code Issues.

PERFORMANCE STANDARDS

Adopt performance standards, or Design/Development Guidelines, that describe how development should “behave” to further the concept of a Regional Center. A complete list of the Recommended Design and Development Guidelines is included in Appendix C.

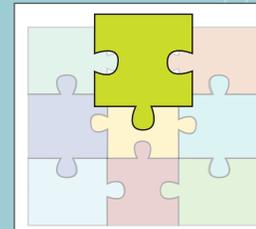
HISTORICAL ACKNOWLEDGEMENT

Recognize the rich historic legacy of Oregon City, but do not make it an impediment or barrier to development.

- Make the End of the Oregon Trail Interpretive Center a contributing element to the urban structure, not an isolated icon.
- Recognize historic structures as the “beginning” of new developments.
- Recognize how cities develop and that the move from small town/city to Regional Center requires re-evaluation of buildings and spaces to contribute to the larger construct as opposed to icons to be preserved.
- Adherence to historical typology should not inhibit designs that may reflect the “culture” and “values of the citizens” of the city.

“Respect for the future, regard for the present, understanding of the past: The future requires our humility in the face of all we cannot control. The present requires attention to all the people to whom we are accountable. The past gives us the opportunity to build on the work of our elders.”

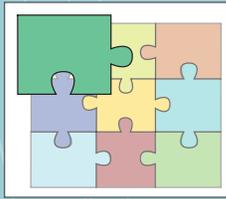
Source: ULI:10 Principles for Successful Public / Private Partnerships, 2005



Regulatory/Policy Framework Puzzle Piece

ACTION

- Adopt Performance Guidelines for the Regional Center
- Respect the past while allowing for evolution, growth, and change
- Remain flexible regarding policy decisions: revisiting prior adopted plans and policy for amendments or refinements
- Review codes and zoning to allow flexibility and evolution of development in the Regional Center



Leadership Puzzle Piece

ACTION

- Create initiatives to keep the revitalization effort moving forward
- Take credit for successful partnerships and projects
- Continually engage leadership in the community – city hall cannot do it alone
- Engage the private sector to jointly lead and “own” revitalization and creation of the Regional Center

FLEXIBILITY

Acknowledge an approach wherein it is acceptable to correct prior mistakes in development decisions.

- Circumstantial ownership of land and land use can be reorganized and reworked to remove barriers to development of Oregon City as a Regional Center.
- Explore modification in ownership – public and private – that can provide new opportunities for development.
- Be prepared to revisit prior adopted plans, codes, and zoning and revise or refine them to meet the vision and goals of the redevelopment effort.

LEADERSHIP

There is excellent leadership and representation from the public sector in redefining and creating a new paradigm for Oregon City. With that said, more hands-on involvement by individual City Commission members and members of the Planning Commission is recommended. Carrying the Regional Center message to the community and promoting its goals, vision and future benefits is important to building and maintaining citizen support. A great deal has been accomplished – and there is much more to do.

Private citizens carrying the charge send a powerful message to the rest of the community and the larger region that they also believe in the change the City is making and are doing their part to help. This is the area to work on right now. Ways the private sector might get involved are through the Downtown Association, the Chamber of Commerce, creating a Regional Center task force, and starting other subcommittees or forums that take on one area or project to assist in implementation and redevelopment downtown.

Keep in mind that significant private investment and development will not occur though, until the private sector sees a continued and steady commitment from the public sector to keep the Regional Center implementation a priority. The public wants to see dedicated leadership with experience and competence for such a complex goal. They want confidence that the City Commission, City staff, and other agencies will work with them to ensure success, particularly on the initial projects that require substantial public investment to make them financially feasible. If the leadership of the city “owns” the revitalization effort, it will gravitate over to the private sector.

“Leaders have Presence: Leaders stop—to ask and answer questions, to be patient, to listen to problems, to seek the nuance, to follow up a lead. Leaders stand alone, take the heat, bear the pain, and tell the truth.”

Source: ULI:10 Principles for Successful Public/Private Partnerships, 2005

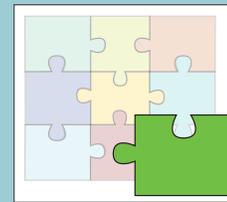
MARKETING AND POSITIONING

“Selling the City’s future” is an ongoing task. Locally, regionally, statewide, and nationally, people need to know that Oregon City has made a decision to change for the better and serve as a Regional Center for its surrounding communities, as well as bringing about more opportunity and growth for its citizens. Both the public sector and the private sector need to be aware and supportive of Oregon City’s visionary direction in realizing the Regional Center. The only way to effectively communicate the change is through marketing—getting the word out. Tactics for marketing cities vary greatly, but the most effective are through the leadership (previously discussed above), branding, press, events, success stories, and the development community.

Hiring a communications and marketing firm is an effective method to manage several of these tactics. They have the resources and ability to meet the local, regional and national audience effectively. They can assist with branding, press releases and articles, and create a strategy for the marketing of Oregon City. These firms are often associated with assistance for boosting tourism, but their reach may include attracting companies (and jobs) to locate in Oregon City, influencing housing choices for regional residents, and promoting pride among the existing residents and businesses in Oregon City. Word of mouth is the most powerful form of advertising. If the residents and businesses in the City are proud of where they live and what is happening, the word will continue to spread and change can occur rapidly. Implementation cannot ignore the need for an active communications and marketing effort. No one knows change is occurring unless they are told. This goes for residents of Oregon City, as well as the rest of the region.

SURROUNDING AREAS

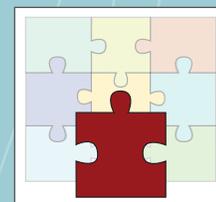
Focus on the Regional Center, but do not lose sight of the larger vision for the city. The Regional Center is not an island but an integrated part of the city. Changes are occurring on the Seventh Street Corridor. The Hilltop and Red Soils areas are receiving new development, both public and private. The Oregon City Golf Course and surrounding properties are in the planning process. All of these require attention.



Marketing & Positioning Puzzle Piece

ACTION

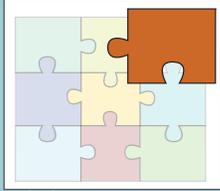
- Hire a communications consultant to coordinate a public outreach and publicity process
- Keep getting the word out that Oregon City is on the move and changing
- Keep the effort sustained and consistent
- Connect with and encourage participation from the entire community
- Continue ‘Oregon City Today’ as an annual publication to chart and market progress



Surrounding Areas Puzzle Piece

ACTION

- Keep an open dialogue with the County, the College, the Hospital, and other major employers to let them know Oregon City is open to growth, change, and economic development
- Identify key sites for redevelopment in Midtown and Hilltop
- Meet with property owners to discuss plans and opportunities for redevelopment
- Consider regional community connections through partnering with other local jurisdictions on projects and events



Community Development Puzzle Piece

COMMUNITY DEVELOPMENT

The economic development goals of the city are clear and concise for the Regional Center. Creation of the Regional Center will build the Oregon City community in a manner that is sustainable, adds quality, adds livability, and builds community. Most importantly, it will promote economic revitalization and create jobs and economic growth and diversity.

In addition to its goals of economic development, the City is also involved in community development, in the form of education, parks and recreation, community events, public safety, etc. These items are the factors considered in the more fuzzy area of one's "quality of life." These are the items that people consider before moving to an area. It is an important part of the puzzle, and must be acknowledged as part of the Regional Center.

ACTION

- Hire an Economic Development Coordinator full or part time, or at least on a short-term basis. This individual will be responsible for economic development in Oregon City, as well as the day-to-day operations of the City's Regional Center implementation efforts. This position could be filled through the City or as a consultant contract. Tasks would include:
 - Inventory existing businesses and industries in Oregon City and create a database, including vacant storefronts
 - Contact existing businesses and industries in Oregon City to determine needs and possible expansion plans
 - Assist business and industrial development through the city and county approval process
 - Assist City Manager and staff in identifying city barriers to business and industrial growth and expansion
 - Begin a storefront recovery program
 - Develop contacts with building owners and real estate contacts to determine interest in filling vacancies; work with the City and owners to fill vacancies, consistent with the overall economic development goals
 - Receive and analyze financial data and advise City Manager on requests regarding city participation in public/private projects.
 - Explore community development opportunities within the Regional Center, in the form of activities, events, safety, partnering with the End of the Oregon Trail Interpretive Center, and locating community services such as city hall, library or other functions
 - Consider regional community connections through heavy and light rail
 - Take a long-range view of Oregon City's economic and community development with long-term goals and projects

PARTNERSHIPS

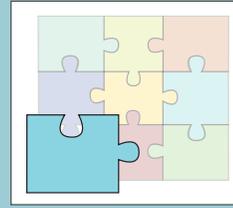
This strategic puzzle piece is a theme throughout many other elements, but is important enough to mention on its own. Again, implementing the Regional Center is a tough, complex job. Oregon City and its staff cannot do it alone. Over the past two years, Oregon City staff and Leland Consulting Group have contacted multiple public agencies to garner political and financial support. Leland Consulting Group has leveraged their relationship with multiple private sector developers to bring project opportunities to the Regional Center. This work is ongoing and of the utmost importance. In the end, it is people and relationships that make things happen—that make projects and goals come to life and make the Regional Center a reality.

Oregon City, working with the private sector and other public agencies will continue to work on strategies to implement change and growth. The partnerships must include Metro, Clackamas County, Tri-City, neighboring jurisdictions, GERT, TriMet, ODOT, citizens, local interest groups, landowners, retail shopping center representatives, retail and residential tenants, and local planning and economic development agencies.

Each partnership must “own” their project and find ways to succeed. This can be achieved by reaching consensus through communication and the active participation of all parties involved.

“Create positive change through partnership and leadership ... facilitate a vision and establish strategies for it implementation. Make the deal a win-win for all parties.”

Source: ULI:10 Principles for Successful Public/Private Partnerships, 2005



Partnerships Puzzle Piece

ACTION

- Pick capable and experienced partners. Do the homework necessary to make sure they are the “right” partner.
 - Work together at the elected and appointed official level – reinforcing the vision with policy and capital.
 - Explore as many partnership opportunities as possible. Partnerships may not all be financial—public support for a project, a streamlined approvals process, allowing variances, making street improvements, and others.
 - Coordinate actions of public agencies responsible for government services.
- Create a forum for communication and continued visioning in the Regional Center—head up the forum through the private sector as an organization for change.
 - Coordinate collection of market, economic, social, demographic, traffic, and other data and information for prospective investors, developers, retailers, consumers, and public agencies.
 - Have current success stories (Oregon City Today) available for prospective investors, developers, retailers, consumers, and public agencies.

NEXT STEPS

In review of the adopted strategy in Oregon City Futures and the preceding progress report, there are additional elements that will serve to strengthen success as implementation of the Regional Center continues its forward momentum.

There are several recommendations to the City Commission, in support continued implementation.

PUNCHLIST OF ACTION ITEMS:

- Revisit the vision and goals periodically for refinement.
- Take the vision to the public.
- Work towards “ownership” of the vision from City staff and Oregon City residents.
- Use the vision and goals to guide the decision-making process.
- Convene a City Commission workshop to meet with the consultant team and discuss the master plan.
- Work out solutions on key sites in the Regional Center.
- Acquire Metro and County property in the Regional Center area.
- Extend the Urban Renewal debt limits.
- Investigate Federal Brownfield money for key project sites.
- Investigate bonding options for funding key projects.
- Look for opportunities to partner with other agencies on public improvement projects and in conjunction with private developers.

VISION

PHYSICAL
FRAMEWORK

FINANCIAL
FRAMEWORK

REGULATORY/ POLICY FRAMEWORK

LEADERSHIP

MARKETING & POSITIONING

- Adopt Performance Guidelines for the Regional Center.
- Respect the past while allowing for evolution, growth, and change.
- Remain flexible regarding policy decisions: revisiting prior adopted plans and policy for amendments or refinements.
- Review codes and zoning to allow flexibility and evolution of development in the Regional Center.
- Create Commission initiatives to keep the revitalization effort moving forward.
- Take credit for successful partnerships and projects.
- Continually engage leadership in the community – city hall cannot do it alone..
- Engage the private sector to jointly lead and “own” revitalization and creation of the Regional Center.
- Hire a communications consultant to coordinate a public outreach and publicity process to inform the public of all the great things happening in Oregon City.
- Keep getting the word out that Oregon City is on the move and changing.
- Keep the effort sustained and consistent.
- Connect with and encourage participation from the entire community.
- Keep an open dialogue of communication with Clackamas County, Clackamas Community College, Willamette Falls Hospital, and other major employers in the area to let them know Oregon City is open to growth, change, and economic development.

SURROUNDING AREAS

COMMUNITY DEVELOPMENT

PARTNERSHIPS

- Identify key sites for redevelopment in Midtown and Hilltop.
- Explore redevelopment opportunities by meeting with property owners and discussing plans.
- Consider regional community connections through partnering with other local jurisdictions on projects and events.
- Hire an Economic Development Coordinator full or part time, or at least on a short-term basis. This position could be filled through the City or as a consultant contract.
- Explore Community development opportunities within the Regional Center, in the form of activities, events, safety, partnering with the End of the Oregon Trail Interpretive Center, and locating community services such as city hall, library or other functions.
- Consider regional community connections through heavy and light rail.
- Take a long-range view of Oregon City's economic and community development with long-term goals and projects.
- Pick capable and experienced partners. Do the homework necessary to make sure they are the "right" partner.
- Work together at the elected and appointed official level - reinforcing the vision with policy and capital.
- Explore as many partnership opportunities as possible. Partnerships may not all be financial – public support for a project, a streamlined approvals process, allowing variances, making street improvements, and others are also modes of partnership.
- Coordinate actions of public agencies that are responsible for government services.
- Create a forum for communication and visioning in the Regional Center – head up the forum through the private sector as an organization for change.
- Coordinate collection of market, economic, social, demographic, traffic, and other data and information for prospective investors, developers, retailers, consumers, and public agencies.
- Have current success stories available for prospective investors, developers, retailers, consumers, and public agencies.

5 APPENDIX

A

PHASE I IMPLEMENTATION
STRATEGY

B

ACTION ITEMS UPDATE FROM
PHASE 1

C

PROPOSED DESIGN &
DEVELOPMENT GUIDELINES

D

OREGON CITY SUCCESS AUDIT

A IMPLEMENTATION STRATEGY

This is the Implementation Strategy which Oregon City adopted in 2005 to follow in implementing the Regional Center and its associated Districts. The following principles are based on an implementation model developed by Leland Consulting Group and customized for Oregon City.

THE REGIONAL CENTER STRATEGY

1 MAKE A GREAT PLAN

A Great Plan is always the first step to the successful transformation of a community. A Great Plan is more than a physical plan. It is 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. A Great Plan...

- Combines market potential with community vision;
- Goes far beyond patching problems or reacting to specific issues;
- Presents a strong enough vision to motivate and enliven people to take action;
- Builds a stronger sense of community and pride in Oregon City; and
- Creates physical and mental connections of the various districts.

2 MANY, MANY PROJECTS

The success of the Great Plan cannot hinge on a single major project. Putting all the community's eggs in one basket is risky and robs the community of the great diversity that is achieved through many, many smaller projects.

- A great plan moves many projects forward;
- Projects are broadly defined to include regulatory changes, development projects, and programs;
- Organize, catalog and communicate all public and private projects; and
- Focus investment in designated pulse points of activity.

3 MANY STAKEHOLDERS

Many projects bring many stakeholders; people who are invested in one or more projects must pull together to make and implement the Great Plan. The key to successful implementation of the plan is mechanisms for marrying the identified stakeholders, current and potential, with projects, existing and proposed. Implementation requires collaboration with stakeholders for positive results.

- Broad base of involvement and promotes project implementation.
- Stakeholders – representative cross-section government, nonprofits, businesses, and individuals.
- Stakeholders form the basis of political support for implementation of the great plan.
- Stakeholders may come from a variety of special interests – this is OK. Special interests bring stakeholders who can become the champions of their “pet” projects and support implementation.

4 COMMITTED, ONGOING LEADERSHIP

Creation of a Regional Center takes time and requires leaders from all sectors of the Oregon City community. Committed leaders...

- Desire success for the entire community.
- Generate strong and continual consensus around the vision.
- Are respected by the community and have strong leadership skills.
- Are able to motivate and organize stakeholders.
- Move forward and communicate the vision of the Great Plan.

5 A GOOD ORGANIZATION

The Regional Center must bring together the efforts of many public and private leaders. A strong organization can unite these partners and can organize the many tasks that will be necessary. Whether it is an urban renewal agency, a Regional Center business association, or a stakeholder group, or a combination of these entities, a Good Organization...

- Provides ongoing support for the implementation through communication and coordination.
- Provides long-term continuity and unifies divergent interests.
- Provides support for local government, and support to project development.
- Communicates success and opportunities.

6 DEVELOPMENT STANDARDS

Achieving the Regional Center vision requires strong standards that ensure that development is of the same quality envisioned by the plan. Development Standards...

- Are clear and consistent guidelines, communicating the vision of the Plan.
- Encourage that which is desired and strongly prohibit that which is not wanted.
- Should be dynamic and flexible – pragmatic standards for change.
- Set standards high but achievable.

7 COMMUNICATIONS AND MARKETING

Successful development of the Regional Center and Districts requires getting the word out about the opportunities and assets throughout Oregon City. Implementation should not ignore the need for an active communications and marketing effort.

- Both the organization and the leadership must communicate successful implementation.
- Marketing a Great Plan means making continual news from projects.
- Communication means acting as a liaison between stakeholders, projects, and the wider community.

8 SUPPORTIVE GOVERNMENT

A Supportive Government helps open doors and paves the way for private sector investment in Oregon City. All levels of government, the City, County, and Metro, and all of the agencies and departments within each entity, must embrace the vision and facilitate its success. Supportive Governments...

- Provide support for achieving standards – consultation, code enforcement, and assistance.
- Are able to review their practices and identify and change policies.
- Set clear goals.

9 ONGOING REVIEW

The strategy for Oregon City is not a static plan. Implementation will never really end and strategies and actions must be flexible to react to changes in the marketplace and new opportunities. Thus, Ongoing Review of the strategy and its recommendations must be a core part of implementation.

- Dynamic plans require ongoing review that responds to changing conditions.
- Evaluation of the plan, projects, and communications – make periodic adjustments to the plan.

B ACTION ITEMS UPDATE FROM PHASE I

Using the Phase I Strategy, core recommendations emerged to keep Oregon City moving towards the next level of development of its Regional Center. These items guided the City through Phase I implementation and onwards toward Phase II. The opportunity exists to be strategic, but tactical and specific at the same time as plans and projects develop. The grey items listed have been accomplished, blue items are underway, and the black items still need work.

In partnership with skilled consultants, the City should do the following:

TASKS FOR IMPLEMENTATION OF THE REGIONAL CENTER

- 1 Further identify specific organizations, individuals and properties for possible implementation and identify the partners that Oregon City needs to carry out the strategy. Gather public-public support.
- 2 Establish the specific timetable, deliverables, and goals for projects that are identified throughout subsequent tasks (note these elements are very likely to change and evolve as a result of the following step and subsequent discussions and negotiations).
- 3 Build public-to-public support for development of the Oregon City Regional Center including, but not limited to:
 - Clackamas County
 - Metro
 - State of Oregon (Governor's Economic Revitalization Team)
 - TriMet
 - Neighboring cities
 - Others, to be defined
- 4 Keep an open dialogue and frequent communication with the Oregon City Commission and Urban Renewal Board to explore and secure key funding commitments, to assure that Phase II is on course, and to assure that current efforts are consistent with Commission support and will.

KEY

Accomplished
Underway
Still Need Work

- 5 Identify the “key” properties throughout the Regional Center, whose redevelopment is critical to the achievement of the Regional Center strategy. Key properties will serve as “anchors” to the Regional Center. These key properties may represent sites that likely will require public-private partnerships to successfully develop or redevelop.
- 6 Meet with property owners of “key” properties to determine specific plans (if available) for their properties and to educate those owners about the opportunities in a Regional Center. Likely “key” properties will include: landfill site, Blue Heron, Clackamas County properties, Clackamette Cove, [Oregon City Shopping Center](#), Waterfront, and others. Specific support to property owners may include:
 - Provide conceptual design assistance (diagrammatic and programmatic) to help evolve their thinking and readiness
 - Ensure that each project furthers the Regional Center strategy
 - Attend meetings with the City and property owner(s)
 - Identify public-private partnership strategies
 - Identify financial strategies
- 7 Determine the capacity and strategy for maximizing public participation (investment) to support private investment in the Regional Center.
- 8 Define needed public investment and sources of funding. Many projects in the Regional Center will require complex deal structures involving urban renewal financing and a variety of other public and private capital sources.
- 9 Coordinate a public outreach and publicity process to inform the public as well as gather feedback from key stakeholders. Potential tasks to accomplish this may include:
 - Public forum for information and education
 - Stakeholder interviews of key property owners, brokers, etc.
 - One-on-one conversations with agency, commission, property owners, etc.
 - Printed materials, brochures, marketing materials, etc.
 - Web-based information and outreach
- 10 [Work with other governmental partners \(listed above in item 3\) to begin outlining deal points and public-public partnership strategies that would lead to a successful memorandum of understanding \(MOU\) that solidifies the broad-based public support for the Oregon City Regional Center concept.](#)
- 11 [Create a “linkage” plan to tie the ends of Old Town together within the next 10 years.](#)

- 12 Manage the ongoing evolution of the strategy. As a “living” document, the strategy will require ongoing attention and refinement as new opportunities arise and old ones change. This is integral to keeping the strategy alive and not just a study that gathers dust on a shelf.

Some tasks are inherently City functions and should be carried out by the City itself. Next steps for the City of Oregon City include:

- 13 Move forward to hire a talented individual(s) to manage the many, many projects that will make up the Regional Center. Therefore, the City should hire, as soon as possible, an Economic Development Assistant to City Manager. This individual will be responsible for the day-to-day operations of the City’s Regional Center implementation efforts.

KEY

Accomplished

Underway

Still Need Work

C DESIGN AND DEVELOPMENT GUIDELINES

These guidelines describe elements of urban form that must be addressed in the ongoing development of Oregon City. The Guidelines serve two purposes:

- To provide prospective developers and designers with a checklist of issues that must be addressed in their development proposals to be in concert with or add to the Vision for Oregon City, and
- To provide an overall conceptual approach and consistent basis for the evaluation of development proposals by the City of Oregon City.

The Guidelines are performance oriented and not prescriptive. They address the general look, feel and function of Oregon City and should be applied to each area of development. They create an environment for design excellence to occur, for small actions to have a major cumulative effect, and a mechanism for checking the progress of the Vision implementation. If the Guidelines are properly followed, each and every development increment will contribute to a better-defined and coordinated urban form. These guidelines work with the Vision and Implementation Strategy to guide developers, city officials, and the community in their efforts to revitalize, develop, and redevelop Oregon City.

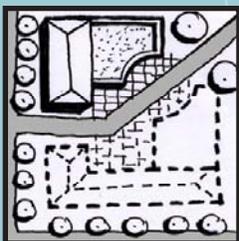
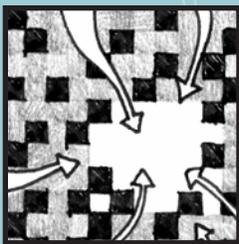
1. MAKING OREGON CITY A LIVABLE REGIONAL CENTER

1.1 DRAW PEOPLE AND ACTIVITY INTO OREGON CITY'S COMMERCIAL AREAS

Oregon City is strategically situated to be both a local and regional focal point. Developments should lend themselves to attracting a variety of pedestrian activities in each commercial area with linkages to adjacent neighborhoods and to adjacent commercial areas. Entry points into Oregon City and Oregon City's commercial areas should establish a sense of arrival.

1.2 ENCOURAGE FURTHER DEVELOPMENT

Buildings and spaces should be designed with future adjacent development as a consideration. Designs should not be "islands," but should create design opportunities for future abutting development.



1.3 ALL SEASONS CITY

Buildings uses and exterior spaces should lend themselves to use throughout all four seasons. Designs should include protected spaces and pathways to enable year-round use by visitors and inhabitants.

1.4 EXTENDED HOUR CITY

Developments should foster the idea of extended hours of use throughout the week. Where uses are subject to “business hour” operations, the development should include amenities that provide for external enjoyment of buildings at all times of day. Design should direct development that is respectful of the residential nature and family values of the community. Businesses should cease operations at a respectful hour and activities should decline in the late evening and gather momentum again at reasonable morning time.

1.5 SUSTAINABLE DESIGN

New development should embody current green buildings techniques wherever possible. Energy efficient and sustainable landscaping design options should be explored as well as alternative building products, which have less impact on the local and world environment. Strive for LEED (Leadership in Energy and Environmental Design) certification of development.

1.6 BUILDINGS AS GOOD NEIGHBORS

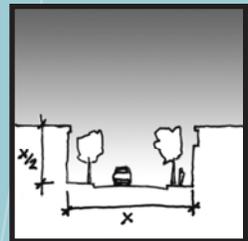
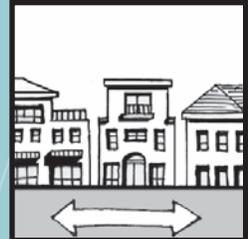
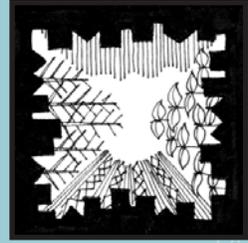
Each building should be designed to fit into, and contribute to the future vision of Oregon City. Each building should enhance the public experience of itself and of the abutting buildings. Undesirable elements of buildings should either be screened or hidden from view.

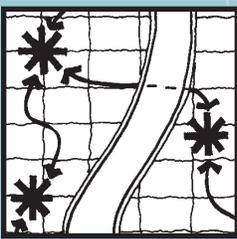
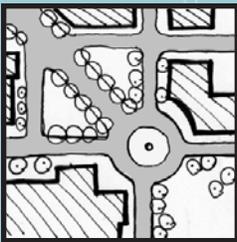
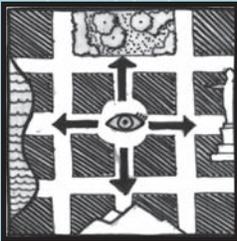
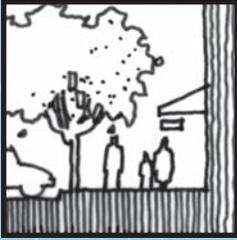
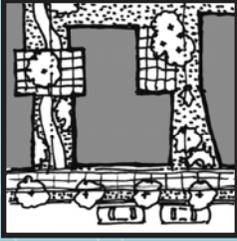
1.7 A PLACE OF MULTIPLE ACTIVITIES

When practicable, include multiple uses in building structures, as well as using exterior spaces as extensions of interior uses. Create combinations of public rights of way and open space within blocks to create places that can accommodate multiple activities.

1.8 SCALE OF THE STREET

Building heights adjacent to a street edge should be at least as tall as half the width of the right of way. Existing buildings would improve the street scale with vertical expansion. Street trees can also be used in meeting the height goal. A combination of taller buildings and trees will create the appropriate scale for the street.





1.9 BUILDING SETBACKS

A continuous street edge contributes to the pedestrian health of Oregon City. Buildings should front the sidewalk. In addition, buildings placed close to side and rear property lines should be designed with sensitivity to future development on adjacent properties and to potential public spaces within the block.

1.10 PEDESTRIAN INTERACTION

Buildings and exterior space should foster activity and interaction of citizens at a pedestrian scale. Encourage a variety of uses within walking distance for residents, employees, and visitors. Employ appropriate sidewalk widths and weather protection to encourage use and activity.

2. CONNECTIONS

2.1 VISUAL LINKAGES

Design interior and exterior spaces that recognize and promote visual linkages to other defining elements, such as monuments, civic spaces, outlooks, water features and other natural and manmade landmarks that orient the user.

2.2 ATTRACTION OF ATTRACTORS

Future “attractors” should be located strategically in Mixed Use and Commercial Zones, providing a sense of “this is where it’s happening,” making Oregon City the “new destination of the Portland Metro Area” and recognized as a premier city through Oregon and the Northwest.

2.3 AXIAL RELATIONSHIPS AND MONUMENTS

Recognize existing and potential axial relationships of places and buildings. In building form, monuments, or in water features, incorporate extensions or terminations of these relationships.

2.4 PLACES AND CONNECTIONS

Provide safe, inviting series of interconnected “places”, both interior and exterior to the building structures. Provide linkages to adjacent neighborhoods for pedestrians, bicycle, and automobile. Ensure these linkages and connections are designed in a manner to assist Police in their patrol functions.

2.5 DRIVING AND PARKING

In the design of streets and parking areas, functional requirements of vehicular activity should not compromise, but should enhance, the pedestrian and bicyclist environments.

2.6 PEDESTRIAN OPPORTUNITIES

Integrate pedestrian circulation systems with existing and planned systems, both indoor and outdoor, that connect public rights-of-way and spaces, activities and uses. Design systems to use paving, furniture, and landscaping that are handicap and stroller accessible, convenient to use, and in character with the public improvements.

2.7 CONNECTION TO THE RIVER

Enhance the visual, pedestrian and cyclist connections to the rivers and cove. Carefully place buildings and spaces to provide opportunities for all to experience the rivers and cove visually and functionally. Create pathways, funicular/aerial tram, and other devices to achieve accessibility to the river and cove.

2.8 GREEN STREETS

Promote creation of “green” streets and surface-parking areas utilizing features like permeable paving, solar powered lighting, and native landscaping. City design standards should be flexible to allow designs that have a minimal impact on non-renewable natural resources.

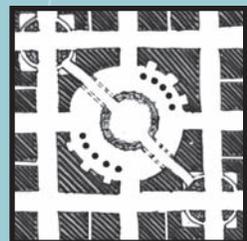
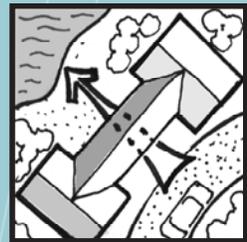
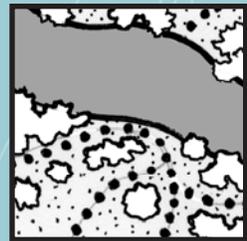
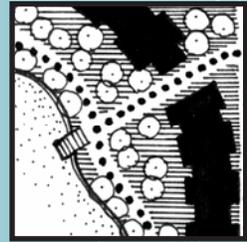
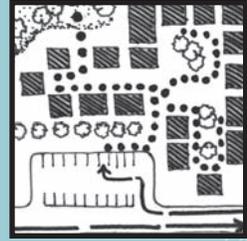
2.9 CONNECTIONS THROUGH BUILDINGS

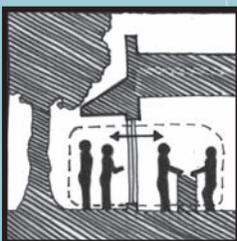
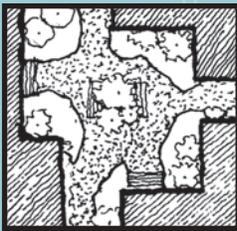
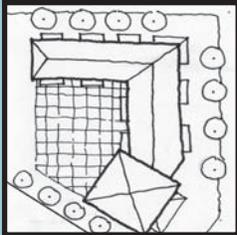
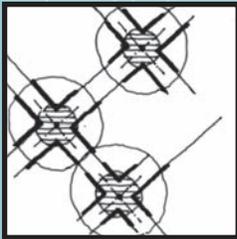
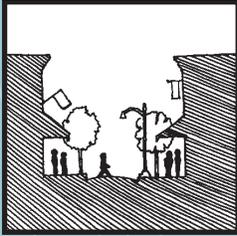
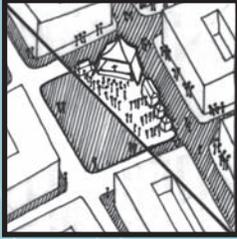
Promote designs that allow for public interaction between buildings. Encourage pedestrian walkways through and connections between clusters of buildings.

3. SPACES & LANDSCAPES

3.1 CIVIC ROOMS

Development of public spaces within and around Mixed Use and Commercial Areas should contribute to the formation of “Civic Rooms.” Within these rooms, specific commercial and public uses, circulation patterns, public art, and cultural recognition shall be encouraged to reinforce the “room” and its linkage to Oregon City and its Mixed Use and Commercial developments.





3.2 AREAS OF MANY FUNCTIONS

Create pathways, open spaces and enclosed or sheltered public spaces to be flexible and to accommodate a number of functions, whether organized or casual.

3.3 THE STREET

Define the street through delineation of right-of-way with the building edge, landscaping, lighting and signing appropriate to the function of the street and the area of Oregon City it serves. Street trees spaced at no more than 30 feet on center are critical to establishing the character of a street.

3.4 THE INTERSECTIONS

Consider intersection as a “room” within the city. Maintain vehicular flow requirements while providing safe and convenient pedestrian access. When possible use the location of building entries, building details, street lighting, and signage to enhance the concept of the intersection as a “room.” Developments may consider Round-abouts as an alternative to intersection design where appropriate.

3.5 COURTYARDS AND PLAZAS

In private development design courtyards and plazas that provide a continuity of experience between the inside and outside of the building and between the public and private realm.

3.6 OPEN SPACE DEFINED BY BUILDINGS

The spaces in-between buildings should enhance the public experience through building design, form and organization.

3.7 INSIDE AND OUTSIDE

Ground floor activities in buildings within Oregon City should present an interesting enticing addition to the pedestrian experience. Exterior walls abutting public rights of way shall have more than 50% of the surface in windows, showcases, displays, art or pedestrian access elements.

3.8 ROOFSCAPING

The rooftops of buildings within Oregon City present an opportunity for “green” design and upper level activities. New development should be encouraged to create eco-roofs and /or opportunities for places where activity could enhance the street.

3.9 STREET TREES

Selection of trees along street edges should create a unifying canopy for the street. Trees should be chosen to ensure commercial views from the street. Trees with strong vertical shapes should be used sparingly to avoid a discontinuous or “lollipop” appearance.

3.10 SIGNAGE

Business identity signs, while conforming to other requirements of the sign ordinance, should add to the quality and character of the street. Signs should also relate to the building’s character and provide identity and focus for the use. Signs should be readable from vehicular as well as pedestrian views. Signs should be kept to a minimum to reduce visual clutter.

3.11 PUBLIC ART

Public art can enhance the landscape and provide focus within public spaces. Incorporate public art in strategic locations to create a better visual environment and provide interactive and interpretive experiences for both children and adults. Integrate the design work of artists, with a focus on local artists, into new development.

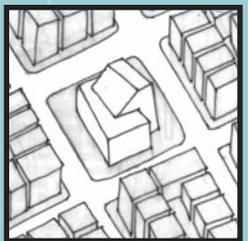
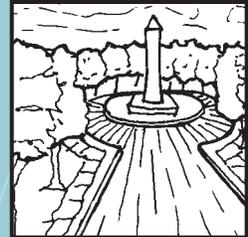
3.12 SAFE ENVIRONMENTS

New development and civic improvements should use crime prevention and anti-terror techniques wherever possible. Design options that reduce the opportunity for crime, terror, and nuisance activities should be explored, such as “eye of the street” and the principles of CPTED (Crime Prevention through Environmental Design) to create a safer environment.

4. BUILDINGS

4.1 BUILDING FORM

Single-purpose buildings should be treated as “stand-alone” structures with style and size appropriate to use. Mixed-use buildings should be designed to relate contextually to the surrounding buildings.





4.2 FLEXIBLE DESIGN

As Oregon City evolves over time, the market will dictate changes in uses and densities. Design of buildings should consider flexibility in use and density over the life of the building.



4.3 ACTIVE BUILDINGS ALONG PEDESTRIAN ORIENTED STREETS

Where pedestrian oriented streets are identified within mixed use and commercial zones, active uses should be developed to support them. The Oregon City street edges should help to reinforce the pedestrian link between focal points or attractors.



4.4 ACTIVATE BUILDINGS ALONG PATHS AND LINKAGE STREETS

Where possible, maximize use of deep buildings and the laneway structure in Oregon City. Businesses that do not require high exposure street frontage may develop along improved laneways and open space internal to blocks, giving the important edge to retail and high exposure businesses.



4.5 CRAFT OF BUILDING

In designing buildings, recognize the “craft of building” as fundamental in creating appropriate building detail. Proportion, attention to detail and quality design should be stressed. Lasting materials are strongly encouraged and the way buildings are assembled is important to the final product and its relationship to Oregon City.



4.6 THE OUTSIDE WALL

The “outside wall,” the building’s presentation both to passers-by and to users, should invite participation. Upper levels of buildings facing the street should incorporate decks, balconies or other devices that activate the wall enclosing the street, any open space, pathways, or lanes.



4.7 BUILDING ENTRANCES

Building entrances should support and enhance the pedestrian oriented quality of Oregon City. Design entrances to give identity to buildings and uses therein.

4.8 PARKING RELATIONSHIP TO BUILDING

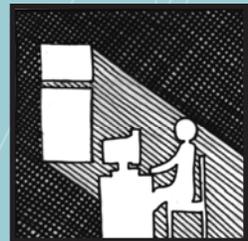
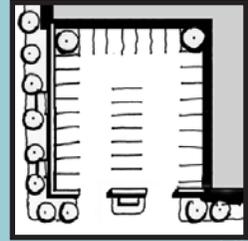
Parking areas and structures are to be integrated into new building designs where feasible. Surface parking should be limited to short-term parking along the laneways where possible to maintain an active street-front. Delineate surface parking from pedestrian ways by low vertical screening elements, such as masonry walls, natural berms, landscaping, and fences where necessary and other screening is not feasible.

4.9 SERVICE AREAS

Since service access and trash holding areas are expected to be in the laneway or adjacent to roadways and open spaces, care must be taken to avoid a back-door appearance to the building faces that are adjacent to pedestrian areas and other buildings. Employ screening and landscaping to reduce the visual impact of service areas.

4.10 INTERIOR ENVIRONMENTS

Interior design of buildings in Oregon City should recognize the need for quality living and working environments for all its users. Natural lighting and ventilations should be utilized to the maximum extent possible.



D SUCCESS STORIES

'OREGON CITY TODAY' SUCCESS AUDIT II