



1 Department of Land Conservation and Development

2019-21 TECHNICAL ASSISTANCE GRANT APPLICATION

Please complete each section in the form below. Type or write requested information in the spaces provided. **Submit completed applications by October 1, 2019.**

Date of Application: October 1, 2019

Applicant: City of Oregon City

(If council of governments, please also include the recipient jurisdiction name if applicable)

Street Address: 698 Warner Parrott Road (PO Box 3040)

City: Oregon City

Zip: 97045

Contact name and title: Laura Terway, Community Development Director

Contact e-mail address: lterway@orcite.org

Contact phone number: (503) 496-1553

Grant request amount (in whole dollars): \$90,000

Local Contribution (recommended but not required): \$125,260 from the Transportation and Growth Management Grant to fund the Transportation and Land Use components, and \$102,129.50 from Oregon City with staff time.

Project Title:

Oregon City Comprehensive Plan Update

Project summary: (Summarize the project and products in 50 words or fewer)

The Comprehensive Plan Update will equitably serve Oregon City for the next 20 years. The community will come together to share experiences to create a vision which will guide the development of the Comprehensive Plan. The plan will balance the needs within the city resulting in a more resilient community.

Project Description & Work Program

Please describe the proposed project, addressing each of the following in an attachment.

A. Goals and Objectives. State the goals or overall purpose of the project. Describe particular objective(s) the community hopes to accomplish. Please indicate whether this is a stand-alone project or is part of a longer multi-year program. If it is the latter, describe any previous work completed, subsequent phases and expected results, and how work beyond this project will be funded.

B. Products and Outcomes. Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

C. Work Program, Timeline & Payment.

1. Tasks and Products: List and describe the major tasks and subtasks, with:

- The title of the task
- Steps to complete task
- The interim and final products for each task

2. Timeline: List all dates for the project including tentative start date after the contract is signed, task completion dates, and project completion date. If the project is part of a multi-year program, provide an overview of the expected timelines in sequence of expected start dates and completion date for each phase and describe subsequent phases to be completed.

3. Payment Schedule: Develop a requested payment schedule showing amount of interim and final payments. Include the products that will be provided with each payment request. The payment schedule should generally include no more than two payments – an interim and final payment.

D. Evaluation Criteria. Include a statement in the narrative that addresses the program priorities and evaluation criteria presented in the application instructions (“Eligible Projects and Evaluation Criteria”).

E. Project Partners. List any other public or private entities that will participate in the project, including federal and state agencies, council of governments, city and county governments, and special districts. Briefly describe the role of each (*e.g.*, will perform work under the grant; will advise; will contribute information or services, etc.).

F. Advisory Committees. List any advisory committee or other committees that will participate in the project to satisfy the local citizen involvement program.

G. Cost-Sharing and Local Contribution. DLCDD funds are only a part of overall project costs; please identify sources and amounts of other funds or services that will contribute to the project’s success. Cost-sharing (match) is not required, but could be a contributing factor to the success of the application.

Will a consultant be retained to assist in completing grant products? Yes No

Local Official Support

The application **must include a resolution or letter from the governing body** of the city, county, district, or tribe demonstrating support for the project. If the applicant is a council of governments on behalf of a city, a letter or resolution from the city council supporting the application must be

included. *The application will not be complete if it does not include this item.* The letter of support may be received by DLCD after the application submittal deadline, but it must be received before a grant is awarded.

Product Request Summary

Product	Grant Request	TGM/Local Contribution	Total Budget
Task 1: Project Kickoff & Background Reports	\$ <u>33,500</u>	\$ <u>12,000</u>	\$ <u>45,500</u>
Task 2: Community Education and Visioning	\$ <u>11,500</u>	\$ <u>27,000</u>	\$ <u>38,500</u>
Task 3: Comprehensive Plan Update	\$ <u>30,000</u>	\$ <u>24,000</u>	\$ <u>54,000</u>
Task 4: Adoption	\$ <u>5,000</u>	\$ <u>15,000</u>	\$ <u>20,000</u>
Public Engagement	\$ <u>10,000</u>	\$ <u>15,000</u>	\$ <u>25,000</u>
Other	\$ <u>0</u>	\$ <u>32,260</u>	\$ <u>32,260</u>
TOTAL	\$ <u>90,000</u>	\$ <u>125,260</u>	\$ <u>215,260</u>

**Note: Oregon City will also donate \$102,129.50 in staff time and resources.*

Submit your application with all supplemental information to:

Gordon Howard, Community Services Division Manager

E-mail (preferred): DLCD.GFGrant@state.or.us

Mail: Department of Land Conservation and Development
635 Capitol Street N.E., Suite 150
Salem, OR 97301

Phone: 503-503-934-0034

APPLICATION DEADLINE: October 1, 2019



Oregon City Technical Assistance Grant for a Comprehensive Plan Update Project Description and Work Program

A. Goals and Objectives.

State the goals or overall purpose of the project. Describe particular objective(s) the community hopes to accomplish. Please indicate whether this is a stand-alone project or is part of a longer multi-year program. If it is the latter, describe any previous work completed, subsequent tasks and expected results, and how work beyond this project will be funded.

The proposed project is a Comprehensive Plan update for the City of Oregon City. Our current 2004 Comprehensive Plan does not adequately reflect the needs of all community members. Not only has our population changed, but previous outreach measures were not successful in soliciting input from those not already connected to local government. Traditional outreach methods coupled with long and complicated documents written only in English fail to engage a wider range of community members who really need to be heard. For example, the 2004 Comprehensive Plan is organized by state land use goals. While easy for planners to understand, this baffles elected officials and city residents. Goals are rarely cross-referenced and are often too vague to be helpful for policy makers. As a result, the Comprehensive Plan may feel removed from the day-to-day experiences of community members.

A new approach is needed which ensures that all community members are given opportunity to participate in a collective vision for the future that reflects our values and equitably supports all. Care is needed to assure marginalized community members have a voice in a manner in which they feel comfortable participating. Outreach will include both empowering the community with information as well as listening to a diverse array of members of our community. By working together to create a document reflective of the entire community, we will empower people to participate in the future city decisions while creating future leaders. A more supported community is a more resilient community.

The project will update outdated plans to reflect changes in the economy, development, technology, mobility, and demographics. The project includes a supplemental analysis to the recently completed housing needs analysis, as well as an economic opportunities analysis, so we can better understand how Oregon City is meeting the needs of our community members. Overall, the project will allow the City to know more about our community members, housing market, and economy so we can make informed and strategic decisions that support us all.

Goal: Update the Oregon City Comprehensive Plan

Major Objective: A Well-Informed Document Reflective of All Community Members. The primary goal is to create a long-term planning document that uses an equity lens to balance all the needs within the community and provide guidance for anyone who reads it, whether they are residents, developers or city officials.

Objective: Community Participation. Extensive community engagement will allow participation of a wide variety of the community to better understand our needs and vision for the future. A range of engagement techniques during the community visioning assures broader participation so the plan equitably serves all. The Comprehensive Plan will be informed by the overall vision and directly created by people and groups interested in the specific topic areas to allow deeper engagement on topics of interest.

Objective: Education and Government Transparency. The community will educate City staff and elected officials on their experiences living in Oregon City and their aspirations and values for the future, and in turn, the City staff and elected officials will have opportunities to share how the government functions and why Comprehensive Planning is important.

Objective: Supplemental Technical Data for Informed Decision-Making. The project will build on recently completed projects such as the County housing needs analysis and will create an economic opportunities analysis. An Economic, Social, Environmental, and Energy (ESEE) Analysis and traffic study will be completed as needed to assure the resulting Comprehensive Plan meets state requirements.

The project is a standalone endeavor anticipated to last approximately 2.5 years. The transportation and land use components of the Comprehensive Plan are being updated in a parallel process through a Transportation and Growth Management Grant.

B. Products and Outcomes.

Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

The products and outcomes include the following:

Task 1: Background Reports and Summaries. This includes finalizing the project scope, budget, expectations, community education and engagement plan and creating accessible documents that explain the functions of government and the components of the Comprehensive Plan. The documents will be short in length, graphically illustrated, and be translated into English, Spanish, and Russian. The intended outcome is to empower community members to understand the role of the government to a greater extent, and thereby be more involved in this and other city projects. The documents will serve as useful tools beyond the life of this project to assist the public and increase transparency while serving as an example for other jurisdictions to utilize.

An Economic Opportunities Analysis (EOA) and supplement to the recently completed Housing Needs Analysis (HNA) will also be initiated in this task. The EOA will inform policy with additional data such as estimated supply and demand for employment land, which will inform a strategy to economic development and associated infrastructure improvements. The

supplemental HNA will inform policy with additional housing data such as the location of housing types, availability, and more detailed data about community members.

Task 2: Community Education and Visioning. The 20-year vision will be created to reflect the needs and aspirations of a wide array of community members. This will inform the development of the Comprehensive Plan, help City staff and elected officials learn more about the community, and most importantly, empower all community members to learn and share their thoughts to direct the future of the City. Extra effort is anticipated to seek out and incentivize participation from underrepresented groups. As a result, we will understand the opportunities to better support under-supported communities and the Comprehensive Plan will equitably distribute opportunities and resources.

Task 3: Comprehensive Plan Update. The process of updating the plan will occur by dividing the document into five chapters and hosting a series of summits to develop each chapter. This methodology allows for a larger number of community members to participate in topics of interest at a deeper level. The approach to the Comprehensive Plan also fosters collaboration between City departments, other government entities, advocacy groups, businesses, and the community so we can work together more efficiently build stronger relationships and streamlined governance. The topics will be translated from jargon so community members understand and have the opportunity to be invested in the plan and its success. The resulting plan will also be easy to read with graphics and clarity regarding how and when it will be utilized in the future. The document will frame how the City approaches the future and prioritizes resources and projects. The plan will include policy direction on a variety of topics as well as a list of follow-up projects toward which the City should allocate resources.

Task 4: Adoption. The Deliverables will include, but are not limited to, the Comprehensive Plan, ancillary documents, findings, and documentation of the public process. After adoption, the final Comprehensive Plan document will be translated into Spanish and Russian.

C. Work Program, Timeline & Payment.

1. Tasks and Products:

List and describe the major tasks and subtasks, with:

- *The title of the task*
- *Steps to complete task*
- *The interim and final products for each task*

The project will start by building a base of information, followed by significant public involvement overseen by an advisory team to create a Community Vision. The advisory team will then divide the Comprehensive Plan into five components and lead the development of each component through a series of summits with advocacy groups and interested community members. Once these components are assembled into the Comprehensive Plan, the team will analyze the overall document to verify it is still reflective of the Community Vision, complies with applicable requirements and best practices before adoption. A summary of the project tasks is provided below, and a detailed list of each task including the steps to complete the task and products of each task are further described in an attached draft scope of work.

Background Existing Condition Reports and Kickoff (Task 1a and 1b)

The project kickoff will finalize the project approach, budget, schedule of deliverables, advisory team positions, public engagement and education strategy, communication protocols, and

provide the consultant with applicable background information. The consultant will build a library of easy to understand guides in multiple languages to explain the operations of the government, the components of a Comprehensive Plan, the regulatory framework, and a preliminary analysis of how well the existing Comprehensive Plan equitably serves the community. The consultant will also begin supplementing the existing Housing Needs Analysis with additional data and analysis as well as creating an Economic Opportunities Analysis.

Community Visioning (Task 2)

Task 2 will create a Community Vision which will guide the Comprehensive Plan update and serve as the introductory chapter. The process includes a variety of outreach methods such as community conversations, surveys, interviews, monthly meetings in coffee shops, social media, and leveraging existing networks and community groups, etc. Underrepresented groups will be encouraged to participate with a variety of incentives ranging from discounts on utility bills, library fine waivers, swimming pool passes, and gift cards. The advisory team will be empowered and responsible for assuring representation by all community groups, reviewing feedback, and train others to solicit feedback. The advisory team will create a Community Vision from the public input. The vision will be reviewed by the community before adoption by Resolution.

Comprehensive Plan Update (Task 3)

The advisory team will divide the Comprehensive Plan into five easy to understand components that the public will easily understand. The advisory team will be split into smaller groups, to host a series of summits to update each component based upon the community vision, best practices, and legal requirements over a series of up to seven meetings with other interested groups and members of the public. Once each component is updated, the advisory team will reassemble the components behind the Community Vision to create the updated Comprehensive Plan. The team will then analyze the overall document to verify it is still reflective of the Community Vision, complies with applicable requirements, best practices, including an Economic, Social, Environmental, and Energy (ESEE) before adoption.

Adoption (Task 4)

Staff and consultants will assemble a legislative application including findings demonstrating how the proposal complies with the Oregon City Municipal Code and Statewide Planning Goals. The adoption process will include at least 8 hearings and work sessions with the Oregon City Planning and City Commissions. Deliverables will include the draft comprehensive plan and ancillary documents, findings, and documentation of the public process.

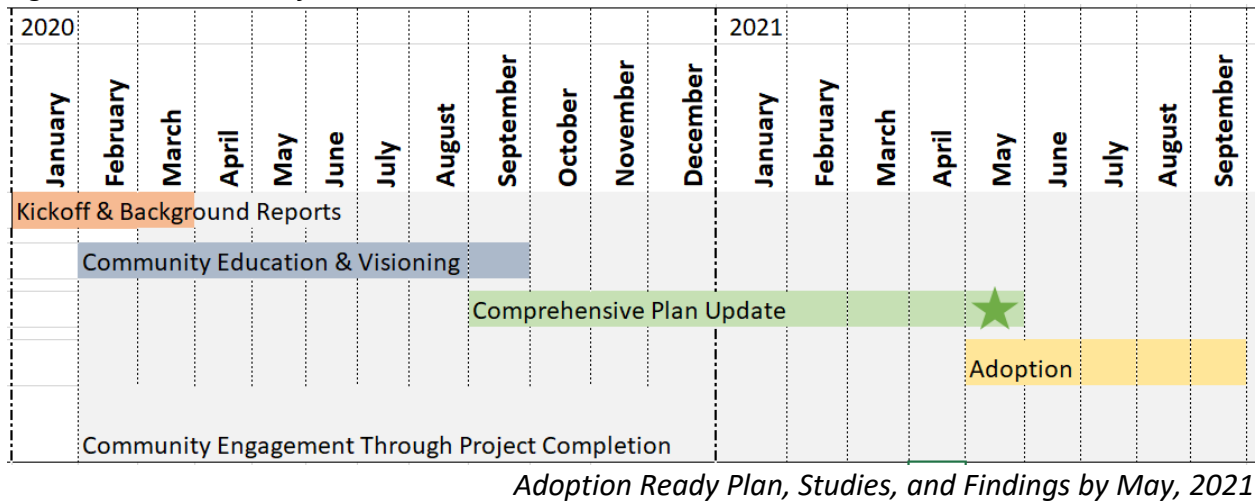
The major outcomes of the project phases are identified in the attached scope of work.

2. Timeline:

List all dates for the project including tentative start date after the contract is signed, task completion dates, and project completion date. If the project is part of a multi-year program, provide an overview of the expected timelines in sequence of expected start dates and completion date for each task and describe subsequent tasks to be completed.

City staff is prepared to begin the project immediately. After consultant selection, the project will tentatively begin in January/February 2020. The approximately 21 month project is anticipated to be completed with the final adoption of the Comprehensive Plan by the City Commission in the summer of 2021.

Figure 1: Tentative Project Schedule



3. Payment Schedule

Develop a requested payment schedule showing amount of interim and final payments. Include the products that will be provided with each payment request. The payment schedule should generally include no more than two payments – an interim and final payment.

Payment is anticipated to occur in two installments. Half of the payment is anticipated to be distributed after the City Commission adopts the Community Vision by Resolution in September of 2020 with the remainder of the contract upon submittal of a complete Legislative application in May of 2021.

D. Evaluation Criteria

Include a statement in the narrative that addresses the program priorities and evaluation criteria presented in the application instructions (“Eligible Projects and Evaluation Criteria”).

Promote Economic Development

- The Economic Opportunities Analysis will give us a more complete picture of our community and the relationship between our economic needs and the supply of those resources . The long-term strategy for jobs is supported by a recently completed housing needs analysis and residential buildable lands inventory as well as a supplement to the HNA proposed within this project scope.
- Given the closure of the Blue Heron Paper Mill, an increasingly vibrant downtown, undeveloped Beaver Creek Employment Area, and the implementation of the Beaver Creek Concept Plan, and changing business practices such as online retailing, the employment market is vastly different today than when the last Comprehensive Plan was created. The project includes the creation of a plan for strategic investments for a diversified and stable economy.
- The City has completed a variety of plans over the years, but some are no longer relevant, were never adopted, or have been already implemented. The project includes an analysis of past plans to provide clarity as to which past plans are relevant.
- The City has adopted a variety of economic incentives or strategies such as a tourism plan, enterprise zones, opportunity zones, and vertical housing tax credit. This project will help us to more strategically utilize these programs.

Promote Provision of Affordable and Workforce Housing

- The supplemental work for the Housing Needs Analysis will build on the recently completed Clackamas County Housing Needs Analysis and Buildable Lands Inventory to understand a more complete picture of our community and the relationship between our housing needs and the supply of those resources.

Plan for Resilience to Natural Hazards and Climate Change

- The Comprehensive Plan update is anticipated to increase our understanding of the needs of our most vulnerable populations. As a result, the community will be a stronger, more resilient community that feels heard, supported, and can recover from difficulties faster.
- The project will provide an opportunity to support policies related to the recently completed Natural Hazards Mitigation Plan including opportunities to prevent or mitigate hazards before they occur.
- The Comprehensive Plan is anticipated to address natural resources, water quality, public health, and many other issues that are closely related to climate change, resilience, and adaptation.

Provide Infrastructure Financing Plans for Urbanizing Areas

- The project will identify the extent to which the City should be proactive in encouraging the development of lands within the urban growth boundary and urban reserve areas.

Update Comprehensive Plans and Implementing Codes to Respond to Changes in State Law or Advance Regulatory Streamlining

- Last updated in 2004, our Comprehensive Plan does not comply with all changes in state law. For example, the legislature recently passed new statewide legislation affecting housing which will require additional public outreach and code amendments. The updated Comprehensive Plan will include updated policies and future project lists to continue to implement regulatory mandates.

E. Project Partners

List any other public or private entities that will participate in the project, including federal and state agencies, council of governments, city and county governments, and special districts. Briefly describe the role of each (e.g., will perform work under the grant; will advise; will contribute information or services, etc.).

A Transportation and Growth Management (TGM) grant from the Oregon Department of Transportation was awarded to fund the transportation and land use components of the Comprehensive Plan as well as a portion of the public involvement. A scope of work is enclosed which articulates how the projects work together to create a cohesive Comprehensive Plan. The City will coordinate the project through regular meetings with staff from DLCDC and the TGM program.

F. Advisory Committees

List any advisory committee or other committees that will participate in the project to satisfy the local citizen involvement program.

The project is dedicated to working with all of our community members to create a plan that equitably supports all of our community.

- An advisory team comprised of a variety of community members and technical expertise will provide direction throughout the development of the plan.
- The City Commission will advise and ultimately approve the Comprehensive Plan.
- Participation from various organizations and groups include (but is not limited to):
 - Confederated Tribes of Grand Ronde
 - Oregon City Planning Commission, Citizen Involvement Committee, Historic Review Board, Natural Resources Committee, Development Stakeholders Group, Parks and Recreation Advisory Committee, & Transportation Advisory Committee
 - Oregon City Chamber of Commerce
 - Oregon City Business Alliance
 - Downtown Oregon City Association
 - Homeless Solutions Coalition of Clackamas County
 - City of Oregon City Departments: Community Development, Economic Development, Public Works, Community Services, Finance, & Police
 - Clackamas County Departments: Transportation and Development, Water Environment Services (WES), & Health, Housing and Human Services (3HS)
 - A Variety of Formal and Informal Community Groups

G. Cost-Sharing and Local Contribution

DLCD funds are only a part of overall project costs; please identify sources and amounts of other funds or services that will contribute to the project's success. Cost-sharing (match) is not required, but could be a contributing factor to the success of the application.

The project received approval of a Transportation and Growth Management grant for \$125,260 to fund a portion of the project, including the transportation and land use components. Oregon City believes it is necessary for staff to build connections with the community during this project and thus has pledged 1,195 hours of staff time and additional \$10,000 for legal consulting towards this project for a total additional local match of \$102,129.50.