



Baker City Strategic Plan

PARC Resources

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Executive Summary

The City of Baker City completed a 6-month strategic planning process to update the citywide 5-Year Strategic Plan. The process was designed to engage the community at large, the City staff, and City Council in setting goals and objectives for the City in the coming five years. This process was a community-based approach, which utilized work sessions with both staff and the City Council as well as two community visioning meetings and a community survey distributed online and advertised by the City of Baker City. The City Council has reviewed the findings of the community process and set specific objectives for the next five years, which Baker City will pursue as part of their effort to support growth and sustainability for the City.

The community planning process was conducted with absolute transparency to ensure that all input was collected and evaluated. As part of the evaluation, the City Council determined which projects were desirable and feasible, prioritizing the projects accordingly. This process balances immediate needs of the community that the City can respond to over the next five years.

The outcome of this process is captured in the following Strategic Plan and is intended to be a guide for Baker City on key steps the Council and Staff will pursue in the coming years. This document is intended to be a living document subject to change as necessary to capture opportunities, build on successes and to anticipate changes that can benefit Baker City.

The following Strategic Plan is broken down into these chapters:

Community Profile – No plan can be successfully implemented without first considering the local context. The community profile discusses the history, geography, and demographics of Baker City compared to Baker County and Oregon overall to help determine the obvious needs and resources locally.

Community Input – The City recognizes that any progress moving forward must firstly serve the residents of Baker City and must have local support to be successful. Therefore, the City engaged in both community meetings and a community survey process to reach out to community members and find out what potential projects are most important to them.

SWOT Analysis – In the spring of 2012, the City Council and staff engaged in an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) for Baker City, helping to determine which potential projects are likely to succeed and which threats can be mitigated.

Goal Setting – The City Council set ten goals, based on the local demographics, community input, and SWOT analysis.

Funding Opportunities – This chapter considers local funding conditions, grant opportunities from private, state, and federal sources, and discusses loan options for projects that cannot be funded through grants.

Timeline – This section outlines the goals and major activities to achieve those goals in a logical strategy with a recommended schedule of completion. This will be a quick and easy reference to track progress during implementation.

Recommendations and Next Steps – This section concludes the narrative of the plan and provides a short list of next steps to help keep momentum and will launch the City into implementing the plan.

Source Document – The final chapter includes a list of all data and funder information.



Community Profile

The following information is used to help determine the needs and resources of Baker City. The purpose of this information is to identify the local support the City and its projects. Lastly, the statistics in this chapter can be used to make a case for funding when grant writing in fundraising a multitude of projects from State, Federal, and Private sources.

Baker City

Age

Baker City is the county seat of Baker County and the largest community in the county.

The median age of Baker City residents is 43.7 years and its total population was 9,828 in 2010 according to the U.S. Census.¹ The total population according to the 2013 Certified Population Estimate by the Population Research Center at Portland State University is 9,890.² Given that the single community has more than half of the county's population, Baker City also contains the bulk of the county's public services. The community is also younger than the rest of the county. Nonetheless, senior citizens over age 65 do make up 20.5 percent of the population and those under age 18 comprise just slightly more at 21.2 percent.



Race

As is common in eastern Oregon, minorities constitute a smaller percentage of the population in Baker City than in the state as a whole. In the 2010 U.S. Census fully 94.6 percent of the population self-identified as "white," while 3.3 percent self-identified as "Latino." Native Americans comprised just 1.1 percent, Asian Americans 0.5 percent and African Americans just 0.4 percent of the population.

Income Levels

Poverty levels are higher in Baker City than in Baker County and the State of Oregon as noted earlier. Income levels are lower as well. Fully 22.5 percent of all Baker City residents live below the poverty line and as reported below, median household income, median family income and per capita income are lower than state and county levels as well. The table below shows income levels in Baker City and Baker County compared to Oregon.

¹ 2010 U.S. Census. All facts in this chapter are from this source unless otherwise noted.

² Population Research Center, Portland State University, "Certified Population Estimates for Oregon and its Counties and Cities," December 2013.

Location	Median Household Income	Median Family Income	Per Capita Income
Baker City	\$38,442	\$48,912	\$18,997
Baker County	\$39,704	\$50,507	\$21,683
Oregon	\$49,260	\$60,402	\$26,171
City as a % of County	96.8%	96.8%	87.6%
City as a % of Oregon	78.0%	81.0%	72.6%

Education and Veteran Status

Similar to Baker County, residents of Baker City tend to have less post-secondary education than the state as a whole. In Oregon, 28.6 percent of people over age of 25 have at least a bachelor's degree and 88.8 percent have a high school diploma. In Baker City the figures are 19.1 and 86.6 percent respectively.

In terms of veteran status, Baker City has an above average concentration of veterans at 15.3 percent, but not as high as the county with its 17.3 percent. Both are well above the state's figure of 11.9 percent.

Baker County

Baker County is located on the eastern border of Oregon and abuts the State of Idaho and the Snake River. The county embraces 3,068 square miles, which is larger than the state of Rhode Island (1,033 square miles) and the state of Delaware (1,948 square miles). Baker County is bisected by Interstate 84, the major east-west artery in Oregon. It is nonetheless rural, remote and isolated by any standard. The total population according to the 2013 Certified Population Estimate by the Population Research Center at Portland State University is 16,280.³

The county economy is largely dominated by agriculture, with limited tourism. The biggest employment sectors according to the Oregon Employment Department are the "government" followed by the combined category "education and health."⁴ As of this writing the most recently reported unemployment rate for Baker County was 8.8 percent, which was higher than the rate for the state of Oregon at 7.1 percent.⁵ A table comparing Baker County to the state and the nearby communities is below from the same source.⁶

Unemployment Rates

Location	December 2013	June 2013	December 2012
Oregon	7.1%	7.8%	8.4%
Baker County	8.8%	9.2%	9.4%

³ Population Research Center, Portland State University, "Certified Population Estimates for Oregon and its Counties and Cities," December 2013.

⁴ Oregon Employment Department "Employment and Wages by Industry," Website: <http://www.qualityinfo.org/olmisj/Regions?area=000013&page=2> accessed February 20, 2014.

⁵ Ibid.

⁶ Ibid.

Population and Age

The 2000 U.S. Census population in Baker County was 16,741 and the 2010 was 16,134.⁷ The Population Research Center estimates a 2011 population of 16,215. The small population decrease is consistent with the changes demographically during the last decade. For example, by 2007, the Population Research Center estimated the county population at 16,435 and the numbers have continued to slip slowly so that over the last ten years the county lost 3.6 percent of its population.

As Baker County lost some of its population, the county has also gotten older. As of the 2010 U.S. Census, the median age was 47.9 years. Residents aged 17 and less, accounted for just 20.3 percent of the population, while seniors comprised fully 22.0 percent of the population. These striking figures contrast starkly with the State of Oregon where just 13.9 percent of the population is over age 65. The under age 18 population is a closer 22.6 percent of the statewide population, but the median age in the state is 38.4 years. Clearly, the population of Baker County is older than average or median and that fact has an impact on the community's needs and ability to support capital projects.

Over the last 10 years, the population across the nation has aged, but Baker County's figures have outstripped the national trend. According to the 2000 U.S. Census the median age was 42.7 years.

Education and Veteran Status

Conforming too much of eastern Oregon, Baker County residents tend to have less post-secondary education than the state residents as whole. In Oregon, 28.6 percent of people over age 25 have at least a bachelor's degree and 88.8 percent have a high school degree. In Baker County the figures are 20.5 and 88.7 percent respectively.

In terms of veteran status, Baker County has a very high percentage at 17.3 percent. By comparison, Oregon's figure is 11.9 percent.

Race

As is common in eastern Oregon, minorities constitute a smaller percentage of the population in Baker County than in the state as a whole. In the 2010 U.S. Census fully 94.6 percent of the population self-identified as "white," while 3.3 percent self-identified as "Latino." Native Americans comprised just 1.1 percent, Asian Americans 0.5 percent and African Americans just 0.4 percent of the population.

Income and Poverty

Poverty levels in Baker County are higher than both county and state levels with 19.9 percent of all people living in poverty. This figure compares to a poverty rate for Oregon of 14.0 percent. The income levels in Baker County are also lower than county and state levels as reflected in the table below.

⁷ 2000 US Census. 2010 US Census.

Baker County 2010 Census Data

Location	Median Household Income	Median Family Income	Per Capita Income
Baker County	\$39,704	\$50,507	\$21,683
Oregon	\$49,260	\$60,402	\$26,171
County as a % of Oregon	80.6%	83.6%	82.8%

The income figures demonstrate that Baker County residents earn considerably less than other Oregonians. On the positive side, the change over the last 10 years has seen the county close the gap between income in the county and state. Unfortunately, the percentage of individuals living in poverty has grown from 14.7 percent in 2000 to the aforementioned 19.9 percent. The income data from the 2000 U.S. Census is reproduced below.

Baker County - 2000 Census Data

Location	Median Household Income	Median Family Income	Per Capita Income
Baker County	\$30,367	\$36,106	\$15,612
Oregon	\$40,916	\$48,680	\$20,940
County % of Oregon	74.2%	74.2%	74.6%

Community Input

One important part of this strategic plan is reaching out to the community for input regarding their thoughts and preferences on City goals. The City reached out to the community in two ways: 1) PARC Resources drafted a short survey that the City advertised to be completed online; and, 2) The City sponsored two public meetings, facilitated by PARC Resources, for citizens to have the opportunity to give feedback on what their top priorities were.

Community Survey

PARC Resources staff developed a short survey designed to be largely open-ended and allow the community to offer ideas and personal priorities for the City to consider as part of the goal-setting process. A copy of the survey is included in the Appendix of this plan.

Outcomes

PARC Resources collected the surveys at the end of the survey period and analyzed the results below:

Demographics: A total of 68 local community members of Baker City completed the online survey. Of these responses, 30 were female, 34 were male, and four preferred not to identify. Very few of the survey respondents were under the age of 30 with only five respondents selecting the 21-30 age group and none identifying as 20 or younger. Nearly 65% of respondents were between the ages of 31 and 60 with approximately fifteen individuals selecting each age group of 31-40, 41-50, and 51-60. Nine respondents were between 61-70, four selected 71-80, one 81 or over, and five preferred not to answer. When asked how long they had lived in Baker City, responses ranged evenly from less than one year to about 50 years, with a few responses of over 50 years. Review of the race and ethnicity data yielded little information as most identified as either white or preferred not to identify.

Priorities: The highest prioritized need across most of the question was a need for economic development including job creation, family-wage job creation, attracting businesses, and promoting tourism. Fully 26 respondents, or 38.2% of all respondents listed economic development as their number one priority for the City. Other top priorities include downtown beautification, cleaning up personal property and empty buildings, park improvement, recreation opportunities, animal control, and improving the water supply. Question six asked respondents to identify the top three areas the City should focus efforts. Answers were overwhelmingly supportive of focusing efforts on attracting businesses, infrastructure, and promoting existing businesses at 51.4%, 48.5%, and 41.2% respectively. Other top priorities included promoting tourism, and improving public safety.

Methods of achieving goals: Repeatedly survey respondents mentioned treating water, enforcing codes on private property, forming partnerships with community organizations, and developing a volunteer network. Other proposals included lowering costs for businesses and helping them cut red tape, improving streets and sidewalks, painting over graffiti, cleaning up weeds and debris in

downtown areas, improving and adding to walking/bike paths throughout town, and increasing youth activities and family recreation opportunities, bring retailers to the area.

Community Meetings

The City also posted two public meetings held back-to-back on Wednesday, November 13, 2013. The first was at 3 pm, the second at 5:30 pm. Each meeting had a relatively few number of participants, however they both yielded a significant amount of information. The outcomes of each meeting is below:

Outcome: First Community Meeting

PARC Resources held a productive meeting with three Baker City residents. The group as a whole focused primarily on ways in which the City could work with organizations in the community such as the schools and arts groups to help them achieve goals that will in turn benefit the community as a whole. All three residents praised the City staff in their willingness to assist the School District and Crossroads Art Center in their endeavors and expressed that the City Employees and Council need to focus on outreach to other organizations both as a public relations strategy and for the benefit of the many projects currently active in the community.



Outcome: Second Community Meeting



Two long-time residents attended the second meeting and directly expressed the need for economic development and asking the City to step in and help recover “family wage” jobs. The focus of economic development in the second meeting centered on education: sending students off to be educated and giving them a reason to come home when their schooling is finished. One gentleman stated plainly that the community needs to focus less on simple job creation and more on creating jobs that can sustain a family to address the high incidence of poverty in Baker City.

Community Priorities

The primary theme that came out of both meetings and the survey results was the need for Economic Development. Job creation, particularly family or living wage jobs were a big theme with several ideas on the topic such as bringing in manufacturing and retail jobs. Other priorities largely include beautification, tourism, and infrastructure, all of which will help boost the economic development of the community.

One important note is that there is a small, but present group of residents that are very resistant to change. While most of the respondents are eager for job creation, attracting large retailers, boosting tourism, and promoting activities that generally support population growth, some feel these changes would be a mistake and would lead to Baker City losing its small-town feel.

While this viewpoint is largely outnumbered by residents that would like to see the community grow, it will be important for the City to consider ways to balance and control community growth to some degree.



SWOT Analysis

PARC Resources met with the City Council to undergo a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, which would help frame the goals of the community over the next five years. The purpose of this analysis is to identify and take advantage of strengths and opportunities while mitigating identified weaknesses and potential threats.

The group identified the following:

Strengths

- People
- Location-best place to live
- Debt-free
- Strong civic organizations
- Lots of retired people
- Good public facilities
- History
- Proximity to outdoor recreation
- Opportunities-diversity
- Safe place to live
- Located on the I-84 corridor

Weaknesses

- Lack of jobs
- No work force
- Absence of industry
- Location/isolation
- Limited higher education facility
- Economic drain being between Tri-cities and Boise
- Businesses closed on Sunday

Opportunities

- I84 Corridor
- High speed internet
- Historic District
- Arts community
- Truck travel (50% of the vehicle traffic)
- Good industrial park with railroad access

Threats

- Unfunded Federal mandates were a threat to debt-free status
- Cost for personnel
- Cost of failing infrastructure
- Potential closing of the Powder River Correctional Facility

Goal Setting

The following chapter represents the goals and priorities of the City based on community input, outcome of the SWOT Analysis, and goal setting work sessions with City departments and

Goal Setting and Action Priorities

- 1.) The City will be primarily responsible for tackling projects within the jurisdiction of the City. Projects that represent opportunities, but are outside the city jurisdiction will be supported through cooperation with other jurisdictions.
- 2.) The City will develop or update a separate economic development protocol to further explore specific solutions that are out of the scope of this project. These protocols should include tax breaks or incentives to draw large employers to the region, code development for fair and consistent enforcement of policies (such as signage and storefront design) for businesses across the community, and working with land-use planning to ensure zones are clearly and correctly identified citywide, among other policies.
- 3.) The City will explore the opportunity to create a Visitor Center / Business Incubator space along the I-84 exit. The purpose of this effort is to help draw travelers from I-84 and to create an affordable space for entrepreneurs to get their businesses up and going in Baker City. This development would occur if there was financial support for this effort through state and federal grants as well as an indication of a critical number of interested citizens who would like to invest in Baker City's business community.
- 4.) The City will continue to promote existing business and opportunities with a coordinated marketing plan, which will seek to promote Baker City as a good community to live in and work. This effort will be coordinated with the Business community area partners to ensure that they are promoting as a jewel of the recreation area of northeast Oregon.
- 5.) The City will provide an annual community clean up day each spring. The City will step up the enforcement of code violations in terms of debris, inoperable vehicles and storage of waste on residential lands within the city. To assist citizens, the City will provide notices to non-compliant residents in March of each year or thirty days prior to the annual clean-up days so that residents can take advantage of free disposal opportunities to clean up their residences. The City Council will consider establishing an annual award for the most cleaned-up properties, recognizing community efforts to enhance the visual beauty of the city.
- 6.) The City will engage in parks improvements including improving and developing a citywide trail system for walking and biking that will improve the livability of Baker City and make it more attractive to visitors.
- 7.) The City will support the development of an independent Baker City Business Association and will consider establishing a modest transient room tax, from which part

of the annual proceeds would be under the control of the Business Association for the purposes of marketing and advertising Baker City services. The City will support the expansion of the downtown business district by encouraging beautification as well as seeking cooperation from current landowners for cleaning up their lots and placing these parcels into the active market available to new business interested in Baker City.

- 8.) The City will seek funding for a variety of infrastructure projects including water treatment, wastewater, storm water, sewer, streets, sidewalks, airport and public facility improvements, and other basic infrastructure.
- 9.) The City will continue to seek community support and active participation in city council proceedings, planning efforts and advocacy in which the City is engaged to support the community. This effort to keep citizens informed and involved with the community will include public meetings and outreach to interested parties in and outside the City of Baker City. The City will continue to be the lead advocates in the region, state and Pacific Northwest for growth and development in the City of Baker City.
- 10.) The City will work to make the staffing additions as clear needs are identified. Adding additional projects will increase the need for personnel to support these projects. Other needs identified by city staff:
 - Capital plans for all major facility improvements
 - Forecasting for budgeting
 - Grant writing
 - Financial policies
 - Completed employee handbook
 - Revenue stability – develop franchise revenue, transient room tax, gas tax, utility street fund, planning fund,
 - Software improvements
 - Training
 - Electronic voting
 - Mission statement
 - OSHA compliance
 - Equipment for fire and ambulance
 - Planning updates (water facilities)

Intergovernmental Relations

The City has a strong history of work with Baker County and US Forest Service to move forward on critical projects. The City will maintain those relationships and reach out to other logical partnerships including State and Federal agencies, neighboring communities, regional districts, and non-profit groups. Specifically the City will undertake the following actions over the next 5 years:

2-3 Years: The City will update the agreement with the US Forest Service to work on the watershed, and develop an allotment-grazing plan. The plan will focus on timing, adding new

fencing, fuel reduction, and short term/long term goals and strategies. Further, the City must work with USFS to develop a cooperative agreement regarding law enforcement and roads.

3 Years: The City plans to reach out to or develop a non-profit operator for the golf course.

4 Years: The City will seek funding and opportunities to bring in consultants to offer sensitivity training on inter-jurisdictional cooperation.

Business Incentives

According to statements made through the Community Feedback process is that Baker City is not business-friendly. The City will strive to change that perspective through offering tax breaks and incentives for new and existing businesses that will create more jobs for the community.

6 Months: Focus on creating a business-friendly environment. Develop a break on infrastructure and matrix for jobs in the industrial park. Develop a business incubator. Offer a tax relief program on City property taxes for a fixed period of time to homeowners rehabilitating their properties.

Business Association

Baker City businesses need a business association that can work with the City to represent their needs as well as to provide marketing assistance to businesses in Baker City. The City will encourage the formation of a business association by convening local businesses together and outlining a strategy for how the City can work with the business association to improve city codes and policies to make them more business-friendly.

1 Year: Convene businesses and encourage them to form a business association.

2 Years: Work with the newly formed business association to redevelop business permits and connection fees. The purpose of this exercise is to stimulate business and create jobs. Therefore, jobs created through this redevelopment program will equal more incentives.

Community Marketing

With its convenient location off I-84 and proximity to two mountain ranges, Baker City already has its fair share of tourism. However, many of Baker City's attractions remain hidden gems enjoyed primarily by locals, but lesser known to travelers. The City will work with the business community, art sector, non-profits such as Visit Baker, and private individuals to promote Baker City. Specific goals will involve developing public art, encouraging community clean up and beautification projects, and better utilizing the Transient Room Tax.

6 Months: Economic development, workforce development, marketing contractor, public art, publishing code enforcement numbers, and marketing community clean-up days, beginning with the Fall Clean-up Day. Further, the City Council recognizes a need for better utilization of the Transient Room Tax and therefore reports should be sent to the City Council for review.

1 Year: Distinguishing the effort of local citizens by developing community recognition of improved properties for individuals and businesses.

Park Improvement

The site plans for existing park projects such as the Central Park improvements and Court Plaza are already completed. However, the City does not have a Parks Master Plan that looks at the parks and trails throughout Baker City as a system. Having such a plan in place would ensure that park improvements are orchestrated in logical ways that will maximize resources and public benefit. Further, a Master Plan would improve the City's chances of funding from grant sources such as the Oregon Parks & Recreation Department. Therefore, in addition to the 5-Year goals listed below, the City should consider applying for funding through the State to undergo a planning process targeted specifically at park development and improvement.

5 Years: Connect trail system, Central Park improvements, Neighborhood park improvements, Court St. Plaza development, Dog Park, and Bandstand and playground equipment for Geiser Pollman Park.

Infrastructure

The City has several strategic, capital, and comprehensive plans in place and accessible on the Baker City website that address water treatment, wastewater management, watershed management, and road and sidewalk improvements.



Year 1: Water system treatment, boiler replacement at the Swim center.

Years 1-2: Apply for a sidewalk assistance program grant.

Year 3: The top priority is road improvement as well as waste water system distribution.

Year 5: Foundation stabilization and improvement for City Hall.

Community Information

The City will work to keep the community better informed about projects to help maintain project support and momentum as well as to build a bridge between the community and the local government. Beginning immediately and continuing for the foreseeable future, the City will implement the following strategies to keep the public in the know:

- City Newsletter*
- Weekly report on the City website
- Public announcements at council meetings.

**The City has utilized a monthly newsletter for several years. It's inclusion in this strategic plan is to promote its sustained use in addition to ensuring weekly updates are available on the website and that time is dedicated at council meetings for public announcements.*

Staffing

The City recognizes that the current staff is already operating beyond the capacity available. To reduce the burden on City staff and to build in additional capacity for new responsibilities, the City recognizes the need to hire additional staff. Therefore, the City will hire additional employees to increase efficiency and responsiveness for current and future projects.

Partnerships

The City of Baker City has forged many alliances over the years and these partnerships are critical to the community's ability to take full advantage of opportunities. The City will continue to work with regional governments and organizations to secure commitment of resources and assistance in all projects. The City will seek private foundation support for appropriate projects in a coordinated and comprehensive manner to garner Baker City the resources necessary to invest in the future.

The City Council will seek cooperation from State agencies and representatives of federal agencies to assist the City in securing long-term agreements to invest and support the various infrastructure developments necessary to support a livable community for local citizens.

The City will support the formation of a Baker City Business Association, which will serve as conduit between the private sector and the City Council to seek cooperative approaches to improving the community.

Finally, the City Council will remain open to new ideas and efforts to improve the community through any potential partnerships that might arise, provided that these efforts benefit the community broadly and offer a long-term improvement for the lives of citizens. The City Council will continue to seek citizen involvement in all aspects of our efforts to govern and encourage all people to participate in the open public processes of Baker City.

Funding Opportunities

This section focuses on the importance of varied fundraising to help the City pay for necessary projects that benefit the community. There are four main sources of funding: local fundraising, in-kind donations, grant funding, and loans. Each of these sources is discussed in more detail below:

Local Fundraising

Local fundraising is categorized as any cash donations from the community including cash from fundraising campaigns, bond measures, and City funds. Local fundraising efforts will vary by project depending on the type of project and the amount needed. In general, there will likely not be a significant local fundraising campaign without the partnership of a nonprofit. For a fundraising effort to be successful locally having a nonprofit that will help do much of the legwork for events will stretch the dollars earned from such events significantly. Further, although cities are tax-exempt, many people are either unaware of the circumstances or uncomfortable with donating cash to projects they feel their tax dollars already pay for. To that end, having a nonprofit partnership will allow the nonprofit to sponsor projects and make potential donors more likely to contribute.

In-kind

Regardless of the project and the community partners involved, the City can count on volunteers to help. This is especially true with park or beautification projects that will involve planning and legwork. Putting together citizen advisory committees and expanding the volunteer network will help provide volunteers more opportunities to help. For example, if the City is working on a project to get remove weeds and debris from the downtown area, promoting a public clean-up day where volunteers of any age can come help will provide civic-minded individuals the opportunity to help. Keep track of volunteer time and use time spent as an in-kind match for grant programs.

Grant funders

For such a broad scope of projects as detailed in Chapter 12, the City will approach a combination of Federal, State, and Private Foundation funds. The following section describes the sources most likely to fund projects and some specific programs within each source that are applicable to the City's goals and priorities.

Federal Sources

Economic Development Administration – the EDA has two main programs that the City is eligible for. Given the current economy, the EDA is primarily concerned with job creation at the moment, so all projects that will be competitive for funding will have to have significant planning and proof that the outcome of the project will yield a high number of permanent jobs. Specific programs Baker City should consider are:

- 2014 Economic Development Assistance Program – this is a highly competitive grant program, but one of the few that will assist with infrastructure such as water treatment

and wastewater as well as business incentives such as developing business incubators. To be eligible, the City will need significant planning in place.

- 2014 Planning and Local Technical Assistance Program – this program is designed to support eligible applicants in developing the preliminary documents necessary to compete for Economic Development Assistance.

United States Department of Agriculture – the USDA’s Rural Development programs are designed for small, rural communities like Baker City. There are several programs for community development, housing, and utilities – including infrastructure projects. Many USDA programs offer grants, loans, or a combination of each. Specific programs Baker City should consider are:

- Rural Business Enterprise Grant (RBEG) – Grants typically range between \$10,000 and \$500,000 for: Acquisition or development of land, easements, or rights of way; construction, conversion, renovation, of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities; pollution control and abatement; capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Small and emerging private businesses are those that will employ 50 or fewer new employees and have less than \$1 million in projected gross revenues.
- Rural Business Opportunity Grant (RBOG) – The maximum grant request under this program is \$100,000. Grant funds must be used for projects in rural areas and they can be used for:
 - Community economic development
 - Technology-based economic development
 - Feasibility studies and business plans
 - Leadership and entrepreneur training
 - Rural business incubators
 - Long-term business strategic planning

Both the EDA and the USDA have regional offices that the City should contact prior to submitting an application to check on availability of funding, recommended strategies, and due diligence documents necessary to have in place before applying to be highly competitive.

State Sources

Oregon Department of Transportation – ODOT has a few grant programs that could pay for, or offset the cost of, paving streets, putting in sidewalks, extending or improving non-motorized paths, and additional planning for any of these activities. To be competitive, the City should work with the local ODOT office to encourage support for local projects. Specific programs include:

- Statewide Transportation Improvement Program (STIP) – This program combines the Flexible Funds and Transportation Enhancement Funds programs and is a 4-year

statewide capital improvement program. Funds can be used to develop projects, add or improve facilities, modernize facilities, develop infrastructure such as in Safe Routes to Schools plans, and construct projects such as scenic byways.

- Transportation Growth Management (TGM) – This is a program for planning citywide transportation projects including streets, sidewalks, trails, parking, signage, visitor or traveler information booths, and rest stops among other topics.

Oregon Parks and Recreation Department – OPRD has a variety of programs for park improvements including paths or trails, buildings, equipment, site improvements, land acquisition, and planning funds. Specific programs include:

- Local Government Grant – The local government grant is open to all units of local government and can be used for land acquisition, development, rehabilitation, and Planning. Although there is no set funding cap for large grants, there is a required match based on the size of the community to be served. For Baker City, the required match is 40% of the project budget and can be met through cash, in-kind or a combination of sources. Maximum awards for planning grants are up to \$40,000.
- Land and Water Conservation Grant – This program will fund up to 50% of land acquisition and development projects and are typically due in the first part of the year.
- Recreational Trails Grant – The RTP will fund building new trails including bridges and signage, restoring existing trails, developing and rehabilitating trailhead facilities, acquiring land and easements, and developing water trails. The project does require a 20% match that can come from a variety of sources such as cash, federal, state or local grant funding, in-kind, or staff time.

Private Foundations

The following is a list of private foundations that will consider proposals from governmental entities.

Medium to Large Private Funders

The following funders represent foundations whose grant requests will be targeted to generate awards in excess of \$100,000. These funders often choose to issue challenge grants, which are important in leveraging local funds as well as funds from other foundations. Further, most of the larger grantors prefer to fund in the final stages of a project.

Ford Family Foundation – May fund up to \$250,000 or 30% of a project, whichever is less. The only program area that the City would be competitive in is the “Public Convening Spaces program.” The program encourages, “...civic participation and collaboration through the development of places that bring the community together, have substantial and broad multi uses, are open to the public, and serve multiple populations.” This would be an appropriate funder primarily for park improvements. Applicants must submit an electronic initial application form. This application should be submitted at the end of a project, with at least 60% of the funds raised and closer to 70% if possible.

Meyer Memorial Trust – A grant range of \$50,000 - \$300,000 – The foundation has a program called the “Responsive Grant Program,” which funds capital projects. The process begins with

an online “Initial Inquiry.” For capital projects, the request amount from MMT should be the same or close to the request amount from Ford and the City should approach MMT after they are invited to submit a full proposal to the Ford Family Foundation.

M. J. Murdock Charitable Trust – A grant of \$50,000 - \$300,000 – The Trust requires a Letter of Inquiry as the first step and has one of the longest application periods among Pacific Northwest funders. The Trust has a large focus on health, education, and environmental projects; so projects involving trail improvements, building interpretive sites, and similar projects would be much more competitive than requesting play equipment or infrastructure projects.

Small to Medium Size Private Funders

The following funders represent foundations whose grant requests will be targeted to generate awards that range from \$25,000 up to \$100,000.

Ann and Bill Swindells Charitable Trust– A grant range of \$10,000 - \$50,000 – This funder has a relatively simple application consisting of a two-page letter that is accepted throughout the year. There are four deadlines to meet if timing is an important consideration: January, April, July, and October 1 to be considered at the following month’s meeting.

Meyer Memorial Trust – A grant range of \$10,000 - \$50,000 – The foundation has a program called the “Grassroots Grant Program,” which funds, among other things, planning and organizational development projects. Unlike the Responsive Grant Program, the Grassroots grant are a single application, submitted electronically, and due three times per year: March 15, July 15, and October 15.

Oregon Community Foundation – A grant range of \$25,000 - \$35,000 – This funder recommends that a 501(c)(3) nonprofit be the applicant, but will consider applications from governmental entities as well. This is one of the most consistent funders in Oregon. In addition, support from the Foundation often encourages larger funders, such as Ford and Meyer, to support the project as well. OCF often prefers to come in on the second half of a project, but sometimes considers a challenge grant. They have two funding cycles annually – February 1 and August 1. This funder is not likely to support planning or infrastructure grants, as they consider both to be government functions. However, OCF has a specific program for park projects and would also consider park, public art, equipment and other projects through their community grants program.

Small Private Funders

The following funders represent foundations whose grant requests will be targeted to generate awards that range up to \$25,000. These smaller grants are important to the overall fundraising strategy because they enable the City to leverage additional funds both within the community, and with larger funders who typically prefer to fund during the later phases of a project.

- Leo Adler Foundation
- Brookshier Trust
- Rose Tucker Charitable Trust
- ESCO Foundation

- Irwin Foundation
- Trust Management
- Wessinger Foundation
- Pacific Power Foundation

**Some foundations will not award grants directly for capital projects, but may participate in funding specific equipment and furnishing needs or project components that directly benefit community spaces, design fees, or community planning activities.*

Local Corporations

The following stores, banks, and other similar organizations are either likely to make large contributions or have corporate giving foundations that might fund up to \$5,000. It is critical with many of these applications to get the support of the local manager. Local corporations differ from local businesses in that these generally have foundations or “community giving” programs at a regional or national level, whereas most local businesses do not.

- U.S. Bank
- Bank of America
- Old West Credit Union
- Community Bank
- Safeway
- Les Schwab
- Rite Aid
- Dairy Queen
- Albertsons

Loans

Another option available to the City, although it is clearly a less preferable one, is to use debt financing, which could take the form of a direct loan, a guaranteed loan, or a bond measure. Further, the City can find great variability in payments and costs, depending on the source of a loan. For example, if the City pursues a community facility loan from the United States Department of Agriculture, it will find a 40-year loan period at approximately four to five percent. An approximate guide to the payments is \$460 per hundred thousand per month for a 4.5 percent loan. The projected incomes from completing the project or available City funds would have to cover this cost to make a compelling case for a loan.

The City has not made any plans to pursue a loan for the above-mentioned projects, nor is the City considering a loan as an option at this time. However, this option is presented because it represents the City’s organizational planning and acknowledgement that unexpected turns can occur at any point. If this occurs, the City is ready with other options.

Timeline

The timeline herein breaks down the overarching goals of the City of Baker City, Oregon into manageable projects. The table provides target dates to achieve each of the goals set forth to keep the project moving and the overall goals achievable. The earlier steps are the most detailed as everything that follows will depend on the initial steps. Therefore the short range or three-year goals are broken down by month, whereas the mid-range and long-term goals are broken down into larger time-spans. The chart is arranged in chronological order and details the estimated time needed to complete each task and the desired outcome for each task. The City Council and City administration will manage this entire effort overall, with respective responsibilities falling to the appropriate individuals or group of individuals.

Task	Timeframe (Months)	Responsible Party	Outcome
Year One – 2014			
Establish weekly announcements for the City website.	Immediate	City Staff – City Manager to assign staff members	Improved dissemination of information from the City to the public.
Determine parameters of new pro-business strategies, (i.e. tax breaks, job development, and infrastructure assistance)	April – June	City Council with recommendations from City staff and key community members.	Prepared to initiate strategies and make Baker City more “business friendly.”
Seek funding for an economic development plan.	April – December	City staff to seek opportunities for City Council to approve. Airport Commission, Budget Board, and the Planning Commission should be involved in discussions.	Grant funds in place to undergo more detailed planning related to economic development, workforce development, marketing, and other topics related to spurring the local economy.
Seek funding for public art.	April – December	City Council to partner with local non-profits and community groups.	Public art will make the community more attractive to visitors and stimulate tourism.

Task	Timeframe (Months)	Responsible Party	Outcome
Water treatment system upgrades.	April – December	City staff and City Council with input from the Public Works Advisory Committee.	This project is already underway and will be completed for the safety of the general public.
Encourage local business community to form a business association.	June – October	City Council	The business association will help the businesses pool resources to support them with advertising as well as be a single, representative organization for the City to work with on building a relationship with the business community.
Develop a business incubator.	June – December	City staff and City Council	Identified method of promoting Baker City as a business friendly community.
Examine the need for additional staff.	July – August	City staff and City Council to work with the Budget Board	The City staff needs additional support to take on both current and new projects.
Promote fall clean-up day via the monthly newsletter.	September – October	City staff	Promote opportunities for cleaning up public and private spaces to maintain Baker City's beauty and appeal to visitors.
Boiler replacement project at the Swim Center.	September – April (2015)	City staff in partnership with the Public Works Advisory Committee and YMCA	The City will organize funding for the much-needed boiler replacement at the swim center. The City is already aware of and working on this project.

Task	Timeframe (Months)	Responsible Party	Outcome
Year Two – 2015			
Restructure fees, permits, and general working relationship with business community.	January – June	City Council, Business Association & any other logical partners.	The City will work with the business association to address concerns within the business community and show support to help stimulate economic growth.
Recommendation: Apply for sidewalk assistance grant through ODOT, contingent on match funds becoming available or sought through private sources.	January – June	City staff and City Council with input from the Public Works Advisory Committee and Budget Board.	Repair, replace, and construct new sidewalks for increased mobility and accessibility citywide.
Find funding for waste water system improvements.	January – December	City staff and City Council with input from the Public Works Advisory Committee and Budget Board.	Like the water treatment system, the waste water system is in need of improvements and upgrades. The City will need to determine funding sources to undertake this project in year 3.
Awards for improved properties.	March – May	City Council	The City will recognize a minimum of one individual and one business that has significantly improved their properties over the previous year. This will publicly acknowledge their hard work and thank them for the example they set.
Examine the need for additional staff.	July – August	City staff and City Council to work with the Budget Board	The City staff needs additional support to take on both current and new projects.

Task	Timeframe (Months)	Responsible Party	Outcome
Initiate conversation with US Forest Service	July – December	City Council	The City has a strong history of successful partnerships with the USFS and must initiate a conversation to set a new agreement for important upcoming projects.
Year Three – 2016			
US Forest Service Agreement	January – March	City Council	Signed agreement to work on the watershed and develop an allotment-grazing plan. Specific parameters to be set through agreement, but pre-identified needs include fencing, fuel reduction, short term/long term goals, cooperative agreements regarding law enforcement and roads.
Find or develop a non-profit to take over the golf course.	January – June	City Council with the Golf Board.	The City plans to turn operation of the golf course over to a non-profit. As such the City should identify and come to an agreement with the non-profit prior to the end of the fiscal year.
Complete wastewater improvements.	January – December	City staff and City Council with input from the Public Works Advisory Committee.	Improved infrastructure to protect the community from future problems and to attract businesses to Baker City.
Find funding for street improvements.	January – December	City staff and City Council with input from the Public Works Advisory Committee and Budget Board.	Other infrastructure in need of improvements and upgrades are the streets in Baker City. The City will need to determine funding sources to undertake this project in year 4.

Task	Timeframe (Months)	Responsible Party	Outcome
Year Four – 2017			
Complete street improvements.	Year 4	City staff and City Council with input from the Public Works Advisory Committee and Budget Board.	Improved infrastructure to protect the community from future problems and to attract businesses to Baker City.
Training.	Year 4	City Council to hire outside consultant to provide training to the City staff and Council.	The primary topics of the training will involve sensitivity and inter-jurisdictional cooperation.
Year Five – 2018			
Park improvement projects.	Year 5	City staff, City Council, and Parks & Recreation Commission with input from the Public Works Advisory Committee, Planning Commission Tree Board, and Budget Board.	Park improvement projects will continue throughout this plan. Planning for improvements should begin in 2014 as discussed on page 16. Improvements to the trail system, Central park, Neighborhood parks, Court St. Plaza, development of a Dog park, and adding a bandstand and play equipment for Geiser Pollman Park.
Foundation stabilization for City Hall.	Year 5	City staff and City Council with input from the Budget Committee and Planning Commission.	Preserve the City Hall building for future use.

Recommendations and Next Steps



A Strategic Plan is a roadmap for the future, but as with all things in life, there are roadblocks and obstacles that may present themselves as the City of Baker City moves forward. This plan will guide the City in identifying and resolving the challenges and meeting opportunities. The City Council, staff, and community members have participated in this planning process to develop a strategy that identifies priorities and sets forth strategies to meet goals over the next five years.

The top priorities for the next 12 months will be to add a total of 3 FTE staff to support City functions, focus on economic development through tax breaks and incentives for businesses and encouraging the formation of a business association to help facilitate conversations between the City and the business community. The City is currently working on water system treatment and recognizes the need to replace the boiler at the Swim Center.

The City can also improve communication with the community by providing opportunities to publicize information. Specifically, the City can publish a monthly newsletter to be sent with the water bill, post a weekly report on the City website, and dedicate time for public announcements at each Council Meeting. These are common modes of transmitting information to the public and by making three conscious efforts to inform the community about public events, concerns, and achievements, the City Council will make a concerted effort to bring the community into pivotal conversations.

Other projects that the City must undertake to support the overarching goals include economic forecasting and sustainability, training, improving public safety equipment, and updating technology such as electronic voting and computer software, among other projects outlined in Chapter 5. Lastly, the City will need to engage in further planning for specific capital projects, revision of financial policies, economic development plan, and facility updates (such as the water facilities).

Source Document

2000 U.S. Census, Baker County, Oregon, DP-1 “Profile of General Demographic Characteristics: 2000”, <http://censtats.census.gov/pub/Profiles.shtml>

2010 U.S. Census, Baker City, Oregon, DP-1, “Profile of General Population and Housing Characteristics: 2010”, <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

-----, DP-2, “SELECTED SOCIAL CHARACTERISTICS IN THE UNITED STATES: 2006-2010 American Community Survey 5-Year Estimates”

-----, DP-3, “SELECTED ECONOMIC CHARACTERISTICS: 2006-2010 American Community Survey 5-Year Estimates”

2010 U.S. Census, Baker County, Oregon, DP-1, “Profile of General Population and Housing Characteristics: 2010”, <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

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Oregon Employment Department "Employment and Wages by Industry,"

<http://www.qualityinfo.org/olmisj/Regions?area=000013&page=2>

Population Research Center, Portland State University, "Certified Population Estimates for Oregon and its Counties and Cities," December 2013. <http://www.pdx.edu/prc/population-estimates-0>



Appendix A: Community Survey

The City of Baker City is beginning an update of our 5-year strategic plan for the community. As we consider future steps we should take to improve our town, it is critical that our citizens let us know what they would like to see happen in the next five years. As a practical matter, it is likely that we will have to prioritize the top objective to focus on the 5 or 6 things we can get done. This is one of your chances to influence the future of our community, please take this chance to tell us what you think.

Demographics

- Please select your gender from the following categories below:

Male_____ Female_____ Prefer not to identify_____

- Please select your age from the following categories below:

20 and under_____ 21-30_____ 31-40_____ 41-50_____ 51-60_____ 61-70_____ 71-80_____ 80 and over_____ Prefer not to identify_____

- Please select your race/ethnicity from the following categories. Check all that apply.

African American_____ American Indian/Alaskan Native_____ White_____ Native Hawaiian/Pacific Islander_____ Asian_____ Hispanic/Latino_____ Prefer not to identify_____

- I have lived in Baker City for _____ years.

Community Goals

- What is your number one priority for improvement to our community?

- In what three areas do you believe the City should focus most of its efforts?

____Parks/Outdoor space _____Public services (ex: transportation)
 ____Infrastructure (ex: streets, sewer, etc.) _____Public safety (ex: police/fire depts.)
 ____Promoting existing local businesses _____Attracting new busineeses
 ____Promoting tourism _____Other (please identify)_____

- Are there community efforts that you feel the City should be more actively involved in and what are those efforts?

8. What role do you feel the City should play in supporting businesses in our community?

Tourism/Services/Amenities

9. In looking at similar communities in the region, what are Baker City's strengths that you feel we should be promoting in our efforts to boost tourism?

10. What beautification efforts would you most like to see in Baker City?

11. What services or ammenities would be the greatest benefit to your quality of life?

12. In your opinion, how can the City Council best support future growth in Baker City?

13. What is the number one opportunity you see for Baker City in the near future?

Community Support

14. Of the projects you identified above, what are your top three priorities?

1

2

3

15. Which projects are you most likely to support?

16. Which projects do you believe the community will support the most strongly?

17. Please share any additional thoughts with us.