



# BAKER CITY, OREGON CITY COUNCIL MEETING AGENDA

**REGULAR MEETING**  
SEPTEMBER 8, 2026 - 6:00 PM  
CITY HALL COUNCIL CHAMBERS

**MAYOR:**  
Randy Daugherty  
**COUNCILORS**  
Roger Coles  
Loran Joseph  
Helen Loennig  
Doni Bruland  
Gratton Miller  
Randy Schiewe  
**CITY MANAGER**  
Barry Murphy

## Call to Order/Introduction

|                                               |                 |             |
|-----------------------------------------------|-----------------|-------------|
| 1. Call to Order                              | Mayor Daugherty | Procedural  |
| 2. Pledge of Allegiance                       | Mayor Daugherty | Procedural  |
| 3. Roll Call                                  | Megan Langan    | Procedural  |
| 4. Agenda Additions, Deletions, Modifications | Mayor Daugherty | Action Item |
| 5. Public Comment                             | Mayor Daugherty | Procedural  |

## Old Business

|                   |                 |             |
|-------------------|-----------------|-------------|
| 6. Consent Agenda | Mayor Daugherty | Action Item |
|-------------------|-----------------|-------------|

## New Business

|                                                      |              |             |
|------------------------------------------------------|--------------|-------------|
| 7. USFS Watershed Update                             | Barry Murphy | Discussion  |
| 8. 4th and Auburn Traffic Safety Review — Stop Signs | Barry Murphy | Action Item |
| 9. HUB Contract Update                               | Barry Murphy | Discussion  |
| 10. Social Gaming Ordinance Amendment                | Barry Murphy | Discussion  |
| 11. Baker City Downtown RFP                          | Kara Miller  | Action Item |
| 12. Right of Way Ordinance                           | Barry Murphy | Ordinance   |
| 13. City Christmas Tree                              | Barry Murphy | Discussion  |

## Updates and Future Items

|                                     |                 |             |
|-------------------------------------|-----------------|-------------|
| 14. Council Committee Updates       | Mayor Daugherty | Information |
| 15. City Manager / Director Updates | Barry Murphy    | Information |
| 16. City Council Comments           | Mayor Daugherty | Information |
| 17. Upcoming Agenda Items           | Mayor Daugherty | Procedural  |

## Adjourn

|             |                 |            |
|-------------|-----------------|------------|
| 18. Adjourn | Mayor Daugherty | Procedural |
|-------------|-----------------|------------|

Baker City operates under an EEO policy and complies with section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act. Assistance is available for individuals with disabilities by calling 541-523-6541.



## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Call to Order

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## BAKER CITY, OREGON

**MAYOR:**

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Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Pledge of Allegiance

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## BAKER CITY, OREGON

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Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Agenda Additions, Deletions, Modifications

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## BAKER CITY, OREGON

**MAYOR:**

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Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Public Comment

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## BAKER CITY, OREGON

**MAYOR:**

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Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Consent Agenda

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## BAKER CITY, OREGON CITY COUNCIL MEETING MINUTES

**MAYOR:**  
Randy Daugherty  
**COUNCILORS**  
Roger Coles  
Loran Joseph  
Helen Loennig  
Doni Bruland  
Gratton Miller  
Randy Schiewe  
**CITY MANAGER**  
Barry Murphy

**REGULAR MEETING**  
AUGUST 25, 2026 - 6:00 PM  
CITY HALL COUNCIL CHAMBERS

### Call to Order/Introduction

- |                                               |                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Call to Order                              | The meeting was called to order at 6:00pm by Mayor Daugherty in the Baker City Hall Council Chambers.                                                                                                                                                                                                                                                                                                            |
| 2. Pledge of Allegiance                       | Mayor Daugherty led the meeting in the Pledge of Allegiance.                                                                                                                                                                                                                                                                                                                                                     |
| 3. Roll Call                                  | Roll call was answered by Mayor Daugherty and Councilors Coles, Loennig, Bruland, Miller and Schiewe.<br>Also present were City Manager Barry Murphy, Public Works Director Danielle Schuh, Fire Chief Michael Carlson, Building Official Dawn Kitzmiller, Finance Director Jeanie Dexter, Development Manager Rick Nichols, Tommy Hayes and Justin Plumbtree from Public Works, and City Recorder Megan Langan. |
| 4. Agenda Additions, Deletions, Modifications | No agenda additions, deletions or modifications.                                                                                                                                                                                                                                                                                                                                                                 |
| 5. Public Comment                             | Jared Bain gave public comment regarding properties he is currently developing and funding for a future manufactured home park.                                                                                                                                                                                                                                                                                  |

### Old Business

- |                   |                                                                                                           |
|-------------------|-----------------------------------------------------------------------------------------------------------|
| 6. Consent Agenda | The consent agenda included meeting minutes from 8/11/26. Councilor Loenning suggested an edit to item 9. |
|-------------------|-----------------------------------------------------------------------------------------------------------|

MOTION MADE BY: Councilor Schiewe  
MOTION: To approve the consent agenda with the edits suggested  
SECONDED: Councilor Bruland  
IN FAVOR: Mayor Daugherty, Councilor Coles, Loennig, Bruland, Miller and Schiewe.  
OPPOSED: None  
Motion Passed.

### New Business

- |                                     |                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Finance Monthly Update           | Finance Director Jeanie Dexter provided a monthly financial update. She was able to answer questions from the City Council.                                                                                                                                                                                                   |
| 8. PW CAT Rental Purchase Agreement | Public Works Director Danielle Schuh presented the staff reporting stating they currently have a rent to own excavator. They would like to now complete the purchase of the D7 and trade in a D5 excavator. Operator Justin Plumbtree and Operations Manager Tommy Hayes were able to answer questions from the City Council. |

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MOTION MADE BY: Councilor Loening  
MOTION: Trade in the D5 excavator and purchase the D7  
SECONDED: Councilor Schiewe  
IN FAVOR: Mayor Daugherty, Councilor Coles, Loennig, Bruland, Miller and  
Schiewe.  
OPPOSED: None  
Motion Passed.

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**9. Department of Energy Grant**

City Manager Barry Murphy presented options to apply for the Department of Energy Grant. Barry is suggesting moving forward with 3. The top three options are land-use effluent infrastructure, chlorine conversion and new water meters. Barry stated they could add the updating of Loves intersection. The City Council had a discussion and decided to proceed with the first three and the Loves intersection will be worked out between the involved parties.

**Updates and Future Items**

**10. Council Committee Updates**

Councilor Miller stated R3 has completed phase 1 of the Burns housing project, and he will be heading over to check it out.

**11. City Manager / Director Updates**

Public Works Director Danielle Schuh provided an update on the fire truck that is listed on Gov Deals for sale.  
City Manager Barry Murphy stated Ardurra was able to add to the FAA grant the replacement for the beacon.  
City Recorder Megan Langan stated there are 5 applicants for the 3 City Council positions up for election.

**12. City Council Comments**

Councilor Schiewe stated the Golf Course Social Board installed a water fountain at the Golf Course. He also stated that the Public Works crew that did the crack sealing was great, and they also worked on a leak the golf course had.  
Mayor Daugherty stated that he is excited about the back to basics initiative. He also asked the other councilors how much interest there is in bringing back up the Main St. discussion. The mayor stated he will work with Barry on discussing it in the future.

**13. Upcoming Agenda Items**

No additional upcoming agenda items.

**Adjourn**

**14. Adjourn**

Mayor Daugherty adjourned the meeting at 6:55pm.

Signed: \_\_\_\_\_  
Mayor

Attest: \_\_\_\_\_  
City Recorder

A link to this City Council meeting can be found [www.bakercity.com](http://www.bakercity.com) or upon request to the City Recorder.



BAKER CITY, OREGON  
P.O. Box 650, Baker City, OR 97814-0650  
541-523-6541 Voice/TDD  
www.bakercity.com

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## Board/Commission Application

Name of Board/Commission: Planning Commission

### Contact Information

Name: James Mahoney Primary Phone #: 5414031191

Address: 2596 Main St Baker City 97814 Secondary Phone #: 5415244525

Email Address: jmahony@ortrail.com Occupation: Financial Advisor

### Preliminary Questions

1. Are you a registered voter in the state of Oregon? YES
2. Residence within City Limits: YES
3. If yes, how many years? 50+ Years
4. Comments on why you would like to be appointed to this board/commission:

Civic duty motivates me to serve, and I want to help Baker City grow in a way that best supports the community as a whole.

5. Do you engage in business that is anyway related to the duties of this board/commission?  
Any Conflicts of interest?

No, I'm a Financial Advisor at Oregon Trail Investment Services.

6. Are there any days or times you cannot attend meetings on a regular basis?

Thursday at Noon Lions Club.

7. Is there any information about yourself that you would like to offer the city council to aid them in their appointment process?

I have been a resident of Baker City for many years, and during that time I have been actively involved in the community through both business management and public service. This combination gives me a unique understanding of how issues affect our city from multiple perspectives, and I believe that experience will help me contribute meaningfully to the board's work.

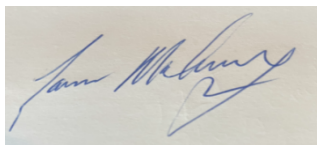
8. References: Please list name, address, phone number of a personal or professional reference:

Scott Warner, 1915 Broadway Street, Baker City, 541-523-5623, professional

Amber Monpas, 3235 Collage St, Baker City, 435-525-7667, personal

Curt Nickens, 1170 Columbia Ave, Baker City, 541-403-1181, personal

Signature: \_\_James Mahoney\_\_



\_\_\_\_\_ Date: \_8/25/2026\_\_\_\_\_

**Office Use Only:**

Received: \_\_\_\_\_ By: \_\_\_\_\_

Date Appointed/Denied: \_\_\_\_\_ Term Ends:

\_\_\_\_\_





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## Board/Commission Application

Name of Board/Commission: Transient Lodging Tax Commission

### Contact Information

Name: James Mahoney Primary Phone #: 5414031191

Address: 2596 Main St Baker City 97814 Secondary Phone #: 5415244525

Email Address: jmahony@ortrail.com Occupation: Financial Advisor

### Preliminary Questions

1. Are you a registered voter in the state of Oregon? YES
2. Residence within City Limits: YES
3. If yes, how many years? 50+ Years
4. Comments on why you would like to be appointed to this board/commission:

Civic duty motivates me to serve, and I want to help Baker City grow in a way that best supports the community as a whole.

5. Do you engage in business that is anyway related to the duties of this board/commission?  
Any Conflicts of interest?

No, I'm a Financial Advisor at Oregon Trail Investment Services.



6. Are there any days or times you cannot attend meetings on a regular basis?

Thursday at Noon Lions Club.

7. Is there any information about yourself that you would like to offer the city council to aid them in their appointment process?

I have been a resident of Baker City for many years, and during that time I have been actively involved in the community through both business management and public service. This combination gives me a unique understanding of how issues affect our city from multiple perspectives, and I believe that experience will help me contribute meaningfully to the board's work.

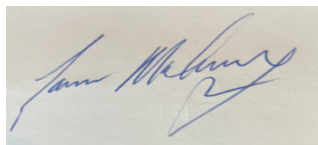
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Curt Nickens, 1170 Columbia Ave, Baker City, 541-403-1181, personal

Signature: \_\_James Mahoney\_\_



\_\_\_\_\_ Date: \_8/25/2026\_\_\_\_\_

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\_\_\_\_\_



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# Board/Commission Application

Name of Board/Commission: \_\_\_\_\_

## Contact Information

Name: \_\_\_\_\_ Primary Phone #: \_\_\_\_\_

Address: \_\_\_\_\_ Secondary Phone #: \_\_\_\_\_

Email Address: \_\_\_\_\_ Occupation: \_\_\_\_\_

## Preliminary Questions

- [illegible]

6. Are there any days or times you cannot attend meetings on a regular basis?

7. Is there any information about yourself that you would like to offer the city council to aid them in their appointment process?

8. References: Please list name, address, phone number of a personal or professional reference:

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Office Use Only:**

Received: \_\_\_\_\_ By: \_\_\_\_\_

Date Appointed/Denied: \_\_\_\_\_

Term Ends: \_\_\_\_\_



## BAKER CITY, OREGON

**MAYOR:**

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Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** USFS Watershed Update

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The District Ranger, Jeremy Aujero, will give an update on fuels reduction efforts in the Baker City watershed.



## BAKER CITY, OREGON

### MAYOR:

Randy Daugherty

### COUNCILORS

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

### CITY MANAGER

Barry Murphy

**Date:** September 8, 2026

**Subject:** 4th and Auburn Traffic Safety Review — Stop Signs

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### **Action Statement**

This report is presented to Council for discussion and consideration of potential traffic-safety improvements at the intersection of **4th Street and Auburn Street**, adjacent to the South Baker School area.

### **Background**

The City has received a significant amount of complaints from residents directly in the last two to three years. The Baker 5J school district also receives complaints regularly as well. Because the intersection is located within the vicinity of a school and is used by students, parents, pedestrians, bicyclists, and motor vehicles, the City is evaluating whether additional traffic controls or pedestrian safety measures are appropriate.

Two primary alternatives are being considered:

**1. Installation of four-way stop control** at 4th Street and Auburn Street requiring the following:

- Addition of two standard stop signs: \$500

OR

- Addition of two flashing stop signs: \$5000

**2. Installation or enhancement of school crosswalk and pedestrian warning signs** to improve driver awareness and student visibility requiring the following:

- Addition of four lighted crosswalk signs: \$8184

(Both options do not include labor costs)

Staff requests that Council discuss the traffic-safety concerns at **4th Street and Auburn Street near South Baker School** and provide direction regarding the preferred alternative. The District Superintendent will be available to discuss the complaints they have received directly and to give the district's perspective on the issue. Baker 5J has also offered to partner in the costs of any updates.











Auburn AVE  
2900

STOP







## BAKER CITY, OREGON

**MAYOR:**

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Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** HUB Contract Update

---

### **Action Statement**

Council can approve to shift the remainder of the current tourist marketing contract from HUB to Shorthand-Creative.

### **Background**

The marketing firm that Baker City has been using is downsizing significantly. The HUB employees we've been working with provided the following statement:

After 22 years, Lindsey Charlet, HUB's founder and owner, is downsizing the business and managing only a small selection of clients going forward. Jen and Bryan, the primary managers for Destination Baker at HUB, are starting a business together to continue serving previous HUB clients, including Destination Baker. This new business, Shorthand Creative, is comprised of the same team with the same expertise and the same mission: provides strategic, creative thinking, exceptional design, and smart solutions to people and organizations passionate about making the world a better place.

Even though this means transferring the City's contract to a new agency, our goal is to ensure the service we provide remains seamless and high-quality.

### **Analysis**

Bryan Buenacosa-Brooks and Jennifer Guibord from HUB are the only two marketing professionals who have worked on the Baker City project since we started with the company. They've done an excellent job, and they wanted to keep their remaining clients after HUB ownership decided recently to phase out. The two of them started a separate company, Shorthand-Creative, and are still doing all the same work required under the contract.

The City can either shift the remainder of the contract to Shorthand-Creative, or Bryan and Jen can act as subcontractors to HUB for the remainder of the contract (attached to staff report).

Either option would work, but staff recommends proceeding with the first option of shifting the contract to Shorthand-Creative in order to avoid any potential issues with subcontracting, and to see how things go with the newly formed company.

The contract is effective through September 30th, 2026, so staff will work with the TLT committee on discussing an extension of the current contract into next year.

**Potential Motions**

"I, Councilor \_\_\_\_\_, move to amend the tourism marketing contract to identify Shorthand-Creative as the contractor instead of HUB Collective."

"I, Councilor \_\_\_\_\_, move to allow Shorthand-Creative associates to act as subcontractors to HUB Collective for the remainder of the contract."

## PROFESSIONAL SERVICES AGREEMENT

This Agreement is entered into between **Baker City (City)** and **HUB Collective (Contractor)**

WITNESSETH:

WHEREAS, Baker City has assessed, collected and administered a county-wide Transient Lodging Tax (TLT) authorized by Baker City Ordinance and Intergovernmental Agreements since 2025; and

WHEREAS, funds collected under the TLT Ordinance and Agreements are to be used, in part, for purposes of funding tourism promotion or tourism-related facilities; and

WHEREAS, the City recognizes that tourism and visitor services are a vital part of the economy of Baker City; and

WHEREAS, Baker City's goals for delivery of visitor services under this contract have been set forth by the Transient Lodging Tax Committee (TLT Committee) in a Request for Proposal which was approved by the Baker City Council, and Contractor has responded with a proposal for delivery of services in pursuit of those goals; and

WHEREAS, Baker City Council has approved the entering into an agreement with Contractor to provide tourism marketing to attract visitors to Baker City.

NOW THEREFORE, it is agreed between the parties as follows:

1. Contractor Obligations:

- a) **Scope of Services.** The Contractor shall provide services set forth in the Baker City's RFP; attached as Exhibit A, as well as Contractor's Tourism Marketing and Promotion Services Proposal and Budget attached as Exhibit B and incorporated here by reference. The TLTC and City Council approved HUB Collective's proposed scope of services and budget as submitted of \$135,500 for the service period of October 1, 2025, through September 30, 2026, with additions of Travel, Shipping, etc. not to exceed \$5,500. Amounts will be paid in twelve (12) monthly installments as follows: six (6) payments of \$15,833 followed by six (6) payments of \$6,750 following services rendered.
- b) **Performance Measures and Reporting Requirements.** Contractor shall submit a monthly report to the TLTC via TLTC Baker City staff on activity including key outcomes in HUB Collective's proposal (Exhibit B) and further informed by Baker City's Tourism Strategic Plan (Exhibit C) and incorporated here by reference along with a copy of HUB's quarterly report.
- c) **Budget.** Contractor shall submit a monthly budget report including a YTD summary of expenditures on the project.
- d) **Inclusive Contract Provisions.** Contractor will provide all labor, materials, supplies, equipment, office space, visitor space, reference and background data and information, and all other things necessary to perform the work outlined in Exhibit A and B, except as otherwise expressly provided in this



#### Contract.

In performing the above service, it is understood and agreed that:

- a) HUB certifies that they have the skills and experience to satisfactorily perform the duties of this Agreement.
- b) HUB is engaged as a contracted entity and will be responsible for any federal or state taxes applicable to this payment, including payroll taxes listed in the budget.
- c) HUB shall not enter into any subcontracts for any of the work scheduled under this Agreement or assign or transfer any of its interest in the Agreement, without the prior written consent of City.
- d) HUB shall comply with all federal, state, and local laws and ordinances applicable to the work under this Agreement.

#### City Responsibilities:

- a) City will pay HUB in monthly installments, as outlined above.
- b) City will pay HUB on a timely basis in accordance with the terms of this Agreement.
- c) This Agreement will not be effective until approved by the City Manager. Amendments or modifications to the Agreement may be authorized by the City Manager.
- d) As a City Council appointed committee, the TLT Committee will provide a written performance review of HUB's performance under this contract at six months and at the end of this contract.

#### Term and Termination:

- a) This agreement will take effect on October 1, 2025 and will remain in effect until September 30, 2026, unless terminated earlier pursuant to (b), (c) or (d) of this section, as outlined below.
- b) This Agreement may be terminated by mutual consent of both parties, or by either party upon 60 days' notice, in writing and delivered by certified mail or in person.
- c) City may terminate this Agreement effective upon delivery of written notice to HUB, or at such later date as may be established by HUB, under any of the following conditions:
  - (l) If City funding from the federal, state or other sources, including the Transient Lodging Tax, is not obtained and continued at levels sufficient

to allow for the purchase of the indicated quantity of services, the Agreement may be modified or terminated to accommodate a reduction in funds. Notice of modification shall be given to all parties 60 days prior to the commencement of such modification.

- d) City by written notice of default (including breach of contract) to HUB may terminate the whole or any part of this Agreement:
- (i) If HUB fails to provide services called for by this Agreement within the time specified herein or any extension thereof, or
  - (ii) If HUB fails to perform any of the other provisions of this Agreement or so fails to pursue the work as to endanger performance of this Agreement in accordance with its terms, and after receipt of written notice from City, fails to correct such failure within ten (10) days or such longer period as City may authorize.

The rights and remedies of the City provided in the above clause related to defaults (including breach of contract) by HUB shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.

City and its duly authorized representatives shall have access to the books, documents, papers and records of HUB, which are directly pertinent to the specific Agreement for the purpose of making audit, examination, excerpts and transcripts.

1. The Parties shall indemnify, defend and hold harmless, from all claims, demands, suits, and actions for all losses, damages, liabilities, costs and expenses (including all attorneys' fees and costs) resulting from or arising out of the actions, errors or omissions of their officers, employees, Subcontractors, or agents under this Contract.
2. HUB agrees that insurance adequate to cover any potential loss or injury will be obtained or is currently available.

The parties agree that if any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be constructed and enforced as if the Agreement did not contain the particular term or provision held to be invalid.

The failure of the parties to enforce any provision of this Agreement shall not constitute a waiver by the parties of that or any other provision.

THIS PROFESSIONAL SERVICES AGREEMENT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN PARTIES. NO WAIVER, CONSENT, MODIFICATION OR CHANGE OF TERMS OF THIS AGREEMENT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH

PARTIES, SUCH WAIVER, CONSENT, MODIFICATION OR CHANGE, IF MADE SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS AGREEMENT. BCD, BY SIGNATURE OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT THEY HAVE READ THIS DOCUMENT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

HUB COLLECTIVE

Bryan Buenacosa-Brooks      29/09/2025  
Bryan Buenacosa- Brooks      DATE

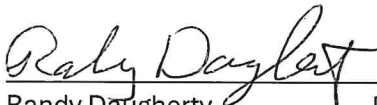
HUB COLLECTIVE

Jennifer Guibord      26/09/2025  
Jen Guibord      DATE

BAKER CITY MANAGER

      29/09/2025  
Barry Murphy (Sep 29, 2025 07:54:56 PDT)  
Barry Murphy      DATE

BAKER CITY MAYOR

 9-30-2025  
Randy Daugherty      DATE





## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Social Gaming Ordinance Amendment

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### **Action Statement**

Council can discuss updating provisions in the social gaming ordinance that have not kept up with current practices allowed by the Oregon state licensing authorities.

### **Background**

The organizations in the City that have social gaming licenses are allowed to have charity events, administer the various social games, and set reasonable limits for bets in particular games. The monetary limits have not been updated since the 1980s and early 2000s, so it makes sense to increase those slightly. The other changes are to align with practices that are allowed (such as charity games), but are not currently outlined in the ordinance.

### **Analysis**

City staff recommends approving the changes in an upcoming Council meeting. They are in line with what organizations are able to do per statute, and the changes are minor and spell out how the organizations administer social gaming.

### **Potential Motions**

N/A

## CHAPTER 118: GAMBLING

### Section

#### § 118.01 PROHIBITION.

No person shall participate in, operate or assist in operating any gambling game or activity, including a lottery. No person shall have in his or her possession any property, instrument or device designed or adapted for use in any type of gambling activity. Any such property, instrument or device is a nuisance and may be summarily seized by a police officer. Property so seized shall be placed in the custody of the Chief of Police of the City of Baker. Upon conviction of the person owning or controlling the property for a violation of this section, the Justice of the Peace or Municipal Court Judge shall order such property confiscated and destroyed.

(Ord. 2961, passed 10-13-1987) Penalty, see § 118.99

#### § 118.02 DEFINITIONS.

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning:

**GAMBLING.** A person stakes or risks something of value upon the outcome of a contest of chance or a future contingent event not under his or her control or influence, upon an agreement or understanding that he or she or someone else will receive something of value in the event of a certain outcome, however nothing in this section shall be deemed to prohibit the operation or playing of bingo, lotto or raffle by charitable, religious or fraternal organizations so long as said game is in conformance with all applicable city ordinances and state laws. **GAMBLING** does not include the following:

- (1) Bona fide business transactions valid under the laws of contracts for the purchase or sale at a future date of securities or commodities, and agreements to compensate for loss caused by the happening of chance, including, but not limited to, contracts of indemnity or guarantee, and life, health or accident insurance; and/or
- (2) Engaging in contest of chance under the following conditions: The contest if played for some token other than money; an individual contestant may not purchase more than \$100 worth of tokens for use in the contest during any 24-hour period; the tokens may be exchanged only for property other than money, except where the tokens are exchanged for a beverage or merchandise to be consumed on the premises, the tokens are not redeemable on the premises after the contest is conducted or within 50 miles thereof; and, except for charitable organizations, no person who conducts a contest as owner, agent or, employee profits in any manner from operation of the contest. "Charitable organization" means any person organized and existing for charitable, benevolent, eleemosynary, humane, patriotic, religious, philanthropic, recreational, social, education, civic, fraternal or other non-profit purposes. The fact that contributions to an organization profiting from the contest do not qualify for charitable deductions for tax purposes or that the organization is not otherwise exempt from payment of federal income taxes pursuant to the Internal Revenue Code of 1954, as amended, constitutes prima facie evidence that the organization is not a bona fide charitable organization. Contests conducted under this section, also known as the "Happy Canyon" law, shall be subject to the same licensing procedures, requirements and fees as set forth for social games in § 118.03.

#### **SOCIAL GAMES.**

- 
- (1) A game, other than a lottery, between players in a private home where no house player, house bank or house odds exist and there is no house income from the operation of the social game; and
  - (2) A game, other than a lottery, between players in a private business, private club or place of accommodation where no house player, house bank or house odds exist and there is no house income from the operation of the social game. The prohibition on house income shall not be deemed to prohibit the rental by the licensed holder of a seat at a table specifically set aside for the playing of social games. The seats shall not be sublet.

(Ord. 2961, passed 10-13-1987)

#### **§ 118.03 SOCIAL GAMES; LICENSE REQUIRED.**

From and after this date, it shall be unlawful if any private business, private club or place of public accommodation to maintain or conduct, or cause to be engaged in, carried on, maintained or conducted, any social game in the City of Baker without having a valid license from the City. Licenses shall be granted only to persons of ascertained good moral character and upon approval of the City Council.

(Ord. 2961, passed 10-13-1987) Penalty, see § 118.99

#### **§ 118.04 LICENSE APPLICATION.**

(A)

- (1) Applications for license issued hereunder shall be made upon blank forms prepared and made available by the Chief of Police and shall state:
  - (a) The full name, age, residence, present and previous occupations of all persons financially interested in the business. In the case of private clubs, the application shall contain similar information for all officers and directors;
  - (b) The past criminal record, if any, of all persons who may have interest in the business;
  - (c) A specific description of the location of the principal place of business of the applicant and, if the applicant is a charitable, fraternal or religious organization, the application shall include a copy of its certificate of exemption for federal income taxes; and
  - (d) Such other information as the Chief of Police shall find reasonably necessary to effectuate the general purpose of this chapter and to make a fair determination of whether the terms thereof have been complied with.
- (2) All persons required to supply information in the application or supplemental application shall, by oath, swear to the validity of the information supplied in the application.

(B) The application required shall be accompanied by a non-refundable application fee in such amount as may be set from time to time by resolution of the City Council.

(C) Within 15 days after receipt of any application as provided for herein, the Chief of Police shall cause an investigation to be made of the applicant and his or her proposed operation.

(Ord. 2961, passed 10-13-1987; Ord. 3256, passed 6-27-2006)

#### **§ 118.05 LICENSE ISSUANCE.**

(A)

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- 
- (1) The Chief of Police shall investigate and determine if the character, competency and integrity of the applicant are such as to warrant the issuance of a social game's license. In addition, the license shall not be granted if:
- (a) Any person financially interested in the business has been previously convicted of a felony within the last ten years;
  - (b) Any person financially interested in the business has been convicted of three or more misdemeanors, the last of which was within the last five years;
  - (c) Any person financially interested in the business has been convicted of any offense involving gambling in the last five years or any person who has any financial interest in the business has forfeited bail for any offense involving gambling within the last four years;
  - (d) Any person financially interested in the business has been directly or indirectly involved in a forfeiture proceeding regarding a gambling device, as defined by this chapter, where such gambling device has been ordered destroyed within the last four years;
  - (e) Any false or misleading information is supplied in the application or any information requested is omitted from the application;
  - (f) Any person financially interested in the business has had a license in his or her name revoked or suspended three or more times by the Oregon Liquor Control Commission, the last of which was in the last five years;
  - (g) Any person financially interested in the business or any employee has violated any provision of this chapter or regulation issued thereunder; and
  - (h) Any person financially interested in the business has committed any other conduct involving moral turpitude within the last five years.
- (2) Upon the determination of the above matters by the Chief of Police, he or she shall thereupon submit a written report of his or her finding to the City Manager of the City and recommend that the license be issued or denied.
- (B) The City Recorder shall only issue the licenses upon motions made and passed by the City Council. If the City Council authorizes and directs the issuance of the license, the applicant shall thereupon pay into the City the annual license fee, as hereinafter set forth.
- (Ord. 2961, passed 10-13-1987)

#### **§ 118.06 LICENSE FEE.**

- (A) A license shall be issued to each successful applicant, whether for-profit or non-profit, upon payment of a license fee as may be set from time to time by resolution of City Council. To qualify as a non-profit licensee, the applicant must be a non-profit society, club or fraternal organization having adopted by-laws and duly elected directors and members. Social games for non-profit licensees must be for the exclusive use of the members of the society, club or fraternal organization. To qualify for a license, the society, club or fraternal organization shall have been in continual existence, actively conducting its affairs in Baker City for a period of two years immediately preceding application for a license, and the conduct of social games must not be the primary reason for the existence of the society, club or fraternal organization.
- (B) The above license fee shall authorize up to four tables. Any tables in addition to this, whether for for-profit or nonprofit licensees, shall be charged at such rate as may be set from time to time by resolution of the City Council. No portion of any license fee shall be refundable or recoverable under any circumstances.

- (C) Limited term licenses shall be issued to nonprofit societies, clubs or fraternal organizations only and shall be of five-day duration. The fee shall be as set from time to time by resolution of the City Council and there shall be no limit on the number of tables. No more than two such licenses shall be issued to the same organization in any one calendar year.

(Ord. 2961, passed 10-13-1987; Ord. 3256, passed 6-27-2006)

#### § 118.07 CONDITIONS OF LICENSING.

- (A) *Transferability.* Licenses issued hereunder shall not be transferable.
- (B) *Revocation and suspension.* Licenses issued hereunder shall be subject to revocation and suspension by the City Council for violation of any of the provisions of this chapter or misconduct by the licensee or his or her employees, after ten days written notice by first class mail and an opportunity to be heard have been given to licensee. The Chief of Police shall mail the notice. The ten-day period shall commence with the mailing of the notice.
- (C) *Renewal of licenses.* There shall be no right to automatic renewal of a license issued pursuant to this chapter. Each license may be issued for a maximum of one year and each licensee shall be required to reapply for a new license upon expiration of its former license. The reapplication shall be accompanied by a fee in an amount as may be set from time to time by resolution of the City Council.
- (D) *Term of license.* All licenses issued hereunder shall be for a period of one year.
- (E) *Supervision.* Each licensee shall have a person whose duty shall be to supervise the social games and see to it that they are played strictly in accordance with this chapter and with the provisions of the Oregon Revised Statutes. Each licensee shall post in a conspicuous place the rules of the game that is being played, the fact that no charges may be made, ~~nor any donations may be taken~~ with the exception of the charge for the seat at the table and the normal cost of food and drink. [Donations for a designated charity in accordance with § 118.07\(K\) are authorized.](#) A copy of this chapter must also be posted along with the license granted hereunder in the area where social gaming takes place.
- (F) *Time periods.* No licensee shall conduct social games between the hours of 2:00 a.m. and 10:00 a.m. of any day.
- (G) *Police inspection.* Premises on which social games are operated shall be open to police inspection during all hours of operation. Each licensee shall keep the room or enclosure where the social game takes place open to free and immediate access by the Police Department of the City, its authorized personnel or law enforcement officers. Doors leading into the room or enclosure shall remain unlocked during all hours of operation except that where the charitable, religious or fraternal organization normally restricts access by means of magnetic cards or devices, the cards or devices shall be provided to the City's Police Department for use by its authorized personnel or law enforcement officers in fulfillment of access requirements of this division.
- (H) *Participation by licensee.* No licensee shall participate in any social game nor procure players, back, farm out, assign or sublet any social game lawfully permitted under this chapter on any premises in which the licensee has any interest or works.
- (I) *Age limits.* No person under the age of 21 years shall be permitted to participate in any social game or to enter or remain in any room in which the game is being played.
- (J) *Limits.* ~~In all social games except Blackjack (21), there shall be a limit bet of \$3, with no more than three raises. For the purposes of Blackjack (21), the maximum bet shall be \$5. Also in the game of Blackjack (21), no person may be denied the right to deal. In all social games except for games designated as tournaments the max bet will be \$10. For the purposes of a betting game allowing a player to raise, the bet may not be~~

Commented [AC1]: Does this contradict the allowance of donating to a charity?

Commented [BM2R1]: It looks like it, I would add the inserted note.

raised more than 3 times during a single round. For the purposes of tournaments there may be a single buy in to the match not to exceed \$100 per participant, and no one person may be allowed to buy into a game more than 3 times in a single tournament.

(Kk) *Charity.* All social gaming will allow the players of a social game to donate a portion of the proceeds to a designated charity. If a donation will occur all players must be notified prior to participation. The donation can be a fixed amount or a portion of the proceed accepted by the participants.

(L) *Administration.* It is the responsibility of the licensee or the game administrator to determine the rules of the social game and to provide all the rules and odds of the game to the players or perspective participants of the game. All licensee's will maintain a record of social games and the record will stipulate the rules, odds, funding agent, and prize distributions for all games played. The house cannot take a cut, fee, percentage, or any income from the operation of the game, unless by donation to a charity governed by the "house" organization, and in compliance with §118.07(Kk). No one can act as a "house player" or provide a "house bank". The house cannot set odds or play against the participants. All money wagered must be returned to the players or in compliance with §118.07(kk).

(Ord. 2961, passed 10-13-1987; Ord. 3204, passed 2-11-2003; Ord. 3256, passed 6-27-2006)

#### **§ 118.08 CHIEF OF POLICE; REGULATIONS.**

The Chief of Police shall have the authority to enact and enforce reasonable rules and regulations for the operation of social games in the interest of public safety, morals and welfare and to effectuate the general purpose of this chapter. These regulations shall be approved by the City Manager. A copy of these regulations shall also be posted in any area where social gaming takes place.

(Ord. 2961, passed 10-13-1987)

#### **§ 118.09 DENIAL OR REVOCATION; NOTICE.**

The Chief of Police shall act upon the application for license within 30 days after the filing thereof. If the Chief of Police disapproves the application, he or she shall mail to the applicant forthwith a notice of his or her action setting forth the reasons for his or her adverse recommendation to the City Manager. Any person aggrieved shall have the right to appeal the recommendation of the Chief of Police as to denial or revocation to the City Council. The appeal shall be taken within ten days after receipt of notice and shall be made by written notice to the Council that the aggrieved appeals the denial or revocation of the license. The City Council shall act upon the appeal within 20 days after receipt of the notice of appeal and its action shall be final.

(Ord. 2961, passed 10-13-1987)

#### **§ 118.10 REVOCATION OR SUSPENSION.**

The license required under this chapter may be revoked or temporarily suspended for up to 30 days by the City Council for any reason that would be grounds for denial of an application for a license, or any act in violation of this chapter or any rules or regulations promulgated thereunder. Revocation or suspension shall become effective 15 days after the Chief of Police notifies the licensee in writing of the grounds for the revocation or suspension, unless the licensee shall give notice of appeal to the City Council prior to the effective date of the revocation or suspension. Upon proper notice of appeal, the revocation or suspension shall be stayed until final determination by the Council. All notice required in this section shall be given by first class mail.

(Ord. 2961, passed 10-13-1987)

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**§ 118.99 PENALTY.**

Any person violating any provision of this chapter for which no specific penalty is prescribed shall be subject to the penalties set forth in § 10.99.





## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026**Subject:** Baker City Downtown RFP

Community Development solicited a Request for Proposals (RFP) for Downtown Marketing Services for the City of Baker City Community Development. The proposals establish the qualifications of consultants for the qualifications/experience with references, positive feedback and success with similar projects, cost reasonableness, innovative ideas that are well-suited to Baker City's tourism goals, and the quality and responsiveness of proposals to the Goals and objectives and Scope of Service detailed in the RFP. In response to the RFP distributed on July 29, 2026, ten firms submitted complete proposal documents, of which, one firm asked for an exception and was evaluated. Those ten proposers are referenced in the scoring guide.

Each proposal was evaluated based on identified scoring criteria by two evaluators with careful consideration of cost, best fit for Baker City and overall presentation. A recommendation was made to be approved by City Council. A compilation of scores is attached to this report.

**Potential Motions**

"I, Councilor \_\_\_\_\_, move to approve the award for Downtown Marketing Services to Baker City Downtown per the recommendation of City Staff and the TLT Board."

**CITY OF BAKER CITY, OREGON  
REQUEST FOR PROPOSALS  
DOWNTOWN MARKETING SERVICES**



**SUBMIT PROPOSAL TO:**

**Kara Miller, Community Development Coordinator  
City of Baker City  
PO Box 650, Baker City, OR 97814  
[communitydevelopment@bakercity.gov](mailto:communitydevelopment@bakercity.gov) (Email Only)  
Questions/Clarification: 541-524-2043  
[www.bakercity.com](http://www.bakercity.com)**

**Date Issued: July 29, 2026  
Date Published: August 5, 2026  
Proposal Submission Deadline: August 26, 2026  
Proposal Opening Date: September 9, 2026**

## Organization Information

I/We offer to supply Downtown Marketing Services specified in the Request for Proposal; at the fees and charges offered; within the period offered; and in accordance with the terms and conditions as listed.

Service Provider's Name.....

Name of Service Provider's Authorized Agent:

.....

.....

.....

Signature.....

Dated this.....20.....

## **Project Brief – Downtown Marketing Services**

### ***Section 1 – General Information***

#### **A. PROJECT OVERVIEW**

##### **Purpose of the Engagement**

1. Work with the Baker City Transient Lodging Tax (TLT) Committee, government agencies, Destination Baker, Baker City Community Development Coordinator to do collaborative marketing to attract visitors to Downtown Baker City.
2. Maintain a social media presence, website and calendar of events for Downtown Baker City.
3. Provide assistance to current and prospective tourism-related businesses in order to fill empty storefronts as identified in the Strategic Plan for Baker City Tourism.
4. Identify and work to fill gaps in service and help develop both current and new businesses that will continue to build on the vibrant tourism industry in Baker City.
5. Work with appropriate parties to assist in implementing the Strategic Plan for Baker City Tourism as it relates to Downtown Baker City.
6. Collaborate with local businesses, heritage organizations, and community groups to showcase the unique cultural heritage of the area, as showcased in Baker City's downtown.
7. Create and adhere to a clear and reasonable marketing budget with line-item expenditures.

#### **B. PROJECT OBJECTIVES**

Assist in implementation of the Strategic Plan for Baker City Tourism (Strategic Plan), through targeted marketing of Baker City Downtown as a tourism destination, including marketing of events, businesses and organizations. See attached Exhibit A, Strategic Plan, for immediate, mid-range and long-range priorities.

### ***Section 2 – Information Requirements***

#### **A. INFORMATION REQUIRED IN PROPOSAL**

Proposals are to be prepared considering the General Information outlined above and presented in a format consistent with the following outline. Proposals are to be no more than 6 pages (excluding relevant attachments).

1. An outline of the **Service Provider's ability and approach** to deliver the services outlined in Section 1. A and B, above, including:
  - A summary of the likely issues involved in the project.
  - Information on current ability of Service Provider to deliver the services and Objectives, outlined above.
  - The Service Provider's proposed methodology for service delivery, including use of indicative inputs from other project consultants engaged by the TLT; and
  - The proposed timelines for the delivery of services and an indication of how the Service Provider will stage their work to meet these timelines and milestones.
  - A proposed method for showing successful delivery of the services outlined in this RFP.
2. An outline of the Service Provider's **relevant expertise and experience** in projects of a similar type.
3. Confirmation of **no conflict of interest** or details of any potential conflict of interest and strategies to manage.
4. A clear and reasonable marketing budget for Baker City Downtown marketing project, with proposed line-item expenditures, including all sources of revenue for the project.
5. Address any **Special Conditions** of contract.

## ***Section 3 – Other Information***

### **A. EVALUATION CRITERIA AND SCORING**

#### **Evaluation Criteria**

- Demonstrated understanding of how Baker City and its downtown play an important role in the tourism industry of Baker and how to expand that in the future. (20 points)
- Preparation of an acceptable methodology and work plan to deliver the services and objectives outlined in this RFP, including applicable portions of the Strategic Plan, attached. (20 points)
- Proven experience and strength of the team to be assigned to this project. (20 points)
- Ability and approach to working collaboratively with key stakeholders. (20 points)
- A clear and reasonable budget with proposed revenues and line-item expenditures. (20 points)

## **B. PERFORMANCE MEASURES**

A monthly report on activity including key outcomes that move forward the strategic objectives, outlined in the Strategic Plan, along with a YTD Profit and Loss Budget Overview report will be provided to the TLT Committee.

## **C. OTHER CONDITIONS**

### **Period of Contract**

The Contract shall be for a period of one year with an annual option to renew for an additional year (up to a 3-year total contract). After 3 years, the City will commence another RFP process.

The Contract may be terminated by mutual consent of both parties, or by either party upon 30 days' notice, in writing and delivered by certified mail or in person.

If City funding from federal, state, or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services, the Agreement may be modified to accommodate a reduction in funds. Notice of the modification shall be given to all parties 30 days prior to the commencement of such modification.

### **General Conditions of Contract**

A Professional Service Agreement (PSA) shall be entered into defining specific conditions of the contract, which will encompass the following:

City and its duly authorized representatives shall have access to the books, documents, papers, and records, which are directly pertinent to the specific Agreement for the purpose of making audit, examination, excerpts and transcripts.

The PSA shall defend, save and hold harmless Baker City, its officers, agents, and employees, from all claims, suits, or actions of whatever nature resulting from or arising out of the activities of Contractor or its subcontractors, agents or employees under this Agreement.

In performing the above service, it is understood and agreed that:

- a. Contractor certifies that they have the skills and experience to satisfactorily perform the duties of the Agreement.
- b. Contractor is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to payments under this contract.
- c. Contractor shall not enter into any subcontracts for any of the work scheduled under this Agreement or assign or transfer any of its interest in the Agreement without the prior written consent of City.
- d. Contractor shall comply with all federal, state, and local laws and ordinances applicable to the work under the Agreement.
- e. Contractor shall not be covered by City's liability insurance program while performing duties under this Agreement and is considered an independent contractor.

- f. Contractor shall adhere to all requirements outlined in the Baker City Standard Contracting Provisions, attached as Exhibit B.

**Baker City Specific Rights**

Baker City is not bound to accept the lowest or any proposal and warrants only that all valid proposals will receive due and diligent consideration.

Baker City is not responsible for any costs incurred in preparing a response to the RFP.

No correspondence will be entered into regarding unsuccessful proposals.

All proposals, once submitted, become public records subject to Oregon's Inspection of Public Records laws.

8/1/2018

# Strategic Plan

For Baker County Tourism



## PARC Resources

64644 COOK AVE,  
BEND, OR 97703  
800-758-6812  
[INFO@PARCRESOURCES.COM](mailto:INFO@PARCRESOURCES.COM)



## Table of Contents

|                                                                |    |
|----------------------------------------------------------------|----|
| Introduction.....                                              | 3  |
| Overview of the Plan .....                                     | 3  |
| Chapter 1: Who We Are .....                                    | 6  |
| Vision and Mission .....                                       | 6  |
| SWOT Analysis .....                                            | 6  |
| Strengths .....                                                | 7  |
| Weaknesses .....                                               | 7  |
| Countywide and Community Identities .....                      | 8  |
| Authentic Rural Experiences .....                              | 8  |
| Organizational Structure .....                                 | 9  |
| Tourism Partners.....                                          | 9  |
| Tourism Partners .....                                         | 10 |
| Tourism Partner Complications .....                            | 10 |
| Funding for Baker County Tourism.....                          | 10 |
| Chapter 2: Business Assistance, Retention and Development..... | 11 |
| Assist Existing Businesses.....                                | 11 |
| New Business.....                                              | 11 |
| Develop New Business Opportunities .....                       | 12 |
| Chapter 3: Marketing.....                                      | 14 |
| Branding & Slogans.....                                        | 15 |
| Advertising.....                                               | 15 |
| Niche Efforts.....                                             | 18 |
| Outdoor Adventure .....                                        | 18 |
| Arts /Culture /Heritage.....                                   | 18 |
| Agriculture/Culinary .....                                     | 18 |
| Packaged Group and International.....                          | 19 |
| Two-wheeled Travel .....                                       | 19 |
| Earned Media/Paid Media.....                                   | 20 |
| Chapter 4: Product Development Needs and Opportunities .....   | 21 |
| Facilities & Infrastructure .....                              | 21 |
| Events & Attractions.....                                      | 22 |

|                                                   |    |
|---------------------------------------------------|----|
| Lodging .....                                     | 22 |
| Visitor Experiences .....                         | 23 |
| Visitor Infrastructure .....                      | 23 |
| Way Finding Signage .....                         | 24 |
| Community Input .....                             | 25 |
| ODOT Guidelines .....                             | 25 |
| Local Signs .....                                 | 26 |
| Route Signs .....                                 | 28 |
| Chapter 5: Communications .....                   | 31 |
| Internal Partner and Industry Communication ..... | 31 |
| Barriers to Communication .....                   | 31 |
| Communication Solutions .....                     | 31 |
| Public Communications .....                       | 32 |
| Visitor Information Center .....                  | 32 |
| Website .....                                     | 33 |
| Social Media .....                                | 33 |
| Chapter 6: Conclusions and Next Steps .....       | 35 |
| Source Document .....                             | 39 |

## Introduction

In the spring of 2018, the Baker County Transient and Lodging Tax Committee hired PARC Resources to facilitate a strategic planning process to engage community members in setting goals and objectives for countywide tourism efforts in the coming five years. This process was a community-based approach that included survey questionnaires, focus groups, community visioning meetings and phone interviews with key stakeholders throughout Baker County. The Transient Lodging Tax Committee (TLT) then reviewed the findings of the community process and set specific objectives for the next five years, which the TLT, Baker County Tourism, and Baker County Visitor's Center will pursue as part of their effort to support desirable growth for the tourism industry in Baker County.

The community planning process was conducted with absolute transparency to ensure that all input was collected and evaluated. As part of the evaluation, PARC Resources made recommendations based which community desires were feasible to achieve now and which would require additional preparation or planning.

The outcome of this process is captured in the following Strategic Plan and is intended to be a guide for the community on key steps the TLT, Baker County Tourism, and Baker County Visitor's Center will pursue in the coming years. As with all plans, this document is intended to be living document, subject to change as necessary to capture opportunities, build on successes and to anticipate changes that can benefit all community members.

The TLT wishes to acknowledge and thank all those citizens and interested parties who took the time to participate in meetings, surveys, and/or phone interviews. Together, the TLT and all tourism partners is poised to take advantage of the opportunities, natural beauty and wonderful natural resources found throughout Baker County.

## Overview of the Plan

The following Strategic Plan is broken into six chapters, with conclusions and a source document at the end. The first chapter, "Who we are," includes the values and mission of the TLT, describes partnerships, provides an organizational chart, and uses feedback from the community outreach process to define the county and communities. Key sections in this chapter are the specific targets and the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. This chapter forms a baseline understanding of the organizations and issues involved in subsequent chapters.

The second chapter, "Business assistance, retention, and development," considers ways that the TLT can attract new businesses and support existing businesses to help them succeed. Key considerations that came up during the planning process were the need for assistance to new businesses, particularly young entrepreneurs that might not have the personal financing to obtain

bank loans as well as the need for training for businesses owners in the areas of technology and frontline employee interactions.

Chapter 3, “Marketing,” focuses on the methods currently used and those that Baker County Tourism and the Baker County Visitor’s Center could add to their marketing approach. Special attention is devoted to the differentiation between, “slogan,” and, “branding,” as well as to the niche markets on which the tourism partners should focus their efforts.

The fourth chapter, “Product development and opportunities,” looks at the facilities, infrastructure, events, attractions, and lodging needs of Baker County that will build Baker County’s brand and the local tourism industry. One issue that came up over and over during community meetings, focus groups, and individual interviews was the issue surrounding way finding signage. The problem is multifaceted and warrants a standalone plan, but this chapter lays the foundation and offers some ideas for consideration that can be incorporated into the new plan.

The final chapter, Chapter 5, “Communications,” covers the hot-button issue surrounding communication flow in the County. The communities – and even to a degree the organizations within each community – have identified the need for more consistent and comprehensive communication to keep everyone updated and to help everyone understand the importance of such communication. This chapter delves deeper into the issues and

The plan wraps up with, “Conclusions and next steps,” which summarizes the top priorities identified in the plan, gives the TLT, Baker County Tourism, and Baker County Visitor’s Center their immediate next steps, and points to potential funding opportunities to address the identified priorities in this plan. The plan also includes a source document that contains all research resources listed in the footnotes so that the TLT and its partners can easily refer to these sources for additional or updated information as-needed.



## Priorities

The priorities set are included in further detail with actionable steps in the conclusion section, but are included here to provide context for the document. They are broken down into immediate, mid-range, and long-range priorities as follows:

### Immediate Priorities

1. Hire a new staff position.
2. Develop a new Baker County Tourism website.
3. Encourage community-based marketing.
4. Provide training and technical assistance resources to small businesses.

### Mid-range Priorities

1. Organize a countywide event.
2. Complete a way finding sign plan.
3. Complete a plan for a non-motorized path for cyclists and pedestrians.
4. Seek funding to support start-up businesses.

### Long-range Priorities

1. Implement the Way Finding Signage Strategic Plan.
2. Implement the Bike/Ped Master Plan.
3. Initiate consideration of using the Municipal Airport as a small commercial airport.
4. Update this Strategic Plan for the next five years.



## Chapter 1: Who We Are

### Vision and Mission

Baker County and its tourism partners are united in their desire to boost tourism for the county. In 2017, visitors to Baker County spent \$45.2 million, supporting 740 jobs.<sup>1</sup> The solar eclipse in 2017 certainly inflated these numbers, but not as much as one might expect. The visitor spending for 2016 was \$43.1 million in real dollars but adjusting for inflation brings the adjusted rate to \$44 million, meaning the increase in visitor spending was only approximately 2.7% in 2017. The jobs supported by the tourism industry in 2016 was over five percent less at 700 but in a county with a workforce of only 6,879, more than 10% of all jobs are tourism-related. The tourism partners understand the significance of these figures and are working together to ensure that the community continues to grow its tourism industry that has become so vital to the local economy.

The TLT has set the following targets for the next five years:

1. To increase tourism revenue by ten percent by Year 5 over current revenue.
2. Add 40 new tourism-related jobs through increasing tourism business support and event development.
3. Increase inter-organizational communication as measured by tourism partner feedback in Year 5.
4. Increase business educational opportunities through concerted, grant-funded efforts with logical local partners.

### SWOT Analysis

Through this strategic planning process, PARC Resources completed the following SWOT Analysis of Baker County Tourism to guide the priorities and strategies for the next five years.

|                                                                                                                                                                                                                                                   |                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Strengths</u> <ol style="list-style-type: none"><li>1. Partnerships</li><li>2. Committed contractors</li><li>3. Countywide focus</li></ol>                                                                                                     | <u>Weaknesses</u> <ol style="list-style-type: none"><li>1. Communication</li><li>2. Understaffing</li><li>3. Confusing partner roles</li></ol> |
| <u>Opportunities</u> <ol style="list-style-type: none"><li>1. Economic development grant funding</li><li>2. Growing interest in agricultural tourism and outdoor activities</li><li>3. Increase online footprint</li><li>4. Competition</li></ol> | <u>Threats</u> <ol style="list-style-type: none"><li>1. Economic decline</li></ol>                                                             |

<sup>1</sup> Dean Runyan Associates, "Oregon Travel Impacts: Statewide Estimates," Accessed on June 28, 2018 from <http://industry.traveloregon.com/research/archive/oregon-travel-impacts-1991-2011-dean-runyan-associates/>

### Strengths

The greatest strength of tourism in Baker County are the dedication shown by the contractors – namely Timothy Bishop, representing Baker County Tourism, and Shelly Cutler, representing the Baker City Chamber of Commerce and Baker County Visitor’s Center. These two individuals were largely praised by planning participants and demonstrated their commitment to tourism throughout the planning process. Additional strengths include the numerous partner organizations working toward improving tourism regionally and the countywide focus that creates an economy of scale greater than any community could hope to achieve on their own.

### Weaknesses

Community members almost universally identified communication as a weakness. The system needs to be revamped, beginning with streamlining the flow of information between the community businesses and organizations and the TLT, Baker County Tourism, and Baker County Visitor’s Center, which would help both the communication flow and another identified weakness: confusing partner roles. Many community organizations are confused about the distinction between Baker County Tourism and Baker County Visitor’s Center, aiding the communication problems. The final identified weakness is understaffing. Though funding a new staff position is always difficult – particularly in rural communities – adding even one new staff person to the Baker County Tourism contract that can serve as a central contact would significantly improve all of the current weaknesses.

### Opportunities

The first opportunity is the resources available to support economic development – particularly in the form of grant funding and local partnerships that benefit business assistance and development. The second opportunity is the growing trend of agritourism – a niche market that Baker County, with its rich agricultural history, is primed to take advantage of. Thirdly are the advancements in digital marketing such as websites, smartphone apps, and especially social media that provide a lower-cost avenue to reach a wide audience. Baker County Tourism does a lot of work in this area and there is room to expand this effort.

The final opportunity is competition. Many business owners PARC Resources spoke with saw competition as a threat – and it is to a point. However, overall competition is generally healthy for the market to attract a new or larger audience and avoid complacency. When a new business comes to town, it provides more resources for the community, which aids in drawing more tourists. It also forces other businesses to take notice and revamp their own efforts – a sometimes painful, but necessary process for growth.

### Threats

The only true threat on the horizon is the always-present threat of economic decline. There is not much if anything that the tourism partners can do about this, other than to monitor the market and set aside or seek out resources to support businesses through any upcoming declines. The U.S. economy is, “booming,” at the moment and might continue to do so for some time, however

it will inevitably reach its peak and begin to decline – a certainty that economists agree is inevitable, although they cannot agree on when or how significant the decline will be.<sup>2</sup>

## **Countywide and Community Identities**

Baker County, like many in Eastern Oregon, is a large, rural county with a variety of different identities. It has strong ties to the Oregon Trail and pioneer history and is part of the ancestral homeland of the Cayuse, Umatilla, Walla Walla, and Nez Perce tribes.<sup>3</sup> The County is home to numerous ghost towns, a thriving artistic community, and several museums celebrating the regions rich history. Copper Belt Winery and Glacier 45 Distillery are gaining in popularity and Barley Brown’s Beer has gained national attention with its award-winning beer.

Baker County is perhaps best known for its startling scenery. Baker County hosts two major mountain ranges – the Wallowa Mountains and the Elk Horn Mountain Range – parts of the Malheur, Umatilla, and Wallowa-Whitman National Forests, numerous lakes and reservoirs, one of the northwest’s major rivers – the Snake River – and the Hells Canyon Scenic Byway. All of this natural beauty lends itself to a hearty outdoor recreation industry.

Further adding to the diversity are the regional identities of specific communities. Halfway has two primary audiences – those seeking outdoor adventure and those seeking arts and culture – while Sumpter attracts audiences that want to learn about the gold mines and travel on the Sumpter Valley Railroad. Baker County’s heritage is further on display in Haines, Halfway, and Huntington with multiple museums showcasing pioneer, mining, and railroad history that make up the story of Baker County. Baker City features pioneer and farming history through the Oregon Trail Interpretive Center and Baker Heritage Museum respectively. In addition, Baker City has historically been noted for its nearby outdoor excursions and historic downtown area and in recent years has garnered attention for its artistic organizations, galleries, shops and culinary experiences.

## **Authentic Rural Experiences**

A common description of Baker County from the perspective of its residents is, “authentic,” meaning that the region does not put on airs or make any pretense about its identity. Baker County is a hardworking place that has rugged terrain, stunning natural views, working ranches, and people working hard every day to sustain the lives they have built in this place. Urbanites from Portland, Salem, Eugene, and other larger communities have increasingly become interested in how the other half live. Looking for “authentic,” experiences that give them a taste of rural life. Those experiences might include agritourism, where they can come see how food is grown, or stay on a working ranch to see cattle raising in action. Experiences might also include

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<sup>2</sup> Kemp, John. “U.S. Economy Accelerates Toward Cyclical Peak: John Kemp.” Viewed on August 30, 2018. Available at <https://www.nasdaq.com/article/us-economy-accelerates-towards-cyclical-peak-john-kemp-20180830-00457>

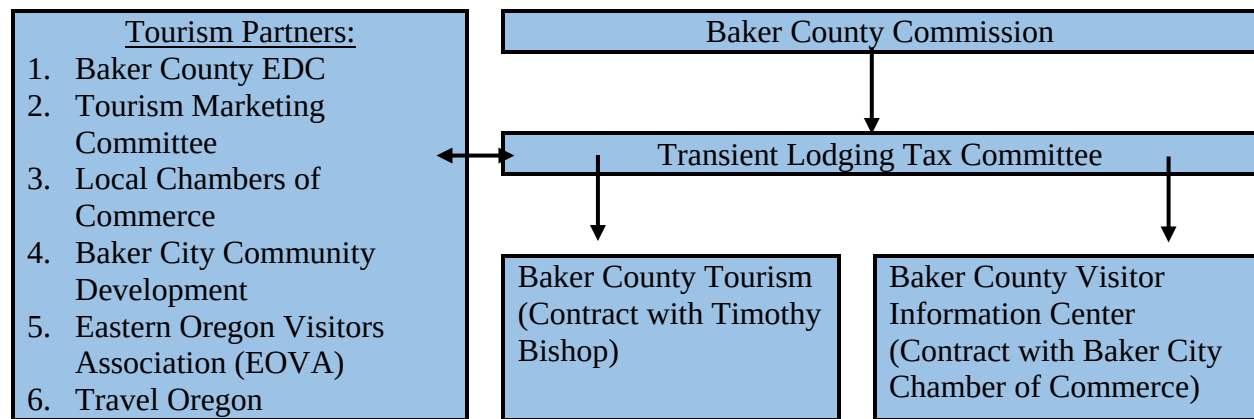
<sup>3</sup> “History of Baker County, Oregon,” Oregon Genealogy. Accessed June 15, 2018 at <http://www.oregongenealogy.com/baker/historybc/page1.htm>



staying in an Airbnb in the region and just spending time in a smaller town – walking around to see the shops, the historic buildings, and the local culture. Baker County has plenty of that authenticity that urbanites are looking for and should capitalize on the trend now.

## Organizational Structure

Baker County’s tourism promotion team has an unusual configuration, with effectively five separate entities engaged in tourism. The organizational chart looks like this:



## Tourism Partners

The partners that work together primarily to support the local tourism efforts are Baker County Tourism and Baker County Visitor Information Center, both of whom report to the Transient Lodging Tax Committee (TLT). The TLT is overseen by the Baker County Commission. Supporting the local tourism partners are Baker County Economic Development Commission (EDC), Tourism Marketing Committee, local Chambers of Commerce throughout the county, Baker City Community Development, the Eastern Oregon Visitors Association, and Travel Oregon. The day-to-day efforts of promoting local tourism are split between Baker County Tourism and Baker County Visitor’s Center. Baker County Tourism is contracted to focus on branding, advertising, and drawing in visitors to the area. These goals are achieved through maintaining the Basecamp Baker website, actively using social media, placing advertisements in newspapers throughout the Pacific Northwest, and maintaining relationships with regional and statewide partners such as the Eastern Oregon Visitors Association and Travel Oregon.

The Baker County Visitor Information Center is cared for on a contracted basis by the Baker City Chamber of Commerce, who owns the building. The Chamber staff answer phones, respond to in-person inquiries, and mail out fulfillment products. Both the Chamber and the contracted Baker County Tourism work with the TLT, who oversees marketing efforts, manages the contracts with the Visitor’s Center and Tourism Marketing entities, and advises the Baker County EDC. The Tourism Marketing Committee works with Baker County Tourism to develop and implement the marketing strategy each year.

### State and Regional Tourism Partners

The Eastern Oregon Visitors Association (EOVA) exists to promote tourism throughout all of Eastern Oregon. They accomplish this goal through providing trip planning assistance, vacation packages, developing the visitor's guide, and posting photos to social media. Travel Oregon and the EOVA work to promote Eastern Oregon, including sights, activities, events, and routes. While the focus EOVA is on all of Eastern Oregon, Travel Oregon's focus is on the whole state, not merely Baker County. The benefit of partnering with these organizations, however, is that they have a broader marketing reach. In FY 2017, Travel Oregon had over 3.8 million visits to their website, which features Baker County often. Therefore, it makes sense to continue to maintain close working relationships with these organizations.

### **Tourism Partner Complications**

The overabundance of tourism-focused organizations leaves most of the community confused about which organization is responsible for any given activity. The community at-large seems unaware of Timothy Bishop's true purpose – to advertise Baker County throughout Oregon and, indeed, the Pacific Northwest. Instead, many believe his role is to advertise Baker County within the county itself or to provide coverage via social media on events that have already happened. While these activities are byproducts of his efforts, the community does not see the rest of the work that he is doing.

Similarly confusing for community members – particularly those from the smaller communities throughout the County – is the role of the Baker City Chamber of Commerce. Several individuals commented that they do not bother with the Baker City Chamber of Commerce because they were not members and therefore the Chamber could not do anything for them. It is true that the Chamber's mission is to serve its members, which for some creates the impression of a conflict of interest in promoting tourism for the whole county. In that light, the misunderstanding about the Chamber's role is understandable.

### **Funding for Baker County Tourism**

Funding for tourism promotion comes from the countywide transient lodging tax, which is set around 7%. In FY 2018, the county set a marketing budget of \$154,000, with the balance of tax funds being used to pay the contracts to Timothy Bishop and the Chamber of Commerce for their actual marketing and visitor fulfillment services.

## Chapter 2: Business Assistance, Retention and Development

This chapter discusses the needs of the existing businesses as well as discusses methods of recruiting new businesses to the region.

### Assist Existing Businesses

Community members identified the need for business assistance such as technical assistance and education and offered some suggestions for assistance areas such as website development and social media training. However, beyond social media training, there did not seem to be a consensus about what topics or services to support business development are most critical and some within the community felt that such services might not be used. There is some merit to that opinion, given the business assistance programs that already exist locally. HatchLab Baker and Blue Mountain Community College (BMCC) offer great programs such as low-rent office space, one-on-one advising, workshops, and other similar support.<sup>45</sup> Between the two entities, new and existing businesses have the opportunity to access information and receive technical assistance. Rather than reinventing these services, a better strategy would be to partner with HatchLab Baker and BMCC to develop a community outreach campaign encouraging businesses to seek help as well as offering subsidies for workshops and technical assistance to new or struggling businesses that need the services the most.

One training topic that came up several times during community meetings was the need for “frontline,” training to teach tourism industry staff how to interact with tourists. Such “frontline,” employees include the obvious hotel and nonprofit staff, but it also includes sales associates, cashiers, gas attendants, and others that come into regular contact with the general public. Though this training does not directly impact the individual business, it does impact the tourism industry in Baker County overall and therefore is an important component of the overall business assistance strategy. It is worth noting, however, that many business owners might not be able to spare their employees for the day to go to training or might not see the need for it. Any attempt to train frontline staff will inevitably begin with working with business owners, managers, and supervisors to stress the importance and benefits of the training. Likely, the strategy will involve teaching them how to train their employees before or in place of working with frontline employees directly.

### New Business

Spurring economic development is a top priority for the tourism industry. Recruiting new businesses not only creates new jobs, but also builds the amenities to attract visitors. Most

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<sup>4</sup> Blue Mountain Community College, “Small Business Development Center,” Accessed on June 12, 2018 from <http://www.bluecc.edu/community/small-business-development-center#ad-image-0>

<sup>5</sup> HatchLab Baker, “A Center for Entrepreneurship on Main Street in Baker City, Oregon,” Accessed on June 12, 2018 from <https://hatchthefuture.org/hatchlab-baker/about/>

travelers do not visit a single destination. Rather, they go to places that have many offerings to suit multiple needs, interests, and preferences. Adding tourism-based businesses, then, supports the economic development work prioritized by the county. Tourism-businesses include lodging, dining, retail, arts and culture, outdoor adventure, and travel services such as gas stations.

During PARC Resources' outreach attempts, meeting attendees pointed out the empty storefronts – or storefronts that were still operational but had been for sale for years. Empty buildings and those soon to exchange hands do not attract visitors. In fact, the mere presence of multiple, “for sale,” signs, leaves the impression to visitors that the community is dying and there is little reason to return. One solution to combat this problem is for the County to help encourage business entrepreneurs by providing start-up assistance and recruitment incentives.

At opportune times, the County has stepped in to offer assistance to young entrepreneurs and might well do so again. The assistance does not come from an official or competitive program and does not have set criteria for qualification beyond the obvious need for the business to be impactful in order to make the investment worth it. As part of a business recruitment campaign, the County should consider developing such an assistance program that can provide down payment assistance, low-interest loans for minor building repairs, and scholarships for workshops or one-on-one technical assistance provided by BMCC and HatchLab Baker.

### **Develop New Business Opportunities**

The potential exists for Baker County to identify the gaps in service and develop enterprises or coordinate existing businesses to fill the need. For example, given the increasing popularity of cycling, Baker County could create infrastructure to support the cycling industry. Such infrastructure would include adding bike paths and signage as well as investing in a targeted marketing campaign for cyclists around the Pacific Northwest. At the same time, it is important to ensure that businesses exist that can likewise support the cycling industry, such as rental and equipment shops or guided tours where needed. If no such businesses exist locally, Baker County should make a concerted effort to recruit new businesses or work with existing businesses to branch out and fill the gaps. Such efforts are part of developing a vibrant tourism industry that is sustainable through the ongoing attraction of new and recurring guests.

### **Industry Best Practices**

Encouraging business development is a top priority for every community. One common practice to drawing in new businesses is to offer tax incentives – particularly to large companies that promise tens or even hundreds of jobs. Such businesses are certainly impactful to the community and economy, but generally tend to be manufacturing jobs or call centers. Neither of these business types will benefit the tourism industry in Baker County and therefore the tax incentive strategy is not likely to be particularly effective, except to recruit chain hotels and the like.

Other cities across America are trying to recruit people to their communities. Many are suffering from a worker shortage and developing creative solutions to the problem, such as offering down

payment assistance on home purchases, student loan relief, or even simply writing a check to new residents that move into town for work.<sup>6</sup> While these solutions are not necessarily applicable to Baker County, it shows a nationwide trend beginning to shape of competing to attract individuals through financial incentives as a means of economic development. The idea is not new. For hundreds of years, incentives such as cash and property have been used as a means of encouraging migration.

The strategies suggested for assisting and recruiting new businesses fall in line with the programs designed to attract individuals. Namely, cash incentives such as down payments for business – as opposed to down payments for houses – are used to draw people to the community. Once they are established in the community, have invested some of their own capital and time into the business development, and built a successful business, it is likely they will want to stay and continue to support small businesses and tourism in Baker County.



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<sup>6</sup> D. Harrison and S. Raice. Wall Street Journal, “How Bad is the Labor Shortage? Cities Will Pay You to Move There.” Accessed on June 1, 2018 from <https://www.wsj.com/articles/how-bad-is-the-labor-shortage-cities-will-pay-you-to-move-there-1525102030>

## Chapter 3: Marketing

The following sections review the key concerns with regard to marketing, such as developing a countywide brand, targeting advertising efforts, and developing products. Through PARC Resources' interactions with the community, it became clear that the Basecamp Baker brand does not work for most of the county. While some residents felt the slogan was appropriate, they did think Basecamp Baker as a website was confusing, both to visitors and even to local business owners. To that end, one of the first steps toward changing the way that Baker County markets itself is to develop a new slogan and an intuitive website for visitors.

### Baker or Baker County

One of the first considerations for developing a new website and slogan is whether to refer to the region as, "Baker," or as "Baker County." Many county residents feel strongly that, "Baker," only refers to Baker City, effectively leaving out the other communities in the county. However, not all residents felt this way. Some Baker City and county residents pointed out that, "Baker County," is not an intuitive search term because most people do not think to search for things to do in a whole county; rather they search for things to do in a specific community they visit.

Google Trends supports the assessment that Baker County is not an intuitive search term. The PARC Resources team researched search phrases relating to Baker County, Oregon; filtering out responses that could be related to other states. Of the phrases researched, "Baker City," was by far the most used search term July 2017 – June 2018. "Hells Canyon," was the second most used search term during that time frame – particularly in the Midwest and Eastern states. "Halfway," "Haines," "Sumpter," "Huntington," "Richland," and "Anthony Lakes," each received a few searches per month, but not more than ten searches in any one month for any of these locations. "Baker County," "Baker County Tourism," "Visit Baker," "Things to do in Baker," and similar phrases returned almost no results, with an average of only about 1-2 searches per month. "Basecamp Baker," or "Base Camp Baker," did not return any results for the year.

It is clear that using, "Baker County," as the focus in marketing is inefficient as people simply are not looking for things to do countywide. Mostly, they are interested in the specific communities or attractions they are visiting. For those unfamiliar with the area, they might not even realize that communities such as Huntington, Sumpter, and Richland are even part of Baker County.

To balance the two viewpoints, Baker County Tourism will develop a domain name for the new website that includes, "Baker County," but will make use of metadata and alt tags that include individual communities, major local businesses, and defining geographic landmarks such as Hells Canyon and Pine Valley to increase search engine results.<sup>7</sup> In addition, the TLT will seek

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<sup>7</sup> Michigan Tech: University Marketing and Communications. "Five Ways To Improve Your Site's Ranking." Viewed on August 6, 2018. Retrieved from <https://www.mtu.edu/umc/services/digital/seo/>



funding to support communities in developing their own individual brand that will be linked to the Baker County Tourism Website.

## **Branding & Slogans**

The community had a lot to say about marketing in Baker County. Many agreed with the distinction between a permanent brand and a temporary slogan. For example, “Staples,” is a brand that used the slogan, “That was easy,” for years before retiring it in favoring of a new, “Make more happen,” campaign. In addition, a single brand can use multiple slogans or campaigns simultaneously depending on what audience they hope to reach. In Baker County, that could be creating separate marketing campaigns with individual slogans for each community or continuing to group together types of activities into categories. The latter is the approach currently in use on the Basecamp Baker website and fits with the efforts of Travel Oregon.

In general, community members supported phrases such as, “Getaway,” “Welcoming,” “Adventure,” “Explore,” and, “Authentic,” all of which were initially offered as suggestions during community meetings. Some participants pointed out that most of these words were too generic or overused, and others thought that, “authentic,” was not descriptive enough. The County should consider a separate marketing plan, perhaps engaging the guidance of a Public Relations firm. In lieu of that, PARC Resources recommends using Travel Oregon as a model for local advertising – both to have a template to work from as well as to keep messaging familiar throughout Oregon’s marketing efforts.

To fall in line with Travel Oregon’s approach, Baker County Tourism should consider either renaming or developing additional categories of businesses to reflect the mood of the traveler. For example, Travel Oregon uses phrases such as, “magical,” “relaxed,” “adventurous,” and, “nostalgic,” all of which could apply to Baker County as well. The benefit of this approach is that it allows the possibility of organizations, activities, and events that are not normally in the same category to be grouped together. A “relaxed,” visit to the area could include a ride on the train traveling on the Sumpter Valley Railroad, taking in a play by Eastern Oregon Regional Theatre, and visiting the Oregon Trail Interpretive Center; all of which are currently listed in separate categories.

## **Advertising**

Baker County Tourism budgeted \$154,000 on marketing campaigns in Fiscal Year 2018 – a healthy and reasonable sum for an industry that received \$45.2 million in visitor spending and supported 740 jobs in 2017.<sup>8</sup> The FY 2018 budget is included on the next page to demonstrate all of the ways Baker County markets tourism:

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<sup>8</sup> Dean Runyan Associates, “Oregon Travel Impacts: Statewide Estimates,” Accessed on June 28, 2018 from <http://industry.traveloregon.com/research/archive/oregon-travel-impacts-1991-2011-dean-runyan-associates/>

### 2017-18 Baker County Tourism marketing budget

| Marketing Expenses                                                         |          | Description - Notes                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cooperative Marketing with Baker County Businesses                         | \$20,000 | Cooperative ads targeting core target markets. In the past has included Co-op pages in Eastern Oregon Guide, Winter ski campaign, and other opportunistic co-op efforts                                                                                                                    |
| Travel Oregon Advertising channels                                         | \$2,500  | Travel Oregon Guide, website, print or social media channels                                                                                                                                                                                                                               |
| Cooperative Marketing with EOVA Eastern Oregon Partners                    | \$9,000  | Eastern Oregon Visitors Association including Hells Canyon Scenic Byway marketing group and other potential eastern Oregon regional Ag and Cultural tourism partners                                                                                                                       |
| Tourism Associations Memberships                                           | \$4,000  | For example: Oregon / Washington Festivals Association and Travel Industry Association of America etc.                                                                                                                                                                                     |
| Fulfillment Products and ad Design and Production                          | \$4,500  | ad production costs and design for fulfillment products (Anticipates \$1,000 each to reprint Sumpter and Halfway Snowmobile Maps)                                                                                                                                                          |
| Fall/Christmas holiday campaign                                            | \$3,000  |                                                                                                                                                                                                                                                                                            |
| Advertising in Travel Related Guides and Periodicals (online and/or print) | \$15,000 | Target periodicals based on core demographic and likelihood of editorial coverage. Evaluate current publications including Oregon festivals and Events guide, EOVA Guide and other local/regional guides, and explore potential new opportunities based on market plan niche segments      |
| Social Networking and Internet advertising                                 | \$5,000  | Online advertising driving site traffic, and software/program subscriptions or fees                                                                                                                                                                                                        |
| Website Development, Refinement and Maintenance                            | \$3,000  | Ongoing hosting, maintenance and development or additional features and tools.                                                                                                                                                                                                             |
| Digital Content/Assets Creation                                            | \$4,000  | Digital content creation beyond our in-house ability, i.e. 360 video, and specific video production using stock B-roll footage and additional drone/go pro footage as needed                                                                                                               |
| Public Relations and Media Outreach                                        | \$2,000  | Hosting travel writers, pitching story leads and developing media and press kits etc.                                                                                                                                                                                                      |
| Tourism and Travel Related Trade Shows and expos                           | \$7,500  | Travel, registration, and vendor fees for trade shows such as the Idaho Snowmobile and Seattle Motorcycle show etc. Selection of conferences/ tradeshow to be reviewed and determined with guidance and direction from the marketing committee based on marketing goals and potential ROI. |



|                                                                                       |                  |                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| In County / regional Travel Expenses                                                  | \$9,000          | Reimbursement for in county travel for site visits, product development, relationship building, and brand building. Reimbursable at standard IRS rate                                                                                                                                                                                                          |
| Tourism conferences, association meetings and industry training including conferences | \$8,000          | Includes Oregon Tourism, Oregon Washington Festivals and Events, Oregon Travel and Tourism Association, Oregon Economic Development,<br><br>Staff expenses out of county and statewide Workshops, meetings and misc. training including conferences such as Oregon Tourism, Oregon Festivals and Events, Oregon Travel and Tourisms Association, EOVA meetings |
| County Event Development and Marketing                                                | \$11,000         | Used to sponsor and/or promote events within the county that focus on target markets or reinforce marketing efforts. Past efforts have included the Super 16 events campaigns                                                                                                                                                                                  |
| Printing and Miscellaneous Expenses                                                   | \$3,000          | Includes potential Base Camp Baker merchandise and giveaway promotional items                                                                                                                                                                                                                                                                                  |
| Hospitality and Small Business Training and Education                                 | \$2,500          | Training and workshops for county businesses focusing on hospitality training and how to capitalize on tourism as an economic development tool for their business.                                                                                                                                                                                             |
| Brochure Distribution                                                                 | \$3,500          | Distribution of the EOVA Guide at State Welcome Centers, OTE Info Centers, and Boise Airport including bulk shipping as needed                                                                                                                                                                                                                                 |
| Winter events and recreation                                                          | \$4,000          | Focus on Jan-March winter season events and winter recreation                                                                                                                                                                                                                                                                                                  |
| Baker County Visitors Guide                                                           | \$5,000          | includes back page and Contribution towards printing overrun of guide                                                                                                                                                                                                                                                                                          |
| Cycling Specific                                                                      | \$4,000          | Dedicated marketing fund for cycling specific product/event development, and or marketing.                                                                                                                                                                                                                                                                     |
| Arts and Culture                                                                      | \$4,000          | Dedicated marketing fund for arts, culture and heritage events, product development and marketing                                                                                                                                                                                                                                                              |
| Ag Tourism                                                                            | \$4,000          | Agritourism product development and marketing                                                                                                                                                                                                                                                                                                                  |
| International Marketing                                                               | \$6,000          | International marketing targeting FIT and Group travelers. Potential to partner with Travel Oregon most likely German market as main focus                                                                                                                                                                                                                     |
| Group and packaged tour marketing                                                     | \$7,500          | includes attending Go West, and development of group travel specific itineraries and itineraries specific to Baker County and in conjunction with regional and state group travel partners                                                                                                                                                                     |
| Reserve /Contingency Fund                                                             | \$3,000          | For unknown opportunities or projects. May be used at the guidance and direction of the TLT, and County Commission for advertising, projects, or as local match when seeking outside grant dollars                                                                                                                                                             |
| <b>Total:</b>                                                                         | <b>\$154,000</b> |                                                                                                                                                                                                                                                                                                                                                                |

## Niche Efforts

Numerous niches exist within the tourism industry; and many are available in Baker County. A few of the current trends in tourism that Baker County can capitalize on are listed below.

### Outdoor Adventure

Outdoor adventure is a broad category that includes many types of activities. Currently, these activities are all grouped together on the Basecamp Baker website, but they could be fleshed out further. There are also some activities missing that have come up in community meetings, such as drop camps – essentially an experience for visitors who want to be taken to a remote location and then left to either hike or bike out themselves or picked up in a few days. Winter sports are adequately represented but should highlight cross country skiing in Pine Valley as well as consider providing maps of snowmobile areas for Halfway, Sumpter, and Burnt River Canyon.

It is important to note that while PARC Resources heard some discussion about needing to focus less on promoting outdoor activities and turning more attention to other industries, the evidence suggests that continuing to support outdoor recreational activities is the more logical choice. This does not mean to cut support to arts, culture, heritage, agriculture, or culinary businesses – which are a significant contributor to the success of the travel industry. Rather, this recommendation reflects the fact that the number one reason that visitors come to Eastern Oregon, other than to visit relatives, is for outdoor recreation with 40% of marketable travelers coming to Eastern Oregon for that purpose.<sup>9</sup> PARC Resources fully supports allocating marketing funds to other niche efforts, but recommends maintaining a significant budget to continue to promote outdoor adventure in Baker County.

### Arts /Culture /Heritage

Arts, culture, and heritage refer to all of the humanities-based organizations that attract visitors. For example, representing the artistic community are the Classical Music Festival, Clear Creek Music Festival, Crossroads Art Center, Eastern Oregon Regional Theatre, Main Street Stage Concert Series, Music in the Wilds, Pine Fest and numerous art galleries.

In addition, culture and heritage are represented through the Oregon Trail Interpretive Center, Sumpter Valley Railroad, Sumpter Valley Dredge State Park, Historic Downtown area in Baker City, and eight museums scattered throughout the county. While some community residents commented that the County should move away from promoting history as part of its tourism offerings, these offerings represent an established infrastructure that should not be ignored completely. Instead, PARC Resources recommends weaving historic features and opportunities into other packages, such as suggesting a day of outdoor adventure, followed by a day of leisure riding the railroad and visiting one of the museums.

### Agriculture/Culinary

Baker County has many agritourism opportunities, including several farms and ranches that either already are or have the potential to host visitors for overnight stays, provide tours of their

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<sup>9</sup> Longwoods International, “Oregon 2015 Regional Visitor Report: The Eastern Region,” Accessed on 7/3/18 from <http://industry.traveloregon.com/research/archive/eastern-oregon-overnight-travel-study-2015-longwoods-international/>

farms, or even just be represented on a map for drivers and cyclists to ride by and see in person. As previously discussed, many urbanites are more interested than ever in learning about farm to table practices, and what better way to learn than to see a farm in action. Additionally, dining establishments in Baker County are producing top quality cuisine – some of which were reviewed in a 2017 publication from Travel Oregon outlining a culinary walking tour in Baker City.<sup>10</sup> While a list of dining establishments is provided on the Basecamp Baker website, PARC Resources recommends adding further details, such as a description of the type of foods served and links to Yelp, or other review site.

#### Packaged Group and International

Increasingly, visitors are looking for prepackaged vacation options that they can easily research, modify and reserve from their computers. This is especially true for international travelers where phone correspondence is not only time consuming, but costly. While the County does not have the ability to develop the packages themselves, it should be a priority to work with businesses in the area to build package options for visitors that the County can promote on their behalf.

#### Two-wheeled Travel

Cyclists are a strong subset of Oregon’s tourism industry. In 2014, cyclists spent over \$12.4 million in Oregon’s Scenic Bikeways alone.<sup>11</sup> Building up this industry through added infrastructure – such as pike paths or lanes – a community marketing campaign encouraging locals to look out for cyclists, and a larger marketing campaign to draw in visitors would be an economic boon for the community. Initially, marketing dollars for scenic bikeways and paths are best spent by focusing on bicycling hotspots such as Portland and Eugene, eventually expanding further as the region builds a reputation for the activity.



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<sup>10</sup> Anderson, Jen. “Culinary Walking Tour of Baker City.” Viewed on June 12, 2018. Available at <https://traveloregon.com/things-to-do/eat-drink/artisan-producers/culinary-walking-tour-baker-city/>

<sup>11</sup> Dean Runyan Associates, “The Economic Significance of Cycling Oregon Scenic Bikeways, 2014,” Accessed on June 29, 2018 from <http://industry.traveloregon.com/research/archive/eastern-oregon-overnight-travel-study-2015-longwoods-international/>

## Earned Media/Paid Media

Paid media is the traditional concept of paying for predesigned advertisements in newspapers, magazines, radio, and television. Earned media, on the other hand, refers to other people generating buzz about a brand; essentially word-of-mouth from customers and the like. Bloggers, social media followers, and unsolicited press mentions are all forms of earned media. Search engine results are also a form of earned media, whereby the organization whose name ending up at the top of a list of search results gets the most attention. Endorsements from Cycle Oregon and Travel Oregon both contribute to Baker County's earned media buzz, as well as followers sharing posts on social media about experiences in Baker County.

Earned media is typically considered the most trustworthy, although the organization has the least control over how it is presented. Most importantly, given the limited resources for tourism, earned media is free and often widely circulated. Cultivating relationships with bloggers, continuing to use social media and build a follower-base, and maintaining positive relations with travel organizations such as EOVA, Travel Oregon, and Cycle Oregon all contribute to the County's earned media.



## Chapter 4: Product Development Needs and Opportunities

### Facilities & Infrastructure

Baker County has a reasonable number of tourism facilities – including museums, art centers, theatres, community rooms, conference rooms, fairgrounds, and sports facilities. These facilities provide opportunities for meetings, events, and recreation both as a form of entertainment while visitors are in the community and as a draw for them to visit in the first place. Maintaining the facilities currently available and encouraging the addition of new facilities – particularly ones that fill gaps in services – should always be a priority for the County.

The top two infrastructure items that Baker County should consider to improve tourism is to develop a non-motorized trail for pedestrian and bicycle use and set the stage for a commercial airline to schedule flights into the Baker City Municipal Airport. Multiuse paths are becoming a common theme for many communities – meaning more funding sources are responding by opening grant programs for this purpose. Multiuse paths provide recreational and physical fitness opportunities for local residents but are also a draw for pedestrians and cyclists that wish to tour the scenic beauty of Baker County while remaining safely off the roadway. The path could start small – even broken up as multiple pathways of only a mile or two each with the eventual plan to merge them together. This is a project that will take years to develop and even longer to implement. It has a big enough scope to warrant a separate master plan.

The recommendation for an airport stems from the undeniable barrier of travelling to Baker County in the winter. Though the county has been noted of doing an admirable job keeping the roads clear within Baker County, getting to the area – particularly coming up I-84 from Pendleton – can be treacherous. In March 2018, Oregon Live reported a 20-vehicle pileup on Cabbage Hill and took the opportunity to also mention a similar crash that happened six years previously killing nine people and injuring 38 more. While these accidents are certainly tragedies and stories no one wants to hear about, they also depict Eastern Oregon as being a dangerous place to visit in the winter – particularly from travelers on the west side of the state that typically have milder winters than Eastern Oregon.

Contracting with a commercial airline to offer flights even a few times per week into Baker City would help alleviate travel concerns and would mark Baker City as the only commercial airport between Pendleton and Boise, ID. Pendleton contracts with a small company called Boutique Air. Flights are only available to and from Portland at a rate of approximately \$90 per person (\$180 per person for round trip). This option is a relatively affordable way for visitors from the West side of the state and from outside of the normal driving distance to access Baker County more easily.

The airport currently does not have the infrastructure to support commercial flights, even small ones such as Boutique Air. To make commercial flights available for Baker County will include additional planning, such as expanding the airport, lengthening the runways for larger planes, and developing a bus, shuttle, taxi, or rental car service to help visitors get around once they

land. These supportive services are not readily available and will take time and planning to complete. Further, expanding the airport will take significant coordination between the City and County. In short, this is a project best suited for the long-term, though the TLT should begin the conversations and consider putting together an informal strategy for developing this resource. As tourism in Baker County grows, commercial flights in and out of the county will likely boost visitors and strengthen the tourism market.

## **Events & Attractions**

Baker County hosts a multitude of events from music festivals and artistic performances, to rallies, rodeos, and harvest festivals. These events are generally reasonably well-attended although there appears to be some confusion about how these events are publicized. Part of the confusion harkens back to the confusion among the general public about the roles and responsibilities of each of the organizations involved in promoting tourism for Baker County. The general confusion over which entities were responsible for which activities adds to the general feeling that marketing Baker County might be going out to the Pacific Northwest, but internally there is no marketing to help business owners know what events are scheduled at any given time. Without that knowledge, communities develop events that conflict with another community or fail to cross-promote each other in an effort to encourage visitors to extend their stays.

Currently, there appears to be a gap in service on marketing events in Baker County to local residents – outside of the individual businesses and event organizers themselves. The focus of Baker County Tourism and the Visitors' Center is to advertise outside of the region; although the argument has often been made that the information is publicly available on the Chamber and Basecamp Baker websites to anyone that cares to look. Still, clarifying to local entities that they are ultimately responsible for local marketing would eliminate confusion and some consternation.

## **Lodging**

Lodging options in Baker County are nearly as diverse as the geography in Baker County itself. There are obviously large hotels such as the Rodeway Inn and Super 8. There are also hotels that are destinations in and of themselves, such as the Geiser Grand Hotel and Cornucopia Lodge as well as small inns or bed and breakfasts such as Pine Lodge, Blue Door Inn, and Crown Courtyard Inn. Anthony Lakes provides the resort treatment with their ski lodge, although it is only open seasonally. Vacation rentals and Airbnb properties abound as do campgrounds along with a few RV sites. With all of these lodging opportunities throughout Baker County, travelers have many options for locations to stay and ways to experience all that Baker County has to offer.

Travel research shows that visitors are much more impactful to the local economy when they stay overnight. Overnight stays usually amount to a minimum of one extra meal and often more money spent at local attractions or events. Therefore, supporting lodging partners is a key

priority for the success of tourism in Baker County. Through the course of the community outreach efforts for this strategic plan, PARC Resources designed surveys for the lodging partners and invited partners to participate in a public meeting. The survey received a reasonable return rate and though the community meeting was not well-attended, the participants were very active in voicing their opinions and giving feedback for the County.

Lodging partners generally disagreed that a longer, “tourist season,” would impact their occupancy rates – as many posted as little as 60% and as much as 90% year-round. The reason stated for the year-round occupancy rather than the traditional peak and off-season differential is that the off-season is really split between fall and spring due to the active winter season as well as the traditional summer peak season. While developing activities to extend the season through the fall and/or spring would be beneficial for most businesses, lodging partners did not feel it was a priority for them, particularly given that the downtime gives them a chance to do maintenance and prepare for the next onslaught of guests.

### Visitor Experiences

With regard to enhancing visitor experiences, the lodging partners listed several options they had either implemented or heard of others doing. One hotel mentioned sending out a, “Real Adventures Form,” to all clients upon them making their reservation that lists different events and activities about which they might want more information. Others noted that handing out rack cards of information for local businesses and events was helpful for their guests and yet another puts together her own visitor’s packet with a copy of the Eastern Oregon Visitor’s Guide and various brochures. An Airbnb owner stated that they would leave gift baskets with coupons or samples for guests. These touches improved visitor experiences to make the business more successful and cross-promoted other businesses to boost tourism throughout the county. The goal of this practice is to try to either extend visitors’ stay or encourage them to come back to the area.

On the survey, every respondent answered that they do provide promotional materials – mostly magazines, brochures, and fliers. Some offered package deals, discounts/coupons, or business cards. While these services are offered and available at the lodging partner establishments, it is unclear to what extent frontline staff are utilizing the materials, especially when clients do not think to ask for the promotions. There is a perception in the community that frontline staff are not effectively cross promoting businesses and therefore frontline staff need help to better understand the importance of presenting this information to guests.

In addition to cross promotion, lodging partners are increasingly making the effort to partner with other businesses and develop packages for guests. This practice should be encouraged and as more successful partnerships develop, pointing to their success for other lodging partners can add to the desired amenities modern travelers look for.

### **Visitor Infrastructure**

During the phone interviews, some community members expressed the opinion that Visitor Information Centers are outdated and not an effective method of disseminating information to



potential visitors to Baker County. The Chamber of Commerce tells a different story, stating that their phone calls are frequently about tourism and that they send promotional materials by mail on a regular basis. A 2007 study showed that Visitor Information Centers tended to be frequented by first-time visitors and those not visiting families in the area and that one of their main functions is to influence visitors to stay longer.<sup>12</sup>

The study found that Visitor Information Centers were very effective but offered some caveats. Firstly, they pointed out that the type of visitor likely to use the Visitor Information Center was someone not from the area, without family nearby, and who was willing to adapt their plans. Given that nearly half of Baker County visitors are out-of-town relatives, however, the Visitor Information Center likely attracts less than its fair share of visitors. Secondly, the study was careful to state that with changing technology, the usefulness of Visitor Information Centers could be lessened in the future. Considering the initial publication was over 10 years prior to this strategic planning effort and the amount of technology that has changed in that time, it is possible that the study is no longer accurate. Unfortunately, researchers were unable to find a more recent article on the effectiveness of Visitor Information Centers in the face of growing technology. The County should carefully consider its approach with the Visitor Information Center and determine whether its current approach is sustainable or whether some resources should be allocated for other types of advertising and visitor information fulfillment.



### **Way Finding Signage.**

Way finding signage consistently came up as a topic of conversation in community meetings, focus groups, and surveys. Some residents told stories of even locals missing turns due to poor

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<sup>12</sup> University of Massachusetts Amherst, "Effectiveness of Community-Based Visitor Information Centers," Accessed on July 10, 2018 from <https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1360&context=ttra>



signage while local nonprofits mentioned the difficulty of guiding people to the correct location without proper signage. The need and demand for way finding signage is clear in Baker County.

There are many ways to approach updating the way finding signs in Baker County, including differences in design, purpose, and placement. Given the scope of the options and the importance of this topic to local residents, PARC Resources recommends developing a supplemental plan dedicated only to this topic. As a preliminary step toward developing that plan, the remainder of this chapter is dedicated to discussion of the ideas and options presented in meetings and surveys as well as an overview of research results from the Oregon Department of Transportation (ODOT).

### Community Input

The community focused on describing the scope of the problem, which forms a solid basis for justifying the need and highlights way finding signage as a top priority for tourism development in Baker County. The problem is widespread and common between all communities. Directional signage appears to be significant in the communities located away from the interstate and major highways. Residents of Sumpter and Halfway specifically mentioned the difficulty in helping guests find the correct turn off the main highways to reach their cities. While ODOT has recently installed a new sign to mark the turn toward Sumpter, the current tourist season will determine how effective the signage will be and whether further improvements should be made.

Some suggestions for improving signage that came up include categorizing different types of signs. Specific categories could include directional, route, and local signs. For example, directional signs refer to helping travelers find communities and major attractions, while route signs refers to scenic byways, biking, and hiking paths. Localized signs would be specific services, districts, and tourist locales within each community.

### ODOT Guidelines

ODOT prioritizes regulatory signs, such as speed limit and no passing zones, followed by warning signs, such as “Stop,” and curve warnings.<sup>13</sup> These are already in place and therefore should not be a factor for way finding signs, also referred to as guide signs by ODOT, unless there is a traffic revision. Placement of new, additional signs must work around the regulation and warning signs already in place. The County should further consider the exact placement of all interstate and highway signage in a detailed way finding sign plan.

In general, directional guide signs on I-84, state highways, and county highways, should follow the prescribed design that drivers expect to see throughout the state. Matching color is important, but so too is using the specific font guidelines including differing font size depending on the speed limit in a given area. ODOT also regulates the types of materials that can be used to make a sign, focusing heavily on aluminum, but allowing high density overlay plywood as an alternative substrate. ASTM Type III and Type IV sheeting are the standards for ground signs in Oregon. ASTM Type IX sheeting, with its greater reflectivity, is generally used for overhead signs and can be used for ground signs when needed for high-impact signs.

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<sup>13</sup> ODOT. “Sign Design Manual.” Accessed on July 2, 2018 from <https://www.oregon.gov/ODOT/Engineering/Pages/Sign-Policy.aspx> All other facts are from this source unless otherwise noted.

## Local Signs

Local signs guide visitors to specific amenities and services, including tourist sites, parking, information, government services, hospitals, and even public restrooms. Local signs tend to be consistently designed throughout a community and reflect the community's identity. Baker County will need to determine whether local signs should reflect the county's identity overall or each individual community's identity. Either is acceptable, although it is more common for each community to design their own signage.



Local signs take their cues from facility signs, such as those found on college and hospital campuses as well as mall locations, much like this example from South Shore Plaza Mall in Braintree, Massachusetts. The consistency in color scheme and logo placement identify the

company's "brand," much the way cities' local signs attempt to do through establishing a community identity. Below are examples of local signs that illustrate some design possibilities.



*Pendleton, Oregon*

Pendleton's wayfinding signs highlight the heritage of the Pendleton Round Up by featuring a photo of a cowboy atop a bucking bronco above the directions. The picture not only symbolizes the prevalence of the rodeo in the community's identity, but also the history of the rodeo due to the sepia-toned black and white image. The brown background blends the signage into the scenery, making it look more natural and keeping to ODOT's color scheme of brown representing historical, cultural, and recreational sites.<sup>14</sup>

<sup>14</sup> Ibid.

Tacoma, Washington has similarly styled signage to Pendleton's, with a pop of color near the top to attract the eye. The signs also note with a symbol where to find parking.



*Tacoma, Washington*



*Venice, Florida*

This version of wayfinding signage includes more vibrant colors than what is found in Tacoma or Pendleton and includes graphic depictions of each location, reflective of Venice, Florida's beachy, bold personality. While undoubtedly eye-catching, this approach might be a little busy and difficult to read for drivers. Nonetheless, it is a unique, standout sign that is memorable.





*South Bank, Australia*

This ultra-modern take on wayfinding signage stands out, is eye catching, and provides multiple symbols for various services, such as the bus and train stations. The print is a little small for drivers, but could work for pedestrians and cyclists.

### Route Signs

Route signs identify pathways, byways, and districts that visitors might want to find. Getting to the route usually involves local or directional signs. Once at the trailhead or district entrance, however, there is often a sign that marks the entrance, such as this example from Dublin, California.



*Dublin, California*



*Fort Wayne, Indiana*

Within a district, the signage can look much like local wayfinding signs. This version of wayfinding signage includes the name of the district above the standard arrows directing visitors to their desired destinations. The sign also has subtle design details such as the blue stripes underneath the sign and the column at the top, and leaves room for future additions with the blank space.

For outdoor recreational areas such as hiking trails, bike paths, river walks, or other similar areas, a map of the route is often beneficial. Maps are usually placed at entrance points to a trail and contain additional information such as the length of the trail, GPS location, and the location of amenities, such as restrooms, benches, and shelters users can expect to find along the way. The obvious method of disseminating this information is through a trailhead kiosk.



*West Tiger Mountain (Near Seattle, Washington)*

Outdoor kiosks are common to place at trailheads. The downside to this approach is when a trail has multiple points of entry. Smaller signs such as this one found at the Mt. Nittany Conservancy in Boalsburg, Pennsylvania is a less expensive alternative to large kiosks.



*Boalsburg, Pennsylvania*



*Charleston, South Carolina*

Even throughout the trail, placing markers to keep new users on track is very helpful. The College of Charleston's four-mile nature trail contains trail markers that subdivide the trail and help users easily identify their location.



## Chapter 5: Communications

### Internal Partner and Industry Communication

The most significant communication concerns within Baker County are between the partners and travel industry itself. There appears to be disconnect between communities as well as between individual businesses, particularly those that fear rather than embrace competition. While there is a movement that is beginning to push for more cooperation between businesses in developing group packages and making recommendations, such ventures are relatively early in their planning and implementation. Successfully partnering will set an example that other businesses in Baker County should want to emulate.

#### Barriers to Communication

While there is some resistance to the idea of cooperating with other organizations, it appears that most organizations are simply unaware of or uninterested in what is going on in other communities. Community members mentioned multiple times that they did not know what other businesses and communities were doing at any given time, while other mentioned that the information is readily available on the Chamber of Commerce's website. A quick review of the Chamber of Commerce website confirms that a robust calendar of activities is easily accessible. Therefore, the problem is more rooted in businesses and event organizers not knowing where to look, or not thinking to look at what other events are taking place. It is possible that people did not know where to look due to the genuine confusion of the role of the Baker City Chamber of Commerce in tourism. This communication gap is unfortunate because the County as a whole would benefit from greater collaboration between communities.

In addition to the confusion regarding where to look for information, it is important to note that many businesses in the service-industry – such as gas stations, retail shops, and markets – do not think of themselves as part of the tourism industry. Without that self-identification, they do not think to reach out to the tourism partners. It is vital that tourism partners reach out to them. Community outreach to these businesses develops a holistic picture of the amenities available locally.

Finally, there is a small number of businesses that are resistant to the idea of competition. To their view, there is not enough business to go around. On the other hand, more competition forces businesses to be at their best, provides more amenities in the region to attract more visitors, and generally lifts everyone up. Unfortunately, Baker County cannot force business owners to take that view, although the County can provide information to the business owners, which will hopefully sway some into embracing competition and cooperation.

#### Communication Solutions

One significant way to benefit the communication between entities is to identify one organization as the central point of contact for all tourism-related businesses. The organization should be Baker County Tourism due to the perception of the Chamber of Commerce within the smaller communities. Unfortunately, Baker County Tourism consists of one individual that is

tasked with far too many responsibilities to even consider adding on the full-time job of keeping in contact with the business community throughout Baker County. To address this need, it would be beneficial to fund a Community Outreach Facilitator position; a second full-time position that would operate either directly under the County, or by Baker County Tourism. Though funding such a position would be difficult, and probably require some grant assistance, the long-term benefits would likely be worth the initial investment.

While it will not be easy to bring together multiple communities with their own biases and agendas, Baker County Tourism must continue its effort to unite organizations. One of the ways that Baker County Tourism can do that is to take the lead on developing countywide events. At present, Baker County Tourism does not have the capacity to enact such a plan, but with a second employee to field calls, coordinate businesses, and recruit volunteer support, such an endeavor could be very successful. Community members stated that they were in favor of the County organizing events that all communities can participate in. Doing so fulfills that desire for the communities and demonstrates a positive example of working together toward meeting the goal. In this effort, Baker County Tourism should refrain from taking the lead, but rather should carefully select a task force made up of representatives from every community in Baker County and facilitate planning a major event for Baker County. This process encourages dialogue and relationship-building that can help foster communication outside of the event-planning.

## **Public Communications**

The primary method of communicating with the public is through forms of advertising, thus the marketing strategy is crucial to the continued success of communication with current and prospective visitors. Baker County Tourism updates their marketing strategy every year; a trend that should continue. Communication generally happens through the internet, phone/mail, paid advertisements, and earned media, as discussed in more detail below. It is important to note that while Chapter 3 covers many of these topics, it does so in relation to using these tools as a means of attracting visitors, rather than as a method of communicating with them once they have committed to coming to Baker County or are already in the vicinity.

### Visitor Information Center

Despite some community assertions to the contrary, the Visitor Information Center is still a utilized resource for visitors as they come into Baker City. It is conveniently located, easy to identify, and easy to access, making the physical location a good choice for the Center. With the increasing advent of technology, however, some community residents question whether a fully staffed Visitor Center is the most efficient use of limited funding. Unfortunately, objective research on the subject did not conclusively confirm one way or another whether Visitor Centers as a rule are necessary for the successful dissemination of information to visitors. Anecdotal evidence from lodging partners suggests that fewer people are stopping by the Visitor Information Center than they had done five years ago. If this general trend continues, it would be prudent for the County to reduce the contract to the Visitor Information Center in favor of allocating much-needed funds to the Community Outreach Facilitator position or marketing in general.



## Website

Increasingly, websites and social media such as Facebook, Instagram, Twitter, YouTube, Reddit, Flickr and Pinterest among many others are becoming a primary medium for travelers to get their information. The obvious reason for this is due to the prevalence of smart phones, which allow visitors to review or change plans even when they are already in the car, driving toward Baker County. One of the drawbacks to this method of communication is that not all of Baker County has cell phone service, much less 3G and LTE data. Nonetheless, connections to consumers via internet is increasingly critical to business success.

The County will need to develop a new website with the departure of the Basecamp Baker brand. With that departure, the issue of the website domain becomes a discussion point. Though the TLT has committed to keeping a baker-county brand, there is still the issue of the Visit Baker website, currently owned and operated by the Chamber of Commerce. The history of this issue stems from an old contract with the Chamber of Commerce where they took on the roles of both the Visitor Information Center and Baker County Tourism. Subsequently, they Chamber took over the website. It is impractical to demand that the Chamber give the website over to Baker County Tourism and start from scratch, however having two websites that fill similar purposes is confusing for visitors.

One favorable solution from the viewpoint of the TLT is to help the Chamber develop a different website and keep the Visit Baker website as a single-page site that directs visitors to the separate Chamber and Tourism websites. The Chamber has not agreed nor indicated that they would be willing to consider such a proposal, but the prospect is worth considering as a compromise for all sides.

For the Tourism website, the TLT and Baker County Tourism should consider new features for the new website to keep it modern and make it more user friendly. For example, rather than merely categorizing businesses by the types of services they offer, consider creating additional categories that interweave different market sectors to provide consumers with new ways to think about and plan trips to the region. Enhance the list of dining establishes to include brief descriptions of each and links to both the business website and Google or Yelp review sites that consumers trust. Imbedding videos and linking the Flickr photo gallery to the website provide even more stunning visuals that both attract attention and provide visual clues for the reader.

If staffing capacity allows, consider adding a blog to the home page – updated weekly or monthly – that encourages readers to re-conceptualize what a visit to Baker County looks like. This is a strategy that Travel Oregon does very effectively – often themed around a specific type of experience such as hiking, cycling, road trips through scenic areas, and exploring territories such as ghost towns.

## Social Media

Baker County Tourism has active Facebook, Instagram, Flickr, YouTube and Twitter accounts with thousands of followers. These are some of the most popular and most commonly used sites. In fact, according to the Pew Research Center, as reported by Forbes, YouTube is the most

commonly used social media platform with 79% of adults using the site.<sup>15</sup> Unsurprisingly, Facebook is the next most commonly used platform at 68%. While more adults use YouTube, 74% of Facebook users visit the site daily, meaning it is used more frequently than YouTube. The next six most popular social media platforms following YouTube and Facebook are Instagram (35%), Pinterest (29%), Snapchat (27%), LinkedIn (25%), Twitter (24%) and WhatsApp (22%). Interesting to note is that Instagram users jumped from 28% to 35% in two years, showing it has the potential to grow significantly in use and importance. Clearly maintaining and increasing social media presence is a necessity to reaching large audiences and must continue to be a part of Baker County Tourism’s communication strategy.



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<sup>15</sup> Forbes, “Which Social Media Platform Is The Most Popular In The US?” Accessed on July 10, 2018 from <https://www.forbes.com/sites/kevinmurnane/2018/03/03/which-social-media-platform-is-the-most-popular-in-the-us/#3ec2885d1e4e>. All other facts regarding social media in this chapter come from this source.

## Conclusions and Next Steps

The planning effort for this strategic plan relied heavily on community input; a method that generally leads to greater support for a plan once complete. The purpose of this document is to synthesize the multitude of ideas and opinions on the topic of countywide tourism so that the TLT, Baker County Tourism, and Visitor Information Center have a comprehensive look at and understanding of the general attitudes and needs of the businesses and organizations that make up the local tourism industry.

### Next Steps

Through this process, many themes emerged. Top concerns revolve around disseminating information, such as the need for improved internal communication and improving way finding signage for visitors. These among other themes defined the priorities for this plan. These priorities are included in both the Introduction in condensed form as well as reiterated here and given actionable steps for the TLT, Baker County Tourism, and Visitor Information Center.

#### Immediate Priorities

1. Hire a new Community Outreach Coordinator. This position should be full-time, managed under either Baker County Tourism or the TLT, and could likely be grant funded. Potential funding sources are included later in this chapter. This position is critical to enabling strategies to streamline communication, spearhead a county-sponsored event, and generally support the roles of the Visitor Information Center and Baker County Tourism.
2. Develop a new Baker County Tourism website. It is clear through community input that the Basecamp Baker website is no longer suitable for the whole community. As such, Chapters 3 and 5 discuss the needs for the website and recommendations in further detail.
3. Encourage community-based marketing. The TLT should seek funding for community-based marketing efforts to provide a pot of funding for individual communities to design their own marketing campaigns that represent their communities. Baker County Tourism will then incorporate these marketing efforts into its overall plan.
4. Provide training and technical assistance resources to small businesses. Reach out to potential partners such as HatchLab Baker and BMCC to increase support for and awareness of local opportunities to receive business training and technical assistance.

#### Mid-range Priorities

1. Organize a countywide event. The purpose of this priority is two-fold. The first purpose is to host a large event to draw tourists into all of Baker County, rather than merely one community or another. The second purpose is to encourage communication between organizations and communities with the goal of spurring subsequent communications going forward.
2. Complete a way finding sign plan. This plan should use the foundation described in Chapter 4 and expand on it to formulate a detailed strategy that includes a comprehensive

list of all locations to include on signs, groups the locations depending on sign type (directional, route, or local), completes the designs including style, color-scheme, font, and shapes of the various signs, and includes a series of maps pinpointing the exact location way finding signs should go. All of these decisions must take into account legal requirements by ODOT and practical considerations such as visibility and durability.

3. Complete a plan for a non-motorized path for cyclists and pedestrians. There are many different ways to approach the need for infrastructure to support the niche cycling market, but none as important as providing safe pathways. The benefits of these pathways is that it removes bicycles from the roads, which makes local drivers happy, and provides new recreational opportunities for locals. The plan should consider whether to make one path, multiple individual paths, or an entire network, as well as the location, materials, cost and construction of the pathways, which will enable the County to seek state and federal funding. The plan should also break the project into phases, with the goal that the County can complete one phase by the end of the 5-Year range covered in this Strategic Plan.
4. Seek funding to provide assistance programs for young entrepreneurs to start-up businesses or receive training and technical assistance as-needed. Such a program must include cooperation from resources such as HatchLab Baker and BMCC and possibly from financial institutions that can facilitate favorable loans. The program must also be well-advertised to be effective.

#### Long-range Priorities

1. Implement the Way Finding Signage Strategic Plan. Assuming the plan is completed by the end of Year 2, the TLT should be able to complete implementation by the end of the 5-Year period this Strategic Plan covers.
2. Implement the Bike/Ped Master Plan. This will likely take longer to complete than the Way Finding Signage Strategic Plan because it involves significantly more funding to complete. As such, a good long-range priority would be to complete the most important steps identified in the plan by the end of the 5-Year period and incorporate the subsequent steps into the next Tourism Strategic Plan in 2023.
3. Initiate conversations with Baker City regarding the use of the Municipal Airport as a small commercial airport. Any such conversations will need to include an understanding of the necessary modifications to make the airport suitable for commercial planes and a willingness of the City to work with the County to achieve these modifications. The TLT expects that if anything comes of this discussion, it will be long past the five-year mark for this Strategic Plan, but includes it here as a reminder to keep this goal in focus.
4. Update this Strategic Plan for the next five years.

#### **Funding Sources**

In order for the TLT to carry out any of the aforementioned actions, they will need funding. There is no reasonable way for the TLT to complete all actions without some grant support, though they have a reserve for some of the required planning efforts. The list of funding sources below reflects a brief look into grant opportunities, not an in-depth search, but does give the tourism partners some ideas of where to seek funding. New opportunities are announced

regularly, so the partners should keep an eye out for requests for proposals and be prepared to respond accordingly.

### Federal Grants

The Economic Development Administration provides grant funds on a quarterly basis, which the County is eligible to apply for, as are any of the individual communities. Any grant request will only be competitive if they can demonstrate significant job creation or retention as a direct result of the project. For example, funds could be used for improvements to a property that would then be leased to a number of pre-identified businesses. It is possible that the TLT could request a grant for business development, such as a loan program for new businesses. However any such request would need to have a demonstrable list of people in need of the program and the support of the regional representative, David Porter, located in Seattle.

The U.S. Department of Agriculture (USDA) has a variety of programs for communities through their Rural Development branch.<sup>16</sup> Though not all of these programs are applicable, some of these could be used for planning and infrastructure necessary to support tourism, such as the Community Facilities grant or Community Connect grant (for Broadband in rural areas).

### State Grants

Travel Oregon is the most obvious source of funding at the state level. The agency offers three levels of grants: Small (up to \$20,000), Medium (up to \$100,000), and Large (over \$100,000). The small and medium grants are available throughout the year, but the large grant is only opened under specific direction by the Oregon Tourism Commission.<sup>17</sup>

Another likely source of state funding come from the Oregon Parks & Recreation Department (OPRD), which also includes the State Historic Preservation Office (SHPO). These departments provide grant opportunities that the County can use for planning and implementing the Bike/Ped Path Master Plan, helping community organizations restore historic buildings, creating interpretive signage for historic landmarks, and other similar purposes.

Finally, the travel partners should look to Business Oregon to help connect individual businesses to resources, such as tax incentives. Though these funds do not directly benefit business assistance programs for the County to manage, they do reduce the burden on the TLT to provide assistance through offering incentives for starting a businesses, incorporating green building or retrofitting technology, and other similar benefits.

### Private Foundations

The travel partners should consider the following private foundations as they move forward with actions. Though not every foundation is suitable for every project, they are all major funders in the region and are worth looking into.

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<sup>16</sup> USDA. "Programs & Services for Communities & Nonprofits." Viewed on August 10, 2018. Available at: <https://www.rd.usda.gov/programs-services/programs-services-communities-nonprofits>

<sup>17</sup> Travel Oregon. "Travel Oregon Competitive Grants Program." Viewed on August 10, 2018. Available at: <http://industry.traveloregon.com/industry-resources/matching-grants-program/oregon-tourism-commission-matching-grants-program/>



***Small funders (Up to \$20,000)***

Autzen Foundation  
Banner Bank  
Cycle Oregon  
Leo Adler Foundation  
Northwest Farm Credit Services  
U.S. Bank

***Medium funders (\$20,000 - \$50,000)***

Collins Foundation  
Oregon Community Foundation  
Wheeler Foundation

***Large funders (Over \$50,000)***

Ford Family Foundation  
MJ Murdock Charitable Trust

As previously stated, these funders do not represent a comprehensive list, merely a brief overview to get projects started. The travel partners should continuously seek grant support and be prepared to respond to newly announced opportunities as they arise.



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# BAKER CITY DOWNTOWN

## Approach to Downtown Marketing Services

Proposal to the City of Baker City Transient Lodging Tax Committee

|                                                        |                                                      |                                                       |                                                                |
|--------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------|
| <b>\$2M+</b><br><b>GRANT FUNDING</b><br><b>SECURED</b> | <b>4,000+</b><br><b>FACEBOOK</b><br><b>FOLLOWERS</b> | <b>2,500+</b><br><b>INSTAGRAM</b><br><b>FOLLOWERS</b> | <b>40+YO PROJECT</b><br><b>COURT PLAZA</b><br><b>COMPLETED</b> |
|--------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------|

## 1. Ability & Approach to Deliver the Services

### 1.1 Understanding the Opportunity

Downtown Baker City is the community's cultural, historic, and commercial heart and plays a vital role in Baker's tourism economy. Successful downtown marketing requires more than promoting individual businesses or events. It requires coordinated action among the Transient Lodging Tax Committee (TLT Committee), Destination Baker, the City of Baker City, local businesses, property owners, heritage organizations, community groups, and regional tourism partners to create a welcoming visitor experience and encourage repeat visitation.

BCD understands this contract as an opportunity to build on existing momentum and help implement the Baker County Tourism Strategic Plan. Key issues include maintaining a consistent year-round destination story, coordinating multiple partners and communication channels, connecting marketing with business vitality, improving visitor navigation and discovery, and demonstrating results with reliable data and transparent budget reporting.

### 1.2 Ability to Deliver the Services & Objectives

Baker City Downtown (BCD) is a local 501(c)3 nonprofit established in 2017 to preserve and enhance downtown vitality and character through beautification, promotion, and development. An Oregon Main Street Designated organization and Main Street America Affiliate, BCD uses the Four-Point Main Street Approach: Promotion, Economic Vitality, Design, and Outreach. This framework connects visitor attraction with business vitality, community partnerships, and a distinctive downtown experience.

BCD is governed by a nine-member volunteer Board representing downtown businesses, property owners, residents, and community stakeholders. A full-time Executive Director provides daily leadership, stakeholder coordination, project implementation, marketing oversight, business support, and reporting. Volunteer committee chairs lead standing committees focused on Design, Events, and Outreach & Resources.

BCD already operates the channels, programs, partnerships, and community networks needed to begin service delivery. These include established social audiences; website, print, radio, and regional media relationships; signature events; business-assistance programs; placemaking initiatives; and working relationships with public agencies, tourism organizations, businesses, property owners, and community groups.

### Value to the City and TLT

The City and TLT will benefit from a partner that already maintains the marketing platforms, business relationships, event infrastructure, volunteer networks, community partnerships, and communication channels needed to begin implementation immediately. Rather than building new systems or programs, BCD will build upon existing community assets and established partnerships to maximize the effectiveness of tourism investments and extend the reach of visitor-focused marketing efforts.

## **1.3 Proposed Service-Delivery Methodology**

### **Collaborative Delivery**

As the organization working daily with downtown businesses, property owners, public agencies, and community stakeholders, BCD is uniquely positioned to connect partners around shared tourism and economic-vitality goals. Existing relationships with the TLT Committee, Destination Baker, the Community Development Coordinator, City departments, Baker County, HUB, Main Street America, Oregon Main Street, Northeast Oregon Economic Development District, the Small Business Development Center, Baker County Economic Development, businesses, heritage organizations, and regional media provide a strong network for sharing resources and amplifying community initiatives.

BCD's greatest value is its ability to connect organizations, businesses, volunteers, public agencies, and community stakeholders around shared goals. As the organization working daily with downtown businesses and property owners, BCD has a unique understanding of downtown needs, opportunities, and community priorities. This position allows BCD to identify opportunities for collaboration, share information among partners, align efforts around common objectives, and help transform individual activities into coordinated initiatives that strengthen Baker City's visitor economy and downtown vitality.

- Coordinate with the TLT Committee and City staff to confirm priorities, review progress, and align marketing investments with Strategic Plan objectives.
- Collaborate with Destination Baker, other TLT consultants, and tourism partners to reinforce consistent destination messaging and cross-promote experiences, businesses, and events.
- Engage businesses, property owners, heritage organizations, and community groups to identify stories, visitor information, event opportunities, and service gaps.
- Share training, grants, financing, and technical-assistance resources through BCD communication channels and partner networks.
- Provide monthly activity and outcome reporting and a year-to-date Profit and Loss Budget Overview to support accountability and informed adjustments.

### **Strategic Plan Alignment**

BCD will align contract services with the applicable immediate, mid-range, and long-range priorities of the Baker County Tourism Strategic Plan. Immediate work will support community-based marketing and the distribution of training and assistance resources to businesses. Mid-range efforts will include county-wide event support, downtown wayfinding development, and resource development for new businesses. Long-range participation will include continued support for implementation of downtown wayfinding signage.

### **Integrated Marketing and Visitor Information**

BCD maintains an active Facebook and Instagram presence using original photography, approved archival images, historical storytelling, business features, visitor information, and event promotion. Organic and paid content will support seasonal campaigns, partner cross-promotion, and regional outreach. Targeted

advertising, as budgeted, will reach Eastern Oregon, the Treasure Valley, the Columbia Basin, and other communities with established connections to Baker City.

The BCD website serves as a central resource for visitor information, downtown businesses, attractions, and events. BCD will regularly update the downtown events calendar, monitor information and links for accuracy, and use the website to support visitor trip planning and business discovery. Subject to the approved budget, BCD will also explore updated downtown walking-tour materials and rack cards for distribution through visitor centers, cultural sites, and other points of interest.

Established relationships with Elkhorn Media Group, Baker City Herald, GO! Eastern Oregon, Eastern Oregon Visitors Association, Hells Canyon Journal, Twin Mountain News, and other regional media partners will support earned coverage, tourism-guide participation, print and radio advertising, event posters, web promotion, and other budgeted placements. Coordinating messages across channels will help connect individual events and businesses to a consistent downtown destination story.

### **Signature Events and Year-Round Activation**

BCD will promote and support signature events that create reasons to visit downtown and opportunities for businesses and partner organizations to participate. These include Taste of Baker, the Third Thursday Wine Walk series, Twinkle in Time, Festival of Trees activities, Cookie Crawl, and other community-driven events. Twinkle in Time provides an umbrella for coordinated holiday promotion, including Festival of Trees events, the Cookie Crawl, the 4-H Holiday Bazaar, the Twilight Parade and Tree Lighting Ceremony, and Pictures with Santa.

BCD will also promote Business After Hours and Coffee & Conversations in partnership with the Small Business Development Center, volunteer recruitment and appreciation activities, the Annual Meeting, Community Clean-Up Day, and seasonal downtown displays.

### **Business Promotion and Development**

A diverse and active downtown business community is essential to the visitor experience. BCD will support existing businesses and help prospective business and property owners connect with available spaces, resources, and partners.

- Maintain internal information on commercial properties available for sale or lease and facilitate connections among prospects, owners, and local realtors.
- Share grant, financing, training, and technical-assistance opportunities from BCD, Oregon Heritage, Main Street America, Oregon Main Street, NEOEDD, SBDC, Baker County Economic Development, and other partners.
- Use Business After Hours and Coffee & Conversations to support networking, resource sharing, and direct assistance to entrepreneurs and business owners.
- Expand Community Views by identifying additional storefront windows and participating businesses or organizations.
- Work with partners to identify service gaps and explore appropriate incentives or resources for new and expanding businesses.

### **Placemaking, Wayfinding, and the Visitor Experience**

BCD connects marketing with the downtown experience through seasonal decorating, visitor information, and wayfinding-related initiatives. Planned activities include flower baskets and banners, seasonal window

displays, cornstalks along Main Street, the downtown kiosk, and wayfinding wraps on electrical boxes. BCD will collaborate with public agencies and community partners on future wayfinding priorities identified in the Tourism Strategic Plan so visitors can navigate, discover businesses and attractions, and experience a downtown that feels active and cared for.

BCD recognizes that the visitor experience extends beyond marketing. Visitors form impressions through cleanliness, aesthetics, navigation, welcoming public spaces, and the overall sense of activity within the downtown district. Through beautification efforts, seasonal displays, placemaking initiatives, wayfinding support, volunteer engagement, and collaboration with local partners, BCD helps ensure that destination marketing is reinforced by a positive experience once visitors arrive downtown.

#### 1.4 Use of Inputs from TLT Consultants and Other Partners

BCD will incorporate applicable information, campaign direction, visitor insights, event details, and other inputs provided by Destination Baker, consultants engaged by the TLT Committee, City staff, tourism partners, businesses, and community organizations. BCD will use regular coordination and shared planning to align downtown marketing with broader tourism objectives, reduce duplicated effort, and identify opportunities for complementary promotion.

##### How BCD Adds Value

- Connects tourism promotion with downtown vitality.
- Coordinates businesses, public agencies, consultants, and community partners.
- Leverages established marketing channels, event platforms, and media relationships.
- Expands visibility for businesses, attractions, and events.
- Advances Baker County Tourism Strategic Plan priorities.
- Provides transparent reporting and accountability for tourism investments.

#### 1.5 Timeline, Work Staging, and Milestones

| Season        | Service emphasis                                     | Representative activities                                                                                                                                                                             |
|---------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fall</b>   | Event campaigns and regional promotion               | Taste of Baker; Third Thursday; Coffee & Conversations; volunteer recruitment; cornstalks; downtown kiosk; paid and organic regional promotion.                                                       |
| <b>Winter</b> | Holiday destination marketing and partner activation | Twinkle in Time; Festival of Trees activities; Cookie Crawl; Volunteer Appreciation; Annual Meeting.                                                                                                  |
| <b>Spring</b> | Placemaking, business support, and visitor readiness | Community Clean-Up Day; wayfinding wraps; flower baskets; Main and Resort Street banners; Business After Hours; 1A Basketball window displays.                                                        |
| <b>Summer</b> | Peak-season visibility and downtown activation       | Third Thursday; Coffee & Conversations; business promotion; visitor information; Graduation window displays; Shriners East vs. West Game window displays; flower baskets; monthly downtown marketing. |

#### 1.6 Methodology for Demonstrating Successful Delivery

BCD will provide monthly reports documenting activities, key outcomes that advance Strategic Plan objectives, and year-to-date budget performance. Reporting will use verified baseline information and available data rather than unsupported projections.

| Outcome area                    | Measures to report and review                                                                                                                                         |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tourism marketing</b>        | Social reach and engagement; website traffic and visitor engagement; event promotion; media placements; event participation trends where reliable data are available. |
| <b>Business support</b>         | Assistance activities; resources and referrals shared; participation in networking and educational programs; storefront activation efforts.                           |
| <b>Strategic Plan progress</b>  | Applicable priorities advanced; collaborative initiatives completed; partnerships and stakeholder participation.                                                      |
| <b>Financial accountability</b> | Marketing expenditures; actual-to-budget performance; year-to-date Profit and Loss Budget Overview.                                                                   |

Where reliable participation data are available, BCD will establish event baselines, monitor year-over-year trends, and use campaign and participation results to refine future promotion. BCD will not propose future attendance targets without verified baseline data.

Reported results will inform future campaigns and help maximize the impact of tourism investments.

## 2. Relevant Expertise & Experience

For nearly a decade, BCD has worked with public agencies, businesses, property owners, nonprofit organizations, and community members to enhance downtown Baker City and strengthen its role as a regional destination. BCD's relevant experience combines destination promotion, historic preservation, placemaking, event marketing, business assistance, grant development, stakeholder engagement, and downtown revitalization.

| Demonstrated result                                                     | Value to downtown Baker City                                                                                                                                                            |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More than \$2 million in grant funding secured</b>                   | Supported historic preservation, community development, beautification, and economic vitality projects benefiting businesses, residents, and visitors.                                  |
| <b>More than 4,000 Facebook followers and 2,500 Instagram followers</b> | Provides established channels for promoting downtown businesses, events, cultural resources, and visitor experiences.                                                                   |
| <b>Brought Court Plaza - 40+ year old community project to fruition</b> | Displays organizational capacity and collaboration capability to bring a long-desired community development project to completion to best serve the needs of locals and tourists alike. |
| <b>Community Views storefront activation</b>                            | Pairs vacant storefronts with businesses and organizations seeking visibility; one participant subsequently moved into a permanent Main Street location.                                |

Together, these accomplishments demonstrate BCD's ability to leverage partnerships, resources, and marketing efforts to create tangible benefits for downtown Baker City and the broader tourism economy.

These results reflect BCD's ability to secure resources, engage stakeholders, coordinate partnerships, and implement programs that create measurable community benefit. From grant-funded preservation projects and business-support programming to destination marketing and storefront activation, BCD has translated community collaboration into visible improvements that support downtown vitality and tourism development.

BCD is also undertaking an organizational strategic planning process facilitated by Jacklyn Ward. The process will engage BCD staff, the Board of Directors, downtown stakeholders, and community members and guide BCD's next three to five years. The completed plan will consider Tourism Strategic Plan priorities and City TLT contract requirements, so BCD's organizational direction reinforces the community's shared tourism goals.

As the organization working daily with downtown businesses, property owners, volunteers, community partners, and public agencies, BCD is positioned to connect tourism promotion with the long-term vitality and character of downtown Baker City. Appendix A includes the Board roster and experience and the Executive Director's resume.

### **3. Conflict of Interest**

BCD has identified no conflict of interest associated with contracting with City TLT for downtown marketing services. BCD's Policies & Procedures, updated and adopted April 22, 2024, include conflict-of-interest requirements and a consent form. If a potential conflict arises, BCD will follow its adopted policies and coordinate with City TLT, as necessary.

### **4. Marketing Budget**

Appendix B provides BCD's proposed marketing budget for September 2026 through June 2027, including all proposed line-item expenditures and identified revenue sources.

### **5. Special Conditions of Contract**

Baker City Downtown has identified no special conditions associated with this contract.



| <b>Title</b>            | <b>Name</b>            | <b>BCD Email</b>                             | <b>Personal Email</b>       | <b>Phone</b>   | <b>Term Ending</b> | <b>Current Employment</b>                                                            | <b>Residence</b> |
|-------------------------|------------------------|----------------------------------------------|-----------------------------|----------------|--------------------|--------------------------------------------------------------------------------------|------------------|
| President               | Amy Uchtman            | amy.uchtman@bakercitydowntown.com            | amyuchtman@yahoo.com        | (971) 334-3590 | 2027               | Remote marketing position based out of Portland                                      | Baker City       |
| Vice President          | CaSandra Zeller        | casandra.zeller@bakercitydowntown.com        | casandrazeller@gmail.com    | (541) 910-9079 | 2027               | Project (Assessment) Specialist, The Research Institute at Western Oregon University | Baker City       |
| Treasurer               | Lisa Paulson           | lisa.paulson@bakercitydowntown.com           | paulson.lisa@gmail.com      | (831) 588-2809 | 2027               | retired                                                                              | Baker City       |
| Recruitment Coordinator | Heather Stone          | heather.stone@bakercitydowntown.com          | hljorgensen93@gmail.com     | (208) 859-7036 | 2028               | Owner, La Dolce Vita Properties                                                      | Baker City       |
| Member                  | Kevin Multop           | kevin.multop@bakercitydowntown.com           | kjmultop@yahoo.com          | (541) 519-6782 | 2028               | Owner, North 7 Brewing                                                               | Baker City       |
| Member                  | Hilary Kohntopp-Miller | hilary.kohntopp-miller@bakercitydowntown.com | hilary7248@gmail.com        | (775) 385-7248 | 2028               | Alternative Education Instructor, Baker County School District 5J                    | Baker City       |
| Member                  | Tyler Brown            | tyler.brown@bakercitydowntown.com            | tylerbrown@barleybrowns.com | (541) 523-4266 | 2029               | Owner, Barley Browns Brewery                                                         | Baker City       |
| Member                  | Randy Dodson           | randy.dodson@bakercitydowntown.com           | randy@ryderbrothers.com     | (541)519-9955  | 2029               | Owner, Ryder Bros Stationary Store & Tawny's Toy Box                                 | Baker City       |
| Secretary               | <i>vacant</i>          | ---                                          | ---                         | ---            | 2029               | ---                                                                                  | Baker City       |

# Ariel M. Reker

Community-Focused Professional

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linkedin.com/in/arielreker

January 2023 – Present

**Executive Director,  
Baker City Downtown**

Direct local 501(c)3 nonprofit engaged in community revitalization through historic preservation and economic vitality. Research, write, and manage grants for the organization, downtown buildings, and community projects. Promote historic downtown commercial district as tourism destination. Organize public events to benefit local businesses, non-profit partner groups, and the community as a whole. Collaborate with state and local government agencies, non-profits, businesses, building owners, and community members to achieve shared goals.

September 2022 – January 2023

**Membership Coordinator and Shopkeeper,  
Crossroads Carnegie Art Center**

Create a welcoming and engaging environment for the community. Manage memberships, sponsorships, and donations. Plan and host community events and programming.

August 2022 – December 2023

**Collections Intern – Collections Assistant,  
Baker Heritage Museum**

Inventory and process new and undocumented acquisitions. Evaluate existing collections for fit to institutional mission and policies. Assist museum staff with various tasks to ensure the museum is meeting its mission and fulfilling community needs.

January – September 2022

**Nat'l Council for Preservation Education Exhibits Intern,  
Bureau of Land Management - National Historic Oregon  
Trail Interpretive Center**

Designed, constructed, and installed two temporary exhibits. Assisted with major move of operations, collections, and exhibitions. Reviewed and drafted policies and contracts. Developed strategies to foster relationships between partner groups and the community.

September 2021 – January 2022

**Student Asst. – Project Archivist,  
Texas Tech University Archives - Southwest Collections**

Created 2,500+ finding aids for 500+ collections with little to no prior documentation. Recorded inventories for collections as needed.

September 2018 – September 2021

**Student Asst. – Research Library Collections Manager,  
Museum of Texas Tech University – Research Library**

Completed second phase of a divestment and reorganization collections project. Performed comprehensive inventory.

2022

**M.A., Heritage & Museum Sciences  
Certificate, Medieval & Renaissance  
Studies**

Texas Tech University

2016

**B.A., Archaeological Studies and  
History, emphasis in Public & Policy  
History**

University of Wisconsin – La Crosse

## Skills

- Leadership
- Public Speaking
- Communication
- Organization
- Grant Writing
- Content Creation
- Time Management
- Data Management
- Self-Motivated
- Creativity
- Technical Writing
- Problem Solving

## Grants & Awards

Oregon Heritage  
**2025, Oregon Main Street Revitalization  
Grant**  
\$400,000

Oregon Heritage  
**2024, Preserving Oregon Grant**  
\$11,843

Oregon Heritage  
**2024, Diamonds in the Rough Grant**  
\$15,260

Oregon Heritage  
**2023, Preserving Oregon Grant**  
\$4,000

Oregon Heritage  
**2023, Oregon Main Street Revitalization  
Grant**  
\$200,000

# Ariel M. Reker

Community-Focused Professional

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## Projects & Service

March 2026 - Present

### **OR State Advisory Committee on Historic Preservation Member - Eastern Oregon Representative**

The State Advisory Committee on Historic Preservation (SACHP) is a nine-member, governor-appointed body of citizens with expertise in fields relating to historic preservation. The SACHP reviews all proposed National Register nominations in Oregon.

January 2023 - January 2026

### **Court Plaza**

#### **Subcommittee Advisor and Liaison**

The Court Plaza project, conceived in 1982, takes a small section of roadway and transforms the 80' x 100' into a community gathering space which connects the downtown to the City parks system with the Leo Adler Parkway. Over the past forty years, this plan was slowly completed through the creation of the Leo Adler Parkway, the creation of Central Park, and now finally Court Plaza. Between 2005 and 2009, public input was conducted to help guide the redevelopment of Resort Street and plan Court Plaza. In 2013, the section of road that became Court Plaza was cut off from the City street system and in 2015 it was rezoned as a City park for future development. In 2019, Baker City Downtown was recognized by the City Council to begin the fundraising process to finally complete this project. BCD developed a subcommittee to champion the project, and conduct the fundraising and grant writing campaigns. The Plaza is currently under construction after raising over \$1 million dollars to complete the project, bringing a 40 year-old community development project to fruition.

February 2023 - Present

### **Baker City Historic District Design Review Commission Member**

The Historic District Design Review Commission (HDDRC) is a seven-member, city council-appointed body of citizens with expertise in fields relating to the downtown historic district. The HDDRC reviews all proposed alterations, additions, demolitions, and maintenance projects for historic buildings in the Baker City Historic District.

## Grants & Awards cont.

Roundhouse Foundation

**2026, Technical Services Grant**  
\$5,000

Ford Family Foundation

**2026, Technical Services Grant**  
\$5,000

Collins Foundation

**2026, GO Grant**  
\$40,000

Local Fundraising Drive

**2025, Court Plaza Campaign**  
\$62,550 to date

Baker County Transient Lodging Tax

**2025, Tourism-Related Facility Grant**  
\$200,000

Oregon Community Foundation

**2025, Spring Community Grant**  
\$15,000

Oregon Community Foundation

**2025, Donor-Advised Funds**  
\$4,100

Oregon Community Foundation

**2024-25, Carl & Virginia Kostol Foundation**  
\$15,000

Oregon Community Foundation

**2024, D.E. & Jane Clark Foundation**  
\$5,000

Leo Adler Foundation

**2024, Community Grant**  
\$100,000

Oregon Parks & Recreation Department

**2024, Local Government Grant Program**  
\$700,200

Oregon Community Foundation

**2023-2024, Donor-Advised Funds**  
\$11,000

|                                             |                                       |                     |             |                     |             |                     |             |
|---------------------------------------------|---------------------------------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
| <b>Non-Profit Name: BAKER CITY DOWNTOWN</b> |                                       |                     |             |                     |             |                     |             |
|                                             |                                       | 2024-2025           |             | 2025-2026           |             | 2026-2027           |             |
| <i>Fiscal Year ending:</i>                  |                                       | 2025                | %           | 2026                | %           | 2027                | %           |
| <b>REVENUE AND SUPPORT</b>                  |                                       |                     |             |                     |             |                     |             |
| Income                                      | Interest & Investment Income          | \$430.32            | 0%          | \$546.16            | 0%          | \$600.00            | 0%          |
|                                             | Miscellaneous Income                  | \$19.80             | 0%          | \$1,329.32          | 0%          | \$1,500.00          | 0%          |
|                                             | Refunds & Reimbursements              | \$44.99             | 0%          | \$1,063.67          | 0%          | \$1,100.00          | 0%          |
| Program Service Revenue                     | Advertising, Marketing, & Promotion   | \$684.26            | 0%          | \$75.16             | 0%          | \$300.00            | 0%          |
|                                             | Cookie Crawl                          |                     | 0%          | \$3,274.74          | 0%          | \$3,000.00          | 1%          |
|                                             | Festival of Trees                     | \$49,725.28         | 10%         | \$64,829.17         | 10%         | \$68,000.00         | 19%         |
|                                             | Other Events & Promotional Activities | \$176.07            | 0%          | \$2,153.29          | 0%          | \$2,500.00          | 1%          |
|                                             | Taste of Baker                        | \$55,804.51         | 11%         | \$56,584.62         | 9%          | \$60,000.00         | 17%         |
|                                             | unWINEd/Wine Walk                     | \$7,757.75          | 2%          | \$7,212.77          | 1%          | \$8,000.00          | 2%          |
| Revenue                                     | Donations & Contributions             | \$1,732.16          | 0%          | \$95,593.00         | 14%         | \$2,000.00          | 1%          |
|                                             | Foundation Grants                     | \$70,000.00         | 14%         | \$130,750.00        | 20%         | \$10,000.00         | 3%          |
|                                             | Local Government Grants               |                     | 0%          | \$200,000.00        | 30%         | \$500.00            | 0%          |
|                                             | Supportership/Annual Giving           | \$8,944.87          | 2%          | \$2,254.85          | 0%          | \$2,500.00          | 1%          |
|                                             | State and Federal Grants              | \$271,389.80        | 54%         | \$6,121.10          | 1%          | \$100,000.00        | 29%         |
|                                             | Transient Lodging Tax Commission      | \$37,500.00         | 7%          | \$92,500.00         | 14%         | \$90,000.00         | 26%         |
| <b>TOTAL INCOME</b>                         |                                       | <b>\$504,209.81</b> | <b>100%</b> | <b>\$664,287.85</b> | <b>100%</b> | <b>\$350,000.00</b> | <b>100%</b> |
| <b>EXPENSES</b>                             |                                       |                     |             |                     |             |                     |             |
| Other Expenses                              | Passthrough Costs                     |                     | 0%          | \$350,538.32        | 60%         | \$34,373.82         | 8%          |
|                                             | **Court Plaza**                       |                     | 0%          |                     | 0%          | \$62,300.00         | 14%         |
| Functional Expenses                         | Bank Charges                          | \$156.60            | 0%          | \$218.88            | 0%          | \$200.00            | 0%          |
|                                             | Computer, Software, & Apps            | \$20.00             | 0%          | \$373.37            | 0%          | \$400.00            | 0%          |
|                                             | Dues & subscriptions                  | \$540.19            | 0%          | \$552.99            | 0%          | \$550.00            | 0%          |
|                                             | Insurance                             | \$1,971.74          | 0%          | \$1,692.00          | 0%          | \$2,000.00          | 0%          |
|                                             | Legal & Professional                  | \$1,561.88          | 0%          | \$2,918.05          | 0%          | \$3,000.00          | 1%          |
|                                             | Office Supplies                       | \$2,489.94          | 1%          | \$3,030.87          | 1%          | \$3,000.00          | 1%          |
|                                             | Rent                                  | \$60.95             | 0%          | \$934.49            | 0%          | \$1,000.00          | 0%          |
|                                             | Supplies                              | 659.45              | 0%          | \$299.00            | 0%          | \$500.00            | 0%          |
|                                             | Travel                                | \$1,501.03          | 0%          | \$2,109.59          | 0%          | \$2,500.00          | 1%          |
|                                             | Supportership/Annual Giving           | \$141.37            | 0%          |                     | 0%          | \$500.00            | 0%          |
|                                             | Payroll                               | \$36,638.91         | 8%          | \$44,457.84         | 8%          | \$42,622.80         | 10%         |

|                          |                                         |                     |               |                     |               |                     |               |
|--------------------------|-----------------------------------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|
|                          | Payroll Taxes                           | \$10,412.04         | 2%            | \$12,027.71         | 2%            | \$17,876.40         | 4%            |
| Program Service Expenses | Advertising & Marketing                 | \$4,294.95          | 1%            | \$23,338.14         | 4%            | \$25,000.00         | 6%            |
|                          | Cookie Crawl                            | \$259.35            | 0%            | \$724.25            | 0%            | \$300.00            | 0%            |
|                          | Festival of Trees                       | \$50,754.54         | 11%           | \$68,840.06         | 12%           | \$70,000.00         | 16%           |
|                          | Taste of Baker                          | \$47,293.46         | 10%           | \$42,373.49         | 7%            | \$50,000.00         | 11%           |
|                          | unWINEd/Wine Walk                       | \$4,487.99          | 1%            | \$5,131.87          | 1%            | \$6,000.00          | 1%            |
|                          | Other Events                            | \$1,412.69          | 0%            | \$2,566.02          | 0%            | \$3,000.00          | 1%            |
|                          | Promotional Activities & Beautification | \$6,901.42          | 2%            | \$15,421.85         | 3%            | \$16,000.00         | 4%            |
|                          | Fundraising Expenses                    | \$34.99             | 0%            | \$1,639.86          | 0%            | \$2,000.00          | 0%            |
|                          | Managed Grants                          | \$279,847.11        | 62%           | \$6,121.10          | 1%            | \$100,000.00        | 23%           |
|                          | <b>TOTAL EXPENSES</b>                   | <b>\$451,440.60</b> | <b>100%</b>   | <b>\$585,309.75</b> | <b>100%</b>   | <b>\$443,123.02</b> | <b>100%</b>   |
|                          |                                         |                     |               |                     |               |                     |               |
|                          | <b>NET SURPLUS (DEFICIT)</b>            | <b>\$52,769.21</b>  |               | <b>\$78,978.10</b>  |               | <b>-\$93,123.02</b> |               |
|                          |                                         |                     |               |                     |               |                     |               |
|                          | <b>Reserve Account Balances</b>         | <b>Starting</b>     | <b>Ending</b> |                     | <b>Ending</b> |                     | <b>Ending</b> |
|                          | Money Market - Savings Account          |                     | \$40,616.53   | \$40,616.53         | \$81,149.35   | \$81,149.35         |               |
|                          | Grant Account                           | \$11,176.06         | \$76,345.13   | \$76,345.13         | \$2,997.65    | \$2,997.65          |               |
|                          | Court Plaza Account                     |                     |               |                     | \$96,673.82   | \$96,673.82         |               |

|                                             |                                       |                     |             |                     |             |                       |             |
|---------------------------------------------|---------------------------------------|---------------------|-------------|---------------------|-------------|-----------------------|-------------|
| <b>Non-Profit Name: BAKER CITY DOWNTOWN</b> |                                       |                     |             |                     |             |                       |             |
|                                             |                                       | 2024-2025           |             | 2025-2026           |             | 2026-2027 (Projected) |             |
| <i>Fiscal Year ending:</i>                  |                                       | 2025                | %           | 2026                | %           | 2027                  | %           |
| <b>REVENUE AND SUPPORT</b>                  |                                       |                     |             |                     |             |                       |             |
| Income                                      | Interest & Investment Income          | \$430.32            | 0%          | \$546.16            | 0%          | \$600.00              | 0%          |
|                                             | Miscellaneous Income                  | \$19.80             | 0%          | \$1,329.32          | 0%          | \$1,500.00            | 1%          |
|                                             | Refunds & Reimbursements              | \$44.99             | 0%          | \$1,063.67          | 0%          | \$1,100.00            | 0%          |
| Program Service Revenue                     | Advertising, Marketing, & Promotion   | \$684.26            | 0%          | \$75.16             | 0%          | \$300.00              | 0%          |
|                                             | Cookie Crawl                          |                     | 0%          | \$3,274.74          | 1%          | \$3,000.00            | 1%          |
|                                             | Festival of Trees                     | \$49,725.28         | 27%         | \$64,829.17         | 24%         | \$68,000.00           | 27%         |
|                                             | Other Events & Promotional Activities | \$176.07            | 0%          | \$2,153.29          | 1%          | \$2,500.00            | 1%          |
|                                             | Taste of Baker                        | \$55,804.51         | 31%         | \$56,584.62         | 21%         | \$60,000.00           | 24%         |
|                                             | Third Thursday                        | \$7,757.75          | 4%          | \$7,212.77          | 3%          | \$8,000.00            | 3%          |
| Revenue                                     | Donations & Contributions             | \$1,732.16          | 1%          | \$120.00            | 0%          | \$2,000.00            | 1%          |
|                                             | Foundation Grants                     | \$15,000.00         | 8%          | \$40,750.00         | 15%         | \$10,000.00           | 4%          |
|                                             | Local Government Grants               |                     | 0%          |                     | 0%          | \$500.00              | 0%          |
|                                             | Supportership/Annual Giving           | \$8,944.87          | 5%          | \$2,254.85          | 1%          | \$2,500.00            | 1%          |
|                                             | State and Federal Grants              | \$5,000.00          | 3%          |                     | 0%          |                       | 0%          |
|                                             | Transient Lodging Tax Commission      | \$37,500.00         | 21%         | \$92,500.00         | 34%         | \$90,000.00           | 36%         |
| <b>TOTAL INCOME</b>                         |                                       | <b>\$182,820.01</b> | <b>100%</b> | <b>\$272,693.75</b> | <b>100%</b> | <b>\$250,000.00</b>   | <b>100%</b> |
| <b>EXPENSES</b>                             |                                       |                     |             |                     |             |                       |             |
| Other Expenses                              | Passthrough Costs                     |                     | 0%          |                     | 0%          |                       | 0%          |
|                                             | **Court Plaza**                       |                     | 0%          |                     | 0%          |                       | 0%          |
| Functional Expenses                         | Bank Charges                          | \$156.60            | 0%          | \$218.88            | 0%          | \$300.00              | 0%          |
|                                             | Computer, Software, & Apps            | \$20.00             | 0%          | \$373.37            | 0%          | \$500.00              | 0%          |
|                                             | Dues & subscriptions                  | \$540.19            | 0%          | \$552.99            | 0%          | \$600.00              | 0%          |
|                                             | Insurance                             | \$1,971.74          | 1%          | \$1,692.00          | 1%          | \$1,750.00            | 1%          |
|                                             | Legal & Professional                  | \$1,561.88          | 1%          | \$2,918.05          | 1%          | \$3,000.00            | 1%          |
|                                             | Office Supplies                       | \$2,489.94          | 1%          | \$3,030.87          | 1%          | \$3,000.00            | 1%          |
|                                             | Rent                                  | \$60.95             | 0%          | \$934.49            | 0%          | \$1,000.00            | 0%          |
|                                             | Supplies                              | 659.45              | 0%          | \$299.00            | 0%          | \$500.00              | 0%          |
|                                             | Travel                                | \$1,501.03          | 1%          | \$2,109.59          | 1%          | \$2,500.00            | 1%          |
|                                             | Annual Giving                         | \$141.37            | 0%          |                     | 0%          | \$500.00              | 0%          |
|                                             | Payroll                               | \$36,638.91         | 21%         | \$44,457.84         | 20%         | \$55,000.00           | 22%         |

|                          |                                         |                     |               |                     |               |                          |               |
|--------------------------|-----------------------------------------|---------------------|---------------|---------------------|---------------|--------------------------|---------------|
|                          | Payroll Taxes                           | \$10,412.04         | 6%            | \$12,027.71         | 5%            | \$15,000.00              | 6%            |
| Program Service Expenses | Advertising & Marketing                 | \$4,294.95          | 3%            | \$23,338.14         | 10%           | \$25,000.00              | 10%           |
|                          | Cookie Crawl                            | \$259.35            | 0%            | \$724.25            | 0%            | \$500.00                 | 0%            |
|                          | Festival of Trees                       | \$50,754.54         | 30%           | \$68,840.06         | 30%           | \$70,000.00              | 28%           |
|                          | Taste of Baker                          | \$47,293.46         | 28%           | \$42,373.49         | 19%           | \$45,000.00              | 18%           |
|                          | Third Thursday                          | \$4,487.99          | 3%            | \$5,131.87          | 2%            | \$6,000.00               | 2%            |
|                          | Other Events                            | \$1,412.69          | 1%            | \$2,566.02          | 1%            | \$3,000.00               | 1%            |
|                          | Promotional Activities & Beautification | \$6,901.42          | 4%            | \$15,421.85         | 7%            | \$16,000.00              | 6%            |
|                          | Fundraising Expenses                    |                     | 0%            |                     | 0%            | \$1,000.00               | 0%            |
|                          | Managed Grants                          |                     | 0%            |                     | 0%            |                          | 0%            |
|                          | <b>TOTAL EXPENSES</b>                   | <b>\$171,558.50</b> | <b>100%</b>   | <b>\$227,010.47</b> | <b>100%</b>   | <b>\$250,150.00</b>      | <b>100%</b>   |
|                          |                                         |                     |               |                     |               |                          |               |
|                          | <b>NET SURPLUS (DEFICIT)</b>            | <b>\$11,261.51</b>  |               | <b>\$45,683.28</b>  |               | <b>-\$150.00</b>         |               |
|                          |                                         |                     |               |                     |               |                          |               |
|                          | <b>Reserve Account Balances</b>         | <b>Starting</b>     | <b>Ending</b> |                     | <b>Ending</b> |                          | <b>Ending</b> |
|                          | Money Market - Savings Account          |                     | \$40,616.53   | \$40,616.53         | \$81,149.35   | \$81,149.35              |               |
|                          | Grant Account                           | \$11,176.06         | \$76,345.13   | \$76,345.13         | \$2,997.65    | \$2,997.65               |               |
|                          | Court Plaza Account                     |                     |               |                     | \$96,673.82   | \$96,673.82              | \$0.00        |
|                          |                                         |                     |               |                     |               |                          |               |
|                          | <b>Passthrough Dollars</b>              | <b>24-25</b>        |               | <b>25-26</b>        |               | <b>26-27 (Projected)</b> |               |
| Income                   | Donations & Contributions               |                     |               | \$95,473.00         |               |                          |               |
|                          | Foundation Grants                       | \$55,000.00         |               | \$90,000.00         |               |                          |               |
|                          | Local Government Grants                 |                     |               | \$200,000.00        |               |                          |               |
|                          | State and Federal Grants                | \$266,389.80        |               | \$6,121.10          |               | \$100,000.00             |               |
|                          | <b>TOTAL PASSTHROUGH INCOME</b>         | <b>\$321,389.80</b> |               | <b>\$391,594.10</b> |               | <b>\$100,000.00</b>      |               |
| Expenses                 | Misc./Passthrough Costs                 |                     |               |                     |               | \$34,373.82              |               |
|                          | **Court Plaza**                         |                     |               | \$350,538.32        |               | \$62,300.00              |               |
|                          | Fundraising Expenses                    | \$34.99             |               | \$1,639.86          |               |                          |               |
|                          | Managed Grants                          | \$279,847.11        |               | \$6,121.10          |               | \$100,000.00             |               |
|                          | <b>TOTAL PASSTHROUGH EXPENSE</b>        | <b>\$279,882.10</b> |               | <b>\$358,299.28</b> |               | <b>\$196,673.82</b>      |               |
|                          |                                         |                     |               |                     |               |                          |               |
|                          | <b>NET SURPLUS (DEFICIT)</b>            | <b>\$41,507.70</b>  |               | <b>\$33,294.82</b>  |               | <b>-\$96,673.82</b>      |               |



|                   | BCD | Beckwith | Leap | Katalyst | Current | Visionary | Zynvoss | Z'Ohion | Southwind | Watson |
|-------------------|-----|----------|------|----------|---------|-----------|---------|---------|-----------|--------|
| Understanding-20  | 20  | 18       | 10   | 10       | 10      | 10        | 10      | 15      | 15        | 15     |
| Methodology - 20  | 20  | 18       | 15   | 18       | 10      | 10        | 10      | 15      | 15        | 18     |
| Stakeholders - 20 | 20  | 18       | 10   | 18       | 10      | 10        | 10      | 10      | 15        | 15     |
| Experience - 20   | 20  | 15       | 2    | 10       | 10      | 5         | 10      | 10      | 15        | 15     |
| Budget - 20       | 20  | 15       | 10   | 10       | 10      | 10        | 10      | 15      | 10        | 15     |
| <b>Total</b>      | 100 | 84       | 47   | 66       | 50      | 45        | 50      | 65      | 70        | 78     |

|                   | BCD | Beckwith | Leap | Katalyst | Current | Visionary | Zynvoss | Z'Ohion | Southwind | Watson |
|-------------------|-----|----------|------|----------|---------|-----------|---------|---------|-----------|--------|
| Understanding-20  | 20  | 18       | 12   | 18       | 15      | 15        | 10      | 18      | 17        | 15     |
| Methodology - 20  | 20  | 20       | 18   | 20       | 15      | 18        | 12      | 17      | 18        | 18     |
| Stakeholders - 20 | 20  | 20       | 20   | 20       | 15      | 12        | 10      | 20      | 20        | 20     |
| Experience - 20   | 20  | 15       | 15   | 15       | 15      | 15        | 10      | 17      | 15        | 17     |
| Budget - 20       | 20  | 20       | 18   | 15       | 16      | 20        | 15      | 20      | 17        | 18     |
| <b>Total</b>      | 100 | 93       | 83   | 88       | 76      | 80        | 57      | 92      | 87        | 88     |

|                 | BCD | Beckwith | Leap | Katalyst | Current | Visionary | Zynvoss | Z'Ohion | Southwind | Watson |
|-----------------|-----|----------|------|----------|---------|-----------|---------|---------|-----------|--------|
| Aggregate Score | 100 | 88.5     | 65   | 77       | 63      | 62.5      | 53.5    | 78.5    | 78.5      | 83     |



## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026  
**Subject:** Right of Way Ordinance

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### **Action Statement**

City Council can discuss the final draft for the right of way ordinance as well as the notification letter that staff will send to franchisee organizations.

### **Background**

Our new attorney, Jeremy Green, covered the reasoning for a right-of-way licensing ordinance previously, and the Council has also seen a first draft of the ordinance.

This is the final draft of the ordinance for Council review. While the Council is reviewing and discussing the ordinance, City staff will send a copy of the draft ordinance (attached) with a signed letter (also attached) to the various organizations that currently have a franchise agreement with the City.

City staff will gather any inputs about the ordinance and will also schedule a work session that franchise organizations may attend to discuss the ordinance.

### **Analysis**

Council can discuss any potential changes with staff as well as the desired date for the work session.

### **Potential Motions**

N/A

**CITY OF BAKER CITY  
ORDINANCE NO. 3421**

**AN ORDINANCE OF CITY OF BAKER CITY ESTABLISHING A UTILITY LICENSE FOR UTILITY PROVIDERS LOCATED WITHIN THE CITY'S PUBLIC RIGHT-OF-WAY; REQUIRING UTILITIES TO APPLY FOR AND OBTAIN A LICENSE FROM THE CITY; AND ESTABLISHING RATES FOR LICENSEES.**

WHEREAS, City of Baker City ("City" or the "city") has all the powers that the constitutions, statutes, and common law of the United States and Oregon expressly or impliedly grant or allow City; and

WHEREAS, City has jurisdiction and exercises regulatory management over all rights-of-way within City under authority of the City of Baker City Charter and state law; and

WHEREAS, City has typically granted individually negotiated franchises to each utility using City's right-of-way to provide utility service, which franchises set forth the terms of use and compensation to be paid for such use; and

WHEREAS, City has determined that it can more effectively, efficiently, fairly and uniformly manage City's right-of-way and provide consistent standards for utility use of the right-of-way through licenses rather than franchises; and

WHEREAS, City finds it is in the public interest to establish a utility license for all utility providers located in City.

NOW, THEREFORE, BE IT ORDAINED BY BAKER CITY, AS FOLLOWS:

1. Findings. The above-stated findings are hereby adopted.
2. Title. This Ordinance No. \_\_\_\_\_ (this "Ordinance") may be referred to as the "Utility Licensing Ordinance."
3. Purpose. The purpose of this Ordinance includes, without limitation, the following: (a) permitting and managing reasonable access to the city right-of-way for utility purposes and conserving the limited physical capacity of the right-of-way held in trust by the city; (b) ensuring that the city is fully compensated for its current and ongoing costs of granting and regulating access to and the use of the right-of-way; (c) ensuring that all utility companies, persons, and other entities owning and/or operating facilities and/or providing utility service within the city operate in a uniform and consistent manner subject to and in accordance with all applicable city ordinances, rules, and regulations, including, without limitation, this Ordinance; (d) ensuring that the city can continue to fairly and responsibly protect the public health, safety, and welfare of its citizens; and (e) encouraging the provision of advanced and competitive utility service on the widest possible basis to the city's businesses and residents on a nondiscriminatory basis.

4. Definitions. Unless defined elsewhere in this Ordinance, terms and phrases contained in this Ordinance have the meanings assigned to them below (whether or not such terms are capitalized):

"Aboveground facility(ies)" means utility poles and other facilities above the surface of the ground and includes, without limitation, the underground supports and foundations for such facilities.

"Accounting statement" means the sworn statement filed with the city pursuant to Section 10.4 of this Ordinance describing the total gross revenues that the licensee received during the immediately preceding quarter.

“ADA” means the Americans with Disabilities Act of 1990 (“ADA”) and the regulations of any administrative agency thereof.

“Applicant(s)” means the person applying for a license to use the right-of-way within City pursuant to this Ordinance.

“Cable service” means the one-way transmission to subscribers of video programming, or other programming service, and subscriber interaction if any, which is required for the selection or use of such video programming or other programming service.

“City” or the “city” has the meaning assigned to such term in the recitals.

“Council” or the “council” means the city’s then-elected or appointed legislative body (i.e., the city council).

“City property” means all real property owned and/or controlled by the city, excepting right-of-way and all property held in a proprietary capacity by the city. For purpose of this Ordinance, “city property” includes, without limitation, city parks, open spaces, trails, paths, access ways, parking lots, and public buildings and access easements, driveways, and/or access ways located upon such property; city-owned streetlights and/or street light poles are considered city property.

“Conduit” means any structure, or section thereof, containing one or more ducts, conduits, manholes, handholes, bolts, or other facilities used for any telegraph, telephone, cable service, electrical, or communications conductors, or cable right-of-way, owned or controlled, in whole or in part, by one or more utilities.

“Construction work” means any construction activity in, on, over, and/or under any right-of-way, including, without limitation, any excavation, demolition, installation, maintenance, improvement, repair, replacement, extension, and/or relocation work concerning a facility.

“Day(s)” means calendar days unless otherwise specified.

“Duct” means a single enclosed raceway for conductors or cable.

“Facility(ies)” means the plant, equipment and property, including, without limitation, the poles, pipes, mains, apparatus, amplifiers, appliances, transformers, conduits, ducts, guys, anchors, cable, wires, wireless communication devices, and/or other plant and equipment located under, on, or above the surface of the ground within the right-of-way of the city and used or to be used for the purpose of transmitting and/or otherwise providing services in the city, including, without limitation, telecommunication services.

“Franchise” means an ordinance or agreement between the city and a franchisee which grants a privilege to use right-of-way within the city for a dedicated purpose and for specific compensation.

“Gross revenue(s)” means all revenues a utility receives directly or indirectly from the utility’s operations and/or gross revenues derived from the provision of services within the city, less net uncollectibles, including, without limitation, revenues from the use, rental, and/or lease of any facilities; provided, however, the term “gross revenues” does not include revenue paid directly by the United States of America (or any of its agencies). For purposes of this Ordinance, revenue from joint pole use includes any revenue collected by the utility from other utilities, franchises, permittees, and/or licensees of the utility for the right to attach wires, cables, and/or other facilities or equipment to the utility’s poles or place them in, on, and/or attached to the utility’s facilities.

“Law(s)” means all applicable federal, state, county, and/or local laws, rules, regulations, codes, and ordinances, including, without limitation, the ADA (and all regulations of any administrative agency thereof), and

the Baker City Development Code, all as now existing and hereafter adopted, promulgated, and/or established from time to time.

“License(s)” means the permission granted, on a non-exclusive basis, by the city under this Ordinance to the licensee to use right-of-way for a specified and dedicated purpose.

“Licensee(s)” includes any person that operates a utility and locates any facilities in the right-of-way pursuant to a license issued by City in accordance with this Ordinance.

“License fee(s)” means the license fees described under Section 10 of this Ordinance.

“Manager” means the city’s then-appointed city manager (or his or her designee).

“Person” means any natural person, corporation, limited liability company, partnership, joint venture firm, association, trust, unincorporated organization, government or governmental agency or political subdivision, or any other entity.

“Private telecommunications network” means a system, including the construction, maintenance, or operation of the system, for the provision of a service or any portion of a service, by a person for the exclusive use of that person and not for resale, directly or indirectly. For purposes of this Ordinance, “private telecommunications network” includes services provided by the State of Oregon pursuant to ORS 190.240 and ORS 283.140, as amended.

“Public utility easement(s)” means an easement conveyed, granted, or dedicated to the city or the public and acquired, established, dedicated, or devoted to utility purposes, whether designated as a public easement, utility easement, general utility easement, public utility easement, or similar term. For purposes of this Ordinance, “public utility easement” does not include an easement solely for the construction, reconstruction, operation, maintenance, inspection and repair of city facilities, or where the proposed use by the utility operator is inconsistent with the terms of any easement granted to the city.

“Right-of-way(s)” means the space in, on, above, along, across, over, and/or under the public streets, roads, alleys, avenues, thoroughfares, highways, paths, trails, sidewalks, bicycle lanes, public utility easements, grounds, and all other public ways or areas located within the city which are owned and/or controlled by the city, including the subsurface under and air space over these areas, but not including city property not generally open to the public for travel purposes.

“State” means the State of Oregon.

“Telecommunications” means the transmission between and among points specified by the user, of information of the user’s choosing, without change in the content of the information as sent and received.

“Telecommunications carrier” means any provider of telecommunications services including, without limitation, every person that directly or indirectly owns, controls, operates, uses, or manages telecommunications facilities within the city, including a telecommunications utility.

“Telecommunications facility(ies)” means the plant and equipment, other than customer premises equipment, used by a telecommunications carrier to provide telecommunications services. “Telecommunication facility(ies)” includes conduits, duct, and/or aboveground facilities, underground facilities, and items identified in the definition of facilities contained herein to the extent such items are used for providing telecommunication services.

“Telecommunications service” means two-way switched access and transport of voice, video, and/or data communications, including, without limitation, local exchange service, long distance telephone service, and

internet access. Telecommunications service does not include the following: (a) services provided by radio common carrier; (b) one-way transmission of television signals; (c) surveying; (d) private telecommunications networks; and/or (e) communications of the customer which take place on the customer side of on-premises equipment.

“Telecommunications utility” has the meaning assigned to such term under ORS 759.005(9)(a).

“Temporary adjustment” refers to whenever it becomes necessary to temporarily rearrange, remove, lower, and/or raise any utility’s aerial cables, wires, and/or other apparatus to permit the passage of any building, machinery, and/or other object moved over any right-of-way.

“Underground facility(ies)” means facilities located under the surface of the ground, excluding the underground foundations or supports for aboveground facilities.

“Utility(ies)” means any person, or its lessees or trustees of record that owns, operates, manages and/or controls all or a part of any facility in the city for the production, transmission, delivery, conveyance or function of gas, heat, steam, light, wastewater, stormwater, water, power, electricity, cable service, communication, data transmission, and/or telecommunication service.

“Utility service” or “service” means the provision, by means of facilities located within, under, and/or above the right-of-way, whether or not such facilities are owned by the service provider, of electricity, natural gas, telecommunications services, cable services, water, sewer, and/or transportation utility to or from customers within the corporate boundaries of the city, and/or the transmission of any of the aforementioned services through the city whether or not customers within the city are served by those transmissions.

5. Utility License Required. No person operating a utility within the city may construct, place, erect, lay, maintain, and/or operate in, on, under, and over any facility in, upon, over, and/or under right-of-way without first applying for and obtaining a license and paying the prescribed fee in accordance with this Ordinance. Operating a utility includes, without limitation, (a) placing facilities in the right-of-way, (b) using facilities owned or operated by other utilities, and/or (c) attaching or locating facilities to, on, upon, or within the facilities of another. Without otherwise limiting the generality of the preceding, no person may operate a private telecommunications network, or any portion thereof in the right-of-way without first applying for and obtaining a license and paying the prescribed license fee. No person with actual, present supervisory control of any utility for which a license is required under this Ordinance may permit, direct, and/or allow the operation or continuation of such utility in the right-of-way at any time when there is not then in full force and effect a license issued pursuant to and in accordance with the provisions of this Ordinance.

6. Compliance with Laws. No license will be issued to any person concerning any utility that is prohibited by federal, state, and/or local law, regulation, and/or ordinance. Each utility must be operated and comply with all applicable laws. The issuance of a license does not authorize a utility to operate in violation of any applicable law. Issuance of a license by the city is not evidence that the applicant and/or utility is in compliance with, or exempt from, any applicable law.

7. Application Requirements. Any person desiring to operate a utility in the right-of-way must apply for a license on such forms and in such manner as the manager may then prescribe. The application must be accompanied by the applicable application fee prescribed by resolution of the council. The application must be filed with the manager and, in addition to any other information reasonably requested by the manager, must include, without limitation, the following information:

7.1 The name and address of the applicant, the address(es) where the applicant will have its office(s) within the city, and the address of the principal office of the applicant.

7.2 A general description of the utility, utility services, and the type of facilities that will be located by the applicant in the right-of-way.

7.3 The area(s) of the city the applicant desires to place facilities in the right-of-way which may include the entire city and, if the applicant has not previously served within the city, a preliminary construction schedule for build-out of the facilities it will locate in the right-of-way.

7.4 Information to establish that the applicant has obtained all other governmental approvals, authorizations, and/or permits to operate in the city.

7.5 Whether any local, city, county, state, and/or federal licenses, certificates, registrations, and/or permits are required for the utility (and the identification of such licenses, certificates, registrations, and/or permits).

7.6 If the applicant is a foreign person or a non-resident of the State of Oregon and no permanent office location is proposed to be created in the city, the applicant must appoint a local person, acceptable to the manager, as an agent for accepting service of process, notice, and/or demand. The applicant must submit with the application the agent's consent to acceptance of service of process, notice, and/or demand.

7.7 The date of the application and the amount of money tendered with the application.

7.8 Any other information that the manager deems necessary or appropriate to enable the city to review the application and determine whether the applicant qualifies for the issuance of a license.

#### 8. Review; Determination by City.

8.1 An application for a license required under this Ordinance will be reviewed by the manager. The manager is authorized to make an investigation into the applicant utility, review the application, and conduct whatever investigation the manager deems necessary or appropriate to determine whether the application is complete, the statements made therein are true and accurate, and whether the utility complies with this Ordinance.

8.2 After completion of the manager's review of the application (and the manager's receipt of reports from all persons and departments designated by the manager to review the application), the manager will determine whether the applicant qualifies for the issuance of a license. If the applicant qualifies for a license, the manager will issue the license to the applicant.

8.3 If, on the basis of the review of the application, the manager determines that the applicant does not qualify for a license, the manager will notify the applicant in writing that the application has been denied. The manager may deny the issuance of a license for any of the following nonexclusive reasons: (a) the utility does not or will not comply with applicable law; (b) the utility, utility services, and/or facility(ies) will endanger or damage the health, safety, and/or general welfare of persons or property; (c) the applicant fails to supply the information required, or submits misleading or false information, in connection with the application for the license; (d) insufficient capacity of the right-of-way to accommodate the applicant's proposed facilities; and/or (e) prior to making the application, the utility operated within the city while this Ordinance was in effect without a current, valid license (unless an additional amount equal to the license fee for the period during which the utility operated is paid).

8.4 In lieu of the manager's denial of a license, the manager may refer the application to the council for review by filing the application with the city recorder together with a statement of the findings of any investigation authorized or required by the provisions of this Ordinance. The manager's decision on any given matter will not set any precedent nor bind future decisions of the manager.



9. Rights Granted. A license granted pursuant to this Ordinance will not convey any right, title, and/or interest in the right-of-way, but will be deemed permission to use and occupy the right-of-way for the limited purposes and term, and upon the conditions stated in the license. The person granted the license will have no property interest or other right in the license except as provided by this Ordinance. A license granted pursuant to this Ordinance is not (and will not be construed as) a contract.

10. License Fee; Privilege Tax.

10.1 License Fee; Transmission Line Fee. In consideration of the rights, privileges, and license granted by the city under this Ordinance, each licensee will pay a license fee in accordance with this Ordinance and in an amount set by council resolution from time to time. If a licensee only owns or operates within the city one or more transmission lines that use right-of-way and such line or lines' primary purpose is to serve customers outside the city, then the licensee will not pay a license fee under required herein, but will instead pay a transmission line license fee in an amount or calculated by a method determined from by council resolution. Notwithstanding anything contained in this Ordinance to the contrary, the city may modify the license fee (and the transmission line license fee) payable under this Ordinance from time to time, subject to applicable laws. The license fee will be effective and payable commencing on \_\_\_\_\_, 2026. The council will set such fees as are necessary to implement the provisions of the Ordinance via council resolution and may modify such fees via council resolution.

10.2 License Fee Amounts.

(a) The license fee for utilities, including, without limitation, general communications, gas (including natural, manufactured, renewable, and/or mixed gases), electric, municipal, public utility district(s), special district(s), and telecommunication utilities and telecommunications carriers, will be a percentage of the gross revenue collected by the licensee concerning utility operations within the city, or such other method as determined by the council.

(b) Unless the city adopts a volumetric rate, gross revenues for an electric utility will include electricity provided by the electric utility or an electricity service provider if bills are consolidated as provided by ORS Chapter 757 related to direct access regulation. The city may elect to establish a volumetric rate as provided by state law for electric distribution utilities.

(c) Gross revenues of a telecommunication carrier that provides telecommunication services using facilities owned or operated by other utilities may be reduced by the amount paid for the use of such facilities if the utility that owns or operates the facilities report the amount paid to them for such use as gross revenue as required by this Section 10.2.

10.3 Privilege Tax. Any utility that operates without a license for a period of thirty (30) days or more within the city and uses rights-of-way in the city for any purpose other than travel will pay a privilege tax in an amount set by council resolution from time to time. For purposes of this Section 10.3, utility includes, without limitation, an electricity service supplier using the facilities of an electric utility that does not consolidate bills with the electric utility pursuant to Section 10.2(b). To the extent that separate fees are charged for use of the right-of-way, including, without limitation, license applications, street opening, construction, inspection, and/or maintenance of fixtures or facilities, pursuant to ORS 221.515(3), as amended, such fees will be paid by telecommunication utilities but may be deducted from the privilege tax. In lieu of requiring payment of fees by telecommunication utilities, the city may waive or establish a system of internal transfers of revenues for such fees. Notwithstanding anything contained in this Ordinance to the contrary, a utility's payment of the privilege tax does not operate to waive and/or release the utility from the obligation to perform and comply with the provisions of this Ordinance; the utility is obligated to perform and comply with all provisions contained in this Ordinance to the extent required of a licensee, including, without limitation, those licensee obligations provided under Sections 11 through 17 of this Ordinance. The privilege tax will be effective and payable commencing on \_\_\_\_\_, 2026.

10.4 Payment of Fees; Late Payment. License fees and privilege taxes will be due and payable in quarterly installments, which quarterly installment will be due on or before the last day of the month immediately following the end of each calendar year quarter. Contemporaneously with each quarterly payment, each utility will file with the city a sworn statement describing the total gross revenues that the utility received during the immediately preceding quarter. The city's acceptance of any payments under this Section 10.4 will not constitute a waiver by the city of any violation under this Ordinance. A utility operating without a license that commences operations during a quarter will make the initial payment on or before the payment date following the quarter during which operations are commenced. If a termination of operations occurs, the final payment will be made on or before the forty-fifth (45<sup>th</sup>) day following the date of such termination. If the license fee or privilege tax is not paid to the city on or before the date due, a late payment charge will be owed from the due date to the date on which the city receives payment in full, compounded monthly. The late payment charge will be due at the same time that the utility makes the delinquent payment to City. The late payment charge will be an amount established by council resolution from time to time. Payment of fees required by this Section 10 will be in addition to any application fee, and any other fees required by this Ordinance. If any person operates without a license as required by this Ordinance, operates during a period of suspension after licensee has exhausted all due process rights, and/or materially under reports the license fee or privilege tax which is due, such person will be liable for an additional penalty, computed at three percent (3%) of the gross revenues received during the applicable period, which will be paid in addition to the applicable license fee or privilege tax.

10.5 Inspection of Books and Records. Upon ten (10) days' advance written notice to a utility, the city may review such utility books, records, documentation, and/or information, including, without limitation, all maps, diagrams, plans, and other documents, maintained by the utility that describe and/or locate facilities within the right-of-way, that the city reasonably determines necessary or appropriate to audit an accounting statement and/or ascertain a utility's compliance with this Ordinance. Each utility will cooperate with the city in conducting any inspection and/or audit and will correct any discrepancies affecting the city's interest in a prompt and efficient manner. The city will bear the cost of any audit provided no irregularities are found (if the city discovers any irregularities, the licensee will bear the cost of the city's audit). Each utility will keep all its books, records, documentation, and/or information at its Baker City, Oregon office. If a utility provides any books, records, and/or information to the city that the utility reasonably believes to be confidential or proprietary, and the utility clearly and specifically identifies such books, records, and/or information as confidential or proprietary upon initial submission to the city, the city will take reasonable steps to protect the confidentiality of such books, records, and/or information subject to the city's obligations under Oregon's Public Records Law (ORS 192.311-192.431). The city will not be required to incur any costs to protect any confidential or proprietary books, records, and/or information, other than the city's routine internal procedures for complying with Oregon's Public Records Law.

10.6 Multiple Licenses; Other Utilities; Costs. A utility that provides more than one type of utility service will pay a license fee on each type of utility service as provided in this Ordinance. Issuance of a license to occupy right-of-way for the new type of utility service will be subject to the provisions of this Ordinance. If a utility is not specifically listed herein and/or in a resolution adopted by council establishing the license fee amount and/or privilege tax amount, the manager will determine the most appropriate category and the utility will pay that license fee. Each licensee will, within thirty (30) days after written demand, reimburse the city for all reasonable costs and expenses, including, without limitation, reasonable attorney fees, incurred by the city in connection with any modification, amendment, renewal, transfer, termination, revocation, and/or lesser sanction of the license consistent with applicable state, federal, and local laws, rules, regulations, and/or ordinances.

10.7 Compensation for City Property. If any right is granted by lease, permit, or other manner, to use and/or occupy the city property for the installation and operation of facilities, the compensation to be paid for such right and use will be fixed by the city. Such compensation for the use of the city property will be in addition to the license fee or privilege tax for use of the right-of-way unless the use of the city property.

10.8 Deductions. Subject to the provisions of this Ordinance, the city will apply any franchise fee amounts paid by a utility under an existing and then effective franchise granted by the city to the utility for use

of right-of-way against the license fee amounts paid or payable under this Ordinance for the subject utility service, including, without limitation, any amounts paid or payable under Sections 10.1 and 10.3; provided, however, in no event will an offset result in an amount paid or payable under this Ordinance less than zero dollars (\$0.00). A licensee may not deduct amounts paid to the city for interest charges, fines, and/or penalties. This Section 10.8 will not relieve any utility from paying in accordance with the provisions of a franchise, temporary revocable permit, and/or ordinance when the amount to be paid thereunder exceeds the amount of the utility license fee required under this Ordinance.

11. General License Terms.

11.1 Term and Location of License. Unless otherwise specified in a license, a license granted pursuant to this Ordinance will be in effect until June 30 of the year which is five years from the issuance of the license. Unless otherwise specified in a license, a license will be for the city's entire incorporated limits and the right-of-way necessary to serve the entire city.

11.2 Additional Terms; Existing Franchise Agreements. The manager may, in the manager's sole discretion, require additional terms and/or conditions in a license to clarify, enhance, expand, waive, and/or vary the provisions of this Ordinance. Additional terms and conditions may conflict with the terms of this Ordinance with the review and approval of the council. Notwithstanding anything contained in this Ordinance to the contrary, this Ordinance will apply to all utilities operating under franchise agreements granted by the city. If a conflict between the provisions of this Ordinance and a franchise occurs, the provisions of this Ordinance will control and supersede the conflicting franchise provision. Without otherwise limiting the generality of the immediately preceding sentence, nothing contained in this Ordinance and/or a franchise agreement will relieve a utility of its payment obligations under Section 10.

11.3 Maps. Upon request by the city, and in a generally recognized format acceptable to the city, each licensee will provide the city with an accurate map(s) certifying the horizontal and vertical location, size, and type of material of the licensee's underground facilities within the right-of-way or any portion thereof. The map(s) need not include details of the nature of the facilities. The map(s) will show the horizontal and vertical location of the facilities to the extent such information is available. A licensee will not be required to "pothole" or conduct "vertical locates" to satisfy a mapping request unless reasonably required for the design of a city public improvement project.

12. License Amendment; Renewal; or Transfer.

12.1 Amendment; Renewal. Subject to the provisions of this Ordinance, an application will be required of any licensee that desires to amend and/or renew its existing license. An application will be required of any licensee that desires to occupy right-of-way to provide a type of utility service that was not included in a franchise or license previously issued by the city. Within ninety (90) days after receiving a complete application, the city will issue a written determination granting or denying the amended and/or renewal application in whole or in part. If the amended and/or renewal application is denied, the written determination will include the reasons for non-issuance or nonrenewal. The city's review and determination will be based on the factors identified in Section 8 of this Ordinance. Unless otherwise provided in the license, the licensee will reimburse the city for all direct and indirect fees, costs, and expenses reasonably incurred by the city in considering an amended or renewal license. Any application required by this section will include an application fee in an amount set by council resolution. Notwithstanding anything contained in this Ordinance to the contrary, any license (new, amended, renewal, or otherwise) may be issued only if the licensee is in compliance with its existing franchise and/or license.

12.2 Obligation to Cure; Transfer. No license will be amended and/or renewed until all violations of the applicable license, agreement, and/or provision of this Ordinance have been cured to the city's satisfaction. No transfer or assignment of any license issued under this Ordinance is permitted and any attempted transfer or assignment will render the license null and void. Upon sale or other transfer of a license holder, the new owner(s) must apply for and obtain a new license and pay the prescribed fees.

13. License Revocation; Appeal.

13.1 Grounds for Suspension; Revocation. The manager may suspend and/or revoke a license for any of the following reasons: (a) construction in the right-of-way without a permit required by the city's right-of-way permitting ordinance; (b) construction and/or operation at an unauthorized location in the city; (c) failure to comply with the requirements of this Ordinance with respect to amendment, renewal, or transfer of a license; (d) fraud, misrepresentation, and/or false statement(s) contained in the application for a license and/or willful withholding of information or incomplete disclosure concerning any matter required to be furnished in connection with any such application; (e) abandonment of facilities in the right-of-way except as authorized by the city; (f) failure to locate, relocate, and/or remove facilities as required by the city; (g) failure to pay taxes, compensation, fees, or costs when and as due to the city under this Ordinance; (h) a violation of this Ordinance and/or the terms and conditions imposed under a license; and/or (i) noncompliance with any other city ordinances or regulations or violations of federal, state, and/or local laws, rules, regulations, and/or ordinances.

13.2 Notice and Duty to Cure. If the manager determines that grounds exist for revocation of a license, the manager will provide the licensee written notice of the apparent violation or noncompliance. The notice will contain a short and concise statement of the nature and general facts of the violation or noncompliance and provide the licensee a reasonable period of time not exceeding thirty (30) days to furnish evidence of the following: (a) corrective action has been, or is being, actively and expeditiously pursued to remedy the violation or noncompliance; (b) rebuts the alleged violation or noncompliance; and/or (c) it would be in the public interest to impose some penalty or sanction less than revocation. If the licensee fails to respond to the notice, fails to cure the violation or noncompliance as required by the notice, and/or if the manager determines that the licensee's response is inadequate, the manager may suspend or revoke the license.

13.3 Standards for Revocation or Lesser Sanctions. In determining whether suspension, revocation, and/or a lesser sanction is appropriate, the manager will consider factors, including, without limitation, the nature, circumstances, extent, and/or severity of the violation as reflected by one or more factors including, without limitation, the following: (a) the misconduct was egregious; (b) substantial harm resulted from the violation; (c) the violation was intentional; (d) there is a history of prior violations of the same or other requirements; (e) there is a history of overall non-compliance; and/or (f) the licensee's cooperation in discovering, admitting, and/or curing the violation.

13.4 Appeal. A decision to deny, suspend, and/or revoke a license may be appealed by delivering written notice of appeal to the manager within ten (10) days of the notice of denial, suspension, and/or revocation. Failure to file notice of appeal within the aforementioned ten-day appeal period is deemed a waiver of all rights to object to a permit denial, suspension, and/or revocation determination. Unless the manager has declared that immediate danger to the health, safety, and/or general welfare of persons or property exists, the manager's decision to revoke or suspend is stayed pending appeal. The manager will transmit the notice of appeal together with the file of the appealed matter to the council. Upon receipt of the notice and file, the council will fix a time and place for hearing the appeal. The council will give the appellant no less than ten (10) days' prior written notice of the time and place of hearing the appealed matter. The council will hear and determine the appeal on the basis of the written statement and any additional evidence the council considers appropriate or relevant, including any information provided by the manager. At the hearing, the appellant may present testimony and oral argument, personally or through legal counsel, and any additional evidence; provided, however, the rules of evidence as used by courts of law do not apply. The decision of the council is final and conclusive.

14. Facilities Location, Relocation, and Removal.

14.1 Location of Facilities. For any new construction of facilities concerning or impacting any new construction or development within the city, a utility, with permission from the city to occupy such right-of-way, will locate its facilities underground; provided, however, a utility will not be required to locate the facilities underground if all other utilities in the subject right-of-way are located aboveground unless the city, in its sole discretion, determines otherwise. Whenever facilities and/or utility services are located and/or relocated

underground within a particular right-of-way, each utility will relocate its facilities underground concurrently with the other affected utilities to minimize disruption of the right-of-way. Notwithstanding anything contained in this Ordinance to the contrary, (a) a utility will not be permitted to place, erect, lay, maintain, and/or operate its facilities in, upon, over, and/or under any city park, trail, open space, and/or similar areas, and (b) the city will have the authority to prescribe which right-of-way will be used by a utility for the facilities, and the location of the facilities within the right-of-way (whether such facilities are newly constructed, replaced, repaired, or otherwise). No person will locate and/or maintain facilities so as to unreasonably interfere with the use of the right-of-way by the city, the general public, and/or by other persons authorized to use or be present in or upon the right-of-way. All use of right-of-way will be consistent with the laws, including, without limitation, this Ordinance, and all city codes, ordinances, public works standards, and/or regulations.

**14.2 Relocation of Facilities.** Except in the case of an emergency, within thirty (30) days after the city's request, a utility will, at the utility's cost and expense, remove, relocate, change, and/or alter the position or location of any facilities within the right-of-way whenever the city has determined that such removal, relocation, change, and/or alteration is necessary for any of the following reasons: (a) an emergency; (b) the construction, repair, installation, and/or maintenance of any city project or other public work or improvement; (c) the operations of the city or other governmental entity in or upon the right-of-way requires the removal, relocation, change, and/or alteration of the facilities; (d) the removal, relocation, change, and/or alteration is necessary to ensure compliance or conformance with applicable law and/or pursuant to a beautification, streetscape, and/or other city improvement project; and/or (e) public convenience and/or necessity (as determined by the city). If any moving and/or relocation work is done for or at the request of a private individual, entity, developer, or development, the costs of such moving or relocation work will be borne by the requesting private individual, entity, developer, or development. Nothing contained in this Ordinance will be construed in any way to prevent the city from sewerage, grading, planking, rocking, paving, repairing, altering, and/or improving any right-of-way in and/or upon which facilities are or will be placed; provided, however, all such work and/or improvements will be done if possible so as not to obstruct and/or prevent the use of the facilities. If an emergency occurs, each utility will, at the utility's cost and expense, remove, relocate, change, and/or alter the position or location of any facilities within the right-of-way within seventy-two (72) hours after the city's request. The term "emergency" means a human created or natural event or circumstance that causes or threatens loss of life, injury to person or property, human suffering, or significant financial loss.

**14.3 Moving Aerials.** Notwithstanding anything contained in this Ordinance to the contrary, whenever it becomes necessary to temporarily rearrange, remove, lower, and/or raise any utility's aerial cables, wires, and/or other apparatus to permit the passage of any building, machinery, and/or other object moved over any right-of-way, the utility will perform such temporary adjustment within seven days after the utility's receipt of written notice from the owner or contractor-mover desiring to move such building, machinery, and/or other object. Such move notice will (a) bear the approval of the city, (b) detail the route of movement of the building, machinery, and/or object, (c) provide that the costs incurred by the utility in making the temporary adjustment will be borne by the contractor-mover, (d) provide that the contractor-mover will indemnify and hold the utility harmless for, from, and against any and all damages, claims, or causes of action whatsoever caused directly or indirectly from the temporary adjustment, and (e) if required by the utility, will be accompanied by cash deposit or a good and sufficient bond to pay any and all such costs as estimated by the utility.

**14.4 Removal of Unauthorized Facilities.** A license may authorize a utility to place one or more types of facilities on, over, and/or under the city right-of-way. A licensee will not place on, over, and/or under the city right-of-way any type of facilities not authorized by the license. Except in the case of an emergency, or as otherwise agreed to by the city, within thirty (30) days following written notice from the city, any person that owns, controls, and/or maintains any unauthorized utility system, facility, and/or related appurtenances within the right-of-way will remove such facilities or appurtenances from the right-of-way of the city. A person may request that the city permit such facilities to be abandoned in place subject to such terms and conditions the city may prescribe. A utility system, facility, or appurtenance is unauthorized and subject to removal in any of the following circumstances:

(a) One year after the expiration or termination of the utility's applicable license, franchise, or permit. The city may, in the city's sole discretion, stay the one-year period if an application for renewal has been submitted to the city.

(b) Upon abandonment of a facility within the right-of-way of the city. A facility will be considered abandoned when it is deactivated, out of service, or not used for its intended and/or authorized purpose for a period of ninety (90) days or longer unless a longer period is approved by the city. Excess capacity intended for future use will not be considered abandoned. A facility will not be considered abandoned if it is temporarily out of service during performance of repairs or if the facility is being replaced.

(c) If the system or facility was constructed or installed without the appropriate prior authority at the time of installation and such authority has not subsequently been granted.

(d) If the system or facility was constructed or installed at a location not permitted by license, franchise, or other legally sufficient permit and has not subsequently been authorized.

(e) If the system and/or facility is not removed or relocated as required by Section 14.3.

14.5 Failure to Remove or Relocate. If facilities are not relocated or removed pursuant to Section 14.2, 14.3, or 14.4, the manager may declare the facility(ies) a nuisance. In addition to any other remedies provided herein, violation of any section of this Ordinance may be enforced in any manner authorized by law.

14.6 Damage to Licensee's Facilities. The city will not be liable for any damage to or loss of any facility within the right-of-way as a result of and/or in connection with any public works, public improvements, construction, excavation, grading, filling, or work of any kind in the right-of-way by or on behalf of the city, or pursuant to a permit issued by the city, or for any consequential losses resulting directly or indirectly therefrom.

## 15. Construction; Installation; and Operation.

15.1 Facilities. Notwithstanding anything contained in this Ordinance to the contrary, each utility will construct facilities in a manner not to interfere with the city's water mains, sewer mains, gas mains, and/or any other city use of the right-of-way. Facilities will be erected and located so not to unreasonably interfere with the public's use of the right-of-way. Each utility will maintain, at the utility's expense, all facilities in good and safe order and condition. The city may attach and maintain traffic signals, wires, control boxes, and similar items or equipment to facilities; provided, however, the city will not be required to pay a fee or rent for the co-location. At all times, facilities must be constructed, maintained, and operated in a manner that does not unreasonably interfere with the right-of-way and reduces impact and footprint on the surrounding environment.

15.2 Construction Work. Except in the case of an emergency, no less than fifteen (15) days prior to a utility commencing (or causing any person to commence) any construction work within the city, the utility will (a) obtain all necessary permits, approvals, and/or authorizations, including any construction permits and/or a permit issued by the city pursuant any city permitting ordinance, concerning the proposed construction work, if any, and (b) file with the city maps, materials, documentation, a copy of the proposed work order, any necessary construction permits, and all other information or documentation required under applicable laws. The city reserves the right to require utilities to obtain performance bonds in connection with any proposed construction. If the utility is required to perform any construction work due to the occurrence of an emergency, the utility will be required to comply with Section 15.2(a) and (b) as soon as practicable (but in no event later than five days after the occurrence of the emergency). Each utility will conduct its operations and will perform all construction work, including, without limitation, any excavation or restoration work, in accordance with the following: (w) all construction work will be completed in a safe manner, taking into account all applicable traffic control rules and procedures; (x) all construction work will be completed so as to minimize disruption and interference of the right-of-way; (y) all construction work will be completed in accordance with this ordinance and

applicable laws, including, without limitation, all city codes, ordinances, rules, and regulations applicable to the city streets and/or construction, operation, and/or maintenance of utilities facilities in the city; and (z) all construction work will be completed in a good workmanlike manner. The city may inspect all construction work and may, in the city's sole discretion, demand correction of any incomplete and/or improper construction work.

15.3 Restoration of Property. If a utility disturbs and/or causes another to disturb any right-of-way, the utility will, at the utility's cost and expense, replace and/or restore the right-of-way to the same condition to which the right-of-way existed prior to the utility's disruption (and/or causing another to disturb), as soon as practicable and without unreasonable delay, including, without limitation, restoration to damage caused on the city's newly constructed streets. If the utility fails to timely replace or restore any right-of-way to the same condition to which the right-of-way existed prior to the disruption, the city may cause the replacement or restoration to be made at the expense of the utility. The utility will pay the city all costs and expenses incurred by the city to replace or restore the right-of-way immediately on the city's demand.

15.4 Trimming of Trees and Shrubbery. Subject to the terms and conditions contained in this Ordinance, a utility will have the authority to trim or cut trees and other natural growth located in the right-of-way if necessary to satisfy applicable provisions of the National Electrical Safety Code and applicable state law. All cutting and trimming will be done at the utility's cost and expense. A licensee will trim or cut trees according to ANSI A300 Part 1, pruning standards, and in conformity with any city regulations as heretofore or hereafter adopted, promulgated, and/or established from time to time. Trees and shrubs will not be removed without the city's prior written authorization. Except as required to satisfy the standards of the National Electrical Safety Code or applicable state law, each utility will adhere or perform the following: (a) the utility will not damage the roots of any tree by compacting or filling on or around its base or make excavations in the soil within a foot of the tree's roots unless appropriate measures are taken to prevent the exposed soil from drying out; (b) the utility will not top trees or shrubs (i.e., cut back limbs of a tree or shrub within the tree's or shrub's crown to such a degree as to remove the natural canopy and/or disfigure the tree or shrub); and/or (c) the utility will ensure that the root system of any live or dead tree, shrub, and/or other vegetation that is removed will be at a depth of not less than twelve inches (12") below the ground surface. After any excavation or grinding work, the ground will be restored to a smooth and level surface. Any required grinding of a stump will be completed contemporaneously with the removal of the tree or shrub. All "pruning" will be performed in a careful and systematic manner so as not to damage other parts of the plant or tree as a whole.

15.5 Permits and General Obligations. Notwithstanding anything contained in this Ordinance to the contrary, each utility will be responsible for obtaining, at its cost and expense, all permits, licenses, and/or other forms of approval or authorization necessary to construct, operate, maintain, and/or repair the utility's facilities, or any part thereof, prior to the commencement of any such activity.

16. Coordination of Construction Activities. Each utility is required to make a good faith effort to cooperate with City concerning any utility construction work. Prior to January 1 of each year, each licensee will provide City with a schedule of their proposed construction work and/or activities for the coming year in, around, and/or that may affect the right-of-way. When requested by the city, each licensee will meet with the city to schedule and coordinate construction work in the right-of-way subject to the provisions of this Ordinance. Subject to the provisions of this Ordinance, all construction work, locations, activities, and schedules will be coordinated to minimize public inconvenience, disruption, and/or damages.

17. Regulatory Fees and Compensation Not a Tax; Jurisdiction.

17.1 Regulatory Fees. The city may set fees necessary to implement the provisions of this Ordinance and to compensate the city for the use of the right-of-way by resolution of the council. The regulatory fees, taxes, and costs provided for in this Ordinance, and any compensation charged and paid for the use of right-of-way, are separate from, and in addition to, all applicable federal, state, local, and the city fees, taxes, and/or costs as may be levied, imposed, or due from a utility, its customers, and/or subscribers, for purposes other than the use of right-of-way. Notwithstanding anything contained in this Ordinance to the contrary, the fees provided



in this Ordinance are (a) not a charge against property, (b) premised on the direct and indirect benefit derived from use of the right-of-way, and (c) not a property tax or subject to the property tax limitations of Article XI, Sections 11 and 11b of the Oregon Constitution.

17.2 City Jurisdiction. The city has jurisdiction and exercises regulatory management over all rights-of-way within the city under authority of the city's charter, municipal code, and state law. The city has jurisdiction and exercises regulatory management over each right-of-way notwithstanding (a) whether the city has a fee, easement, or other legal interest in the right-of-way, and (b) whether the legal interest in the right-of-way was obtained by grant, dedication, prescription, reservation, condemnation, annexation, foreclosure, and/or other means. The exercise of jurisdiction and regulatory management of a right-of-way by the city does not obligate the city to maintain and/or repair any part of the right-of-way.

18. Insurance; Indemnification.

18.1 Insurance. Each licensee, at its cost and expense, will obtain and keep in full force and effect during the term of a license issued pursuant to this Ordinance, the following insurance coverage and their respective minimum limits: (a) workers' compensation insurance within statutory limits; (b) employer's liability insurance with limits of no less than \$1,000,000 per occurrence, \$2,000,000 in the aggregate; (c) comprehensive general liability insurance with limits of no less than \$3,000,000 for bodily injury or death to each person, \$3,000,000 for property damage resulting from any one accident, and \$3,000,000 for all other types of liability; and (d) automobile liability insurance for all owned, non-owned, and hired vehicles that are or may be used by licensee and its employees with a limit of \$1,000,000 for each person and \$3,000,000 for each accident. Each liability insurance policy a licensee is required to obtain and maintain under this Section 18.1 will name the city and its officers, employees, volunteers, representatives, and agents as additional insureds. A licensee will not cancel, modify, and/or reduce in amount or scope the insurance coverage required to be maintained under this Ordinance without first providing the city thirty (30) days' prior written notice. All insurance required to be obtained and maintained under this Section 18.1 will be issued only by insurance companies licensed in Oregon. Prior to the city's issuance of a license, and at any other time thereafter within thirty (30) days after the city's written request, a licensee will provide the city with certificates of insurance evidencing the utility's compliance with this Section 18.1. Notwithstanding anything contained in this Ordinance to the contrary, each licensee will acknowledge and agree that upon written notice to each licensee, the city may increase the minimum insurance limits as then may be allowed under applicable laws.

18.2 Indemnification. Each licensee will defend, indemnify, and hold the city, and each employee, officer, agent, and representative of the city, harmless for, from, and against any and all claims, actions, proceedings, damages, liabilities, losses, and expenses, including, without limitation, reasonable attorney fees, resulting from or arising out of the following: (a) the acts or omissions of the licensee and/or its affiliates, officers, directors, shareholders, members, managers, employees, agents, contractors, and/or subcontractors in the construction, operation, maintenance, repair, and/or removal of the facilities in the right-of-way and/or in providing or offering services over, under, and/or through the facilities, whether such acts or omissions are authorized, allowed, or prohibited by this Ordinance; and/or (b) a licensee's breach and/or failure to perform any licensee representation, warranty, covenant, and/or obligation under this Ordinance.

19. Miscellaneous.

19.1 Severability; Preemption. If any section, subsection, clause, phrase, term, provision, condition, covenant or portion of this Ordinance is for any reason held to be invalid or unenforceable by any court of competent jurisdiction, or superseded by state or federal legislation, rules, regulations or decision, the remainder of the Ordinance will not be affected thereby but will be deemed as a separate, distinct, and independent provision, and such holding will not affect the validity of the remaining portions hereof, and each remaining section, subsection, sentence, clause, phrase, provision, condition, covenant and portion of this Ordinance will be valid and enforceable to the fullest extent permitted by law. If any federal or state laws, rules, and/or regulations preempt a provision or limit the enforceability of a provision of this Ordinance, then the

provision will be read to be preempted only to the extent required by law. If such federal or state law, rules, and/or regulation is subsequently repealed, rescinded, amended, and/or otherwise changed so that the provision hereof that had been preempted is no longer preempted, such provision will thereupon return to full force and effect, and will thereafter be binding, without the requirement of further action on the part of the city.

19.2 Governing Law; Venue. This Ordinance and any license issued pursuant to this Ordinance is subject to all applicable laws. Any action or proceeding arising out of or concerning this Ordinance will be litigated in courts located in Baker County, Oregon. Each licensee consents and submits to the jurisdiction of any local, state, or federal court located in Baker County, Oregon.

19.3 Written License or Permit; Nonexclusive Grant. No license will be granted under this Ordinance unless the license is in writing. No license granted under this Ordinance will confer any exclusive right, privilege, franchise, and/or permission to occupy or use the right-of-way for delivery of utility services or any other purposes. The city expressly reserves the right to grant licenses, franchises, permits, and/or other rights to other persons, as well as the city's right to use the right-of-way, for similar or different purposes.

19.4 Enforcement; Remedies. Any person violating any provision of this Ordinance will be subject to a civil penalty not to exceed the sum of \$1,000.00 for each violation. Each violation of a provision of this Ordinance, and every day that such Ordinance violation exists, will be considered a separate violation. In addition to the foregoing civil penalties, the city may seek, in a court of competent jurisdiction, such other and additional relief (including all legal and equitable relief and remedies) available under applicable law as well as recovery of its costs and attorney fees. The city will be entitled to collect from any person violating or otherwise failing to comply with this Ordinance the city's reasonable attorney fees and other fees, costs, and expenses incurred by the city to enforce this Ordinance. The remedies provided in this Section 19.4 are not exclusive and will not prevent the city from exercising any other rights and/or remedies available under law. Compliance with this Ordinance will in no way be a substitute for or eliminate the necessity of compliance with the Laws, including any relating to the public health as now in force or hereafter amended.

19.5 Interpretation; Termination. All pronouns contained herein and any variations thereof will be deemed to refer to the masculine, feminine, or neutral, singular or plural, as the identity of the parties may require. The singular includes the plural and the plural includes the singular. The words "include," "includes," and "including" are not limiting. The word "or" is not exclusive. Reference to "days" means calendar days, with any deadline falling on a day other than a business day being extended to the next business day. This Ordinance may be corrected by order of the council to cure editorial and/or clerical errors.

APPROVED AND ADOPTED by the City Council of the City of Baker City and signed by the mayor this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

ATTEST:

\_\_\_\_\_  
Randy Daugherty, Mayor

\_\_\_\_\_  
Megan Langan, City Recorder

[BAKER CITY LETTERHEAD]

September \_\_, 2026

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Re: Baker City – Utility Licensing Ordinance

Dear \_\_\_\_\_:

Baker City is considering the adoption of the enclosed utility licensing ordinance. You are receiving this letter because you have an existing franchise agreement with the city (or you have expressed interest in pursuing a franchise agreement with the city). The city is requesting that you review the licensing ordinance and provide your feedback in writing.

As you are aware, the city's past practice is to grant individual franchise agreements to utilities desiring to operate in, on, and/or over the city's right-of-way. This practice is time consuming, costly, and often results in inconsistent standards and requirements. The licensing ordinance will provide a more effective, efficient, and uniform way to manage the city's right-of-way through consistent standards and fees. After adoption, the city will manage utility privileges through the licensing ordinance rather than franchise agreements.

The licensing ordinance will apply to all utilities, including those operating under an existing franchise agreement. A license will be for a term of five years. If the utility has an existing franchise agreement, the city will apply any franchise fees paid by the utility under the subject franchise agreement against the license fees payable under the licensing ordinance.

I encourage you to review the licensing ordinance in its entirety and determine if and how the licensing ordinance will affect you. Consider attending the council's work session on September \_\_, 2026 during which the licensing ordinance will be discussed.

Please feel free to contact me if you have any questions. Thank you in advance for your assistance and cooperation.

Sincerely,

Barry Murphy  
City Manager



## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** City Christmas Tree

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**Action Statement**

Council can discuss the plan for the City Christmas Tree.

**Background**

Baker City has held a Christmas Tree lighting ceremony for many years in the area of Court Street between Main St and Campbell St. Before Court Street became identified as a city park, the City would shut down that area of the public street to place the Christmas tree during the season. In the last few years, the City continued to place the tree in the newly formed Court Plaza.

Now that Court Plaza is funded and nearly constructed, the Christmas tree is not able to remain in that location anymore. The center of the plaza will have a large bronze replica of the old fountain that is not feasible to move every year. It will weigh several hundred pounds and there is not a readily available place within the plaza to move it even if the City could. Additionally, the Christmas tree will not fit in an alternate location within the plaza either since it went directly into a manhole in the center of the old street.

City staff looked into a few options including shutting down other side streets such as the area of Court Street between Main and 1st, the area of Broadway between Main and Resort, and the area of Church Street between Main and Resort. All of those options had major challenges, and none of them were ideal.

At the same time, staff became aware of a group who had planted a tree in the Old Post Office square, which is on the south-east corner of the intersection of Main Street and Auburn. The tree was intended to be the permanent City Christmas Tree once it was full-grown. Staff evaluated the tree and the area around it, and we have deemed that the best option for a few reasons. First, the tree is planted and it will eliminate the process of cutting down trees in the City and transporting them to downtown. Secondly, it is in a historic area of the city. And lastly, the tree was intended to be the permanent Christmas Tree, so it is a great option.

**Analysis**

City staff plans to move forward with decorating the tree in the square, but we wanted to ensure the City Council was aware and had a chance to provide input. Staff is looking at what it will take to decorate the tree, the closest electric outlet, and we plan to address the trees around the Christmas tree to ensure there will be visibility from Main Street. Staff also intends to work on the square so that the Oregon Trail memorial and commemorative tiles are back in good condition.

After the parade and during the short period of the Christmas Tree Lighting ceremony, the City will need to shut down that portion of Auburn and Resort as the crowd will likely face the tree from the east. But we will plan on

that being a minimal closure time to ensure traffic is not disrupted for long.

Feedback from this idea has been positive, and the City also included one written letter of support. But we are open to additional feedback from the Council and others.

28 June 2026

Mr. Barry Murphy, Baker City Manager

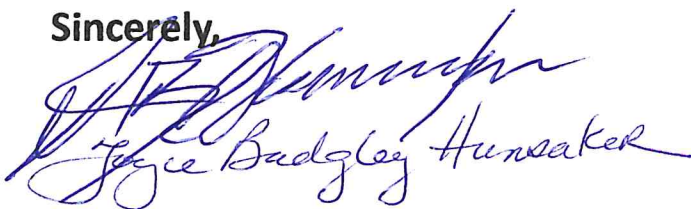
Dear Barry:

Joyce and I recently read the article about the Baker City Council considering using the large fir tree in the Old Post Office square as the community's Christmas tree. We support this effort wholeheartedly now that the Court Street plaza is taking shape.

We also have a suggestion to make the area even more inviting year-round. In the late 1980s, both of us were integrally involved in designing and promoting the Old Post Office square during the kick-off events for the National Historic Oregon Trail Interpretive Center. Many people purchased commemorative bricks to help raise the necessary funds to build the plaza. The upright kiosks and the bricks played an important role in generating community support for the center which, over the past 34 years, has proven to be a resounding economic and cultural success.

We are, however, dismayed to see the level of deterioration of the kiosks with their cracked and missing tiles and bricks. As you know, the Oregon Trail was crucial in cementing the west to the rest of the young United States, and we think it is appropriate that, as part of the nation's 250<sup>th</sup> anniversary, the city council appropriate the necessary funds to refresh the Old Post Office square.

Sincerely,

A handwritten signature in blue ink that reads "Joyce Badgley Hunsaker". The signature is written in a cursive, flowing style.

David B. Hunsaker  
Joyce Badgley Hunsaker  
P.O. Box 793  
Baker City, OR 97814



## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Council Committee Updates

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## BAKER CITY, OREGON

### **MAYOR:**

Randy Daugherty

### **COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

### **CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** City Manager / Director Updates

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## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** City Council Comments

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## BAKER CITY, OREGON

**MAYOR:**

Randy Daugherty

**COUNCILORS**

Roger Coles

Loran Joseph

Helen Loennig

Doni Bruland

Gratton Miller

Randy Schiewe

**CITY MANAGER**

Barry Murphy

**Date:** September 8, 2026

**Subject:** Adjourn

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