

Exploring Estacada: A Re-Imagined Future for Estacada's Tourism, Workforce, and Industrial Innovation

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This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for The City of Estacada. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches

to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

About the City of Estacada

The City of Estacada is located in Clackamas County, Oregon, along the Clackamas River and at the gateway to the Mt. Hood National Forest. With a population of just over 6,000 residents, Estacada combines the qualities of a small community with access to natural, cultural, and economic resources.

Founded in the early 1900s as a timber town and home to workers building the region's first hydroelectric dams, Estacada has continually adapted while preserving its identity as a river-centered community.

Today, Estacada blends small-town character with a vibrant arts culture and abundant recreation. Murals, galleries, and local events highlight a thriving creative community, while nearby forests, rivers, and parks offer year-round opportunities for hiking, rafting, camping, and family activities.

As Estacada continues to grow, city leadership is focused on advancing strategic priorities that support long-term sustainability, economic vitality, and quality of life.

This includes planning for housing, infrastructure, and community amenities that meet the needs of current and future residents while maintaining the city's unique character and connection to the surrounding landscape. With a growing population and a tradition of civic pride, Estacada continues to honor its past while looking toward a sustainable, community-focused future.



Course Participants

UNDERGRADUATE PUBLIC RELATIONS STUDENTS

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Course Description

JCOM 471: PUBLIC RELATIONS STRATEGIC PLANNING

This course is open to public relations majors only and focuses on campaign planning, administration, crisis communication, and issues management, encompassing research, writing objectives and tactics, evaluation methods, and constructing budgets and timelines.

Executive Summary

The City of Estacada partnered with the Public Relations Strategic Planning course to develop comprehensive, mutually beneficial campaigns aligned with the City's priorities. Estacada has experienced rapid population growth and identified three priority areas to support continued economic vitality and community well-being: tourism development, workforce attraction and retention, and industrial campus growth.

In response, student teams developed three distinct campaigns—Visit Estacada, Work in Estacada, and Estacada Industrial Campus Growth—each designed to engage a specific target audience and advance the City's strategic goals.

The Visit Estacada campaign focused on increasing tourism by addressing current barriers, including limited lodging options and community perceptions surrounding growth. Rather than viewing these constraints as limitations, students reframed them as strategic opportunities. The campaign proposed a comprehensive digital communications plan to strengthen Estacada's online presence and promote its appeal as a day-trip destination. Recommendations included interactive activities, enhanced social media engagement, and in-person events designed to highlight local businesses, recreation, and community experiences—leveraging Estacada's location as a “drive-through” destination to encourage intentional visitation.

The Work in Estacada campaign addressed the need to align employment opportunities with the City's growing population. The strategy positioned Estacada as a place where individuals can build a meaningful career and a fulfilling life, with a focus on retaining emerging talent that might otherwise relocate to larger metropolitan areas such

as Portland or Oregon City. Proposed initiatives emphasized workforce engagement through community partnerships, including hosting an in-person career fair to connect local employers with recent graduates and job seekers.

The third campaign concentrated on increasing visibility and business recruitment for the Estacada Industrial Campus. Students identified the absence of a cohesive brand identity as a key barrier to marketing the site effectively. To address this, the campaign proposed rebranding the campus as Estacada's Center for Industrial Innovation (E.C.I.I.), positioning it as an attractive destination for entrepreneurs and growing businesses seeking opportunity within a supportive, small-town environment. Recommended tactics included a targeted direct-mail campaign and a virtual open house to showcase available opportunities and community benefits.

Collectively, these three campaigns present strategic, actionable recommendations to reposition Estacada with clearer messaging, stronger branding, and more intentional outreach—offering a compelling vision for the City's continued growth and long-term prosperity.

Introduction

The story of Estacada, Oregon, intertwines geography, industry, and community. The name “Estacada” traces back to 1903 from George J. Kelly, an official with the Oregon Power Townsite Company who was inspired by a large region spanning Texas and New Mexico known as “Llano Estacado.”

Long before its incorporation, Estacada was home to a Chinookan Tribe that thrived along the Clackamas River for thousands of years. The river provided fish, hunting grounds, and berries, sustaining generations of Native communities. Because of its deep connection to the water, Estacada remains known by locals as the “Heart of the Clackamas.”

Today, Estacada is a community for artists, housing more than one hundred creators who produce public murals, woodwork, ceramics, and street art that

draw on the City's rich past. The town that began as a small camp for workers has become one driven by creativity, nature, and a tight-knit community.

Students in the Public Relations Strategic Planning course were tasked with sharing that rich history, present, and future by creating campaigns in three areas:

- Visit Estacada: Tourism Development
- Work in Estacada: Increase Employment Opportunities
- Industrial Campus Growth: Recruiting Businesses for Estacada's Industrial Campus

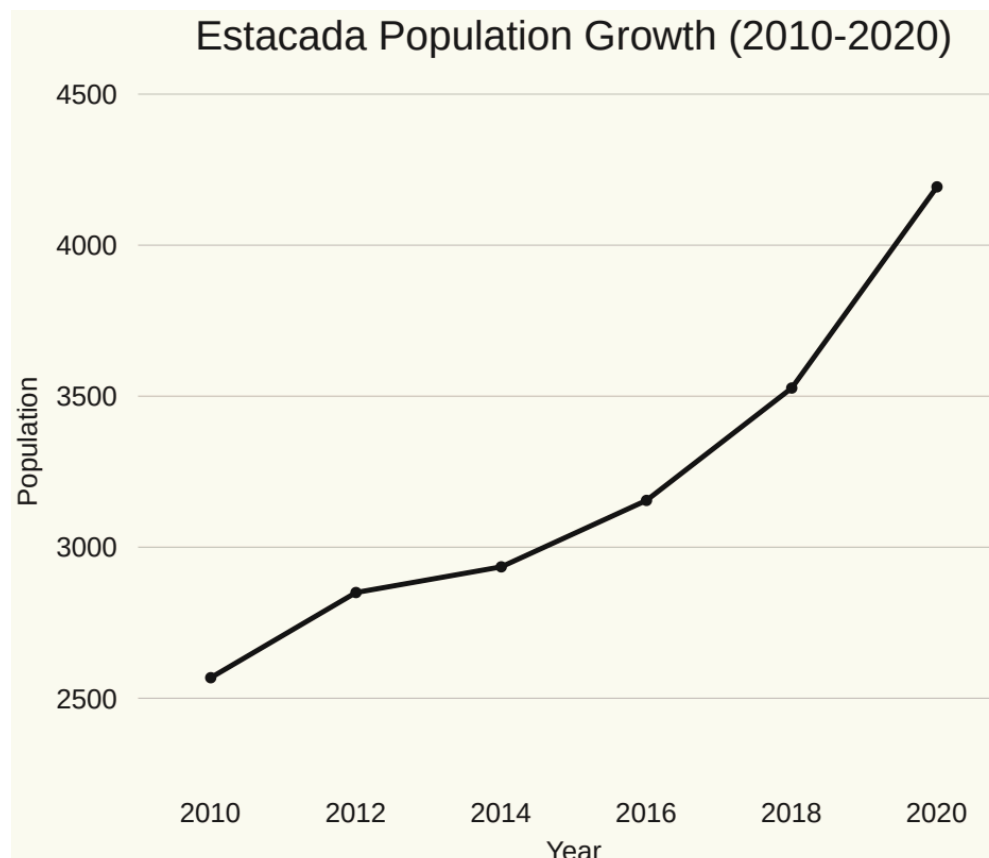


FIG. 1
Estacada Growth.



FIG. 2

Natural beauty in The City of Estacada.

Image Credit: The City of Estacada

All three campaigns emphasize Estacada's natural beauty and strategic location as key assets for tourism, job growth, and business development. The **Visit Estacada** campaign directly addresses the City's "drive-through" reputation by reframing it as an opportunity to capture day-trip visitors and showcase the community's scenic charm and outdoor amenities. The

Work in Estacada and **Industrial Campus Growth** campaigns focus on attracting prospective employees and business owners to the City's expanding manufacturing and industrial sector. Together, these initiatives position Estacada as a community where natural assets and economic opportunity intersect, supporting quality of life and long-term economic growth.

Visit Estacada: Tourism Development

Situational Analysis

The City of Estacada seeks to increase awareness and visitation, particularly for short-term day-trip tourism and festival attendance. Estacada faces the challenge of attracting and retaining visitors as many people are unfamiliar with its location. The issue is rooted in limited tourism infrastructure, minimal media coverage, and accessibility barriers.

The City of Estacada lacks lodging options such as hotels or short-term rentals, making it difficult for tourists to stay overnight and explore the area. Public transportation to and within the town is also limited, reducing potential access for visitors. Additionally, the town's minimal digital and media presence means that many potential visitors are unaware of Estacada's outdoor recreation, local businesses, and community events.

However, this situation can also be viewed as an opportunity. The desire to improve tourism infrastructure and visibility gives Estacada the chance to redefine its image and build a stronger identity. By investing in accessibility improvements, promoting

local attractions, and developing a clear brand image, Estacada can position itself as a destination for outdoor recreation and community culture. This process encourages collaboration among residents, local business owners, and community organizations. Strengthening tourism would directly impact Estacada's economy by supporting small businesses, enhancing public services, and encouraging investment in lodging and transportation infrastructure.

Ultimately, improving visibility and visitor experiences will not only drive growth and sustainability, but also preserve Estacada's community identity through increased tourism and local participation.

Operational Context

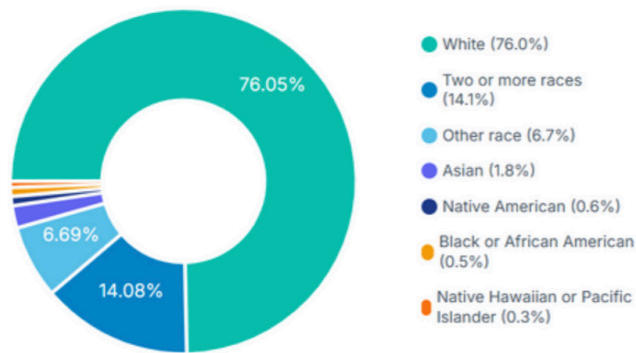
COMPARABLE CITIES

Estacada's primary competition includes other small towns in Oregon that are oriented toward outdoor and community-based recreation. Portland area residents are looking for nature, outdoor activities, and small-town charm. Some comparable cities include McMinnville, St. Helens, and Wilsonville.

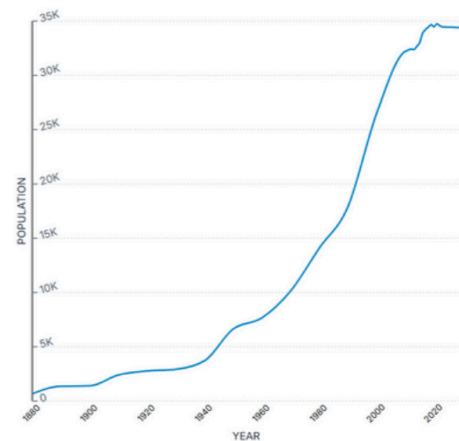
McMinnville has a larger population than Estacada, sitting at around 34,000. Like Estacada, the town is predominantly white with a median age of 39.2 years. McMinnville's average per capita income is \$43,947, and household income levels

show a median of \$70,060. McMinnville created a strong brand through its "Taste of Mac" campaign. This campaign centers on food and wine tourism, using multimedia storytelling and visuals to highlight local dining and wine options. This seeks to appeal directly to tourists interested in culinary experiences.

Though Estacada is not known for any wineries or specific dining options, it could pull inspiration from McMinnville's approach to emphasizing its own strengths and the scenic small-town appeal.

**FIG. 3**

McMinnville's demographics.

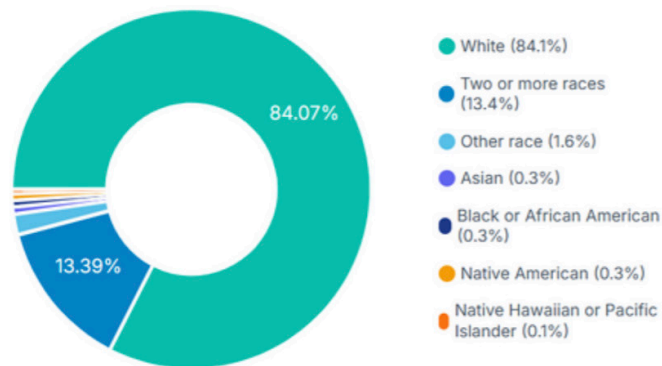


St. Helens also has a larger population than Estacada, around 14,000. St. Helens is also majority white with a median age of 36.7 years. St. Helens' average per capita income is \$52,588 and household income levels show a median of \$82,123.

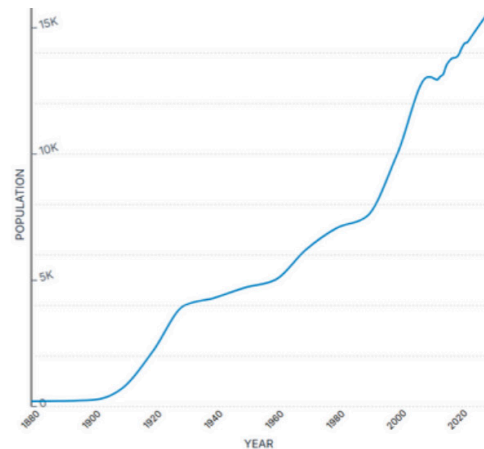
St. Helens offers another example of small-town marketing that has been effective. The town has gained attention

for its themed events, like the annual Halloweentown celebration and a sandcastle competition.

St. Helens used digital advertising and media partnerships with The Oregonian to increase awareness. Estacada could take a similar event-focused approach by promoting some of the existing festivals or creating new ones.

**FIG. 4**

St Helens' demographics.



Wilsonville has a population of 26,000. It is also a predominantly white town with a median age of 38.7 years. Wilsonville's average per capita income is \$54,057, and household income levels show a median of \$87,371.

Similar to McMinnville, Wilsonville has created its “Explore Wilsonville” campaign to boost tourism. Wilsonville introduced “Pocket Trips,” which are visitor guides that feature themed local itineraries.

This campaign was supported by a new website and both print and digital materials aimed to attract overnight visitors and day trips from Portland. Wilsonville is one of the most similar cities to Estacada, which could benefit from a similar strategy aimed at day-trippers, considering the lack of overnight lodging.

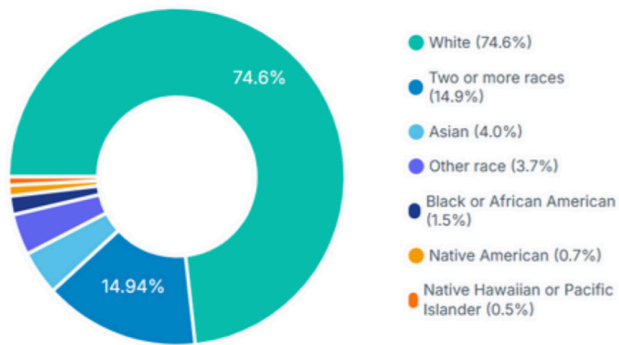
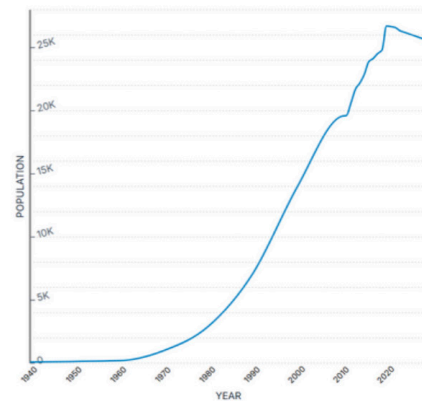


FIG. 5
Wilsonville's demographics.



External Threats

Externally, a significant threat to Estacada's effectiveness is a broader set of economic challenges currently facing Oregon and the Portland metropolitan region.

According to the Oregon Economic and Revenue Forecast (December 2025), statewide employment has declined by 1.2%, and Oregon's overall economic growth continues to underperform national trends, with GDP expanding just 1.4% compared to the U.S. rate of 2%. This is due to declining job creation in manufacturing and construction.

Industries that many rural communities, including Estacada, rely on to sustain local revenue and employment. This economic stagnation, compounded with the uncertainty around trade policies, state-wide high costs of living, and an increasing population, could limit Estacada's ability to invest in expanding its infrastructure and lead to fewer opportunities for sustained local growth.

Regional social and political tensions have also impacted Estacada's public perception. In early 2025, City Council members voted to dissolve Estacada's Diversity, Equity, and Inclusion (DEI) Committee, citing political controversy and public division.

This decision drew attention from statewide organizations and media, similar to an incident occurring five years prior in June 2020, when Estacada Mayor Sean Drinkwine ignited controversy after posting on Facebook that he and staff were working to "shut down" Black Lives Matter vigils in Estacada. His statement drew local and statewide backlash, including calls for his resignation from the Portland NAACP.

Despite Drinkwine publicly apologizing, residents and activists criticized his initial remarks as inflammatory and damaging to community trust. These public controversies could prevent tourists from wanting to visit Estacada and undermine collaborative aspects within the City government.

Compounding economic and political tensions are climate-related issues. Oregon's changing weather patterns, including longer rainy seasons and increased unpredictability, create complications for outdoor tourism and agriculture. Wildfires, with longer and more severe fire seasons, pose direct threats to infrastructure, safety, and air quality. The wildfire season in Oregon is expected to become longer, more frequent, and more damaging, disrupting recreational activities for tourists and necessitating extra resources for firefighting and recovery rather than growth initiatives.

SWOT Analysis (STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS)

STRENGTHS	WEAKNESSES
▪ Abundant Natural Resources and Scenic Appeal: Surrounded by rivers, forests, and parks that attract visitors, especially during the fall season. ▪ Tourism Opportunities in All Seasons: Christmas tree farms and seasonal scenery draw tourists during the winter months. ▪ Community Events: Hosts various events, such as the Estacada Timber Festival, Summer Celebration, Estacada Uncorked, 4th of July, and Mushroom Festival. ▪ Charming and Accessible Downtown: A small, walkable downtown that encourages exploration and supports local businesses. ▪ Appealing Lifestyle: Offers a slower pace of life and a strong sense of community. ▪ Support for Local Business: Local shops and businesses contribute to the town's charm and economy.	▪ Limited Media Coverage: No local news station or newspaper, and news coverage from larger outlets has historically been negative. ▪ Infrastructure Demands for Increasing Population Not Met: Lack of lodging for visitors, including no local hotels and extremely limited short-term rental options. ▪ Negative Internal Discourse: Many Estacada residents have issues with the town's growth and are very public about those issues on social media. ▪ Inconsistent Branding: Instagram and Facebook accounts are active but have no consistent messaging or branding.
OPPORTUNITIES	THREATS
▪ Proximity to Metropolitan Area: 45 minutes away from a major metropolitan area, with opportunities to turn day-trips into easy weekend getaways. ▪ Event Expansion & Seasonal Programming: Promotion of town events to attract repeat customers already visiting for outdoor activities. ▪ Demand for Nature-Based Travel: Increased trends in wellness travel, eco-tourism, and outdoor recreation. ▪ Community/Tourism Partnerships: Collaborating with local businesses and tourism organizations (Travel Oregon, Mt. Hood Territory, etc.) to bring more involvement in Estacada events.	▪ Regional Competition: Nearby cities contain similar appeals/attractions but have invested in stronger tourism infrastructure to support visitors. ▪ Limited Public Awareness: Estacada is seen as "the Gateway to Mt. Hood," but for the general public, not much is known about what to do in town. ▪ Negative Public Perception: Recent statewide news coverage of the mayor's controversial comments regarding the Black Lives Matter movement and the city council's choice to dissolve their DEI committee. ▪ Environmental Threats: Severe wildfire seasons and increasingly unpredictable weather patterns affect city functions and disrupt recreational activities. ▪ Economic Constraints: Larger issues of a diminishing job market and economic stagnation can affect the city's ability to grow and expand to meet tourism needs.

Publics

By attracting new visitors, Estacada can increase its local business success. When visitors come and spend more money locally, it keeps revenue within the community, supporting new business ventures that will serve current residents and visitors. Tourism growth will also bring life to local events and experiences. With more attendance, Estacada can begin to position itself as a town full of connections. By positioning Estacada as an environmentally safe destination, the town will protect its assets and attract travelers who value eco-friendly adventure.

PRIMARY PUBLIC

The primary public is young adults ages 18–35 who identify as outdoor enthusiasts or adventurers and seek accessible, meaningful day-trip experiences. They are most likely to visit Estacada because they do not need overnight accommodation and are able to choose from a wide range of outdoor recreational activities. This group might be more interested in discovering Oregon's "hidden gems" and disconnect from the pace of busy city living.

Wants and Needs:

- Easily accessible trails, terrain, rivers, and other activities with scenic value
- Uncrowded outdoor experiences
- Opportunity to disconnect from city life
- Towns that welcome and support eco-friendly adventure

Aspirations:

- To discover Oregon's "hidden gems"
- To live an active lifestyle

Expectations:

- Communication about outdoor access, safety, and local guidelines
- Inclusive, welcoming atmosphere that values visitors
- A sense of discovery, different from mainstream destinations

SECONDARY PUBLIC

The secondary public is families from Portland, with parents ages 30–45, who are looking for convenient and affordable day-trip opportunities, and will be more likely to choose a day trip that requires simple, low-stress planning. Parents would also be interested in the charming small-town environments and outdoor activities suitable for children.

Wants and Needs:

- Easy to plan getaways within driving distance of the city
- Charming small-town experiences
- Family-friendly outdoor activities
- Affordable options that don't require extensive planning

Aspirations:

- To reconnect with nature
- To create memories with friends and family

Expectations:

- A welcoming community that treats visitors well
- High-quality customer service across small businesses
- Well-promoted events/activities
- Reliable information about attractions

Core Problem and Opportunities

Due to limited tourism infrastructure for long-term or overnight stays (e.g., hotels, motels, and Airbnbs), inconsistent digital presence on social media and websites, and low regional and local awareness, the City of Estacada struggles to attract and retain visitors, leading to missed economic and community development opportunities.

The main opportunity with the proposed campaign is redefining Estacada's image and building a reputation as a day-trip

destination. By reaching audiences in the Portland metropolitan area and surrounding Oregon counties through the promotion of local attractions and activities, Estacada can position itself as a destination for solo travelers and family vacationers.

Ultimately, improving awareness and attracting visitors to Estacada will drive internal economic growth and solidify Estacada as a contender with nearby competitor cities.

Goals and Objectives

The first goal of this campaign is to strengthen Estacada's reputation and visibility as a welcoming day-trip destination for outdoor recreation and arts. The objective is to increase awareness of Estacada's outdoor attractions and small-town charm among Portland-area residents (ages 18–35; primary public) by 15% by October 1, 2026.

Strategy 1: Traditional Media Promotion

TACTIC: Pitch Portland lifestyle and travel outlets with story packages and invite creators/journalists on hosted day-trip tours.

- Email Pitches & Press Releases
- Potential Outlets: Portland Monthly, Willamette Week, KGW's Lifestyle Show

Strategy 2: Social Media Promotion

TACTIC: Partner with Portland outdoor stores and community hubs to distribute QR-coded flyers linked to social media posts for day-trip guides and Estacada events.

- Potential Stores: REI, Next Adventure, libraries, universities

The second goal of this campaign is to establish Estacada as a small-town hub for family-friendly day-trip experiences. The objective is to increase awareness of family-friendly attractions in Estacada among Portland-area parents (30+) by 15% by September 1, 2026.

Strategy 1: Social Media Campaign

TACTIC: Run a social media campaign highlighting parent testimonials and "Kid Picks" from local attractions.

- Short-form videos of easy hikes, parks, art walks, and kid-friendly restaurants
- Focus on #FindEstacada hashtags to increase engagement.

Strategy 2: Print Outreach Campaign

TACTIC: Distribute brochures and seasonal flyers in family hubs with activity info and QR code discounts.

- Examples of family hubs: Recreation centers, libraries, afterschool program sites, grocery store community boards, etc.

Messaging

PRIMARY PUBLIC

When speaking to the primary public, it is important to emphasize two key messages:

- Be an explorer: Unlock a new day-trip destination that is unique in its natural beauty and quieter than other recreational cities
- Find your own adventure: A wide range of activities to choose from for whatever type of getaway you're craving

SECONDARY PUBLIC

When speaking to the secondary public, students recommended emphasizing three different messages:

- Keep the kids happy: Get your kids excited and involved in your family trip, through an educational, interactive scavenger hunt.
- Create family memories: Explore a new town together and create memories that last a lifetime
- Safe, stress-free trip: Choose an adventure as bold or relaxed as your family, with kid-friendly spots already laid out before you arrive

Budget

Since this campaign focuses primarily on reaching audiences within the Portland Metropolitan area, the monetary budget remains relatively modest. The main expenses include travel to and from Portland for distribution efforts, as well as estimated printing costs for tactics requiring physical materials. These printing costs are included as a precaution in case Estacada's printer is unavailable, and an external service, such as FedEx, is needed. Overall, these expenses ensure that all materials can be produced and delivered smoothly, supporting consistent outreach.

	Cost (In Dollars)	Time (In Hours)
Goal One, Objective One	\$30 (printing, \$0.71/copy)	~ 10-15 hours
Goal One, Objective Two	\$30 (printing, \$0.71/copy), \$300 Instagram Ads	~ 7-9 hours
Goal Two, Objective One	\$100 (printing, \$0.71/copy)	~ 10-20 hours
Goal Two, Objective Two	\$500 (printing, prizes, ads)	~ 20 hours
TOTAL	\$960	~ 64 hours

FIG. 6

Budget for Visit Estacada campaigns

Timeline

PHASE 1: PLAN/PREPARE PHASE (2 MONTHS)

- Create media lists (Content creators/News media)
- Find partners (REI, libraries, toy stores, coffee shops)
- Create social templates, print materials, and scavenger hunt pieces

PHASE 2: SOFT LAUNCH (2 MONTHS)

- Pitching to media/Host content creators
- Begin collabs with Travel Portland/Oregon
- Distribute pamphlets/flyers
- Launch “Family Adventures in Estacada” social challenge

PHASE 3: FULL CAMPAIGN (4 MONTHS)

- Start targeted social ads for summer events
- Attend Portland pop-ups
- Post kid-friendly & outdoor short videos

PHASE 4: FALL PUSH (1 MONTH)

- Final month of scavenger hunt
- Final round of social ads
- Media pitch: “Estacada as a fall day-trip spot”

PHASE 5: WRAP-UP AND RESULTS (2 MONTHS)

- Collect all campaign data (awareness, visits, scavenger hunt, ads, media)
- Evaluate results from surveys
- Final report due October 1

Evaluation Plan

BENCHMARK MEASUREMENTS	MIDTERM EVALUATION	FINAL EVALUATION
Primary & Secondary Public: Start of Campaign	Primary Public: May 16 Secondary Public: May 2	Primary Public: Oct 1 Secondary Public: Sept 1
▪ Record number of followers and age demographics on social media accounts ▪ Record average number of visits to the website ▪ Post the initial online awareness surveys to websites and socials	▪ Check for a 7.5% increase in awareness for solo travelers and families ▪ Post second online awareness surveys on websites and socials ▪ Track and record socials followers and age demographics ▪ Track and record website visits ▪ Check for a 5% increase in actual visits ▪ Track Clackamas County Tourism and compare benchmark numbers to current number of visitors	▪ Check for a 15% increase in awareness for solo travelers and families ▪ Post third online awareness surveys to websites and socials ▪ Track and record socials followers and age demographics ▪ Track and record website visits ▪ Check for a 10% increase in actual visits ▪ Track Clackamas County Tourism and compare benchmark number to current number of visitors

**Come Work in
Estacada: Increase
Job Opportunities**

Situational Analysis

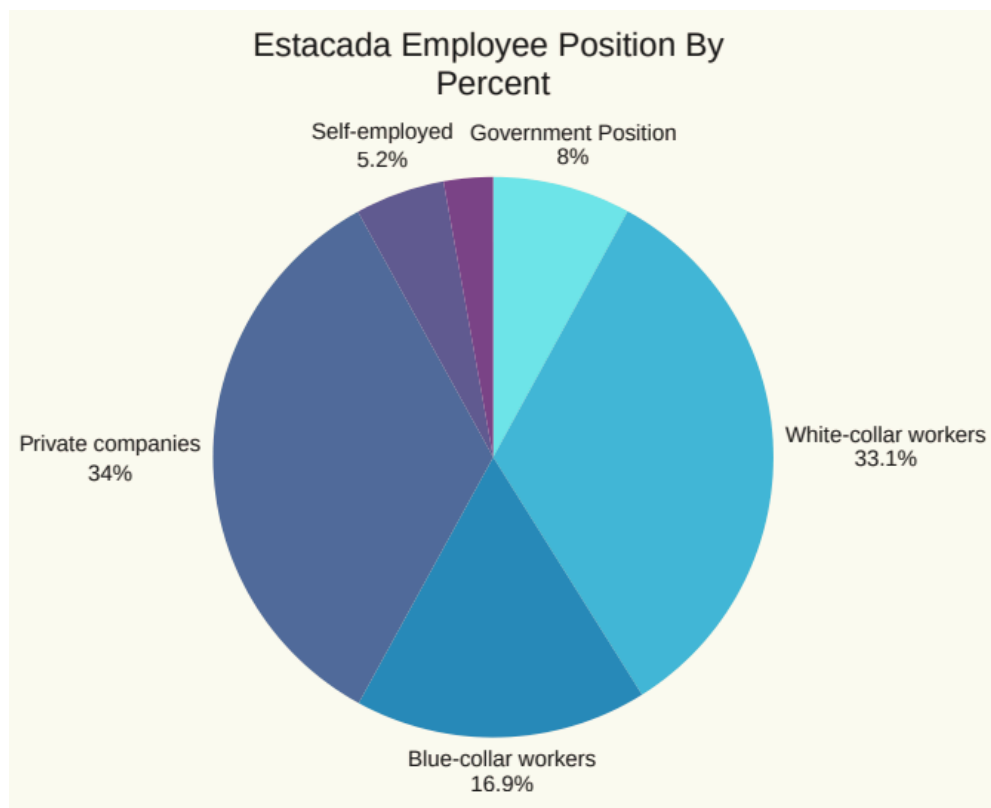
The City of Estacada's goals focus on economic development and job creation. This situation presents an opportunity to recruit individuals to join the Estacada industrial workforce, given the current population growth and the anticipated continued expansion of the Industrial Campus.

As new facilities and employers move in, the demand for skilled, motivated workers will only increase. This is important because Estacada offers strong value for the cost of living alongside expanding opportunities in industrial careers. Through compelling storytelling, community partnerships, and targeted outreach, Estacada can convey this message of growth.

People are drawn to Estacada for its natural beauty, strong sense of community, affordable cost of living, and opportunities for career readiness. To create mutual benefits for the City, a campaign focused on attracting new employees to the area would also help support growth of the local industrial workforce by expanding job opportunities. In turn, this approach would strengthen the local economy and support sustainable population growth.

FIG. 7

Spread of employment in Estacada



Operational Context

Estacada's primary competition comes from nearby towns that actively promote their community activities and amenities. For example, Sandy, Oregon, is a major competitor due to its proximity and its location near Mt. Hood.

Many people choose where to work based in part on quality of life and after-work opportunities. Estacada is well positioned in this regard, offering strong outdoor recreation amenities. The City's emerging goal is to attract workers who will choose to live and work in Estacada—while taking full advantage of the area's recreational opportunities.

Outside of the state, Salida, Colorado, in the Central Rocky Mountains could provide inspiration. Salida is home to 6,007 residents and is strikingly similar to Estacada, with a total area of 2.2 square miles. Unlike Estacada, which has very few Airbnb accommodations and no hotels, Salida has six hotels to promote tourism in the small town. These include Hampton Inn & Suites Salida, Salida Inn & Monarch

Suites, Mountain Goat Lodge, Silver Ridge Lodge, Browns Canyon Inn, and the Palace Hotel.

In addition to hotels for tourism, Salida offers five forms of public transportation for residents and tourists, while Estacada has none. Mountain Valley Transit is the main form of public transportation, running from 8 am to 3 pm Monday to Friday to destinations in Salida and beyond Chaffee County. There is also the Chaffee shuttle, the Greyhound bus stop, the bike shuttle, and Rocky Mountain Taxi, which allow visitors and residents to travel at their convenience. Salida shows a 1.08% population growth rate from 2010-2020, similar to Estacada's 1.6% population growth rate. Salida and

Salida Population Growth (2010-2020)

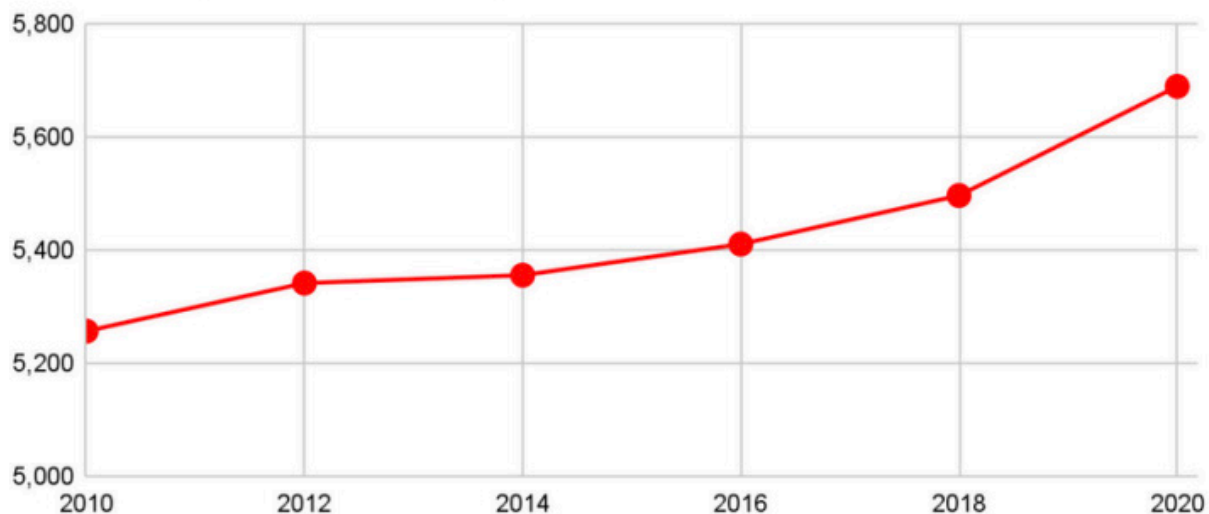


FIG. 8

Salida's population growth

Estacada share a small-town feel, outdoor appeal, and growing populations.

One key difference is Salida's online and media presence compared to Estacada's. Salida has a more substantial social media presence with an average engagement rate of 5.6%, compared to Estacada's 1.5%. Salida, Colorado, also has multiple news sources. The main news source for Salida is *The Mountain Mail*, which is published weekly and delivers local

news to residents and visitors. Salida news is also found in the larger regional newspaper *The Denver Post*. Salida is about three hours from Denver, whereas Estacada is only 54 minutes from Portland. Estacada does not have reach in the Portland newspaper, which is a deficit compared to Salida's coverage in the Denver paper. Looking at Sandy, Oregon, for competition and Salida, Colorado, for inspiration can provide guidance for expanding Estacada's workforce.

Number of Working Residents

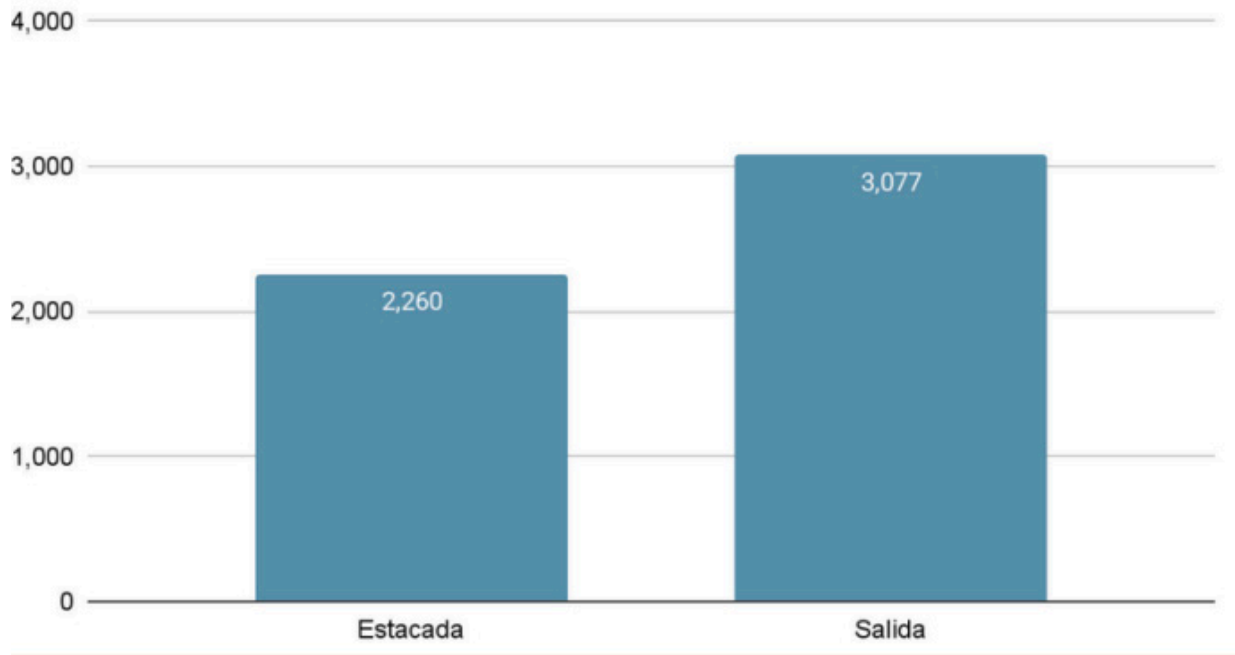


FIG. 9

Estacada vs. Salida's employment rates

SWOT Analysis

STRENGTHS	WEAKNESSES
- Family-oriented small-town community - Growing industrial campus - Living-wage jobs > \$60K– \$70K/year with benefits and pension options - Scenic natural surroundings - Hidden city in Oregon 45-minutes away from Portland and one hour from Mt. Hood - Long-term security with full-time work	- Limited housing/tourism lodging options > Need to expand real estate - Lack of public transportation - No dedicated local newspaper - Smaller job market - Distance from urban amenities
OPPORTUNITIES	THREATS
- Youth workforce development and partnerships with post-graduate students and high school students - Tourism as an economic driver (hotels, restaurants, recreation, job search, industrial campus tours) - Increase the rate of high school graduates joining the Estacada workforce - Partner with nearby community colleges or trade schools to support residents in finding work - Emphasize the growing industrial sustainability and innovation	- Community resistance to growth > A small but vocal group opposes rapid expansion - Commuter culture > Most people commute by driving to Oregon City or Portland for work - Increase population - Resource constraints - Regional competition for talent/opportunity

Publics

Student research focused on two key publics within Estacada: Estacada High School seniors and Clackamas Community College (CCC) students.

For Estacada high school seniors, the transition from high school to career represents a pivotal moment. Many students in small communities face a critical decision: pursue opportunities elsewhere or build their future close to home. By engaging seniors during this formative period, Estacada can help them see the possibilities—showcasing

local career pathways to jump-start their futures, highlighting the value of staying connected to their community, and demonstrating that meaningful work and professional growth don't require leaving the place they call home.

This demographic is especially important because of their deep roots in Estacada. They understand the community's character, value its close-knit nature, and have established relationships. This campaign seeks to reinforce the notion that choosing to stay isn't about

limiting options; it's about investing in a community that has invested in them, while maintaining the small-town connections and quality of life that make Estacada special.

For Clackamas Community College students, many of whom are exploring career options or completing foundational education, Estacada offers an accessible, welcoming place to begin their professional journey. These students are actively seeking opportunities, often balancing education with work, and looking for communities where they can make an impact. By connecting with CCC students, Estacada can introduce them to local businesses, entrepreneurial spirit, and the unique advantages of working in a smaller, tight-knit community where individual contributions are visible and valued.

Together, these two publics represent a powerful opportunity to build Estacada's workforce from within and nearby, nurturing homegrown talent while welcoming newcomers who share the community's values. By addressing their aspirations, concerns, and perspectives, the campaign seeks to foster a sense of belonging, opportunity, and excitement about building careers and lives in Estacada.

PRIMARY PUBLIC

Estacada high school seniors, ages 17-18.

Wants and Needs:

- Opportunities for open conversations with workers in the field for a better understanding of careers
- Resources for job opportunities after graduation
- Opportunities for alternative pathways besides college

- Information on the process of applying to jobs and the steps to take when choosing a career

Aspirations:

- A community that supports them in their job and career endeavors
- More pathways for success after high school graduation
- Effective communication through this process

Expectations:

- Access to these resources to make career decisions
- Having the opportunity to build relationships in their community from these events
- Support from businesses in getting these opportunities

SECONDARY PUBLIC

Clackamas Community College students ages 18-22.

Wants and Needs:

- Resources for job prep after graduation
- Feel a sense of community after graduation and leaving college
- Diversity in job choices

Aspirations:

- Achieve goals in careers and college education
- Feel connected to the community
- Pathways to success
- Affective communication through this process

Expectations:

- Community (city and school) involvement in career opportunities after college graduation
- Support from businesses in getting these opportunities
- More access to opportunities for career growth

Core Problem and Opportunities

The core opportunity for Estacada is to showcase local career pathways and community investment, rather than just listing available positions. To build a sustainable workforce and retain young talent, it's important first to establish genuine connections between local businesses and the community's youth. Estacada can achieve this by actively demonstrating that meaningful professional growth doesn't require leaving home. While urban areas may offer more obvious opportunities, Estacada's unique advantage lies in its tight-knit environment where individual contributions are visible, relationships matter, and quality of life remains high.

Actions speak louder than words. This approach prioritizes meaningful engagement through direct interaction. Hosting job fairs where students can meet local employers face-to-face, bringing

speakers into classrooms to share insights about their careers, and creating opportunities for students to explore diverse local professions builds tangible connections that online postings can't replicate. These in-person interactions demonstrate a sincere investment in young people's futures and show that Estacada isn't just recruiting workers, it's committed to nurturing careers and supporting the next generation.

Focusing on high school seniors and community college students allows Estacada to build pathways before young people decide to leave. By engaging with them during this formative period through job fairs, classroom visits, and career exploration events, local businesses can demonstrate that staying in Estacada isn't about settling; it's about choosing a community that values them and building a life where their work genuinely matters.

Goals and Objectives

The first goal is to encourage high school graduates to remain in Estacada and join the local workforce. The objective is to achieve a 10% increase in high school graduates entering the workforce following each graduation season.

Strategy 1: Implement yearly workforce promotion for Estacada High School seniors.

TACTIC: Host a job fair for seniors.

- Starting in September, at the beginning of the school year
- Allow students to ask questions about the workforce
- Businesses will bring pamphlets with information and take-home goodies to get on students' radar to jumpstart their careers

Strategy 2: Outreach

TACTIC: Bring guest speakers into classrooms throughout the school year to share career insights and opportunities in Estacada for prospective students.

- Coordinate with teachers to schedule monthly classroom visits
- Local business owners and professionals give 20–30-minute presentations during class periods
- Share their career journeys and why they chose to work in Estacada

- Discuss day-to-day responsibilities and skills needed for their professions
- Highlight entry-level positions and advancement opportunities within their companies
- Distribute business cards and contact information for students interested in job shadowing or internships
- Follow up with interested students to arrange workplace visits or informational interviews

The second goal of this campaign is to encourage more CCC students from the local area to pursue careers in Estacada. By the end of fall, the objective is to ensure that 90% of students with relevant majors or career interests are aware of corresponding job opportunities within Estacada's key industry sectors.

Strategy 1: Tabling to raise awareness of local jobs among Clackamas County Community College students.

TACTIC: Set up informational tables during high-traffic times (lunch hours, club fairs, registration periods)

- This will reach students where they already are and maximize visibility
- This will position Estacada as an accessible, welcoming employment option
- Distribute flyers, pamphlets, and promotional materials highlighting Estacada businesses and job openings
- Offer incentives for engagement, such as raffle entries or small giveaways for students who provide contact information

Strategy 2: Host a dedicated Estacada career fair on the CCC campus to connect students directly with local employers.

TACTIC: Coordinate with CCC's career services office to schedule the fair for a high-attendance period

- Promote the Career Fair on campus with flyers and announcements on relevant social media pages
- Invite multiple Estacada businesses to participate, showcasing diverse industries
- This will demonstrate the breadth of opportunities available in Estacada
- This will allow students to make multiple employer connections in one convenient location

Messaging

PRIMARY PUBLIC

When speaking to the primary public, students recommend emphasizing two key messages:

- Get involved in the community and take advantage of the opportunities offered to you in a place close to home.
- We are so excited to invite you to our upcoming job fair hosted by local businesses throughout Estacada to give high schoolers more information on jobs in Estacada after high school!

SECONDARY PUBLIC

When speaking to the secondary public, emphasize two different messages:

- We want to help you build a lasting career in a city that offers those opportunities.
- Come join our tabling event to learn more about job opportunities in Estacada!

Budget

Speakers for Goal 1 will not require payment, which significantly reduces expenses for the speaker series. These engagements can be coordinated at no cost, meaning the primary investment for this goal is staff time, approximately seven hours for outreach, scheduling, and event preparation.

For Goal 2, which includes the Career Fair, costs may include event set up and breakdown, printing of pamphlets and materials, and staffing hours required to coordinate professionals, manage tabling logistics, and run the event. While the estimated monetary cost for this goal is \$200, the time commitment is more substantial, totaling one day for complete execution.

Overall, the total projected budget is \$400 and 31 hours, accounting for both goals and their associated labor, materials, and coordination needs.

	<u>Money</u>	<u>Time</u>
Goal 1	\$200	7 hours (organize speakers)
Goal 2	\$200	1 day (organize professionals, tabling)
Total	\$400	31 hours

FIG. 10

Budget for Work in Estacada campaign

Timeline

PHASE 1: JUNE 2026

- Reach out to local workforces and ask them to participate in the workforce fair

PHASE 2: PHASE 2: SEPTEMBER 2026

- Host the first workforce fair for Estacada High School seniors

PHASE 3: FEBRUARY 2027

- Host the second workforce fair for Estacada High School seniors
- Job applications open

PHASE 4: JUNE 2027

- Send out graduation plan forms to all seniors to track progress
- Analyze and evaluate campaign results Final round of social ads

Evaluation Plan

BENCHMARK MEASUREMENTS	OBJECTIVE 1: FINAL EVAL	OBJECTIVE 2: FINAL EVAL
Primary & Secondary Public: Start of Campaign	Primary Public: Jan 2027 Secondary Public: May 2027	Primary Public: Jan 2027 Secondary Public: May 2027
▪ Record number of Estacada students planning to continue working in Estacada after graduation	▪ 100 job alert sign-ups ▪ 50% of those sign-ups attend the career	▪ 50% of students who RSVP attend career speaker event ▪ 10% increase in job alert sign-ups ▪ 30% increase in applications

Estacada Industrial Campus Growth

Situational Analysis

The City of Estacada is searching for recruitment methods to encourage businesses to lease within the brand-new 130-acre industrial campus. Specifically, the City wants to create a plan focused on regional and national outreach to build awareness and interest from business owners to move to Estacada.

This is an opportunity for businesses to expand to an area that has tax benefits, with the industrial campus being built as a property that qualifies for Enterprise Zone tax benefits.

Through their research, students recommend the lumber, manufacturing, electrical, and industrial ecosystem industries would be interested in expanding to the industrial campus, and plan on targeting local, regional,

and national businesses in these areas. Estacada’s workforce is primarily made up of young workers who need a living wage, and new businesses can target this age group for employment. If the younger demographic remains in Estacada for work instead of moving to larger cities, the population will continue to rise, the City’s economic revenue will increase, and business owners will be satisfied with their expansion.

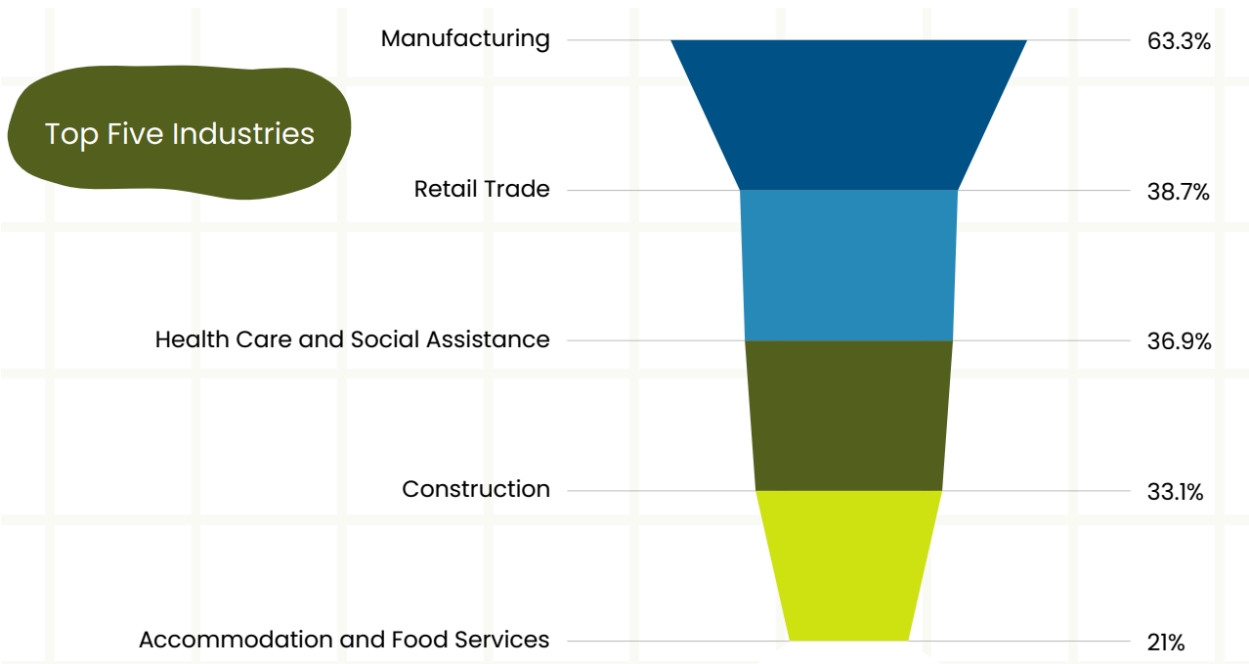


FIG. 11
Top five industries in Estacada

Operational Context

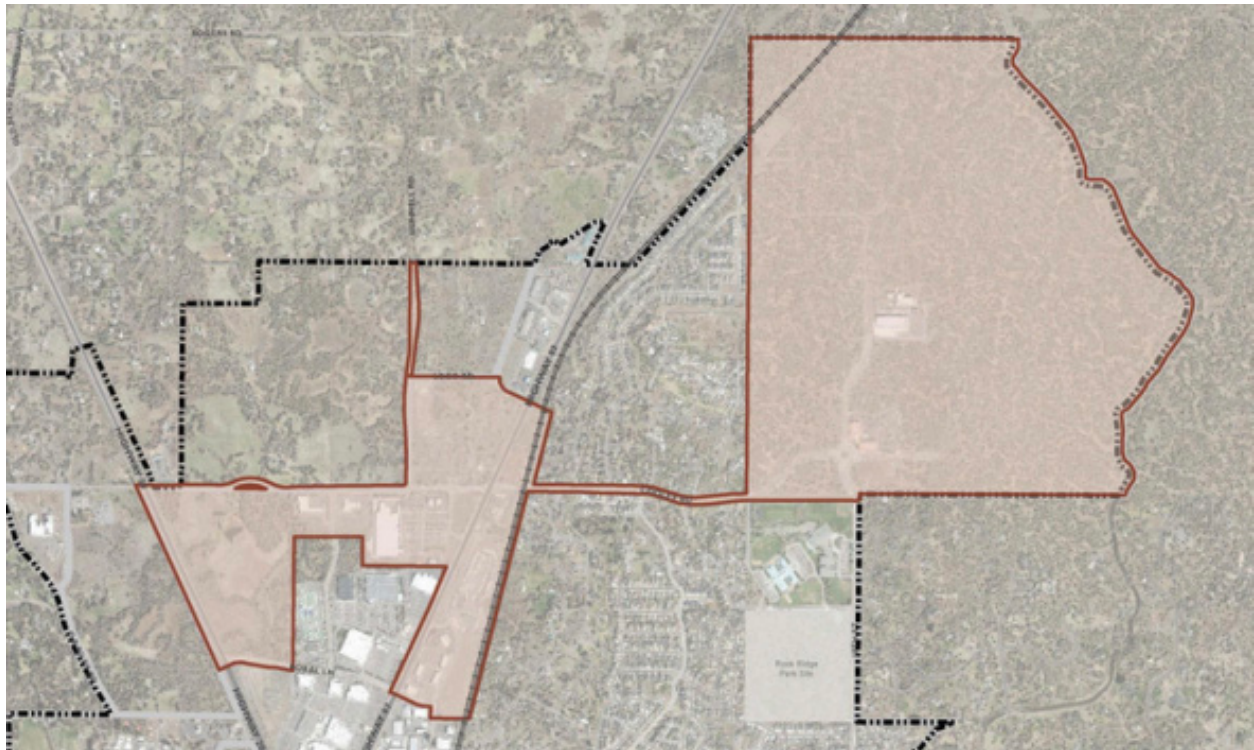


FIG. 12

Juniper Ridge campus in Bend, Oregon.

COMPARABLE CITIES

Bend, Oregon, represents strong regional competition for Estacada as it invests heavily in modern infrastructure to support long-term growth. The City of Bend is completing its largest facilities project in decades—a \$130 million public works campus at Juniper Ridge—that consolidates about 250 staff from five departments onto a 35-acre site (The Bulletin). The project includes two large warehouse buildings and a 45,000-square-foot administrative headquarters with offices, labs, and staff amenities, designed through a progressive design-build partnership. Notably, the campus is fully electric and powered by on-site solar, built to generate as much energy as it consumes while prioritizing sustainable construction methods such as reusing dirt fill and preserving the existing juniper forest. This

investment positions Bend as a forward-thinking city that combines environmental responsibility with operational efficiency, creating a modernized infrastructure system that strengthens its competitiveness in the region.

On the west coast, Estacada can look at Centralia, Washington, for inspiration. Centralia is already a fully developed industrial hub, with three Port-run parks on I-5, plus rail access, a transload facility, and a nearby airport. It supports thousands of jobs and is projected to generate more than \$1 billion in economic impact by 2026. Estacada, on the other hand, has a much newer 130-acre certified industrial site that is mostly undeveloped, created through recent expansion and infrastructure investments. Unlike Centralia, Estacada doesn't have natural gas service or direct freeway

access, but it is positioning itself for future growth by advanced manufacturing and mass-timber companies. Overall, Estacada is a high-potential but early-stage industrial opportunity, while Centralia is a proven, long-established industrial center.

Nationally, Catoosa, Oklahoma, can provide further inspiration. Catoosa and Estacada are similar in population size but very different in industrial campus maturity. Catoosa already hosts the Tulsa Port of Catoosa, a long-established 2,000-acre multimodal industrial park with barge, rail, and truck connections and thousands of jobs across more than 50 companies, making it a national-scale industrial hub in a small town. Estacada's industrial campus, by contrast, is a newer, smaller site created through recent expansion with a clear focus on manufacturing and metals but still in the tenant-recruitment and build-out stage. So, if Catoosa represents what a fully realized industrial campus can look like in a small city, Estacada represents a high-potential, early-phase version of that model, with room to grow over time.

While there are many goals for Estacada, there are also significant limitations with this campaign. The Trump Administration introduced tariffs that could potentially affect businesses looking to relocate to the industrial campus. According to Nora Szentivanyi, J.P. Morgan senior global economist, the U.S. effective tariff rate is expected to “approach 18–20%, while the observed tariff rate (based on actual customs duties) is likely to level off slightly higher than 15%” (J.P. Morgan, 2025). This could pose significant financial challenges to any companies that rely on imported materials. However, this campaign plans to ease any concerns by looking at the bright side: this is a time to rely on the local community. It emphasizes that companies relocating to the industrial campus can become a part of the symbiotic system of industrial and manufacturing businesses.

SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Growing Population: Since 2020, the population of Estacada has increased by 33.74%, which shows demonstrated interest from the public in moving to this area and opportunities for businesses to gain new customers/clients ▪ Location: Estacada is located in Clackamas County, 30 miles south of Portland, making it a desirable location just outside of a major city ▪ Community Focused: City leadership is focused on strategic initiatives that focus on sustainability, economic growth, and quality of life ▪ Tax Incentives: Businesses looking to invest in the community through job offerings or physical capital can receive tax benefits ▪ Infrastructure: Campus includes areas of bare land and fully developed infrastructure to fit a range of business needs	▪ Media Outreach: No strategic communication plan established; limited media resources/ advertising in the community ▪ Social Media: Two Instagram accounts make communication confusing for the public. Engagement/follower count is low
OPPORTUNITIES	THREATS
▪ Training Programs/Internships: Small businesses in need of workers can partner with the community (high school, community college, etc.) to find local workers who specialize in a specific trade and are looking to stay in Estacada long-term ▪ Campus Branding: Renaming the campus to Estacada's Center for Industrial Innovation (E.C.I.I.) > Create a recognizable name that combines Estacada's historical experience in the industry, as well as the growing community in the market ▪ Communication Plans: Implementing marketing and outreach resources to contact established businesses near and around Estacada ▪ Sustainable Leadership: Emphasis on sustainable businesses and campus practices can establish Estacada as a leader in its field/industry	▪ Lack of Trust: Divisiveness in community over the last few years; community wants to retain small-town feel ▪ Regulation Changes: With the imposition and rising cost of tariffs, companies that rely on foreign-made materials may face financial difficulties

Publics

Students recommend four consumer groups that Estacada could attract to the industrial campus. The first consumer group would be business owners, specifically in the mill, electrical, and engineering industries. Currently, manufacturing makes up 10.8% of Clackamas County, and construction makes up 8.79% (Data USA). Estacada already has a business culture that is centered around industrial work and manufacturing and specialized in lumber.

Another key public would be the people of Estacada. The City of Estacada emphasizes community building, and targeting the public would be a great opportunity to help grow its campus. Estacada has experienced recent population growth and promoting from within would give the people of Estacada the opportunity to work within the City.

The City of Estacada is also interested in expanding its reach nationally. Estacada has discussed how they hope to bring in workers from Seattle, Northern California, and Montana who are seeking a slower pace, cheaper housing, and opportunities to work within the industry.

The final public are business owners aged 50-55 in the construction industry who are interested in moving their business to Estacada. Within Clackamas County there are about 560 industrial firms. Also, about 11.6% of construction workers in Oregon either live or work in Estacada

(Data USA). This is a perfect opportunity for construction businesses to populate Estacada. Having mill and construction businesses in E.C.I.I. will help accelerate the industrial landscape of Estacada. With the growth of opportunities, Estacada will become the new hotspot for industrial work in Oregon.

PRIMARY AND SECONDARY PUBLICS

The primary public of this campaign is timber business owners aged 50-55 and the secondary public of this campaign is construction business owners aged 50-55. Their wants, needs, aspirations, and expectations are largely similar, with only minor differences between the two based on the specific products they produce.

Wants and Needs:

- Work locally
- Work in an environment that supports an industrial ecosystem
- Similar businesses nearby

Aspirations:

- Affordable tax incentives
- Growing businesses into larger
- Availability of a new employee base

Expectations:

- Existing infrastructure for industrial manufacturing businesses
- Room for growth, physically and figuratively, at E.C.I.I.

Core Problem and Opportunities

The core challenge facing the City of Estacada is accommodating the increasing population, specifically growing the number of businesses in the industrial campus that contribute to the rising economy. The industrial campus is home to a small variety of industrial manufacturing businesses. This campaign

aims to grow the number of businesses located on the campus as well as the variety of businesses on the campus. Pulling from Estacada's robust timber and construction manufacturing industries, the industrial campus can grow with the economy that Estacada has already begun to foster.

Goals and Objectives

The first goal is to increase the number of businesses in E.C.I.I. The objective is to grow the number of businesses by 10% between January 2026 and January 2028.

Strategy 1: Outreach

TACTIC: Send physical mail flyers to every timber business owner/timber employee union or coalition in the greater PNW

- Mail flyers 10x throughout the year to 50 businesses at a time
- Remind business owners of E.C.I.I. and their continued support

Strategy 2: Action

TACTIC: Directly contact timber and construction manufacturing businesses that have demonstrated interest from a site visit or QR code on the mailers

- Connect manufacturers with a commercial real estate agent and send over a lease to the main contact
- Make the relocation process easy
- Give business owners an introduction to the support E.C.I.I. offers to its businesses

The second goal of this campaign is to increase awareness of growth opportunities in E.C.I.I. The objective is to host six open-house events for businesses between January 2026 and December 2028.

Strategy 1: Social Media

TACTIC: Post via City of Estacada's Facebook and Instagram, modify post graphic/caption based on analytics of platform

- Create a more personalized feel on social media
- Allow users to directly ask questions to E.C.I.I. officials
- Post about in-person events on social media
- Three posts per week on Tues, Wed, and Thurs. + 1 post per day for 3 days leading up to event

Strategy 2: Digital Meetings

TACTIC: Host an online convention, where City officials and current business owners working out of E.C.I.I. will share information about the park, the benefits it has to offer, and their personal work experience

- Make E.C.I.I. approachable and accessible before hosting an in-person event
- Allow business owners from across the country to be included

Messaging

When speaking to the primary and secondary public, we want to emphasize four key messages:

- We offer beneficial tax breaks, and our lots are cheaper than many in the region.
- Estacada is a place for young people to be supported in their entrepreneurial endeavors.
- Lower land and utility costs reduce overhead and expand margin potential.
- With growing investment and new industry partners, you'll have access to a wider range of skilled trades and technical roles that offer long-term growth.

Budget

For Goal 1, the cost of printing and mailing the physical mail flyers will be about \$883. The price of matching interested business owners with commercial real estate agents will vary based on the agent. The lowest cost option would be to make an agreement with the agents to do initial tours pro bono, as they will receive compensation after they sell different lots.

For Goal 2, a year-long Canva business subscription costs about \$120, or about \$0.33 per post. As for the online convention, local business owners will be asked to volunteer for the call in exchange for future businesses growing their own.

Overall, the total projected budget is \$1,003.

Timeline

PHASE 1: DECEMBER 2026

- Collect a list of interested companies
- Begin creating social media posts

PHASE 2: PHASE 2: JANUARY 2026

- Reach out to targeted companies digitally through newsletters, emails, or LinkedIn
- Begin posting social media

PHASE 3: FEBRUARY 2027

- Begin sending mail flyers
- Continue posting on social media

PHASE 4: JUNE 2027

- Hold online convention
- Continue posting on social media

PHASE 5: DECEMBER 2027

- Check in on potential real estate matches
- Evaluate results

Evaluation Plan

BENCHMARK MEASUREMENTS	MIDWAY EVALUATION	FINAL EVALUATION
▪ Record number of businesses in E.C.I.I. ▪ Poll timber and construction businesses in the PNW on their awareness of E.C.I.I.	▪ Record online convention attendance ▪ Analyze social media metrics	▪ Record number of businesses built or about to be built in E.C.I.I. ▪ Survey PNW awareness of E.C.I.I.

Conclusion

Overall, the City of Estacada could benefit from a more streamlined and proactive digital communications strategy, development of a cohesive brand identity, and a refreshed narrative that clearly communicates what the community offers. Estacada's current online presence is limited and fragmented, with multiple inactive or inconsistently maintained social media accounts. Consolidating these efforts into unified, regularly updated Instagram, Facebook, and LinkedIn accounts could significantly strengthen the City's outreach—particularly when engaging key audiences such as young families, entrepreneurs, business owners, and prospective residents from outside the region.

Across all campaigns, students identified opportunities to clarify Estacada's brand, define priority audiences, and articulate a consistent story about the community's assets and aspirations. Each campaign developed a targeted strategy, including comprehensive digital communications

plans, adaptable outreach frameworks, and branding recommendations. Proposed initiatives ranged from interactive tools to encourage day trips to Estacada to reimagining and renaming the general industrial campus as E.C.I.I. to strengthen its market identity.

Collectively, these campaigns present actionable strategies, creative assets, and tailored messaging designed to attract new audiences while preserving Estacada's small-town character and close-knit community identity. Together, the proposals provide a strong foundation for advancing Estacada's visibility, economic vitality, and long-term community goals.

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<https://www.jpmorgan.com/insights/global-research/current-events/us-tariffs>

Appendix A

Visit Estacada

To:

Cc:

Subject: Want to Get Paid to Play Outside This Summer? Estacada Is Calling.

From:  Hide My Email

Hi [Name],

If you're looking for summer content that *actually* stands out, the City of Estacada would love to host you for a multi-day outdoor experience designed for creators who live for adventure.

Just 45 minutes from Portland, Estacada is home to some of Oregon's most underrated natural attractions. All summer long (starting June 1), we're inviting select influencers to explore them with us. You'll join a small group of creators and journalists for guided outdoor activities led by local experts, all with full access to the best adventure spots in the region.

What you'll get to experience:

- Guided hikes through Estacada's forested trails and waterfalls
- Kayaking and paddleboard lessons on the scenic Clackamas River
- A restorative visit to Bagby Hot Springs
- White water rafting with Blue Sky Rafting
- Access to hidden rivers, quiet overlooks, and top-tier photo spots

Reply here, and we'll send over available dates, itinerary options, and hosting details. Spots are limited since each group is kept small to protect the natural environment and give everyone a true Estacada experience.

Would love to have you out here with us this summer. 🌲💧✨

Best,

[Your Name]
City of Estacada Tourism Department

FIG. 13

Email template to send to primary public

May 1, 2025

Media Contact:

[First and Last Name], [Position]

City of Estacada Tourism Department

[Phone Number]

[Email]

FOR IMMEDIATE RELEASE: Welcome to Oregon's Best-Kept Secret: Estacada Opens Its Outdoors to Young Creatives

ESTACADA, OR — The City of Estacada is launching its first summer tourism initiative designed to welcome adventure-seekers ages 18–35 to experience the region's most breathtaking natural attractions. Beginning June 1 and running through the end of summer, Estacada will host creators, journalists, and emerging storytellers for hands-on outdoor experiences in partnership with local businesses and guides.

The campaign highlights the city's thriving adventure scene, including guided hikes through forested trails, kayaking and paddleboard lessons with Clackamas River Outfitters, restorative visits to Bagby Hot Springs, and high-energy white water rafting excursions with Blue Sky Rafting. Participating guests will be invited to capture and share their experiences across social platforms to showcase Estacada as Oregon's next must-visit gateway to nature.

"Estacada is more than a place to explore, it's a place to breathe, reconnect, and feel alive," said Lena Moretti, lifelong Estacada resident. "I grew up swimming in the Clackamas River and hiking these trails. Watching visitors fall in love with the outdoors here reminds our community how special this place really is."

Throughout the summer, participating creators and journalists will have access to:

- **Guided hikes** through Estacada's forested trails, waterfalls, and river overlooks.
- **Kayaking and paddleboard lessons** along the scenic Clackamas River with expert local guides.
- **Restorative visits to Bagby Hot Springs**, including access to natural soaking pools surrounded by old-growth forest.
- **White water rafting trips** on some of Oregon's most thrilling rapids.
- **Opportunities to explore hidden fishing spots**, river beaches, and quiet overlooks throughout Estacada's natural landscape.
- **Access to sunrise and sunset photo points**, ideal for capturing the beauty of Mt. Hood National Forest and the Clackamas River corridor.

Through this summer initiative, Estacada aims to welcome travelers who appreciate the power of nature, community, and the stories that bring people closer to both.

About Estacada

Estacada, Oregon, is a vibrant artist-driven community home to more than one hundred creators producing public murals, woodwork, ceramics, and street art inspired by the region's cultural and ecological heritage. Surrounded by lush forests, pristine fishing spots, geothermal hot springs, and the scenic Clackamas River, Estacada has evolved from a small worker's camp into a city rooted in creativity, outdoor recreation, and strong community values. Learn more at <https://www.cityofestacada.org/visit-estacada/>

FIG. 14

Press release template

FIG. 15

Sample promotional posters



FIG. 16

Sample promotional posters



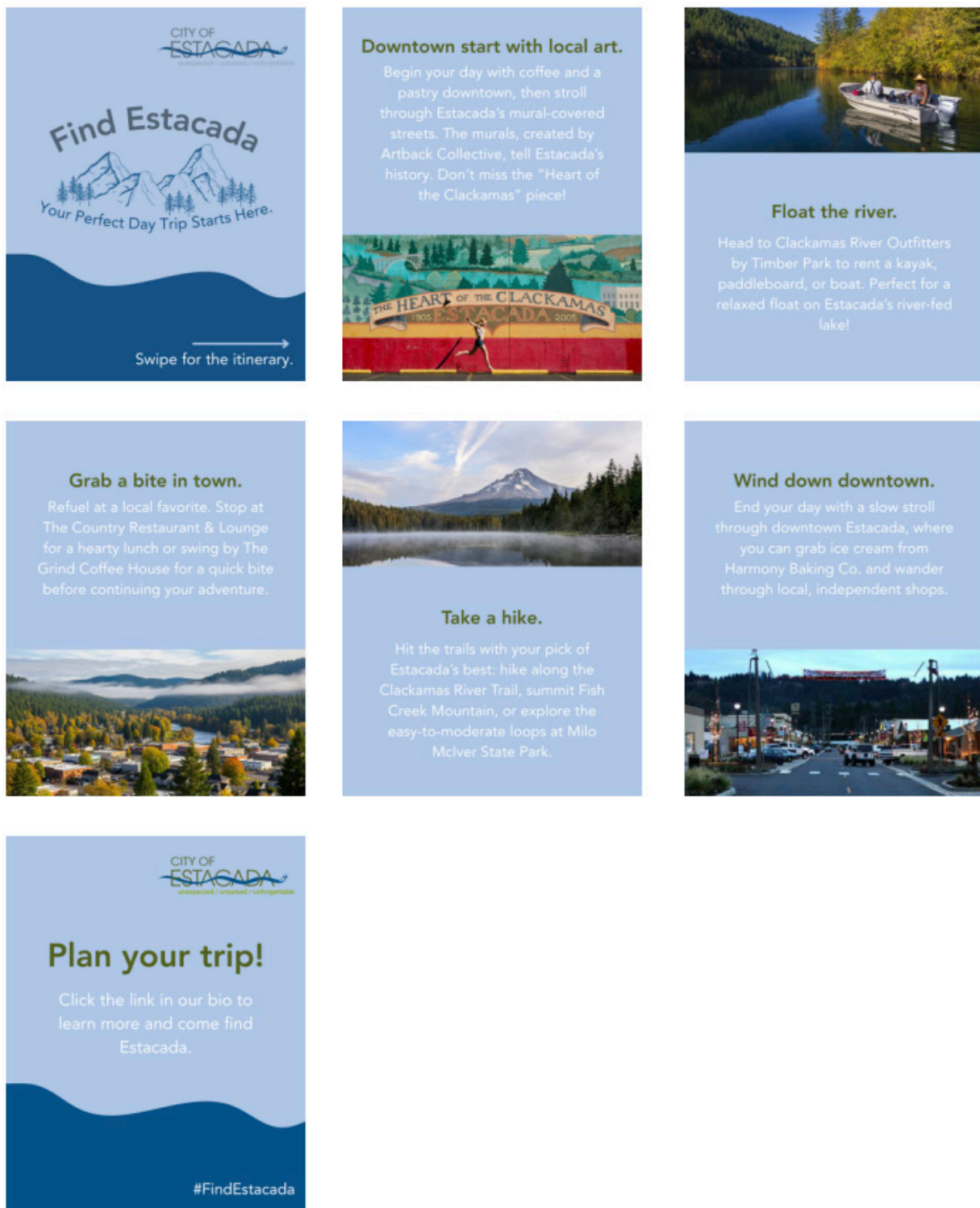


FIG. 17

Sample carousel Instagram posts



FIG. 18

Sample carousel Instagram posts

Appendix B

Work in Estacada

Cascade Connections

COME TO THE ESTACADA JOB FAIR!!

We are so excited to invite you to our upcoming job fair hosted by local businesses throughout Estacada to give high schoolers more information on jobs in Estacada after high school!

EVENT HIGHLIGHTS

Networking Opportunities

Engage in conversations with real business owners in Estacada to find out what they are looking for in employees

Resume Activities

Allow professionals to look at your resume and give feedback on how to improve

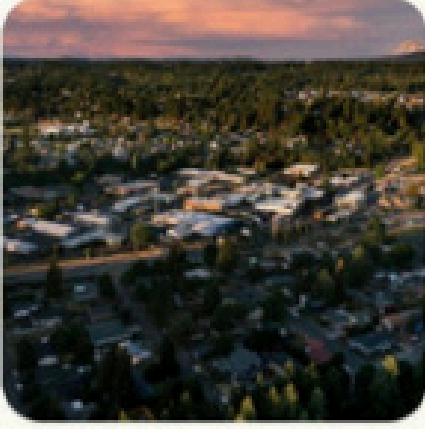
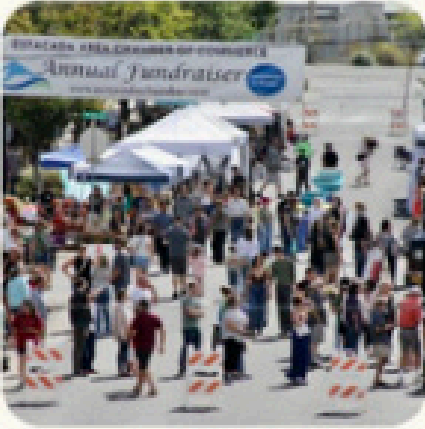
Learn About Industries

Talk with various industries to see which one works best your your goals

Ask Questions

Get your questions answered about the interview or application process from career prospects

MEET US IN THE GYMNASIUM!



10 AM - 4 PM

26

SEPTEMBER

**ESTACADA
HIGH SCHOOL**

355 NE 6TH AVE, ESTACADA
OR, 97023

FIG. 19

Sample promotional posters



FIG. 20

Sample promotional posters

Appendix C

Industrial Campus



GROW YOUR BUSINESS IN ESTACADA'S INDUSTRIAL CAMPUS

Estacada's Industrial Campus sits at the center of the Northwest timber corridor, offering modern infrastructure and room to expand. Estacada is ready to help your business grow.

Strategic location. Supportive community. 3-year property tax exemption for eligible businesses.

E-Commerce Overlay: Built for Modern Industry

The Industrial Campus includes an E-Commerce Overlay, supporting businesses that:

- Ship products regionally and nationally
- Integrate online orders with on-site production or warehousing
- Need reliable transportation connections and digital infrastructure

3-Year Property Tax Exemption for Eligible Investment

Through the City of Estacada's Enterprise Zone, eligible businesses can receive a full, three-year property tax exemption on new improvements. You may qualify if your business:

- Moves to or expands within the Estacada Industrial Campus
- Invests in new buildings, equipment, or facility upgrades
- Creates or keeps qualifying jobs in the community

Ready to Explore Your Options? Contact Us!

City of Estacada – Community Development (Zoning & Planning)
Phone: (503) 630-8286
Email: planning@cityofestacada.org
Web: cityofestacada.org



FIG. 21

Sample mail flyer

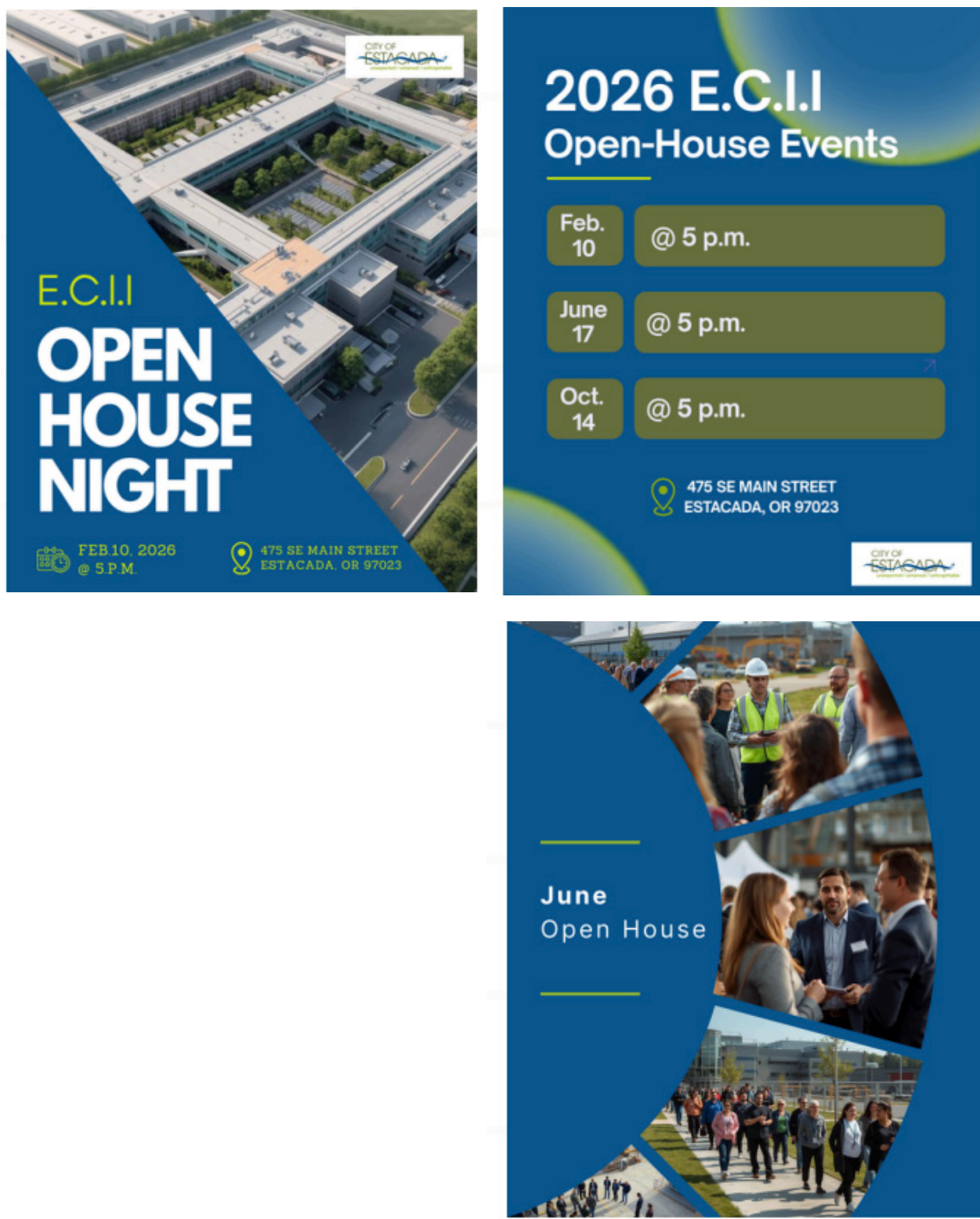


FIG. 22
Sample promotional Instagram posts



FIG. 23
Sample Instagram feed posts



Estacada Industrial Park

Manufacturing & Industrial Development • Estacada, OR

2h • 



Estacada Industrial Park: Growth & Opportunity

Business is booming at Estacada Industrial Park! The park's expansion has helped open up many new jobs for high school graduates and workers in the surrounding areas. We're working towards expanding our steel and timber manufacturing sectors in the coming months. If that interests you or your company, mark your calendars!



Save the Date! Join us at the **Industrial Park Convention** on January 15th, 2026 via Zoom. Meet with city officials and current business owners working out of the industrial park! They will share information about the park, the benefits it has to offer, and their personal work experience.

Click the link in our bio to sign up!

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FIG. 24

Sample LinkedIn Post

interestedsteelandlumbercomapny

On-Site Visit to Industrial Campus

Hello (Name of interested company)

On behalf of the city of Estacada and our industrial campus, we'd like to personally invite you for an on-site visit this March. After previous meetings over the last few months, we are excited about your continued interest in our ever-growing park as we look to accelerate the work of steel and lumber businesses across the region. Located near the Clackamas river with a new shuttle leading directly to the worksite, our city offers unique tax incentives and an abundance of natural resources that will help you build a strong future in our community.

As we expand our industry partnerships, we're also working with local organizations to develop career-path training, certification programs, and skilled-trade development to ensure operations run smoothly and efficiently. We're looking forward to showing you our state of the art campus and continuing furthering our connection.

To confirm your visit, please reply to our team at estacadaindustrialcampus@gmail.com

We look forward to your visit with us this spring!

Sincerely,
Estacada Industrial Campus Team
estacadaindustrialcampus@gmail.com



FIG. 25

Email Template

Post-Convention Interest Survey

Thank you for attending the Estacada Industrial Park Online Preview! Please take a moment to answer these few questions to help us tailor our follow-up and next steps.

* Indicates required question

How would you rate the overall quality of information provided about the Industrial Park and its benefits? *

☐ Extremely Helpful
☐ Very Helpful
☐ Moderately Helpful
☐ Slightly Helpful
☐ Not Helpful At All

Which part of the meeting did you find the MOST valuable? *

☐ City officials presentation on park infrastructure and services
☐ Current business owners personal experiences and testimonials
☐ Information about specific benefits and incentives
☐ Q&A session
☐ All equally valuable

After attending this meeting, how likely are you to consider locating or expanding your business in the industrial park? *

☐ Very Likely
☐ Somewhat Likely
☐ Undecided
☐ Somewhat Unlikely
☐ Very Unlikely

Was there any information about the industrial park that you wish had been covered in more detail? *

Your answer

How would you rate the zoom format for this type of informational meeting? *

1 2 3 4 5
 ☆ ☆ ☆ ☆ ☆

Submit Clear form

FIG. 26

Post-survey



FIG. 27

Promotional poster

SCI Directors and Staff

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
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