



# City of Oregon City

625 Center Street  
Oregon City, OR 97045  
503-657-0891

## Meeting Agenda City Commission

*Dan Holladay, Mayor*  
*Carol Pauli, Commission President*  
*Brian Shaw, Rocky Smith, Jr., Renate Mengelberg*

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Tuesday, December 8, 2015

5:30 PM

Commission Chambers

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### Work Session

#### 1. Convene Work Session and Roll Call

#### 2. Future Agenda Items

*The Commission's adopted goals and available staff resources shall be considered when recommending future agenda items. The Commission may add an item to a future agenda with consensus of the Commission.*

#### 3. Discussion Items

##### 3a. [15-495](#) Tourism Grant Process Proposal/OCCIT Process

**Sponsors:** Economic Development Manager Eric Underwood

**Attachments:** [Staff Report](#)

[Draft Tourism Guidelines](#)

##### 3b. [15-642](#) Economic Development Incentive Program (EDIP) Guideline Proposal

**Sponsors:** Economic Development Manager Eric Underwood

**Attachments:** [Staff Report](#)

[OC EDIP Guidelines](#)

##### 3c. [15-647](#) 2016 City Commission Meeting Calendar

**Sponsors:** City Recorder Kattie Riggs

**Attachments:** [Staff Report](#)

[Draft Calendar for 2016](#)

#### 4. City Manager's Report

#### 5. Adjournment

*Citizen Comments: The following guidelines are given for citizens presenting information or raising issues relevant to the City but not listed on the agenda.*

*\*Complete a Comment Card prior to the meeting and submit it to the City Recorder.*

*\*When the Mayor calls your name, proceed to the speaker table and state your name and city of residence into the microphone.*

*\*Each speaker is given 3 minutes to speak. To assist in tracking your speaking time, refer to the timer*

*on the table.*

*\*As a general practice, the City Commission does not engage in discussion with those making comments.*

*\*Electronic presentations are permitted, but shall be delivered to the City Recorder 48 hours in advance of the meeting.*

*Agenda Posted at City Hall, Pioneer Community Center, Library, City Web site.*

*Video Streaming & Broadcasts: The meeting is streamed live on Internet on the Oregon City's Web site at [www.orcity.org](http://www.orcity.org) and available on demand following the meeting. The meeting can be viewed live on Willamette Falls Television on channels 23 and 28 for Oregon City area residents. The meetings are also rebroadcast on WFMC. Please contact WFMC at 503-650-0275 for a programming schedule.*

*City Hall is wheelchair accessible with entry ramps and handicapped parking located on the east side of the building. Hearing devices may be requested from the City Recorder prior to the meeting. Disabled individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.*



# City of Oregon City

625 Center Street  
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## Staff Report

File Number: 15-495

**Agenda Date:** 12/8/2015

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3a.

**From:** Economic Development Manager Eric Underwood

**File Type:** Report

### **SUBJECT:**

Tourism Grant Process Proposal/OCCIT Process

### **RECOMMENDED ACTION (Motion):**

Staff recommends that the City Commission consider the proposal for a revised tourism grant process and provide feedback.

### **BACKGROUND:**

Under the directive of the City Commission, staff has developed a proposal to refine the process in which OCCIT dollars and transient room taxes are allocated to more accurately appropriate funds. Highlights of the proposal being presented are as follows:

- \* OCCIT and Transient Room Tax programs are proposed to be separated
- \* Projects focused on tourism can be eligible for transient room tax dollars in the form of a tourism grant
- \* General community improvement projects unrelated to tourism may be eligible for trust funds when available
- \* Two Options for tourism grant application review:

#### Option 1

- Create a tourism committee to establish goals for the year and provide feedback when requested
- Grant applications will be reviewed and processed internally by staff
- City Commission will approve goals of the tourism committee and have final approval of grant awards

#### Option 2

- Form an ad-hoc committee each year to review tourism grant applications
- Hold one ad-hoc committee grant review meeting with staff to review applications
- Staff bring recommendations to the City Commission for approval of grant award(s)

In light of the program changes above and the Oregon City Tourism Action Plan that was recently presented by the Oregon City Tourism Council, the City Commission may want to consider the four options presented below on how to approach the next tourism grant cycle:

1. Award grants as usual in 2016 and implement any one of the proposed changes above as the process for the 2017 grant cycle.

2. Implement one of the proposed options above for the 2016 grant cycle.
3. Suspend the awarding of tourism grants for the 2016 grant cycle but refine, adopt and implement the Oregon City Tourism Action Plan for 2017.
4. Grant a percentage of transient room tax funds to tourism projects in 2016 and reserve the remaining portion to allocate toward the Oregon City Tourism Action Plan to be implemented at a future date.

This proposal is intended as a starting point of discussion and is merely in draft form with the expectation of being revised upon input from the City Commission.



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This proposal is intended as a starting point of discussion and is merely in draft form with the expectation of being revised upon input from the City Commission.

## Tourism Grant Program (TGP) Guidelines

These guidelines for the Oregon City Economic Tourism Grant Program (TGP) are issued by the Oregon City Economic Development Department (OCEDD) pursuant to the authority granted by the City Commission of Oregon City, Oregon. The guidelines are provided to the public and potential applicants for informational purposes only and are intended to provide illustrative guidance for the application process. The OCEDD reserves the right to amend, modify, or otherwise alter these guidelines as required, without notice. Applicants to the TGP should refer to the City website for current program guidelines and application, and any other pertinent information.

### Table of Contents

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**1. Program Description**

The Oregon City Tourism Grant Program (TGP) provides grant funding for projects that promote tourism within Oregon City. Tourism is the business of traveler’s hospitality. A traveler is often defined as one who travels at least 50 miles from home. The highest value travelers are overnight and repeat visitors. Visitor destinations are those that have experiences that can create overnight visitations.

The TGP derives funding from the Transient Room Tax collected by the City per City Code Chapter 3.04 and are accounted for separately and devoted to the promotion of tourism within the City. Grant funds available for tourism promotion are approved for each biennium through the City budgeting process.

The Oregon City Tourism Advisory Board (OCTAB), is appointed by the Mayor and comprised of five (5) members from a Tourism-based businesses/organizations within Oregon City, to create goals related to tourism. Funding for tourism support and tourism grants will be driven by the goals set by the OCTAB. Staff recommendations for grant proposals will be reviewed by the OCTAB prior to final approval by the City Commission.

The TGP is intended to financially assist project proposals with start up costs for a limited time and in reduced amounts. Applicants must meet guidelines and criteria set forth by the OCTAB and City Commission to apply for a grant.

The basic structure of the TGP is delineated in the chart below:

<b>Program Title</b>	<b>Annual Program Allocation</b>	<b>Review Timing</b>	<b>Funding Amount</b>	<b>Min. Private Match</b>	<b>Eligible Projects</b>	<b>Timing of Project Funding</b>
Tourism Grant Program	\$81,000*	Once per year, in Spring, competitive process	Up to \$15,000 per project, per organization	30%	Tourism Projects	50% Available upon written request after approval and signed agreement

*\*Allocation based on Approved Biennial Budget Document*

**2. Program Goals**

TBD by Oregon City Tourism Advisory Board

### **3. Eligible Projects**

Project proposals will be based on the following eligibility:

- A. Only projects that promote the tourism goals of the OCTAB from Section 2 will be accepted.
- B. Projects will be funded only within the boundaries of the City of Oregon City.
- C. Project applicant must be:
  - 1. A non-profit organization, including without limitation a neighborhood association or charitable organization with 501(c)(3) status under the Internal Revenue Service;
  - 2. A school or institution of higher learning; or
  - 3. A local government advisory committee, department or special district.
- D. Proposals will not be accepted from individuals or for profit businesses.
- E. The project must not discriminate based on race, ethnicity, age, gender, or sexual orientation.
- F. The project must not be used to replace any other available source of federal, state, local or regional funds.
- G. If the project is located on private land, the project application must establish a clear public benefit and must document landowner permission for access.
- H. Funds will not be provided in a manner that unconstitutionally promotes or inhibits a religious establishment.

### **4. Evaluation Criteria**

The project must meet the following criteria:

- A. Only projects that promote tourism will be accepted.
- B. Projects that result in an infrastructure change versus a one-time event would have a higher weighting when considered at review meeting.
- C. One-time events will be considered if the visibility created, the impact on the community, and the visitation projects are strong.
- D. The TGP funds shall not substitute for projects/programs funded by other sources.
- E. Applicants are eligible to apply up to a maximum of three (3) times for the same project. There will be a diminishing scale of funding as follows:
  - 1. Year 1 – amount awarded upon approval
  - 2. Year 2—25% reduction from year 1
  - 3. Year 3—25% reduction from year 2
    - i. Example—awarded \$15,000 in year 1, eligible for a maximum of \$11,250 in year 2, eligible for a maximum of \$8,438.
- F. Prior applicants that submit applications for new projects will not be considered reoccurring.

## **5. Application Process**

*Please check with the Oregon City Economic Development Department (OCEDD) for the deadline to submit application materials. The OCEDD reserves the right to require additional information from applicants and defer project consideration, if deemed necessary.*

Applications and dates related to the Tourism Grant Program (TGP) can be accessed at [www.orcity.org](http://www.orcity.org) under the Economic Development Department tab.

- A. Applications must be received by the deadline established by the OCEDD as described in Section 6B of this document.
- B. Grant funding is for projects within the advertised timeline.
- C. Projects/programs may be funded in part or in full.
- D. Grant applicants must attend the grant review meeting to be eligible.
- E. Applicants should note that liability insurance might be required.
- F. Applicants must submit a letter of support from affected parties within the geographical boundary of the grant project (e.g. neighborhood association; business association; or government entity).
- G. An applicant must submit approval from an affected property owner or jurisdiction.
- H. Prior to applying for a TGP grant, an applicant is responsible for verifying where City fees and/or permits may be required for a project. City permit fees may have a major impact on the project budget. It is up to the applicant to determine what fees or permits are required prior to grant application submission. Documentation of permit information should be included in the application packet.
- I. A person authorized to represent the organization will enter into a formal agreement on behalf of the sponsoring organization.
- J. The applicant agrees to hold the City of Oregon City Tourism Grant Program harmless for applicant's actions.
- K. The City is not responsible for any costs which applicant may incur in preparing this application or proposal.

## **6. Application Review and Award Process**

- A. Application review will occur once during a Fiscal Year.
- B. Applications will be available online and due the last Friday of January at 5:00 p.m. (Walk-in submissions need to be date & time stamped and electronic submissions need to have received an electronic confirmation from City staff—do not wait until the last minute!)
- C. City staff shall have 10 business days to determine application completeness. Project proposals that do not meet program goals as described in Section 2 will be eliminated.
- D. Proposals deemed incomplete will be given a due date to provide missing items. If the due date is not met, the proposal will not be considered.

## City of Oregon City Tourism Grant Program

- E. Once deemed complete, the City shall have 30 days to complete the review of all applications.
- F. An internal staff committee will review grant applications.
- G. Oregon City Tourism Action Board (OCTAB) will review City staff recommendations and OCTAB will provide feedback/comments for the staff report to the City Commission.
- H. A project cannot be awarded until it has been presented to and reviewed by the City Commission at a regularly scheduled Commission meeting.
- I. Applicants will be notified when the City Commission meets to take action on TGP grants.
- J. If the City Commission approves the project, then the project is deemed awarded.
- K. Once a signed agreement is received, an applicant awarded a grant may request up to 50% of the available grant awarded by submitting a written request.
- L. Projects must be completed by the date set forth in the agreement signed by applicants.

### **7. Contracting Information**

Successful applicants will be required to enter into an Agreement that outlines the responsibilities for both parties.

- A. All applicants will be notified of the City Commission's final action.
- B. Funds for projects/programs will only be available for the period stated in the Agreement.
- C. The City Commission must review a request for extension.
- D. The Oregon City Tourism Grant Program must be used by the program sponsor on all promotional materials for a project on all promotional materials.

### **8. Exit Report**

In order to receive final payment for the awarded grant, and be considered for future OC Tourism grants, the project coordinator must submit a two-page Exit Report within thirty (30) days of completing the grant project. The exit report must include:

- A. A brief description of the project/program.
- B. A description of the accomplishments.
- C. A final budget.
- D. Measures of performance (i.e. number of people served, effect of the project/program on the City).
- E. Narrative stating how the funds were spent.
- F. Listing of additional sponsors of the project/program.
- G. Before and after photos of the project.
- H. Any promotional material samples (advertisements, flyers, posters, etc.)



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## Staff Report

File Number: 15-642

**Agenda Date:** 12/8/2015

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3b.

**From:** Economic Development Manager Eric Underwood

**File Type:** Report

### **SUBJECT:**

Economic Development Incentive Program (EDIP) Guideline Proposal

### **RECOMMENDED ACTION (Motion):**

Staff recommends that the City Commission consider the proposed Economic Development Incentive Program guidelines and provide direction

### **BACKGROUND:**

At the City Commission retreat in January, 2015, the City Commission established the effort to maintain an environment for successful economic development as Goal 1. As part of that Goal, economic development incentive programs and the creation thereof was identified as an objective. The Economic Development Incentive Program guidelines (attached) are being proposed as the first step toward meeting that objective.

A total of \$150,000 was allocated in the current budget for economic development incentives over the next biennium (FY 15/17), equating to a potential expenditure capacity of \$75,000 per year to incentivise City-wide economic development projects. Staff is proposing a program that is relatively simple to administer and geared toward projects that would result in developments that are most likely to create living-wage jobs whether they be industrial, commercial or mixed-use. This proposal is being presented in draft form as a means to begin discussions resulting in further refinement of the program in order to achieve maximum effectiveness of the use of public funds.

Key concepts of the program guidelines include:

- \* Incentives are in the form of a grant award
- \* Qualifying projects must be commercial, mixed-use or industrial in nature
- \* Construction of new capital or expansion projects only
- \* Up to two application review periods per year or based on project demand
- \* Maximum grant award of \$75,000/per year or one time award of \$150,000 (depending on the project)
- \* Includes a %50 private match
- \* Awarded funds are dispersed upon completion of project

### **BUDGET IMPACT:**

Amount:\$150,000

FY(s): 2015/2017

Funding Source: General Fund: Economic Development



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### **BUDGET IMPACT:**

Amount:\$150,000

FY(s): 2015/2017

Funding Source: General Fund: Economic Development

## City of Oregon City Economic Development Incentive Program (EDIP) Guidelines

These guidelines for the Oregon City Economic Development Incentive Program (EDIP) are issued by the Oregon City Economic Development Department (OCEDD) pursuant to the authority granted by the City Commission of Oregon City, Oregon. The guidelines are provided to the public and potential applicants for informational purposes only and are intended to provide illustrative guidance for the application process. The OCEDD reserves the right to amend, modify, or otherwise alter these guidelines as required, without notice. Applicants to the EDIP should refer to the application for, pertinent regulations and the Oregon City Economic Development Department for further information.

### Table of Contents

1. Program Description
2. Definitions
3. Eligible Projects
4. Application Process & Deadlines
5. Evaluation Criteria
6. Checklist of Application Requirements
7. Contact Information

## Oregon City Economic Incentive Program Guidelines

### Program Description

The Oregon City Economic Development Incentive Program provides incentive as industrial/traded-sector financing grants for qualifying businesses within Economic Target Areas (ETA). The EDIP consists of grant funds in the amount of \$75,000 that are awarded to projects that can demonstrate a minimum of a 50% financial match, that have a substantial positive economic impact on the local economy and are capable of creating new living-wage jobs.

The EDIP is intended to financially assist with the construction of new capital or expansion projects. Qualifying projects are those that are deemed desirable to the City and identified as potentially having a significant positive impact on the local economy. Significant development hardships relating to a particular project/development must be demonstrated through the application process before a project may become eligible for funding.

The basic structure of the EDIP is delineated in the chart below:

Program Title	Annual Program Allocation	Review Timing	Funding Amount	Min. Private Match	Eligible Projects	Timing of Project Funding
Economic Development Incentive Program	\$75,000	Twice per yr., Competitive, August & February	Up to \$75,000 per any one project	50%	Industrial, Com., Mixed Use	Reimbursement upon project completion

Prior to the official evaluation of an application, the Economic Development Manager must determine the following:

1. Completeness of the application
2. Whether the project is located within the Strategic Economic Area (SEA)
3. That the project has the potential of creating new jobs
4. Project applicant contribution of at least a 50% of project cost

## Oregon City Economic Incentive Program Guidelines

### Definitions

1. **Strategic Economic Areas (SEA)** – A Strategic Economic Area (SEA) is a municipal designation of an area that has been identified as having a need for increased economic development on the parcels.
2. **Economic Hardship** – demonstration of difficulty caused by lack of funding or too few resources to complete a project
3. **Living Wage** - the minimum income necessary for a worker to meet their needs that are considered to be basic
4. **Traded Sector** – industry sectors whose output in terms of goods or services are traded outside of the state and/or internationally, or could be traded internationally given a plausible variation in relative prices.

### Eligible Projects

- **Site Development/Redevelopment Projects**- projects that prepare a site for new construction that will result in the creation of new jobs for the community.
- **Expansion Projects** – projects that expand a facility by a minimum of one third the square footage of the existing structure and results in either new capital equipment and or the creation of new jobs.

### Application Process & Deadlines

Potential applicants for the EDIP must work with the Economic Development Manager from the earliest point possible in the project to discuss eligibility requirements and other items for consideration that are relevant to the program. The application process consists of the following:

- Participate in an informal pre-application meeting with the Economic Development Manager to discuss the project concept and elements that are essential for project approval
- Send a letter of intent to the City of Oregon City with attention to the Economic Development Manager indicating an interest in applying to the Economic Development Incentive Program (EDIP) and providing a project description.
- Complete and return the EDIP Application along with all required supportive information by the published deadline and provide one electronic copy to the Economic Development Manager at [eunderood@orcify.org](mailto:eunderood@orcify.org).

## Oregon City Economic Incentive Program Guidelines

- If applicable, submit all local approvals and agreements as part of the application materials prior to the published deadline. Incomplete applications will not be considered.
- Attend the City Commission meeting when the project is presented to discuss project details and answer questions posed by the City Commission.
- Execute EDIP Agreement within ten (10) business days of grant approval by the City Commission and prior to commencing the project.

Please check with the Oregon City Economic Development Department (OCEDD) for the deadline to submit application materials. The OCEDD reserves the right to require additional information from applicants and defer project consideration, if deemed necessary.

### Application Review

- Application review will occur up to twice during the Fiscal Year beginning July 1 depending on available funds and project demand. Once in August and once in February.
- Grant applications will be reviewed by the Economic Development Incentive Program Review Committee, which consists of a select group of Oregon City staff members.
- The EDIP Review Committee shall have 10 business days to determine application completeness.
- The EDIP Review Committee shall have 30 days to complete the review of an application once it has been deemed complete (if submitted prior to the application deadline).
- Applicant will be notified of the review results after the 30-day period.
- A staff report will be drafted with the recommendation of the EDIP Review Committee to the City Commission

### Award Process

- A project will only move forward to the City Commission if a minimum score of 70% is achieved through EDIP Committee review based on program criteria.
- A project cannot be awarded until it has been presented to and reviewed by the City Commission of Oregon City.
- If the project is approved by the City Commission, then the project is deemed awarded.
- Grant funds are allocated by reimbursement only and only when the project is deemed complete.
- Projects must be completed within 18 months of award.
- Completeness of a project is determined by the following:

## Oregon City Economic Incentive Program Guidelines

- Submittal of a copy of the final invoice from all contractors relating to the project
- Submittal of a copy of the final payment made to all contractors relating to the project
- Signature by the Oregon City Building Official indicating that the project is complete and constructed per approved construction documents



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**To:** City Commission

**Agenda #:** 3c.

**From:** City Recorder Kattie Riggs

**File Type:** Report

**SUBJECT:**

2016 City Commission Meeting Calendar

**RECOMMENDED ACTION (Motion):**

Staff recommends the City Commission review the draft 2016 meeting schedule and make any necessary changes.

**BACKGROUND:**

Each year the City Commission considers the dates for the next year's meeting schedule. Included with this report is a draft version of the 2016 schedule that includes meeting dates for the City Commission regular meetings, work sessions, annual retreat, Metro Enhancement Committee, and the Oregon City Civic Improvement Trust.

The calendar is set in advance to allow the Commission opportunity to plan ahead and avoid conflicts throughout the year. Approval of the calendar also provides notice to the public of the next year's scheduled meetings.



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**CITY OF OREGON CITY**  
**2016 City Commission Meeting Calendar**

<b>City Commission Meeting Date</b>	<b>Topics Due</b>	<b>Ordinances Due</b>	<b>Reports Due, Ordinances Posted</b>	<b>Packets Distributed</b>
Jan. 6, 2016	Dec. 28, 2015	Dec. 29, 2015	Dec. 30, 2015	Dec 31, 2015
Jan. 12, 2016 Work Session				
Jan. 20, 2016	Jan. 11	Jan. 12	Jan. 13	Jan. 15
Jan. 30 2016 Retreat				
Feb. 3, 2016	Jan. 25	Jan. 26	Jan. 27	Jan. 29
Feb. 9, 2016 Work Session				
Feb. 17, 2016	Feb. 8	Feb. 9	Feb. 10	Feb. 12
Mar. 2, 2016	Feb. 22	Feb. 23	Feb. 24	Feb. 26
Mar. 8, 2016 Work Session				
Mar. 16, 2016	Mar. 7	Mar. 8	Mar. 9	Mar. 11
Apr. 6, 2016	Mar. 28	Mar. 29	Mar. 30	Apr. 1
Apr. 12, 2016 Work Session				
Apr. 20, 2016	Apr. 11	Apr. 12	Apr. 13	Apr. 15
May 4, 2016	Apr. 25	Apr. 26	Apr. 27	Apr. 29
May 10, 2016 Work Session				
May 18, 2016	May 9	May 10	May 11	May 13
June 1, 2016	May 23	May 24	May 25	May 27
June 7, 2016 Work Session				
June 9, 2016 Enhancement Grant Committee				
June 15, 2016	June 6	June 7	June 8	June 10
June 29, 2016 Tourism Grant Committee (tentative)				
July 6, 2016	June 27	June 28	June 29	July 1
July 12, 2016 Work Session				
July 20, 2016	July 11	July 12	July 13	July 15
Aug. 3, 2016	July 25	July 26	July 27	July 29
Aug. 9, 2016 Work Session				
Aug. 17, 2016	Aug. 8	Aug. 9	Aug. 10	Aug. 12
Sept. 7, 2016	Aug. 29	Aug. 30	Aug. 31	Sep. 2
Sept. 13, 2016 Work Session				
Sept. 21, 2016	Sept. 12	Sept. 13	Sept. 14	Sept. 16
Oct. 5, 2016	Sept. 26	Sept. 27	Sept. 28	Sept. 30
Oct. 11, 2016 Work Session				
Oct. 19, 2016	Oct. 10	Oct. 11	Oct. 12	Oct. 14
Nov. 2, 2016	Oct. 24	Oct. 25	Oct. 26	Oct. 28
Nov. 8, 2016 Work Session				
Nov. 16, 2016	Nov. 7	Nov. 8	Nov. 9	Nov. 10
Dec. 7, 2016	Nov. 28	Nov. 29	Nov. 30	Dec. 2
Dec. 13, 2016 Work Session				
Dec. 21, 2016	Dec. 12	Dec. 13	Dec. 14	Dec. 16

Oregon City Heritage Coordinating Committee  
"Heritage Groups Working Together"



City Commission  
City of Oregon City  
625 Center Street  
Oregon City, OR 97045

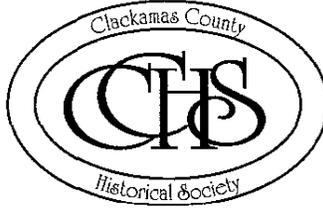
RE: In Support of the Strategic Plan for Tourism

Commissioners of the City of Oregon City,

Our organization, which is comprised of members of the different Heritage and business sites in Oregon City, support the strategy plan presented to you at a recent City Commission meeting. The plan proposed by Doug LaPlaca of Point B Destination Advisors, would establish a workable plan to make Oregon City a heritage tourist destination. The economic benefits to the City and region would be beneficial to, not only the heritage community, but the business community as well. The results in other communities that have cultivate and developed a comprehensive tourism plan are well documented. Therefore, we respectfully request that the Oregon City Commission see the advantages of the proposal and make tourism economic development a priority.

Thank you,

Rolla Harding, Chairperson  
Oregon City Heritage Coordinating Committee



# CLACKAMAS COUNTY HISTORICAL SOCIETY

PO BOX 2211 • Oregon City, OR 97045 • (503) 655-5574  
www.clackamas history.org

December 1, 2015

City Commission  
City of Oregon City  
625 Center Street  
Oregon City, OR 97045

RE: Support of Point B Destination Advisors Strategic Plan

Dear City of Oregon City Commission:

This letter is in support of the tourism strategy plan proposed by Doug LaPlaca of Point B Destination Advisors. The time is now for the city's tourism industry to rally around a comprehensive plan. The initial focus on heritage tourism and the ultimate formation of a destination marketing organization are what is best for cultivating meaningful tourism economic development in Oregon City. The proposed milestones, as outlined in the option 5, are achievable and appropriate. Our organization will do its part to work together with other stakeholders to move the plan forward.

We acknowledge that the plan calls for the cancellation of the OCCIT grant program in order to redirect the city's lodging tax collection to projects identified in the plan and to support the plan's execution. Increased tourism activity from the comprehensive marketing effort will provide greater sustained economic opportunity and a greater return on the city's investment. If the commission agrees that the collected tax is better invested in a strategic plan, which we hope you do, cancelling the grant program is an important first step towards adoption of a plan that supports the city's economic development goals

Thank you for making tourism economic development a priority and for considering Doug's recommendations. We enthusiastically support his plan and can't wait to help make it a reality.

Regards,

  
Marilyn Morrissey, Board President

**Alice Norris**

**141 Ogden Drive, Oregon City, OR 97045**

Honorable Mayor and Commissioners  
City of Oregon City  
625 Center Street  
Oregon City, OR 97045

Re: Support for a Tourism Strategy for Oregon City

Dear Mayor Holladay & Commissioners Pauli, Shaw, Smith and Mengelberg:

A practical and compelling tourism strategy, such as the one under consideration created by Doug LaPlaca of Point B Destination Advisors, has been a long time coming. In my many years working in tourism in Oregon City, I've seen other proposals for improving our community's approach to tourism. None of them have provided the logical and step-by-step phase-in that would bring organizations and practitioners together – others have been divisive, quick fixes that seemingly favored one segment of Oregon City's tourism menu over others.

I write in support of the tourism strategy before you. It is time for a visionary and comprehensive tourism plan. With heritage tourism as the lure, the formation of a destination marketing organization would greatly benefit all who depend on tourism for their livelihood or for the financial underpinning of their organizations. We need meaningful tourism to boost economic development in Oregon City. The proposed milestones are achievable and appropriate. I will do my part to work with other stakeholders to move this plan forward.

Redirecting the OCCIT grant money is an appropriate funding solution toward implementing the tourism projects identified in the plan. Increased tourism activity from a comprehensive marketing effort will sustain our economic opportunity and provide a greater return on the city's investment. Investing in this practical and well-supported strategic tourism plan is the first step in supporting the city's economic development goals.

It is exciting to consider that on your watch, this city commission can elevate and unify our local tourism efforts to assist in promoting other community economic development priorities. Thank you for considering these recommendations. I enthusiastically support Doug's proposal and am eager to finally see Oregon City tourism take a big step forward..

Sincerely,



Alice Norris

Former Mayor of Oregon City, Willamette Falls Heritage Area Coalition Board; Rediscover the Falls Board, Clackamas Community College Foundation Board, Newell Creek Canyon Task Force, Clackamas Volunteers in Medicine Founders Clinic Board



City Commission  
City of Oregon City  
625 Center Street  
Oregon City, OR 97045

RE: Support of Point B Destination Advisors Strategic Plan

Dear Mayor and Oregon City Commissioners:

This letter is in support of the tourism strategy plan proposed by Doug LaPlaca of Point B Destination Advisors. The Willamette Falls Heritage Area Coalition (WFHAC) believes an initial focus on heritage tourism and the ultimate formation of a destination marketing organization would cultivate meaningful tourism economic development in Oregon City. The proposed milestones appear to be achievable and appropriate.

The WFHAC understands that the plan calls for the cancellation of the OCCIT grant program in order to redirect the city's lodging tax collection to projects identified in the plan and to support the plan's execution. Increased tourism activity from the comprehensive marketing effort should provide greater sustained economic opportunity for the city.

Tourism economic development is one priority of the WFHAC's efforts to obtain national heritage area designation for the Willamette Falls area. We therefore join with others in support of Mr. LaPlaca's recommendations.

Sincerely Yours,

Jim Mattis, President WFHAC

City Commission  
City of Oregon City  
625 Center Street  
Oregon City, OR 97045

RE: Support of Point B Destination Advisors Strategic Plan

Dear City of Oregon City Commission:

I am writing in support of the tourism strategy plan proposed by Doug LaPlaca of Point B Destination Advisors. When my wife and I started The Bike Concierge in 2014 we had the option of locating our business anywhere we liked, and we chose Oregon City for a number of reasons, including the wealth of heritage sites. From the start we planned to include day trips in Oregon City to these sites as one of our packages, but the inconsistencies in operations among the various sites has made that unrealistic for us. The proposed milestones are not only achievable and appropriate, but they will provide a much more business friendly environment for tour operators. A robust tourism economy benefits all local businesses, not just the ones traditionally seen as tourist focused. We look forward to doing our part to work together with other stakeholders to move the plan forward. For the benefit of all of Oregon City.

We understand that the plan calls for the cancellation of the existing OCCIT grant program to redirect the city's lodging tax collection to support the plan, and realize the short-term impact this will have on some of the regular recipients of these grants but believe the medium- and long-term benefits far outweigh the possible negatives. Increased tourism activity from the comprehensive marketing effort will provide greater sustained economic opportunity and a greater return on the city's investment. If the commission agrees that the collected tax is better invested in a strategic plan, which we hope you do, cancelling the grant program is an important first step towards adoption of a plan that supports the city's economic development goals.

Thank you for making tourism economic development a priority and for considering Doug's recommendations. We enthusiastically support his plan and can't wait to help make it a reality.

Regards,

Thomas Batty, Owner  
The Bike Concierge