



# City of Oregon City

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

## Meeting Agenda City Commission

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

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Tuesday, March 8, 2016

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. [16-139](#) Oregon City System Development Charge (SDC) Forum Follow-Up

**Sponsors:** Public Works Director John Lewis

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

[SDC Forum Follow-Up Memorandum](#)

##### 3b. [16-141](#) Tourism Strategic Plan Presentation by Doug La Placa, CEO/Principal Advisor of Point B Destination Advisors and Jonathan Stone, Executive Director of Downtown Oregon City Association

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

[Executive Summary](#)

[Tourism Strategic Plan](#)

##### 3c. [16-138](#) Willamette Falls Legacy Project Riverwalk and Development Strategy Update

**Sponsors:** Community Development Director Tony Konkol

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

##### 3d. [16-127](#) Public Sector Bargaining Process

**Sponsors:** Human Resources Director Jim Loeffler

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

#### 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.*

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## Staff Report

File Number: 16-139

**Agenda Date:** 3/8/2016

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3a.

**From:** Public Works Director John Lewis

**File Type:** Presentation

### **SUBJECT:**

Oregon City System Development Charge (SDC) Forum Follow-Up

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

Staff will present the Commission with a follow-up memo and discussion that further defines and evaluates concepts to reducing SDC's and/or mitigating SDC impacts.

### **BACKGROUND:**

In response to concerns about System Development Charges (SDCs), Oregon City co-hosted a well-attended forum for the business/development community in September 2015. At the January 16, 2016 City Commission Work Session staff and the City's consultant and regional expert in public finance, John Ghilarducci, Principal at FCS Group shared results of the forum including an update and discussion about next steps on how the City might address some of the concerns raised by the business/development community regarding the City's SDC rates.

Since the January Work Session the FCS Group has considered the forum input and narrowed the list of SDC considerations into two categories:

- 1) Reduce SDC's for redevelopment, and
- 2) Other SDC reduction or mitigation ideas to consider

The FCS memo describes a number of alternative approaches that the City could take with SDC's to provide additional incentives or rewards for redevelopment. The FCS memo goes on to describe an existing area-specific discount program allowed through the City Code and further expands on how the City could chose to expand upon the idea of area specific SDC discounts. Finally the FCS memo addresses how the SDC project list can impact SDC's and either limit or expend the flexibility of the use of the funds, and providing options regarding updated fees.

Staff has considered the FCS recommendations and would like to bring forth detailed recommendations for City Commission consideration. This memo and City Commission feedback will help inform the final recommendations. The ultimate goal of this follow-up and City Commission discussion is to inform future staff recommendations on area specific SDC discounts, project list modifications, SDC code modifications, and how best the City Commission would like staff to bring forth further utility specific SDC studies in support of final adoption.





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**To:** John Lewis, Oregon City Director of Public Works

**Date:** March 1, 2016

**From:** John Ghilarducci, FCS GROUP

**RE:** SDC Forum Follow-Up

On September 24, 2015, the City of Oregon City and the Oregon City Chamber of Commerce jointly sponsored “System Development Charges – From the Ground Up”, a collaborative forum intended to educate and inform, as well as engage stakeholders in a constructive exchange of ideas and opinions about system development charges (SDCs) in Oregon City. In this memorandum, the concept that received the most support from Forum participants, reducing SDCs for redevelopment, is further defined and evaluated. Following that discussion, other ideas that were considered at the Forum are briefly addressed. Finally, potential next steps are identified for consideration.

## A. REDUCE SDCS FOR REDEVELOPMENT

As it relates to SDCs, the City’s current practice upon redevelopment of a site is addressed in City code.

### **13.20.050 - SDC reduction or reimbursement.**

In the event an applicant's development involves the redevelopment of property, the applicant may be eligible for a reduced SDC. In that event, the amount of the SDC assessed upon the development shall be calculated by the director as follows:

- A. For redevelopment occurring within ten years of the most recent structure or use, it is the SDC required under the current methodology minus the SDC that would be attributable to the already existing structure or use.

If the SDC attributable to the most recent structure or use exceeds the SDC assessed upon the applicant's development, then no SDC shall be owed and no refund or reimbursement shall be granted.

In summary, redevelopment pays an SDC for the incremental increase in demand over the most recent structure or use, unless that most recent use was more than ten years previous. In that case, a full SDC is due.

There are a number of alternative approaches the City could take with SDCs to provide additional incentives or rewards for redevelopment.

- ◆ Eliminate the provision that redevelopment must occur within ten years of the most recent structure or use of a site to receive an SDC reduction.
- ◆ Grant an SDC reduction for the highest previous use of a site, instead of the already existing structure or use.
- ◆ Buy down SDCs in sub-areas designated for redevelopment using external (non-SDC) funding sources.
- ◆ Calculate area-specific charges based on the location of planned improvements. [This calculation could result in lower improvement fees in areas targeted for redevelopment.]

- ◆ Allocate the original cost of assets between downtown and remaining City. [This calculation could result in lower reimbursement fees in areas targeted for redevelopment.]

These alternative approaches are further analyzed below.

1. Eliminate the provision that redevelopment must occur within ten years of the most recent structure or use of a site to receive an SDC reduction.

In 2014, the City extended the period within which a property could be redeveloped for an SDC reduction from eighteen months to ten years. The City had received input from the development community that eighteen months was too short a time period to effectively reward redevelopment of a vacant site. The extension to ten years was a significant and impactful improvement. The only other step that could make sense would be to drop the time limit, so that any redevelopment of a vacant site could receive the SDC reduction. Such a measure may be more symbolic than anything, however, because it is arguable that this change would impact much redevelopment activity. Few vacant properties take longer than ten years to redevelop.

2. Grant an SDC reduction for the highest previous use of a site, instead of the already existing structure or use.

In Oregon City, as in most Oregon public agencies, SDCs are applied to redevelopment if that redevelopment increases the demand for system capacity and then only for that incremental increase over the capacity demand of the *immediately preceding land use*. It would be possible to charge an SDC for redevelopment only if the redevelopment increases demand for system capacity beyond that of *any previous land use* – not just the immediately preceding land use.

As an example, let us consider the case of a downtown site that has changed from a restaurant (1" water meter and/or 50 fixture units) to a retail store (5/8" X 3/4" meter and/or 25 fixture units) and is now changing back to a restaurant (1" meter and/or 50 fixture units). The site would have essentially "earned" a credit for the reduction in system demand accompanying the change from the initial restaurant to the retail store. That credit would apply against the SDC to be paid upon redevelopment of the site from a retail store to a restaurant. For that change in use, the SDC due by the restaurant would be completely erased by the credit. The resulting charge would be \$0.

3. Buy down SDCs in sub-areas designated for redevelopment using external (non-SDC) funding sources.

The City could choose to incentivize downtown redevelopment through external subsidies of some sort, of course taking care to meet any legal constraints regarding the gifting of private funds. These external funding sources could include the general fund, funds earmarked for economic development, and/or private donations.

4. Calculate area-specific charges based on the location of planned improvements. [This calculation could result in lower improvement fees in areas targeted for redevelopment.]

If capital improvements are disproportionately planned for outside of the downtown core, this could result in higher improvement fees outside of the core. The first step in evaluating this approach is to review the project lists for each service and determine if a split can be made between planned improvements that will serve inside and outside the downtown core, assumed to be the area targeted from redevelopment. The improvement fee is calculated as the cost of capacity-increasing projects divided by growth. So, the impacts of these splits on resulting improvement fees by area would depend upon the portion of the projected growth for each service forecasted to occur in the downtown and outside the downtown.

Put simply, if projected growth in the core area as a percentage of total growth exceeds the cost of planned improvements in the core area as a percentage of total eligible projects, then downtown improvement fees would be lower than those of outside downtown. The inverse is also true.

5. Allocate original cost of assets between downtown and remaining City. [This calculation could result in lower reimbursement fees in areas targeted for redevelopment.]

If downtown infrastructure is older, it's relative cost would be lower, and so might the resulting reimbursement fee. While the presumption that the original cost of older infrastructure is lower stands to reason, it is also true that older infrastructure requires more in the way of repair and replacement, the costs of which are borne by all ratepayers in ongoing rates. An asset allocation between the downtown and the rest of the City for the purposes of the system development charge should be accompanied by an area-specific, and presumably higher, monthly rate that incorporates the higher cost of repair and replacement for that older, lower-cost infrastructure in the downtown core. It is likely that the repair and replacement costs of this older infrastructure would erase or substantially diminish any differences between the original cost of downtown infrastructure and infrastructure in the rest of the City. We do not believe this approach will produce a net cost reduction, factoring in both SDCs and rates, in the downtown core.

## B. OTHER IDEAS CONSIDERED

Several other ideas were presented and discussed, without receiving support from Forum participants. These concepts are described below.

### Expand Discounted SDCs for Sub-Areas

The City currently provides a 10% reduction in its transportation SDCs for development in the Regional Center and along 7<sup>th</sup> / Molalla transit corridor. This reduction is warranted because it has been shown that development density and commercial / residential mixed use development results in fewer vehicle trips. The City could choose to extend the concept of area-specific SDCs to other sub-areas and / or services. Area-specific SDCs are most often applied based on the different costs of providing services to sub-areas in the City service area(s). One obvious argument in favor of such an approach is the perceived fairness inherent in charging those who will most directly benefit from the improvements to be constructed.

However, the perceived equity of area-specific charges must be balanced against the practicality of the approach. The areas requiring the most costly capacity-increasing infrastructure improvements are not necessarily the most densely developed areas of the City, or those that will experience the most growth. As such, resulting fees in some sub-areas may be inordinately high. More importantly, the fees may vary widely among sub-areas. While the argument can be made that such distinctions are accurate and fair, the counter-argument, that the community benefits as a whole from a complete and adequate system and should share that cost, is at least as compelling.

There are other factors that are important to recognize when considering an area-specific approach:

- ◆ Administrative complexity. The imposition of area-specific fees creates an obligation on the part of the charging agency to restrict fee revenues for expenditures in the area from which they were collected. To that end, the City must track fees generated and spent in each separate sub-area.
- ◆ Availability of information. In order to develop accurate area-specific fees, it is necessary to have both area-specific project planning information and area-specific customer information. It is not often easy to develop this needed information.



Area-specific charges are most appropriately used when clear distinctions can be made among the systems serving different sub-areas in the community. So an area-specific approach might work well for storm drainage by sub-basins, but less well for an integrated transportation system. Similarly, it is important to note that if the City determines to further pursue area-specific charges, sub-area distinctions would likely differ by service. Storm drainage SDCs, for example, would likely vary by sub-basin, while water charges would likely vary by elevation level.

## **Reduce the Size of SDC Project Lists**

One response to perceived high SDCs has been to suggest that the underlying project lists should be reduced in size – thereby reducing the charges based on those lists. While it is true that the effect of such a change would be to reduce the SDCs, all else held constant, the less obvious result would be to reduce the flexibility of the City to spend SDC receipts.

ORS 223.307(4) requires that “any capital improvement being funded wholly or in part with system development charge revenues must be included in the plan and list adopted by a local government pursuant to ORS 223.309.” So, if a project is taken off the list, then the City cannot legally spend SDC proceeds on that project without first taking action to add the project to the list.

We therefore favor an approach in which a public agency determines to “discount” an SDC that it believes exceeds what the market will bear, leaving the project list intact. In so doing, while the agency will generate less than full cost recovery under such an approach, the agency will retain the flexibility to spend SDC proceeds on any projects it prioritizes from the list.

## **RECOMMENDED NEXT STEPS**

Based on the input received by SDC Forum participants, and subsequently by the City Commission, we recommend that the City pursue options for reducing SDCs for redevelopment. We do not recommend increasing the number of area-specific SDCs, nor do we recommend reducing the size of the SDC project lists. In fact, we recommend updating the project lists for each of the City’s SDCs in order to increase the City’s SDC spending flexibility, and to provide the Commission with options regarding updated fees.



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**Agenda Date:** 3/8/2016

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**From:**

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**SUBJECT:**

Tourism Strategic Plan Presentation by Doug La Placa, CEO/Principal Advisor of Point B Destination Advisors and Jonathan Stone, Executive Director of Downtown Oregon City Association



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## A Winning Tourism Strategy for Oregon City

### EXECUTIVE SUMMARY

February 18, 2016

The following document represents Point B Destination Advisors' recommended tourism strategy plan for Oregon City. The scope of this recommended plan is directly in accordance with the scope of work defined in Oregon City's RFP (Addendum A).

This recommended plan is driven by the overarching objective of maximizing Oregon City's tourism economy by attracting as many visitors to Oregon City as possible, and providing those visitors with opportunities to support local businesses during their stay (hotels, restaurants, shops, tour operators, heritage attractions, etc.)

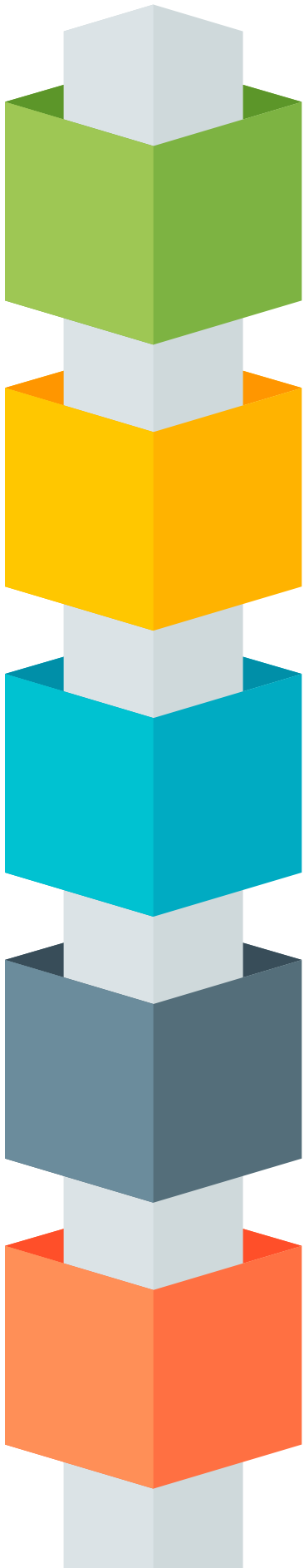
To achieve this overarching objective, Point B's recommended plan is for Oregon City to ultimately operate a full service destination marketing organization (DMO) that will promote all of Oregon City's tourism attractions; including but not limited to outdoor recreation, agricultural attractions, and heritage attractions.

Since Oregon City's current resources are not sufficient to operate a full service DMO, the recommended plan proposes a phased-in and incremental approach that allows Oregon City to expand and increase their tourism promotion efforts as available resources grow.

The recommended phased-in approach begins with the cultivation and fortification of Oregon City's heritage assets. This is due to Point B's belief that Oregon City's heritage assets are what differentiates Oregon City from other tourism destinations. Once the heritage assets are further cultivated and fortified, they will provide a solid foundation on which Oregon City's other tourism attractions will flourish.

While this phased-in plan ultimately calls for the operation of a full service DMO, each preceding step of the plan represents meaningful progress that would independently enhance Oregon City's tourism economy. So if Oregon City accomplishes only a portion of the plan, progress and success will still be achieved.

This plan should be viewed as a long-term road map that will navigate Oregon City to reach its tourism potential. However, the plan is fluid and can be adjusted along the way to accommodate for changes in available resources, political will, etc.



# Oregon City Tourism

## STRATEGIC PLAN

November 9th, 2015



# Oregon City Tourism

## Scope of Services

- Point B Destination Advisors has been contracted to design and recommend a winning tourism strategy for Oregon City. The strategy includes: recommendations on organizational infrastructure, a near and long-term financial strategy, and a step-by-step plan and timeline to implement the strategy.

## Methodology and Timeline of Work

- Point B's methodology consists of five phases: 1) due diligence and research, 2) strategic brainstorming and planning, 3) collaboration and consensus building, 4) presentations of recommendations to community leadership, 5) implementation.
- Current status: We have completed our Phase I work of due diligence and research, and our Phase II work of internal strategic brainstorming and planning. This report marks the beginning of Phase III, external collaboration and consensus building.

## Sources – Interviews, Meetings, and Research











### Interviews

- Jonathan Stone, Downtown Oregon City Association
- Sam Drevo, eNRG Kayaking
- Claire Blaylock, Clackamas County Historical Society
- Alice Norris, Willamette Falls Heritage Area Coalition
- Eric Underwood, Oregon City Economic Development
- Amber Holveck, Oregon City Chamber of Commerce
- Dan Fowler, Abernethy Center
- Danielle Cowan, Oregon's Mt. Hood Territory RDMO/CCTCA
- Michelle Beneville, Oregon City Finance Department
- Gail Yazzolino, End of the Oregon Trail Interpretive & Visitor Information Center
- Jim Mattis, Willamette Falls Heritage Area Coalition and Willamette Falls Heritage Foundation
- Rocky Smith, Oregon City Commission
- Denyse McGriff, Clackamas County Heritage Association and McLoughlin Memorial Association
- Rolla Harding, Oregon City Tourism Council and McLoughlin House




### Source Documents and Websites

- City of Oregon City
- CCTCA (RDMO)
- Clackamas County
- Willamette Falls Legacy Project/Rediscover the Falls
- Willamette Falls Heritage Area Coalition
- Willamette Falls Heritage Foundation
- All prior tourism studies and reports dating back to 2003



## Key Findings and Directional Observations

-  There is not a city in the western half of the United States with a more compelling collection of historical attractions than Oregon City. From a tourism perspective, Oregon City's heritage attractions have the potential of supporting a thriving year-round tourism industry with national appeal.
-  On the flipside, Oregon City's tourism industry is significantly underachieving in relation to its potential.
-  Money is not the obstacle to Oregon City's tourism success, at least not in the near term. To elevate Oregon City's tourism industry to a competitive level, it won't take any additional money than what is currently available. To implement the recommended long-term strategy, additional funding will be required.
-  Oregon City's fragmented tourism industry, divided heritage leadership, and the general lack of coordination is the anchor preventing Oregon City's tourism industry from rising to its potential.
-  Ownership of Oregon City tourism is a "hot potato" in that none of the organizations or individuals we spoke with expressed a desire to own it (which is unusual, because most often organizations are fighting for control of the money).
-  There are enough tourism assets and tourism potential to eventually justify a full-service and dedicated Destination Marketing Organization (DMO) in Oregon City. This is our recommendation for the long term.
-  The time to evolve is now. Oregon City is coming of age. There is significant community momentum, and it's time for Oregon City's tourism industry to organize, collaboratively plan for a lucrative future, and implement this plan.
-  Everyone we spoke with wants Oregon City tourism to be successful. The general sentiment seems to be that everyone will support a winning tourism strategy once it's implemented.
-  The county-wide tourism promotion effort is strong and well-funded, but alone is not enough to achieve Oregon City's tourism potential. A city-specific dedicated DMO is needed.
-  Oregon City's heritage assets are the foundation and "the hook" of Oregon City tourism. Even without the Riverwalk Legacy Project, Oregon City possesses enormous unmet heritage tourism potential. Outdoor recreation and agri-tourism are important tourism segments that merit Oregon City's cultivation and promotion, but heritage tourism is the segment that has the power and potential to differentiate Oregon City tourism from every other destination on the West Coast. It is our recommendation to fortify Oregon City's heritage tourism segment, then incorporate the other tourism segments into the rising tide.

## Key Findings and Directional Observations (cont'd)

-  While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism. In addition to structural change, there needs to be cultural change.
-  Consultants have made recommendations in the past that have not been implemented. Their observations and recommendations are not significantly different from ours. So we asked a lot of questions about why the advice of the previous consultants had not been enacted. What we learned is the previous recommendations required too much change all at once. Additionally the previous recommendations did not provide a manageable implementation plan to achieve the goals and objectives.
-  When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars, each of which must be strong and effective in order for Oregon City's tourism industry to reach its potential. The three pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, 3) Financial Strategy.

## Options for Organizational Infrastructure and Implementation

-  **#1. Continue the city's current grant program**
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's an easy way to disburse funds.
    - + It makes people happy to receive checks.
    - - It's marginally effective at attracting visitors.
    - - It does not create a consistent year-round, demand-driving tourism program.
    - - It does not cultivate a long-term brand or strategy for Oregon City tourism.
    - - The quality of implementation and outcomes varies amongst grant recipients.
    - - Grants often subsidize private for-profit business models and events. This is not the most equitable or effective use of tourism promotion funds.
    - - The grant program will never lead to Oregon City achieving its tourism potential.
-  **#2. House the ownership and leadership of Oregon City tourism promotion and development in one of the existing Oregon City organizations (City Administration, Chamber of Commerce, Downtown Association, Clackamas County Historical Society, etc.).**
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's been done before so there's precedent.
    - + It's done in other small towns where the tourism promotion budgets are small.
    - - The existing organizations' resources are already stretched to capacity.
    - - Mistrust and lack of confidence exists.
    - - Tourism promotion is not, and should not, be the expertise of the existing organizations.
    - - "Mission creep" would likely be detrimental to each organization.



## Options for Organizational Infrastructure and Implementation (cont'd)

### #3. Funnel Oregon City's tourism promotion funds to the Mt. Hood Territory RDMO and have the RDMO enhance their marketing efforts for Oregon City.

- The advantages (+) and disadvantages (-) of this option include:
  - + RDMO already has staff and resources.
  - + It's easy.
  - – It relinquishes control of local community destiny and success to a regional entity.
  - – The RDMO promotes a large and diverse area. The RDMO would be stretched thin to give the attention and focus that Oregon City deserves.
  - – It could create political turmoil at the county level.

### #4. Establish a full-service DMO for Oregon City in the near term.

- The advantages (+) and disadvantages (-) of this option include:
  - + Oregon City tourism needs and deserves a full-service dedicated DMO.
  - + Having a dedicated DMO is the best way for Oregon City to achieve its full tourism potential.
  - + A dedicated full-service DMO would clearly and permanently establish tourism leadership and accountability in Oregon City.
  - – It takes a lot of work and leadership to set up a DMO.
  - – In the near term, the available funding would be entirely consumed by organizational expenses and little would remain for marketing and promotion.
  - – Until Oregon City's heritage assets are operationally stronger and more coordinated, tourism promotion will only be marginally effective.

### #5. Milestone Plan to Long-Term Success:

- When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars that must be strong and effective in order for Oregon City's tourism industry to reach its potential. The identified pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, and 3) Financial Strategy.
- Additionally, we came to understand the reason why the previous consultants' recommendations hadn't been enacted was that the recommendations required too much change all at once, and the implementation plan lacked sufficient direction.
- When we segmented everything required to achieve success into the three pillars, and overlaid that with a phased-in implementation plan, we were convinced the winning tourism strategy for Oregon City should be based on a phased-in milestone implementation plan of manageable and synchronized steps.
- The implementation plan for each pillar will be led by three separate but closely coordinated groups, and will culminate in four years with the development of a dedicated DMO and unified or coordinated heritage assets.
- The milestone projects in each pillar represent key projects that when accomplished and viewed cumulatively will elevate Oregon City tourism to a competitive level.

## Options for Organizational Infrastructure and Implementation (cont'd)

### #5. Milestone Plan to Long-Term Success (cont'd):

- See attached infographic for descriptions and timelines of Milestone Plan
- The advantages (+) and disadvantages (-) of this option include:
  - + Dividing the responsibilities of the three pillars makes it achievable and not overwhelming for any one group.
  - + Dividing the responsibilities among three separate but coordinated groups allows the responsible organizations to focus on their area of expertise.
  - + Coordinated and synchronized plans foster collaboration, cooperation, and ultimately evolution.
  - + A phased-in coordinated plan provides step-by-step directions for each pillar to achieve the end-goal (i.e. it allows us to walk before we can run).
  - + A phased-in plan allows the tourism industry to evolve simultaneously with the rest of the city (development projects, etc.).
  - + IT'S ACHIEVABLE AND WILL LEAD OREGON CITY TO LONG-TERM TOURISM SUCCESS.



## OREGON CITY TOURISM MILESTONE PLAN TO LONG-TERM SUCCESS



## Organizational Infrastructure for the Milestone Plan

### Pillar #1: Heritage Assets Operations Pillar

- Heritage Assets Operations Collaboration Coalition (“The Collaboration Coalition”)
- The Coalition will be comprised of representatives from each of the heritage assets, plus an independent facilitator who will also work with the leadership groups overseeing the other two pillars.
- The group will meet once per month until the objectives are achieved.
- The facilitator will keep the group on track to achieve the milestones prescribed in the plan and will ensure coordination with other pillars.
- The Coalition may not rewrite the objectives. They must stay on the prescribed course. Expenses related to work will be processed by the city and must stay within the original budget.

### Pillar #2: Tourism Promotion

- The Tourism Promotion pillar will be overseen by the Tourism Leadership Council.
- This group will be comprised of tourism leaders similar to Oregon City’s existing group of tourism leaders.
- The project facilitator will also work with this group to keep them on track and ensure coordination with the other two pillars.
- The marketing work required in each milestone will be contracted to independent marketing agencies/subcontractors who will report to the Tourism Leadership Council.
- Expenses related to the work will be processed by the city and must stay within the original budget.

### Pillar #3: Financial Strategy






- The Financial Strategy pillar will be overseen by the city’s economic development staff (intentionally not the city’s finance department).
- The city’s ownership of this pillar is a clear statement of the city’s commitment to and investment in Oregon City’s tourism industry. It’s also a statement that tourism is a primary and important element of the city’s overarching economic development plan.
- The project facilitator will work with city staff to ensure progress and coordination with other pillars.

### Project Facilitator

- The project facilitator will guide and “taskmaster” the groups to ensure milestones are met on time and within budget.
- The project facilitator will contract with and report to the city commission and the city manager.
- Why have the facilitator report to the city commission and city manager? If Oregon City tourism is going to achieve its potential and successfully navigate through this implementation plan, we believe the effort should be owned by the highest level of community leadership.









## Potential Revenue Sources for Tourism Promotion and Development

-  Oregon City's current TRT collections are sufficient to fund the first year of the Milestone Plan.
-  An additional increase to Oregon City's TRT rate would provide additional revenue. Even with the recent increase in Oregon City's TRT rate, it's still below the threshold. Case studies reflect little to no consumer resistance to TRT rates. Lodging taxes create important economic development funds without taxing the local community (see TRT comparison chart).
-  County, state, federal, and cause-specific grants. Various and many grant opportunities exist, especially for heritage-related economic development projects. The Milestone Plan recommends a common grant writing position housed at the city to pursue grants to fund tourism promotion and economic development.
-  The creation of a Tourism Improvement District (TID) to create funds for tourism promotion. TID's can take many forms. They have been implemented in Portland with success.
-  We believe the concept of an aerial tram connecting the Riverwalk project to the upper promenade is an excellent idea that merits careful consideration. An aerial tram would create a connecting loop for Oregon City's heritage attractions and could also generate important funding for the heritage attractions and tourism promotion.




## The Power and Potential of Heritage Tourism

-  A 2009 research study conducted by Mandala Research for the U.S. Department of Commerce, U.S. Cultural Heritage Tourism Marketing Council, National Trust for Historic Preservation and other industry partners, reports that **"78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year."**
-  The study further demonstrates the impact of this industry segment, reporting that **cultural and heritage travelers spend more than other types of travelers – an average of \$994 per trip compared to \$611 for all U.S. tourists.** This spending translates to a contribution of more than \$192 billion annually to the U.S. economy by the cultural heritage tourism segment.
-  There are approximately **850 million visits each year to American museums**, more than the attendance for all major league sporting events and theme parks combined (483 million in 2011), according to the American Alliance of Museums.
-  **Arts and cultural spending has a ripple effect on the overall economy**, boosting both commodities and jobs. For example, for every 100 jobs created from new demand for the arts, 62 additional jobs are also created.
-  **Cultural Heritage Tourism** has been identified by Congressional Research Services as one of the **leading, or rapidly developing, areas of tourism.**

## Miscellaneous Notes

-  Tourism promotion is a competitive game, with winners and losers. Oregon City leadership needs to prepare their community for that competition. The team needs leadership, a winning plan, and a competitive culture of winning.
-  Having a shared development director/grant writer housed in the city's economic development department to support all cultural organizations and tourism objectives is a smart idea and a good economic development investment for the city.
-  The city should lead the Financial Strategy pillar even after a dedicated DMO is established because it institutionalizes the city's role and investment in the tourism industry. The city is the ultimate holder of the purse strings of tourism promotion funds.
-  The city's economic development department should draft a clear mission statement pertaining to their commitment to and role in achieving the city's tourism potential. Tourism must be a primary theme in the city's overarching economic development plan.
-  Oregon City is positioned perfectly to capitalize on the heritage trail concept. This could be the majority of Oregon City's tourism promotion work. Refer to Boston's Freedom Trail and Bend's Ale Trail for case studies and ideas. This is recommended as the first year milestone for the Tourism Promotion pillar.
-  The current shortage in available hotel lodging inventory can be mitigated by encouraging local home owners to operate VRBO's and bed & breakfasts in their homes, especially in the many historic homes throughout Oregon City. Additional lodging inventory would help maximize transient lodging taxes and would enhance Oregon City's tourism experience. City administration can support and encourage this by creating policies that encourage and make it easier for homeowners to operate short term lodging operations out of their homes.

## Next Steps

-  October and November: collaboration and consensus building amongst all stakeholders
-  November: final presentations
-  December onward: implementation and success

# # #





# City of Oregon City

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

## Staff Report

File Number: 16-138

**Agenda Date:** 3/8/2016

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3c.

**From:** Community Development Director Tony Konkol

**File Type:** Report

### **SUBJECT:**

Willamette Falls Legacy Project Riverwalk and Development Strategy Update

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

Staff from the Willamette Falls Legacy Project (WFLP) will provide a project update, no action is required.

### **BACKGROUND:**

#### **Riverwalk**

The conceptual and schematic design of the Riverwalk is moving forward this spring with a goal to engage the public in new and different ways and encourage broad participation by a variety of people (locally, regionally and from throughout the state). Engagement opportunities are being created that will aim to produce meaningful influence on design and provide clear communication to guide understanding of how citizen feedback will influence the schematic design's final product and its connection with the larger Willamette Falls Legacy Project and the four core values.

WFLP Staff will provide an update on the design timeline and outreach opportunities and are available to answer Commissioner questions.

#### **Developments Strategy**

The joint planning effort with Falls Legacy LLC is currently in the final stages of the scoping process with a goal to begin work concurrent with the Riverwalk design process this spring. In order to move this project forward, a package of IGA's, agreements and a contract will be brought to the City Commission for approval at a future meeting. The current target date for this is the April 6th, City Commission Meeting. Below is a brief outline of the elements of this package.

#### *Construction Excise Tax Grant -IGA Metro - City of Oregon City-Willamette Falls Legacy Project*

This IGA will formalize the \$550,000 Community Planning and Development Grant that was awarded to Oregon City for the Development Strategy. This grant is based on the project meeting deliverables rather than a straight reimbursement grant. Attached to the IGA will be milestone deliverables exhibit and grant disbursement amounts.

#### *Grant Agreement with Falls Legacy LLC*

The grant agreement, and first deliverable of the CPDG grant, will further lay out dispersal of funds, specific check in dates/deliverables where both parties agree to move forward, and process for off-ramp decisions. All scopes, schedules, budget, deliverables and contracts will be shared and concurrently agreed upon before moving forward. Oregon City will lead the public decision making process per the IGA and work directly with Falls Legacy LLC on project scope items after receiving direction from public partners.

*Development Strategy Contract with Design Collective- Snohetta as prime consultant*

As discussed previously, Oregon City will be utilizing the existing procurement process that chose the design team for the Riverwalk Schematic Design process. The need for integrated design between the two projects will result in Oregon City holding the contract for the Development Strategy work. The contract for the Design Collective will make up a majority of the funds for the Development Strategy, though Falls Legacy LLC will hold the contract for the Market Study and Oregon City will be pursuing a consultant for a standalone contract for Transportation Demand Management and parking analysis to work with the Design Collective.

*IGA- Clackamas County - Oregon City-Development Strategy Funds*

This IGA accepts \$25,000 from Clackamas County for the Development Strategy.



# City of Oregon City

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

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# City of Oregon City

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

## Staff Report

File Number: 16-127

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**Agenda Date:** 3/8/2016

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3d.

**From:** Human Resources Director Jim Loeffler

**File Type:** Report

**SUBJECT:**

Public Sector Bargaining Process

**RECOMMENDED ACTION (Motion):**

None - provided for informational purposes only.

**BACKGROUND:**

Both the City AFSCME and Oregon City Police Officer Association (OCPEA) collective bargaining agreements expire June 30, 2016. The City has begun bargaining successor agreements. The purpose of this presentation is provide the City Commission with an informational overview of Public Sector Bargaining. Specific bargaining details will be discussed in Executive Session.



# City of Oregon City

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

## Staff Report

File Number: 16-127

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**Agenda Date:** 3/8/2016

**Status:** Agenda Ready

**To:** City Commission

**Agenda #:** 3d.

**From:** Human Resources Director Jim Loeffler

**File Type:** Report

**SUBJECT:**

Public Sector Bargaining Process

**RECOMMENDED ACTION (Motion):**

None - provided for informational purposes only.

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Danielson Hilltop Mall LLC  
PO Box 2200  
Oregon City, OR 97045

March 8, 2016

Mayor and Commissioners  
City of Oregon City  
PO Box 3040  
Oregon City, OR 97045

Re: Oregon City System Development Charge (SDC)  
Commission Work Session March 8, 2016 item #3a

Dear Mayor and Commissioners

I'm writing to encourage you to instruct the Public Work Director to continue to define and evaluate concepts to reduce the current SDC charges in Oregon City. There are many ways to improve the challenges presented by the current SDC's fees and schedules.

Please consider having Public Works address:

1. The time limit on SDC credits. They should be extended for a period greater than the current 10 years.
2. SDC's running with the property and be based on historic use of the property.
3. The dollar value of the project size. Is there a method to discount the Dollar sum of those projects which SDC's are calculated, while not reducing the number of projects on the lists?
4. A reduction in SDC charges when redeveloping or replacing current developed land or sites. Please consider a reduction in full charges when service has previously been provided to the site and or business.

The private sector needs your help in reducing the SDC costs to redevelop within Oregon City.

Sincerely,



Craig Danielson  
ctd@danielsons.net

Dear commissioners,

I'm writing you to strongly urge you to do your part in helping spur more investment in our city. There are many challenges with our current SDC's fees but you have an opportunity to at least help.

There are 3 areas that I believe are both fair and balanced and will ultimately eliminate some of the financial barriers to Development and Re-development.

- 1) There should be no expiration on SDC credits.
- 2) SDC's should run with the property and be based on historic highest use of the property.
- 3) Maintain the project list size for flexibility, but discount the Dollar sum of those projects which SDC's are calculated, as suggested by the consultant.

These changes will help the private sector make more projects pencil and will spur investment in this city.

Cheers,  
Graham Peterson

701 John Adams Street  
Oregon City, OR 97045  
March 4, 2016

Re: SDC Forum Follow-Up

Dear Mayor Holladay and City Commissioners:

I understand you will be discussing the FCS Group's SDC Forum Follow-Up Memorandum at your March 8th work session. In that report, FCS discusses several ways to reduce SDCs for redevelopment. I am writing to urge you to make the several changes discussed in the memo, but, most importantly, to eliminate the current provision that redevelopment must occur within ten years of the most recent structure or use of a site to receive an SDC reduction.

FCS seems to conclude that eliminating the ten year limit would not "impact much redevelopment activity" because "few vacant properties take longer than ten years to redevelop." That is an incorrect conclusion, as evidenced by several properties in the historic areas of Oregon City.

My husband and I own a half block on John Adams Street, including the Singer Hill Cafe and undeveloped lots behind it, between 7th and 8th Streets. When we bought this property, city staffers and developers thought the building was a tear down. However, my husband had a vision, and we redeveloped the building slowly and steadily over the past nine years. We put a lot of money, love and effort into the property and the business. We have seen the surrounding area gradually improve over time, and it is wonderful to hear from some of our neighbors that our redevelopment is one of the reasons they moved to the McLoughlin neighborhood.

There was a single family rental house on our property behind the cafe that burnt down less than 10 years ago. We hired an architect after the fire to design a new development for the back of the property. We were set to commence development when the recession intervened and our plans were shelved. In the past year or so, with the economy growing stronger, we are again seriously considering development. However, the commercial rental market is still not very strong in OC, the new library being built across the street will create unknown opportunities and perhaps challenges, and we are still hesitant to decide what to build without additional facts about the state of the economy, and additional planning and thought. Under current SDC rules, if we act prudently and wait to develop, It will take us outside the ten year period, and we would not receive SDC reduction.

We can show that there was previous development on our undeveloped property, and SDCs have already been paid. It would be unfair and discourage thoughtful development of our property and take away SDC credits if we do not build within that ten year period.

There are other undeveloped parcels, both downtown and in midtown Oregon City, which this ten year rule adversely affects. The rule burdens the owners/potential buyers with new SDCs on property where SDCs have already been paid, and discourages both the sale and redevelopment of prime inner city real estate. Examples of properties adversely affected by the current rule are the city owned lot at 10th and Main, as well as the quarter block owned by our neighbor on Washington between 7th and 8th, among others.

I urge you to eliminate the ten year rule to make development of the inner city easier and fairer. As a matter of public policy, such development should be encouraged, and the elimination of this rule helps accomplish that goal.

Thank you for your consideration of this important matter.

Sincerely,

/s/ Vicki Yates

Vicki Yates  
[Vickihyates@gmail.com](mailto:Vickihyates@gmail.com)  
[503-318-6253](tel:503-318-6253)

cc: Tony Konkol  
John Lewis  
Amber Holveck

# City of Oregon City

## SDC Forum Follow-Up

March 8, 2016

John Ghilarducci







# Agenda

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- ◆ **Reducing SDCs for Redevelopment**
  - Background
  - Options
    - Eliminate time limit for SDC redevelopment credit
    - Provide credit for highest previous use
    - Buy down SDCs in redevelopment areas
    - Calculate area-specific improvement fees
    - Calculate area-specific reimbursement fees
- ◆ **Other Ideas**
- ◆ **Potential Next Steps**



## Background: Current City Practice

Redevelopment pays an SDC for the incremental increase in demand over the most recent structure or use, unless that most recent use was more than ten years previous. In that case, a full SDC is due.

### 13.20.050 - SDC reduction or reimbursement.

In the event an applicant's development involves the redevelopment of property, the applicant may be eligible for a reduced SDC. In that event, the amount of the SDC assessed upon the development shall be calculated by the director as follows:

- A. For redevelopment occurring within ten years of the most recent structure or use, it is the SDC required under the current methodology minus the SDC that would be attributable to the already existing structure or use.

If the SDC attributable to the most recent structure or use exceeds the SDC assessed upon the applicant's development, then no SDC shall be owed and no refund or reimbursement shall be granted.



# Reducing SDCs for Redevelopment

1. Eliminate the provision that redevelopment must occur within ten years of the most recent structure or use of a site to receive an SDC reduction
  - City recently extended credit-eligible period from 18 months to 10 years
  - Elimination of period may not benefit many



# Reducing SDCs for Redevelopment

2. Grant an SDC reduction for the highest previous use of a site, instead of the already existing structure or use
  - Credit currently applied for immediately preceding land use
  - Could credit for any (maximum) previous land use

For

- Capacity was purchased for that site's maximum use

Against

- Tracking and research required
- Capacity for previous use may utilized elsewhere



# Reducing SDCs for Redevelopment

3. Buy down SDCs in sub-areas designated for redevelopment using external (non-SDC) funding sources
  - Must be consistent and within legal constraints
  - May provide maximum flexibility
  - Requires external funding source



# Reducing SDCs for Redevelopment

4. Calculate area-specific charges based on the location of planned improvements (for improvement fee)
  - May or may not result in lower improvement fees in areas targeted for redevelopment
  - Cost-based and legally defensible



## Reducing SDCs for Redevelopment

5. Allocate original cost of assets between downtown and remaining City (for reimbursement fee)
  - May or may not result in lower reimbursement fees in areas targeted for redevelopment
  - Cost-based and legally defensible



## **Other Ideas Considered**

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- ◆ **Expand Discounted SDCs for Sub-Areas**
  - 10% reduction in its transportation SDCs for development in the Regional Center and along 7th / Molalla transit corridor
  - Could expand to other areas / services
    - Perceived equity v. practicality
    - Administrative complexity
    - Availability of information
- ◆ **Reduce the Size of SDC Project Lists**
  - Limits City's flexibility for spending SDC revenues
  - Projects must be on SDC list
  - SDCs may be set less than maximum while leaving full lists intact





## Potential Next Steps

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- ◆ **Pursue Approaches for Reducing SDCs for Redevelopment**
  - Commission direction and action
  - Stakeholder involvement
- ◆ **Further Consider Other (less supported) Ideas**
  - Expand area-specific SDCs
    - Carefully consider pros and cons
  - Address project lists
    - Update lists for all services
    - Consider impacts on SDCs

**John Ghilarducci**

Principal

4253867.1802 ext. 225

Contact FCS GROUP:

**425.867.1802**

**[www.fcsgroup.com](http://www.fcsgroup.com)**



## END OF THE OREGON TRAIL

HISTORIC OREGON CITY

November 20, 2015

City of Oregon City – City Commissioners  
625 Center Street  
Oregon City, OR 97045

RE: Point B Destination Advisors Strategic Plan for the City of Oregon City

Dear Mayor and Commission:

Clackamas Heritage Partners, the official End of the Oregon Trail, wishes to provide support for the Oregon City Tourism Strategic Plan completed by Doug LaPlaca, Point B Destination Advisors, to develop, preserve and share Oregon City's unique assets with the world. We appreciate the support for tourism the City of Oregon City has by matching funds to hire and obtain the plan for tourism; we are looking forward to participating, collaborating and sustaining this program as the success of any plan is dependent on committed partners. We are very excited with the pragmatic aspects of the recommendations giving a concrete path with the opportunity to showcase, the treasures of Oregon City!

The highlights of the plan for me are as follows:

**Benefits:**

- Stronger together than apart: more to offer – “linger longer” “more heads in beds”
- Funding power – using the funds already available to promote more “heads in bed” & to secure funds from foundations and grantors. This supports programs with expanded partnerships
- Efficient administration – Guidance, expertise, oversight... keeping the goal always in mind

**Opportunities:**

- Evaluate sites for efficiency, resources, and programming as a “tourist package”
- Business model guidance – governance – share resources, staffing
- Visitor readiness – customer service – giving the tourist an experience they want when they want it
- Think outside the box – inclusive, diverse and authentic –
- Enhance partnership with Clackamas County DMO- Oregon's Mt. Hood Territory – already promoting and marketing Oregon City – giving focus and funding for “Visitor Readiness” efforts.

Now, is the time to become visitor ready and we look forward to unite, collaborate, develop and promote our resources for all to enjoy!

Sincerely,

Gail Yazzolino. Director

Historic Oregon City -The End of the Oregon Trail Interpreter and Visitor Information Center  
503-657-9336 ext. 107 [accounting@historicoregoncity.org](mailto:accounting@historicoregoncity.org) [www.historicoregoncity.com](http://www.historicoregoncity.com)



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.

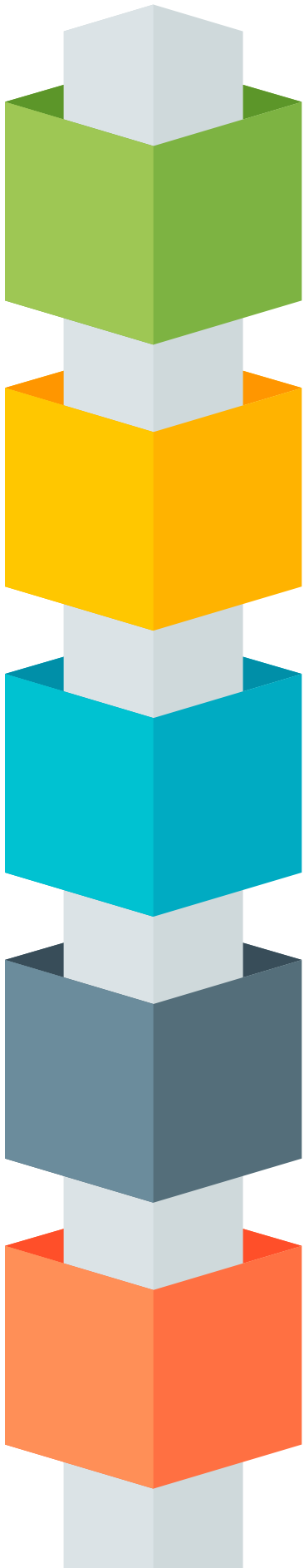
The WFHAC understands that the plan calls for the cancellation of the OCCIT grant program in order to redirect the city's lodging tax collection to projects identified in the plan and to support the plan's execution. Increased tourism activity from the comprehensive marketing effort should provide greater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

A handwritten signature in black ink that reads "Jim Mattis". The signature is written in a cursive style with a large, stylized "J" and "M".

Jim Mattis, President WFHAC



# Oregon City Tourism

## STRATEGIC PLAN

November 9th, 2015



# Oregon City Tourism

## Scope of Services

- Point B Destination Advisors has been contracted to design and recommend a winning tourism strategy for Oregon City. The strategy includes: recommendations on organizational infrastructure, a near and long-term financial strategy, and a step-by-step plan and timeline to implement the strategy.

## Methodology and Timeline of Work

- Point B's methodology consists of five phases: 1) due diligence and research, 2) strategic brainstorming and planning, 3) collaboration and consensus building, 4) presentations of recommendations to community leadership, 5) implementation.
- Current status: We have completed our Phase I work of due diligence and research, and our Phase II work of internal strategic brainstorming and planning. This report marks the beginning of Phase III, external collaboration and consensus building.

## Sources – Interviews, Meetings, and Research











### Interviews

- Jonathan Stone, Downtown Oregon City Association
- Sam Drevo, eNRG Kayaking
- Claire Blaylock, Clackamas County Historical Society
- Alice Norris, Willamette Falls Heritage Area Coalition
- Eric Underwood, Oregon City Economic Development
- Amber Holveck, Oregon City Chamber of Commerce
- Dan Fowler, Abernethy Center
- Danielle Cowan, Oregon's Mt. Hood Territory RDMO/CCTCA
- Michelle Beneville, Oregon City Finance Department
- Gail Yazzolino, End of the Oregon Trail Interpretive & Visitor Information Center
- Jim Mattis, Willamette Falls Heritage Area Coalition and Willamette Falls Heritage Foundation
- Rocky Smith, Oregon City Commission
- Denyse McGriff, Clackamas County Heritage Association and McLoughlin Memorial Association
- Rolla Harding, Oregon City Tourism Council and McLoughlin House




### Source Documents and Websites

- City of Oregon City
- CCTCA (RDMO)
- Clackamas County
- Willamette Falls Legacy Project/Rediscover the Falls
- Willamette Falls Heritage Area Coalition
- Willamette Falls Heritage Foundation
- All prior tourism studies and reports dating back to 2003



## Key Findings and Directional Observations

-  There is not a city in the western half of the United States with a more compelling collection of historical attractions than Oregon City. From a tourism perspective, Oregon City's heritage attractions have the potential of supporting a thriving year-round tourism industry with national appeal.
-  On the flipside, Oregon City's tourism industry is significantly underachieving in relation to its potential.
-  Money is not the obstacle to Oregon City's tourism success, at least not in the near term. To elevate Oregon City's tourism industry to a competitive level, it won't take any additional money than what is currently available. To implement the recommended long-term strategy, additional funding will be required.
-  Oregon City's fragmented tourism industry, divided heritage leadership, and the general lack of coordination is the anchor preventing Oregon City's tourism industry from rising to its potential.
-  Ownership of Oregon City tourism is a "hot potato" in that none of the organizations or individuals we spoke with expressed a desire to own it (which is unusual, because most often organizations are fighting for control of the money).
-  There are enough tourism assets and tourism potential to eventually justify a full-service and dedicated Destination Marketing Organization (DMO) in Oregon City. This is our recommendation for the long term.
-  The time to evolve is now. Oregon City is coming of age. There is significant community momentum, and it's time for Oregon City's tourism industry to organize, collaboratively plan for a lucrative future, and implement this plan.
-  Everyone we spoke with wants Oregon City tourism to be successful. The general sentiment seems to be that everyone will support a winning tourism strategy once it's implemented.
-  The county-wide tourism promotion effort is strong and well-funded, but alone is not enough to achieve Oregon City's tourism potential. A city-specific dedicated DMO is needed.
-  Oregon City's heritage assets are the foundation and "the hook" of Oregon City tourism. Even without the Riverwalk Legacy Project, Oregon City possesses enormous unmet heritage tourism potential. Outdoor recreation and agri-tourism are important tourism segments that merit Oregon City's cultivation and promotion, but heritage tourism is the segment that has the power and potential to differentiate Oregon City tourism from every other destination on the West Coast. It is our recommendation to fortify Oregon City's heritage tourism segment, then incorporate the other tourism segments into the rising tide.

## Key Findings and Directional Observations (cont'd)

-  While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism. In addition to structural change, there needs to be cultural change.
-  Consultants have made recommendations in the past that have not been implemented. Their observations and recommendations are not significantly different from ours. So we asked a lot of questions about why the advice of the previous consultants had not been enacted. What we learned is the previous recommendations required too much change all at once. Additionally the previous recommendations did not provide a manageable implementation plan to achieve the goals and objectives.
-  When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars, each of which must be strong and effective in order for Oregon City's tourism industry to reach its potential. The three pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, 3) Financial Strategy.

## Options for Organizational Infrastructure and Implementation

-  **#1. Continue the city's current grant program**
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's an easy way to disburse funds.
    - + It makes people happy to receive checks.
    - - It's marginally effective at attracting visitors.
    - - It does not create a consistent year-round, demand-driving tourism program.
    - - It does not cultivate a long-term brand or strategy for Oregon City tourism.
    - - The quality of implementation and outcomes varies amongst grant recipients.
    - - Grants often subsidize private for-profit business models and events. This is not the most equitable or effective use of tourism promotion funds.
    - - The grant program will never lead to Oregon City achieving its tourism potential.
-  **#2. House the ownership and leadership of Oregon City tourism promotion and development in one of the existing Oregon City organizations (City Administration, Chamber of Commerce, Downtown Association, Clackamas County Historical Society, etc.).**
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's been done before so there's precedent.
    - + It's done in other small towns where the tourism promotion budgets are small.
    - - The existing organizations' resources are already stretched to capacity.
    - - Mistrust and lack of confidence exists.
    - - Tourism promotion is not, and should not, be the expertise of the existing organizations.
    - - "Mission creep" would likely be detrimental to each organization.



## Options for Organizational Infrastructure and Implementation (cont'd)

### #3. Funnel Oregon City's tourism promotion funds to the Mt. Hood Territory RDMO and have the RDMO enhance their marketing efforts for Oregon City.

- The advantages (+) and disadvantages (-) of this option include:
  - + RDMO already has staff and resources.
  - + It's easy.
  - – It relinquishes control of local community destiny and success to a regional entity.
  - – The RDMO promotes a large and diverse area. The RDMO would be stretched thin to give the attention and focus that Oregon City deserves.
  - – It could create political turmoil at the county level.

### #4. Establish a full-service DMO for Oregon City in the near term.

- The advantages (+) and disadvantages (-) of this option include:
  - + Oregon City tourism needs and deserves a full-service dedicated DMO.
  - + Having a dedicated DMO is the best way for Oregon City to achieve its full tourism potential.
  - + A dedicated full-service DMO would clearly and permanently establish tourism leadership and accountability in Oregon City.
  - – It takes a lot of work and leadership to set up a DMO.
  - – In the near term, the available funding would be entirely consumed by organizational expenses and little would remain for marketing and promotion.
  - – Until Oregon City's heritage assets are operationally stronger and more coordinated, tourism promotion will only be marginally effective.

### #5. Milestone Plan to Long-Term Success:

- When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars that must be strong and effective in order for Oregon City's tourism industry to reach its potential. The identified pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, and 3) Financial Strategy.
- Additionally, we came to understand the reason why the previous consultants' recommendations hadn't been enacted was that the recommendations required too much change all at once, and the implementation plan lacked sufficient direction.
- When we segmented everything required to achieve success into the three pillars, and overlaid that with a phased-in implementation plan, we were convinced the winning tourism strategy for Oregon City should be based on a phased-in milestone implementation plan of manageable and synchronized steps.
- The implementation plan for each pillar will be led by three separate but closely coordinated groups, and will culminate in four years with the development of a dedicated DMO and unified or coordinated heritage assets.
- The milestone projects in each pillar represent key projects that when accomplished and viewed cumulatively will elevate Oregon City tourism to a competitive level.

## Options for Organizational Infrastructure and Implementation (cont'd)

### #5. Milestone Plan to Long-Term Success (cont'd):

- See attached infographic for descriptions and timelines of Milestone Plan
- The advantages (+) and disadvantages (-) of this option include:
  - + Dividing the responsibilities of the three pillars makes it achievable and not overwhelming for any one group.
  - + Dividing the responsibilities among three separate but coordinated groups allows the responsible organizations to focus on their area of expertise.
  - + Coordinated and synchronized plans foster collaboration, cooperation, and ultimately evolution.
  - + A phased-in coordinated plan provides step-by-step directions for each pillar to achieve the end-goal (i.e. it allows us to walk before we can run).
  - + A phased-in plan allows the tourism industry to evolve simultaneously with the rest of the city (development projects, etc.).
  - + IT'S ACHIEVABLE AND WILL LEAD OREGON CITY TO LONG-TERM TOURISM SUCCESS.



## OREGON CITY TOURISM MILESTONE PLAN TO LONG-TERM SUCCESS



## Organizational Infrastructure for the Milestone Plan

### Pillar #1: Heritage Assets Operations Pillar

- Heritage Assets Operations Collaboration Coalition (“The Collaboration Coalition”)
- The Coalition will be comprised of representatives from each of the heritage assets, plus an independent facilitator who will also work with the leadership groups overseeing the other two pillars.
- The group will meet once per month until the objectives are achieved.
- The facilitator will keep the group on track to achieve the milestones prescribed in the plan and will ensure coordination with other pillars.
- The Coalition may not rewrite the objectives. They must stay on the prescribed course. Expenses related to work will be processed by the city and must stay within the original budget.

### Pillar #2: Tourism Promotion

- The Tourism Promotion pillar will be overseen by the Tourism Leadership Council.
- This group will be comprised of tourism leaders similar to Oregon City’s existing group of tourism leaders.
- The project facilitator will also work with this group to keep them on track and ensure coordination with the other two pillars.
- The marketing work required in each milestone will be contracted to independent marketing agencies/subcontractors who will report to the Tourism Leadership Council.
- Expenses related to the work will be processed by the city and must stay within the original budget.

### Pillar #3: Financial Strategy






- The Financial Strategy pillar will be overseen by the city’s economic development staff (intentionally not the city’s finance department).
- The city’s ownership of this pillar is a clear statement of the city’s commitment to and investment in Oregon City’s tourism industry. It’s also a statement that tourism is a primary and important element of the city’s overarching economic development plan.
- The project facilitator will work with city staff to ensure progress and coordination with other pillars.

### Project Facilitator

- The project facilitator will guide and “taskmaster” the groups to ensure milestones are met on time and within budget.
- The project facilitator will contract with and report to the city commission and the city manager.
- Why have the facilitator report to the city commission and city manager? If Oregon City tourism is going to achieve its potential and successfully navigate through this implementation plan, we believe the effort should be owned by the highest level of community leadership.









## Potential Revenue Sources for Tourism Promotion and Development

-  Oregon City's current TRT collections are sufficient to fund the first year of the Milestone Plan.
-  An additional increase to Oregon City's TRT rate would provide additional revenue. Even with the recent increase in Oregon City's TRT rate, it's still below the threshold. Case studies reflect little to no consumer resistance to TRT rates. Lodging taxes create important economic development funds without taxing the local community (see TRT comparison chart).
-  County, state, federal, and cause-specific grants. Various and many grant opportunities exist, especially for heritage-related economic development projects. The Milestone Plan recommends a common grant writing position housed at the city to pursue grants to fund tourism promotion and economic development.
-  The creation of a Tourism Improvement District (TID) to create funds for tourism promotion. TID's can take many forms. They have been implemented in Portland with success.
-  We believe the concept of an aerial tram connecting the Riverwalk project to the upper promenade is an excellent idea that merits careful consideration. An aerial tram would create a connecting loop for Oregon City's heritage attractions and could also generate important funding for the heritage attractions and tourism promotion.




## The Power and Potential of Heritage Tourism

-  A 2009 research study conducted by Mandala Research for the U.S. Department of Commerce, U.S. Cultural Heritage Tourism Marketing Council, National Trust for Historic Preservation and other industry partners, reports that **"78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year."**
-  The study further demonstrates the impact of this industry segment, reporting that **cultural and heritage travelers spend more than other types of travelers – an average of \$994 per trip compared to \$611 for all U.S. tourists.** This spending translates to a contribution of more than \$192 billion annually to the U.S. economy by the cultural heritage tourism segment.
-  There are approximately **850 million visits each year to American museums**, more than the attendance for all major league sporting events and theme parks combined (483 million in 2011), according to the American Alliance of Museums.
-  **Arts and cultural spending has a ripple effect on the overall economy**, boosting both commodities and jobs. For example, for every 100 jobs created from new demand for the arts, 62 additional jobs are also created.
-  **Cultural Heritage Tourism** has been identified by Congressional Research Services as one of the **leading, or rapidly developing, areas of tourism.**

## Miscellaneous Notes

-  Tourism promotion is a competitive game, with winners and losers. Oregon City leadership needs to prepare their community for that competition. The team needs leadership, a winning plan, and a competitive culture of winning.
-  Having a shared development director/grant writer housed in the city's economic development department to support all cultural organizations and tourism objectives is a smart idea and a good economic development investment for the city.
-  The city should lead the Financial Strategy pillar even after a dedicated DMO is established because it institutionalizes the city's role and investment in the tourism industry. The city is the ultimate holder of the purse strings of tourism promotion funds.
-  The city's economic development department should draft a clear mission statement pertaining to their commitment to and role in achieving the city's tourism potential. Tourism must be a primary theme in the city's overarching economic development plan.
-  Oregon City is positioned perfectly to capitalize on the heritage trail concept. This could be the majority of Oregon City's tourism promotion work. Refer to Boston's Freedom Trail and Bend's Ale Trail for case studies and ideas. This is recommended as the first year milestone for the Tourism Promotion pillar.
-  The current shortage in available hotel lodging inventory can be mitigated by encouraging local home owners to operate VRBO's and bed & breakfasts in their homes, especially in the many historic homes throughout Oregon City. Additional lodging inventory would help maximize transient lodging taxes and would enhance Oregon City's tourism experience. City administration can support and encourage this by creating policies that encourage and make it easier for homeowners to operate short term lodging operations out of their homes.

## Next Steps

-  October and November: collaboration and consensus building amongst all stakeholders
-  November: final presentations
-  December onward: implementation and success

# # #



**From:** [Wyatt Parno](#)  
**To:** [Dan Holladay](#); [Rocky Smith, Jr.](#); [Carol Pauli](#); [Brian Shaw](#); [Renate Mengelberg](#); [Tony Konkol](#)  
**Cc:** [Eric Underwood](#); [Jaime Reed](#); [Kattie Riggs](#); [Jonathan Stone](#)  
**Subject:** RE: Letter Re: Tourism Work Session Tuesday  
**Date:** Monday, March 7, 2016 3:57:09 PM

---

Good afternoon City Commissioners! ☺

Tony, Eric and I met with Jonathan Stone and consultant Doug La Placa last Friday regarding the tourism presentation this Tuesday. There had been some confusion regarding next steps for the plan, but we were able to work through it. All agreed that the goal for the work session is to ask the Commission for consensus to 1) support the "Oregon City Tourism Strategic Plan" concept and 2) support allocation of transient room tax (TRT) revenue for a facilitator to work on the plan with stakeholder groups this summer.

There are several unanswered questions in the plan. This is by design as Jonathan's original charge was to explore a comprehensive tourism effort, without getting ahead on the details or spending too much money. We agreed at the meeting on Friday that the "Milestone Plan to Long-Term Success," which is included in the plan is conceptual only, an example of what could occur. For instance, the milestones include giving TRT revenue to heritage locations to run operations and starting a marketing campaign very early in the process. Instead, more work is needed to organize heritage assets before such steps can be considered.

Thank you Commissioners Pauli and Smith for encouraging this broad thinking tourism effort. And thank you to Jonathan for spearheading the study. Tony, Eric and I are excited to continue the momentum that has been generated.

Have a great evening!

Wyatt



**Wyatt Parno, CPA**

Finance Director  
[wparno@orccity.org](mailto:wparno@orccity.org)

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---

**From:** Kattie Riggs

**Sent:** Thursday, March 03, 2016 2:38 PM

**To:** Brian Shaw <bshaw@ci.oregon-city.or.us>; Carol Pauli <cpauli@ci.oregon-city.or.us>; Dan Holladay <dholladay@orcitey.org>; Renate Mengelberg <rmengelberg@ci.oregon-city.or.us>; Rocky Smith, Jr. <rsmith@ci.oregon-city.or.us>

**Cc:** Tony Konkol <tkonkol@ci.oregon-city.or.us>; Eric Underwood <eunderwood@ci.oregon-city.or.us>; Wyatt Parno <wparno@ci.oregon-city.or.us>; Jaime Reed <jreed@ci.oregon-city.or.us>

**Subject:** Letter Re: Tourism Work Session Tuesday

Commissioners,

Please see the e-mail below regarding the upcoming tourism presentation at the March 8<sup>th</sup> Work Session.

Thank you,  
Kattie



**Kattie Riggs**  
**City Recorder**

[kriggs@orcitey.org](mailto:kriggs@orcitey.org)  
City of Oregon City  
PO Box 3040  
625 Center Street  
Oregon City, Oregon 97045  
503-496-1505 Direct phone  
503-657-0891 City phone  
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**Website:** [www.orcitey.org](http://www.orcitey.org) | [Recorder Page](#) | [Facebook!](#) | [Twitter](#)  
*PUBLIC RECORDS LAW DISCLOSURE: This e-mail is subject to the State Retention Schedule and may be made available to the public.*

**From:** Kevin Yell [<mailto:kevin@ainsworthhouse.net>]

**Sent:** Thursday, March 3, 2016 2:28 PM

**To:** Michele Beneville; Kattie Riggs; [jon@downtownoregoncity.org](mailto:jon@downtownoregoncity.org); [doug.laplaca@gmail.com](mailto:doug.laplaca@gmail.com)

**Subject:** Re: FW: Tourism Work Session Tuesday

Hello,

Many Congratulations on the development of a proposed plan for **Tourism for Oregon City**. It is long overdue and necessary. However, in anticipation of the presentation on March 8, I would request, indeed plead for a City-wide approach, not just a Main Street/Downtown focus.

I would remind folks that places such as **THE AINSWORTH HOUSE & GARDENS**, by being outside the usual business areas, does not benefit from any of the City's support structure for increased business. We have been denied even signs on the road, yet specifically bring over 6,000 tourists to the City every year, with added requests for rehearsal dinners,

overnight accommodation, "things to do locally" and much else benefiting the economy. We are delighted to have been supporting our business neighbors for over 10 years now, but I hope we may look to begin to be included in the support and benefits offered in the future.

Between our own property taxes and the local "add on" spending in the City and County, as well as promoting specific support of local vendors (hotels, caterers, florists, bakers etc) we estimate we annually help add over \$250,000 to the local City or County economy on top of paying our state and federal taxes based on our own income. But to hear, as I have on more than one occasion, we don't count as far as support is concerned, is not encouraging.

We very much look forward to being able to support the growth and development of the City, but would ask that an integrated approach, (including street signs to help the flow of traffic and visitors **beyond** just Main Street,) is proposed.

Best wishes,  
Kevin

--

Kevin Yell  
Managing Partner  
Ainsworth House & Gardens  
[\(503\) 656-1894](tel:5036561894)  
[www.AinsworthHouse.net](http://www.AinsworthHouse.net)

On Thu, Mar 3, 2016 at 12:14 PM, Michele Beneville <[mbbeneville@ci.oregon-city.or.us](mailto:mbbeneville@ci.oregon-city.or.us)> wrote:

Please see the email from Jonathan below...

Michele Beneville  
[mbbeneville@city.oregon.or.us](mailto:mbbeneville@city.oregon.or.us)  
City of Oregon City  
PO Box 3040  
625 Center Street  
Oregon City, Oregon 97045  
[503-496-1542](tel:5034961542) Direct phone  
[503-657-0891](tel:5036570891) City phone  
[503-657-3339](tel:5036573339) fax  
Website: [www.city.oregon.or.us](http://www.city.oregon.or.us)

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From: Jonathan Stone [[jon@downtownoregoncity.org](mailto:jon@downtownoregoncity.org)]



Sent: Thursday, March 03, 2016 11:57 AM  
To: Michele Beneville  
Cc: Doug La Placa  
Subject: Tourism Work Session Tuesday

All, the city commission will be hearing a presentation from Doug La Placa about his proposed tourism plan for Oregon City on Tuesday, March 8 at 5:30pm. Many of you have been involved in discussions around the plan and at last month's roundtable, consensus was reached to move forward with discussion at the city level. To highlight areas that had the most discussion, and to clarify intent, Doug has written an executive summary for the plan. Per our discussion at the roundtable, letters of support or otherwise addressing the proposed plan are highly encouraged. Please email letters to city recorder Katie Riggs ([kriggs@orccity.org](mailto:kriggs@orccity.org)<mailto:[kriggs@orccity.org](mailto:kriggs@orccity.org)>). Please CC me and Doug ([doug.laplaca@gmail.com](mailto:doug.laplaca@gmail.com)<mailto:[doug.laplaca@gmail.com](mailto:doug.laplaca@gmail.com)>) so that we are prepared to address comments since we will only have an hour for presentation and discussion. The commission needs understand the tourism community is wanting to see this framework plan move forward and that collectively we are willing to work together to iron out details with the support of a city hired facilitator. Attendance is highly encouraged!!!

If you have any questions, please do not hesitate to reach out.

Best,

Jonathan

--

Jonathan Stone  
Executive Director

Downtown Oregon City Association  
816 Main Street  
Oregon City, OR 97045

[jon@downtownoregoncity.org](mailto:jon@downtownoregoncity.org)<mailto:[jon@downtownoregoncity.org](mailto:jon@downtownoregoncity.org)>

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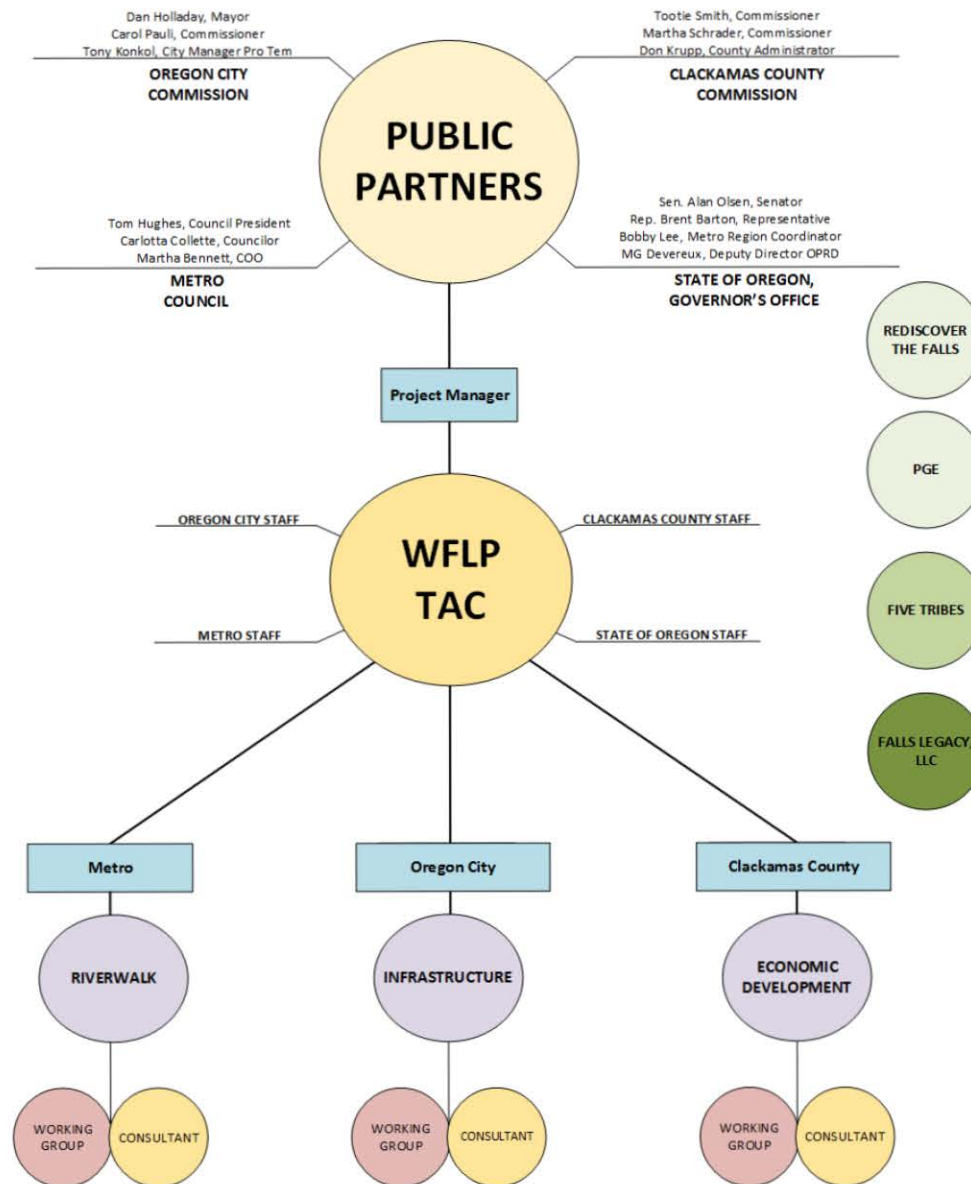
A dramatic photograph of a waterfall cascading over dark, jagged rocks. A large bird, possibly a heron or egret, is captured in mid-flight in the center of the frame, its wings spread wide and its long legs trailing behind. The water is turbulent and white with foam as it falls. The overall tone is dark and moody, with the bird providing a focal point of light and movement.

# Willamette Falls

**LEGACY PROJECT**

**Oregon City Commission Presentation  
March 8, 2016**

# WFLP ORGANIZATIONAL CHART



# RIVERWALK UPDATE



**PUBLIC ACCESS**

**HISTORICAL &  
CULTURAL  
INTERPRETATION**

**ECONOMIC  
REDEVELOPMENT**

**HEALTHY  
HABITAT**



# RIVERWALK UPDATE



# BUDGET APPROACH

## Two Goals

1. Plan for the comprehensive project in the Vision Document.
2. Implement an initial project that provides access to the Falls.





# COMPREHENSIVE VISION

\$60M to \$80M

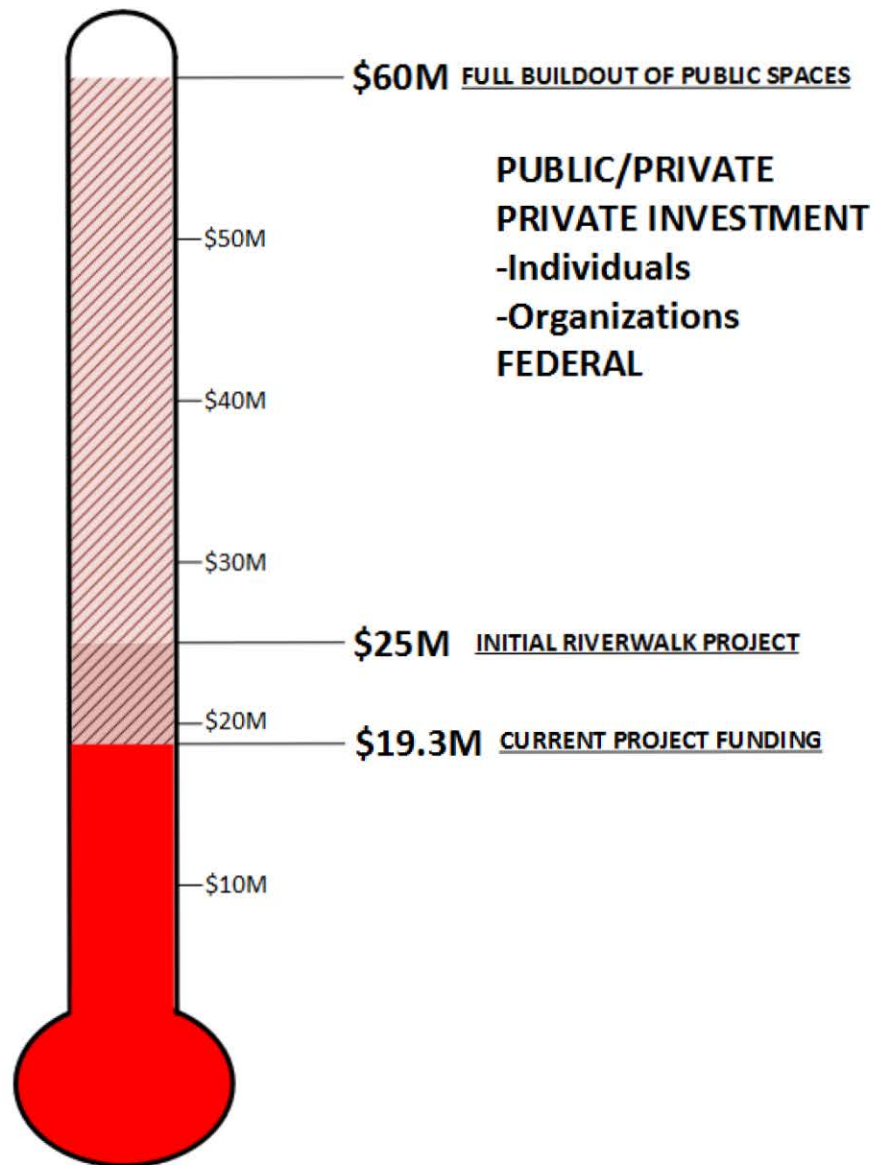


A scenic view of a dam and river. In the foreground, a paved walkway with a yellow railing runs along a rocky shore. Several people are walking on the path, including a man carrying a child. To the right, a person is fishing from the rocks. The river flows rapidly, creating white water rapids. In the background, a large concrete dam structure is visible, with a large building on the right side. The sky is overcast.

**INITIAL PROJECT  
\$25M**



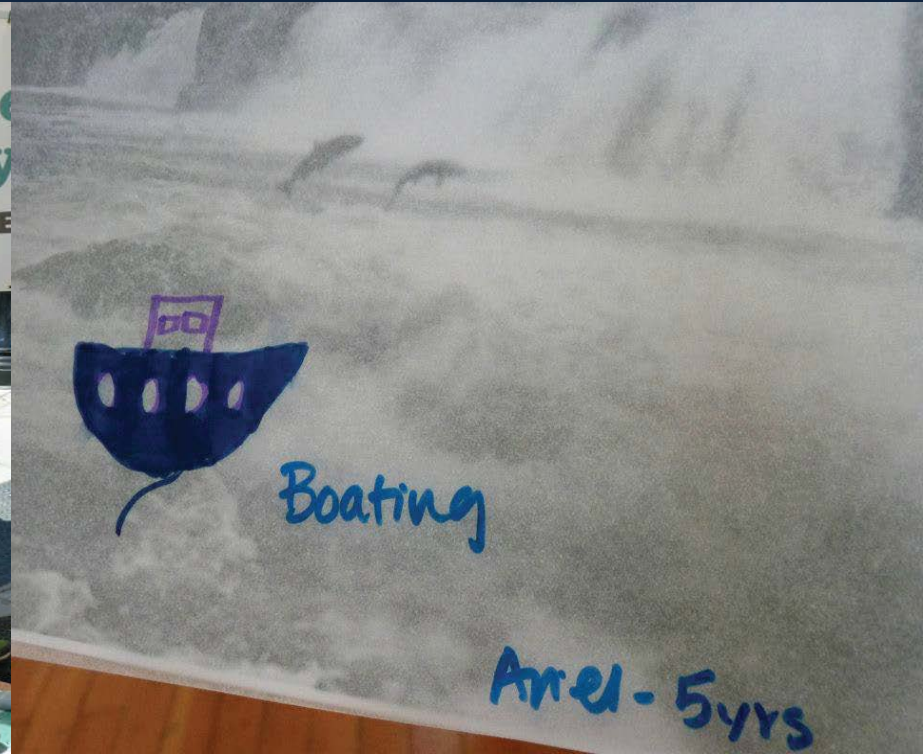
# DREAM WITH DISCIPLINE



# RIVERWALK SCOPE AND SCHEDULE



# COMMUNITY ENGAGEMENT



- First public meeting with the design collective
  - 3:00-8:00pm March 30, 2016 @ Abernathy Center
- Online forum and survey
- Community Conversations and events

# CPDG DEVELOPMENT STRATEGY

- Master Plan for private property, integrated with Riverwalk
- Consultant Budget: \$900,000 (50% public, 50% private)
- Public-Private Partnership

# WHAT IS IT?

- Urban design of streets, Riverwalk connections
- 3-5 building assessments
- Utilities and streets – design, costing, phasing
- Development strategy for catalytic development

# RESULTS

- Development strategy
- Public implementation plan
- Land use approval for integrated master plan for private property and Riverwalk

# WHY?

- Integration with Riverwalk (same consultant)
- Create implementation strategy for next phase
- Removing development barriers
- Incentivize development interest
- Phased development plan
- Community involvement, accountability and transparency

# Next Steps-Finalize Scoping

## April City Commission Meetings

IGA with Metro for CPDG Grant \$  
Grant Agreement with Falls Legacy LLC  
Contract with Snohetta

IGA with Metro Transferring Riverwalk \$  
IGA with Clackamas County Match for CPDG Grant





---

# Introduction to Public Sector Bargaining

# Discussion Items

- Overview of Public Employee Collective Bargaining Act (PECBA)
  - ◆ Bargaining timelines
    - ★ Strike Permitted (AFSCME)
    - ★ Strike Prohibited (OCPEA)
- Current contract costs
- Answer questions

# Public Employee Collective Bargaining Act (PECBA)

- ORS 243.650- 243.782
- Administered by the Employee Relations Board (ERB)
  - ◆ State agency
  - ◆ Three members
  - ◆ Appointed by the Governor

# Strike Permitted Unit Bargaining Process

Direct Bargaining (minimum 150 days)



Mediation (minimum 15 days)



Impasse



Final Offer and Costing  
(within 7 days of impasse)



30 day Cooling Off Period



Employer may  
Implement  
Final Offer



Union may  
Strike  
(after 10 day notice)

# Strike Prohibited Unit Bargaining Process

Direct Bargaining (minimum 150 days)



Mediation (minimum 15 days)



Impasse



Final Offer, Costing & Petition  
To Initiate Arbitration  
(within 7 days of impasse)



30 days Cooling Off Period



**Last Best Offer Filed With Arbitrator**  
**(14 days before hearing)**



**Arbitration Hearing**  
**(scheduled after Cooling Off Period)**



**Arbitration Decision**  
**(30 days from close of hearing)**

# Comparable Costing

- Apples to ...
  - ◆ Private Sector?
- ORS definition:
  - ◆ “Limited to same or nearest population range within Oregon”
  - ◆ Such as...

# Current Contract Costs

- AFSCME

- ◆ 2014 – \$5,135,000

- ◆ 2015 – \$6,659,000

- Police

- ◆ 2014 – \$5,350,000

- ◆ 2015 – \$5,850,000

# What we are looking at

- Cost increases
  - ◆ PERS 4%
  - ◆ Medical Insurance >10%
- City
  - ◆ Ambiguous language
  - ◆ Concerns



# Next Steps

- Updates as
  - ◆ Negotiations progress or
  - ◆ As needed if significant issues relating to policy arise



Questions?

# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

---

Date of Meeting 3-08-16 Work Session

Item Number From Agenda 3a

---

NAME: John Ghilarducci

ADDRESS: Street: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

# COMMENT FORM



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- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
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- Give to the Clerk in Chambers **prior** to the meeting.

---

Date of Meeting 3-08-16 Work Session

Item Number From Agenda 3b

---

NAME:

Johnathan Stone

ADDRESS:

Street: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

# COMMENT FORM



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- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting

3-08-16

Item Number From Agenda

36

NAME:

Doug La Placa

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:

# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting 3-8-16

Item Number From Agenda 3b

NAME:

William Gifford

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:

# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting

3/8/16

Item Number From Agenda

3b

NAME:

Blane Meier

ADDRESS:

Street: 20613 S. Hwy. 213

City, State, Zip:

Oregon City, OR 97045

PHONE NUMBER:

(503) 479-0080

E-MAIL ADDRESS:

bmeier@crowmail.net

SIGNATURE:

[Signature]

# COMMENT FORM



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- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting 3-08-16

Item Number From Agenda 3b.

NAME:

Claire Blaylock, Moot

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:



# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to **3 MINUTES**.
- Give to the Clerk in Chambers **prior** to the meeting.

Date of Meeting

3-08-16

Item Number From Agenda

3b

NAME:

Jerry Hermann

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE:

# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting

3/8/16

Item Number From Agenda

\_\_\_\_\_

NAME:

Sam Dreno

ADDRESS:

Street:

1701 Clackamette Dr.

City, State, Zip:

Oregon City OR 97045

PHONE NUMBER:

503.887.5033

E-MAIL ADDRESS:

Sam@NRG-Kayaking.com

SIGNATURE:

Sam Dreno

# COMMENT FORM



\*\*\*PLEASE PRINT CLEARLY\*\*\*

- SPEAK INTO THE MICROPHONE AND STATE YOUR NAME AND RESIDING CITY
- Limit Comments to 3 MINUTES.
- Give to the Clerk in Chambers prior to the meeting.

Date of Meeting 03-08-16 Work session

Item Number From Agenda 3C

NAME:

Kathryn Krygier

ADDRESS:

Street:

City, State, Zip:

PHONE NUMBER:

E-MAIL ADDRESS:

SIGNATURE: