



CITY OF OREGON CITY PARKS AND RECREATION ADVISORY COMMITTEE AGENDA

**Virtual Meeting
Thursday, April 22, 2021 at 7:00 PM**

This is a virtual only meeting, if you would like to participate please contact Kendall Reid at kendallreid@orcity.org.

CALL TO ORDER

INTRODUCTIONS

APPROVAL OF MINUTES

1. Minutes of the March 25, 2021 PRAC Meeting

PUBLIC COMMENT

This section on the agenda is for citizens to present information relevant to the City but not listed as an item on this agenda. The citizen has up to 3 minutes for comments. Prior to speaking, citizens shall complete a comment form and deliver it to the Staff Member. When the Chair calls your name, proceed to the speaker table and state your name and city of residence into the microphone. The Parks & Recreation Advisory Committee Members do not generally engage in dialog with those making comments but may refer the issue to the Staff Member. Complaints shall first be addressed at the department level prior to addressing the Committee.

PRESENTATIONS

GENERAL BUSINESS

2. Policy for Naming or Changing Names of Parks, Recreation /Cemetery Facilities
3. Draft of Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy
4. PRAC Goals
5. PRAC Member Appointment Recommendations

MEMBER REPORTS

STAFF REPORTS

FUTURE AGENDA ITEMS

Tyrone S. Woods Memorial Park - 12/5/2019

Cost Recovery Training - 2/25/2021

Regional Comparison of Parks – 10/22/2020

Parks and Recreation Funding

Clackamette Park Master Plan

Buena Vista House - 1/23/2020

WES Good Neighbor Funds

Joint Operations Center

Willamette Falls Legacy Project

Property Acquisition

Dog Park - 9/24/2020

Review Goals - 2/25/2021

The Cove

Heritage Tree Stand Nominations – 1/28/2021

Newell Creek Canyon Project – 2/25/2021

Homeless Outreach Efforts by Oregon City Police Department – 2/25/2021

Filbert Run Master Plan – 12/03/2020

McLoughlin Canemah Trail Grant Application – 1/28/2021

NEXT SCHEDULED MEETING - MAY 27, 2021

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the City Recorder. When the Mayor/Chair calls your name, proceed to the speaker table, and state your name and city of residence into the microphone. Each speaker is given three (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.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the Oregon City's website at www.orcity.org and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.

City of Oregon City
Parks and Recreation Advisory Committee
Meeting Minutes
Virtual Meeting Thursday, March 25, 2021 at 7:00 PM

CALL TO ORDER

Meeting called to order around 7:00 pm

INTRODUCTIONS

Members: Shawn Dachtler; Brent Haverkamp; Jeff Sargent; Tim Wuest; Derrick Cogle; Andy Crump; Karin Morey; Troy Bolinger

Staff: Kendall Reid, Parks and Recreation Director; Denise Conrad, Assistant Parks and Recreation Director; Kathy Wiseman, Senior Center Supervisor; Rochelle Anderholm-Parsch, Aquatic and Recreation Manager; Jonathan Waverly, Parks and Cemetery Maintenance

Guests: Pete Walter, Oregon City Planning Department

APPROVAL OF MINUTES

1. Minutes of the February 25, 2021 PRAC Meeting

Troy Bolinger called for questions or comments on the minutes, none were given. Andy Crump moved to approve the minutes; Tim Wuest seconded. Mr. Bolinger noted that there was no need for a vote.

PUBLIC COMMENT

There were no citizen comments.

GENERAL BUSINESS

2. 2021 Heritage Tree Nominations for Mountain View Cemetery

Mr. Bolinger called on Didi Dahlsrud to begin the discussion. Ms. Dahlsrud said that she was there to provide a public comment of support. She provided some information about the nominated trees; two Camperdown Elm trees located on plots at Mountain View Cemetery that range in age from 90 – 117 years old. Pete Walter, Senior Planner, presented photos of the two trees up for nomination and stated that the Natural Resources Committee on February 10 unanimously recommended approval of these nominations. Mr. Walter referenced the documents in the agenda packet that detailed the history of the plots on which the trees are located. He again noted that NRC recommended approval, which was also needed from PRAC before it could move to the City Commission. Mr. Haverkamp asked whether the trees were considered healthy. Mr. Walter explained that the trees met the site and condition criteria for Heritage Trees as they are not listed as invasive, but

health of a tree is no longer considered a necessary requirement. He further commented that with the Heritage Tree designation, Parks Staff would take on the maintenance responsibility; the decision to remove a tree, if it were identified as a hazard in a professional arborist's report, would need to be agreed to by the City Commission. Mr. Wuest asked if there was a list of Heritage Trees in the City and Mr. Walter replied that the list on the website needed to be updated, and they are planning to make it a layer on OC WebMaps. Mr. Wuest also reported that the Heritage Oak tree on Center Street recently fell down. Ms. Morey asked Jonathan Waverly, Parks and Cemetery Maintenance, if there were any problems for the cemetery, as these are small family plots. Mr. Waverly replied that he did not foresee any problems. Mr. Walter listed the options for PRAC members; to recommend approval, to recommend partial approval, to request more information or to not approve, and he clarified that the nominations were for the two Camperdown Elm trees located in the Clarke-Joy plot and the Penman plot at the Mountain View Cemetery and were 2020 nominations. Karin Morey moved that the two Camperdown Elm trees at the Clarke-Joy plot and the Penman plot as nominated by Mr. Walter and Ms. Dahlsrud be approved; Andy Crump seconded. The vote was taken.

All Approved: Tim Wuest; Karin Morey; Troy Bolinger; Jeff Sargent; Derrick Cougle; Andy Crump; Shawn Dachtler; Brent Haverkamp
All Opposed: none

3. PRAC Goals Review

Mr. Bolinger thanked members for their participation and input with most of the work being done outside of the PRAC meetings. He reminded members that Mr. Dachtler and Mr. Haverkamp would present the goals, take questions for clarification and understanding, and then he was looking for a motion to approve the goals. Mr. Dachtler reviewed the goal formation and polling process that took place offline, which utilized the same method of goal setting as did the City Commission. He noted that he felt the result was reflective of the whole body of PRAC. Mr. Dachtler stated that six of the eight members were involved in the ranking of the 12 established goals and while he apologized for directly missing the input of two members, he was comfortable and happy with the results. Mr. Haverkamp emphasized the need for the goals to reflect how PRAC serves Oregon City and the Parks and Recreation system as a whole, not just personal agenda items. The goals document, which included the top seven items, was shown for members to review and ask clarifying questions. Ms. Morey thanked Mr. Dachtler and Mr. Haverkamp for the incredible job and pointed out that three items on the list will require an RFP and consultant and wanted to make sure they consult with Kendall Reid, Parks and Recreation Director, and understand the available budget. Mr. Crump asked if the plans for implementing these goals would be a discussion item in future monthly meetings. Mr. Dachtler commented

that Mr. Bolinger and Mr. Haverkamp had formatted the goals to set out a roadmap and will tell the City Commission and Staff what is important to PRAC to help guide funding. Mr. Bolinger called for a motion. Brent Haverkamp moved to approve the goals; Karin Morey seconded. The vote was taken.

All Approved: Tim Wuest; Karin Morey; Troy Bolinger; Jeff Sargent; Derrick Cogle; Andy Crump; Shawn Dachtler; Brent Haverkamp

All Opposed: none

Mr. Bolinger explained the next steps were to go through the goals and get them scheduled out and on the calendar. He asked if Mr. Crump and Mr. Cogle were willing to join him to assign dates for tasks, with Mr. Reid's assistance; both Mr. Crump and Mr. Cogle agreed. Mr. Bolinger concluded that they would come back with a game plan at the next meeting and thanked Mr. Dachtler and Mr. Haverkamp again.

MEMBER REPORTS

Mr. Bolinger explained to members that this was the opportunity for members to share reports with the group, but was not the time to bring up topics for discussion. He noted that discussion topics should be addressed as future agenda items.

Mr. Dachtler: Encouraged members to drive by Tyrone S. Wood Memorial Park, noting that it is amazing even though it is not complete yet. Mr. Dachtler commented that the area has been underserved for 20 years and he gave commendations to Mr. Reid and especially to Denise Conrad, Assistant Parks and Recreation Director and Project Manager, for a job well done.

Ms. Morey: Noted concerns that the Citizens Involvement Committee, of which she is also a member, had been put under the Charter and had its bylaws taken away. She continued by reading PRAC's purpose statement. Mr. Bolinger stated that this was a discussion item, rather than a member report and should be put on a future agenda.

No other members provided reports.

STAFF REPORTS

Mr. Reid provided an update on Park Place, noting that he and Laura Terway, Community Development Director, had attended the Park Place Neighborhood Association meeting to discuss what is happening with the development and that group decided to provide public comment to the City Commission; Mr. Reid agreed to come to the City Commission in April with options to mitigate any impact the development may have on Park Place and the park. Mr. Reid stated

that he will provide more information in April on how to move forward. Mr. Reid noted that he had emailed out the eight applications for PRAC vacancies along with the interview procedures and questions. He asked for member feedback on holding a Work Session on April 22 for interviews. The group discussed timing and agreed to hold the Work Session at 5:30pm. Mr. Bolinger & Mr. Dachtler asked for confirmation that there were no conflicts with the applicants' neighborhood associations. as PRAC is only allowed two members per neighborhood association. Mr. Reid said that he would reach out to the City Recorder to verify.

Ms. Conrad provided an update on the three Parks construction projects as a continuation of the information in the action reports already provided. Tyrone S. Woods – installation of the playground structure is 95% complete; the draft punch list is being vetted and will be sent to the contractor; restroom security cameras will be installed on March 31; they are working through insurance for the vehicle accident and getting a confirmed schedule for the light pole; a large oak tree that fell from an adjacent property onto the fencing panels was removed and replacement panels will be put in. DC Latourette – the basketball court painting and striping is scheduled for April 14-15, but is weather dependent; there is new frontage into the park; railings along the back will be completed by the end of next week, along with the punch list. Filbert Run – moved from 60% drawings toward 90% drawings, which will contain some conditions that came from the draft land use review notations; the ice storm left some downed and severely damaged trees; these will be noted in the plan sets and they will work with Planning. Ms. Conrad concluded by thanking Mr. Dachtler for the accolades.

Mr. Waverly reported that they had 17 parks completely cleaned up and were wrapping up work with contractors on brush removal, but there are some hangers in trees that require climbers and will take some time. Mr. Waverly noted that the more significant damage occurred at Waterboard Park, Singer Creek Park and the Cemetery. He highlighted two events that took place on March 13; one with the McLoughlin Neighborhood Association for a cleanup on the Promenade, filling 17 bins with weeds; and a beautification project at Clackamette Park, put on by Jerry Herrmann and the JROTC, where they planted bulbs, native plantings and about 20 Cedar trees.

Rochelle Anderholm-Parsch, Aquatic and Recreation Manager, reported that Spring Break Camps were full and they were able to add a second camp at the Pioneer Center. She noted that the pool is open and busy and they are excited to provide services to the community in person and virtually.

Kathy Wiseman, Senior Center Supervisor, reported that her 6-year-old grandson gave the Spring Break Camp a 5-star rating and she expressed her thanks to Ms. Anderholm-Parsch and Staff. For the Pioneer Center, she reported that they have been busy delivering a record number of meal and supplies and they are offering

two buses and a foot clinic. She noted that they are looking at summer and what can be done for outdoor recreation. Ms. Wiseman asked about the PRAC goal regarding a volunteer coordinator position and what that meant. Mr. Wuest replied that it is needed with an abundance of work to do and Staff spread thin, but how it will actually work is more a question for Mr. Reid or Mr. Waverly. Ms. Wiseman thanked Mr. Waverly and his crew for the great care taken with the cleanup work at the Pioneer Center.

FUTURE AGENDA ITEMS

Mr. Bolinger stated that he had no notes and asked members for their items. Mr. Wuest requested that it be a priority to open the restrooms at the parks. Mr. Reid commented that he, Mr. Waverly, and Ms. Conrad have discussed how to reopen them strategically, balancing OHA guidance and sanitation requirements with vandalism and transient issues, but they are working on it. Mr. Cogle noted they should keep their eyes on the Thimble Creek Project. Mr. Dachtler added that it would be good to get a general update on the status of SDCs as nothing is planned after Filbert Run. Mr. Reid recommended waiting until after May when they will have more capacity. When Mr. Bolinger suggested receiving an SDC report on the June agenda, Mr. Reid agreed. Mr. Crump noted the goals calendar item should be added to the agenda. Mr. Wuest noted that he would like to know the City's next steps in developing the walking/biking trail around Oregon City and Mr. Bolinger suggested that this be included in the SDC conversation. Mr. Reid stated that they are moving forward with updating the Parks Master Plan and the SDC methodology; more direction will come on how and where to best use SDCs, but it will be a two-year process. He added that PRAC and the community will be heavily involved, and everyone will have the opportunity to provide input.

NEXT SCHEDULED MEETING – April 22, 2021 Work Session at 5:30pm and Regular Meeting at 7:00pm

ADJOURNMENT

Meeting adjourned around 8:20 pm by Chair Troy Bolinger



Oregon City Parks and Recreation
POLICY

**TITLE: POLICY FOR NAMING OR
CHANGING NAMES OF PARKS,
RECREATION/CEMETERY FACILITIES**
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EFFECTIVE DATE: March 15, 2001

AUTHORIZED: Dee L. Craig, Director

POL 102

**POLICY FOR NAMING OR CHANGING NAMES OF
PARKS, RECREATION/CEMETERY FACILITIES**

PURPOSE

To outline the criteria and procedures for official naming and/or renaming of City parks, as well as park and cemetery facilities and recreation centers.

BACKGROUND

Oregon City Parks have traditionally been named for locations (Park Place) or special features (Canemah), or the acquired name from common usage (Carnegie Library to Carnegie Center). Occasionally parks, or amenities within a park or cemetery are named in honor of a particular individual or group who has made a significant contribution the facility.

Most recreation or community centers and facilities bear a name with some historical significance (Pioneer, End of the Trail) or identify their role (OC Pool) some the name of where they are located; and others the name of the geographic area. However, there is also a precedent for naming recreational facilities after citizens who have made a significant contribution to their community (Ermatinger House).

From time to time, individuals, community organizations and neighborhood associations petition the City requesting a naming or renaming of a facility to honor a particular individual. The following policy will formalize consideration of these requests and assure reasonable commemorative opportunities for the community along with minimal confusion and maximum access to the general public.

Policy

Designation of names for parks, cemetery, and recreation facilities shall be in accordance with criteria and procedures set forth below.

NAMING PARKS, CEMETERY, AND RECREATION FACILITIES

The naming of parks, cemetery, and recreation areas and facilities should be approached with patience and deliberation.

Confusion should be minimized by avoiding names that are similar to those of existing parks and playgrounds in the system, or geographic areas, which are so broad that they could encompass many sites.

Conditions and stipulations of original property donation or deed shall be honored regarding the name of a park, cemetery or recreation/community center.

Consideration in naming parks shall first be given to geographical location (unless this would be so vague as to cause confusion), natural or geological features, and names in common usage;

Park, cemetery, and park facilities, or community/recreation centers may be named for an individual under the following conditions: The person has made a significant contribution to the citizens of the City of Oregon City or to Oregon City Parks, Recreation and Cemetery; the individual is deceased and approval is granted by the next of kin; or the individual is still living and grants permission for the use of their name.

Recreation/Community Centers shall be named, whenever possible, for the unique geographic location that gives identity to the community or the park in which it is located unless in doing so it would create confusion with other facilities located in the area which may or may not be on the same property.

RENAMING PARKS, CEMETERY, AND RECREATION FACILITIES

Parks meet open space and recreation needs within the entire community. They are intentionally named for significant feature, which will identify them with a particular neighborhood or site because

- a) The site name is familiar to most of the residents; and
- b) Throughout the city any resident can more easily locate any park if it is named by location or significant feature.

There are instances when it is the overwhelming desire of the community to memorialize an individual. Renaming a park, park or cemetery facility or recreation/community center in memory of an individual is a significant permanent City honor and will be done carefully and deliberately. Each application must follow the process listed below.

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The proposal must be reviewed by a standing committee* through a specific process which will include:

verification of documentation showing that the individual has been a figure of historic significance to the City or Oregon City Parks, Recreation and Cemetery and has not been appropriately honored locally in some other way;

Verification of documentation showing that the individual is deceased for at least two years and that the proposal meets the approval of the individual's surviving spouse, children or parents, if any, or documented approval of the individual, if living;

review of documentation relating to appropriateness of specific site proposed for renaming, and;

recommendation through PRAC to the City Commission regarding the individual as a candidate for honor or memorialization.

*The standing committee shall include the Director of Parks and Recreation, two members of PRAC, and the staff liaison to the Neighborhood Associations or CICC.

Review of the standing committee clears the application for the remainder of the process;

Parks renamed after individuals will retain the geographic location as part of the name;

Existing park, park or cemetery facilities or recreation/community center names, which are considered historically significant, will not usually be changed;

Exceptions to these criteria may be considered by the City Commission if renaming a park, park or cemetery facility or recreation/community center has been made a condition of accepting a donation of more than 51% of the total costs of land purchase, full development of any park, renovating or building onto a recreation center. (i.e.: addition of a pool to an existing center, covering an existing pool, adding a gymnasium or making other significant building improvements);

In all cases, the City Commission shall have the prerogative of accepting or rejecting the proposed name change, and;

Bestowing an individual's name on a park or park, cemetery or recreation/community facility shall be considered permanent.

OTHER OPTIONS FOR MEMORIALIZATION

Parks are not intended to be memorial gardens and the proliferation of plaques and markers detracts from the purpose for which parks are established. However, there are instances in which the community's wish to memorialize an individual or event may be appropriately accommodated. Historical markers are traditional examples. Others include plaques affixed to denote significant gifts to a particular park. The wish to memorialize individuals and events

within each generation certainly exceeds the number of parks to be named. Oregon City Parks and Recreation will establish policy accepting memorial plaques to be displayed in the main

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Item 2.

areas of Recreation/Community Centers on the recommendation of a neighborhood association according to the criteria outlined below:

The sponsoring group or individual provides the plaque and replaces it if defaced or stolen;

Oregon City Parks and Recreation offers routine maintenance and care of the plaque, and;

Placement of all plaques is subject to the discretion of Oregon City Parks and Recreation, however, they will all be placed together in a prominent location.



CITY OF OREGON CITY

Staff Report

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

To: Parks and Recreation Advisory Committee **Agenda Date:** April 22, 2021
From: Aquatic and Recreation Manager, Rochelle Anderholm-Parsch

SUBJECT:

Draft Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy.

STAFF RECOMMENDATION:

Provide comments regarding the draft Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy.

EXECUTIVE SUMMARY:

As part of Oregon City Parks and Recreation cost recovery work the Department is providing two reports this evening. One is actionable, and the other is for information purposes only.

First, we will present the draft "Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy" (Attachment A) and seek PRAC input and feedback. This feedback will be incorporated into the final policy which will be brought before the Commission in a resolution.

Second, Oregon City Parks and Recreation will provide examples of operating procedures that will help the Department reach targets codified in the policy (Attachment B). These operating tools will be the steps that the Department will use to obtain the goal of becoming more fiscally sustainable and ensure that the Department operates in a more equitable and inclusive manner.

The Oregon City Parks and Recreation Department has completed the 5 phased approach to cost recovery work. We are now before the Commission to review and accept comments regarding the Oregon City Parks and Recreation Department's Financial Support & Sustainability Strategy Policy. This policy will serve as the Departmental guiding policy to determine the amount of taxpayer support (subsidy) and cost recovery targets available for parks and recreation services.

Additionally, the department has provided, as examples, internal working procedures and tools that will be used as steps to meet the metrics listed in the adopted Financial Support and Sustainability Strategy Policy.

BACKGROUND:

Oregon City Parks and Recreation staff contracted with Amilia Consulting USA to help in a department-wide cost recovery analysis, and methodology creation. This work was completed in March 2021.

This work entailed a 5 phased approach that included:

1. Phase 1 is staff education and training as to the 'why' of cost recovery
2. Phase 2 is the development of service categories. This work required a department taskforce to name and define all services provided. After a list of all department services was compiled, the taskforce developed and defined service categories.
3. Phase 3 includes a cost of service analysis.
4. Phase 4 is the beneficiary of service workshop.
5. Phase 5 will unveil the Cost Recovery Tool and the results of cost of service

OPTIONS:

1. Support the Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy as stands.
2. Support the Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy with suggested edits.
3. Do not support the Oregon City Parks and Recreation Financial Support & Sustainability Strategy Policy.

ATTACHMENT A
DRAFT – April 22, 2021
PRAC INPUT

City of Oregon City Parks & Recreation
Financial Support & Sustainability Strategy Policy

Background

Oregon City Parks and Recreation has limited procedures for establishing fees and charges for programs and services offered by the Parks & Recreation Department. The current fees and charges structure have been created through informal and arbitrary methods that do not provide a clear approach to cost recovery, priority of service delivery or ensuring access to public spaces or programs. The need for setting a sustainable financial model for operating, maintaining and reinvesting in the future of the parks and recreation department's system is important. Maintaining and ensuring equitable and continued access to current parks, recreation facilities and public programs is important as well.

Objective(s)

With multiple benefits accruing to both personal and public interests, it is appropriate for public parks and recreation services to be supported by a blend of participant fees and taxpayer funding. The City's biennium budget determines the amount of taxpayer support (subsidy) that is available for parks and recreation services. Charging fees is a way to ensure the availability of parks and recreation services and programs that supplement limited taxpayer dollars.

As of 2021, the City Oregon City Parks and Recreation Department is shifting towards a fiscal management philosophy that is focused on a "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. This approach aligns the allocation of tax dollars and cost recovery expectations with beneficiary of service.

Policy Statement

The City of Oregon City Parks and Recreation Department's Financial Support and Sustainability Strategy Policy intends to create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions. The policy sets up a mechanism for revenue generation strategies, and revenue to expenditure comparisons. The policy establishes metrics to assess individual activities and subsidy goals, and it encourages the achievement of future programs and services to meet subsidy benchmarks and cost recovery targets. The policy promotes practices that are fair, equitable, and responsible. This direction is required in order to sustain the Department and its expectation as a provider of parks and recreational services. The justifiable recovery of costs as detailed in this policy is necessary to ensure the Department's financial stability in the near and long term.

Cost Recovery

The degree to which the cost (direct and indirect) of facilities, services and program is supported or paid for by user fees and/or other designated funding mechanism such as grants, partnerships, etc. versus the use of tax subsidies.

For example, a cost recovery level of 75% simply means that for each dollar spent on a service, \$.75 was generated from a revenue source with the remaining \$.25 was covered by subsidy dollars (i.e., taxes).

City of Oregon City Parks and Recreation’s Service Categories

The development of categories which include *like* services are important when it comes to the justifiable and equitable allocation of subsidy and cost recovery levels. Service categories, and the associated subsidy and cost recovery goals, help the department assign budget projections and meet established fiscal performance (i.e., *like* services for the service category “Skill-based Beginning/Intermediate Activities” include swim lesson levels 1-5, school swimming lessons, entry level senior/aging adult contracted classes.)

The benefit of this type of approach are many. This approach improves efficiency and it fundamentally starts to breakdown systemic inequity issues and promotes a culture where the focus is Department-wide financial sustainability. Evaluating each of the Department’s services, programs and activities is inefficient, unequitable, and does not promote Department-wide sustainability practices. Categorizing by “type of service” or “likeness of service” discourages attempts to set fees and charges based upon special interests, age-based services, or individual values.

The City of Oregon City Parks and Recreation Department provides hundreds of services annually to the community. The following Service Categories represent the Department’s service menu and include Service Category definitions as well as example services.

Service Categories

Community Events includes annual events that are appealing to a majority of, or the entire community regardless of age, ability/skill, family composition, etc. These events are large-scale and highly intensive, and typically occur on an annual basis.

[Examples include: summer concerts, movies in the park, arbor day/enhancement day, Memorial Day Celebration, Day of Remembrance, Heritage Day, 175th Celebration]

Drop-in access includes activities which do not require registration, are non-instructed yet self-directed, and include staff/volunteer supervision or oversight.

[Examples include: public swim, indoor playground, Pioneer Center billiards, board games]

Enrichment & Wellness includes classes, clinics, workshops, and other led/or supervised activities in which pre-registration is required and the primary intent is to provide socialization, interaction, and life skills development with a focus on education and lifelong learning.

[Examples include: day camps, pre-school enrichment, youth, and adult field trips]

Food & Beverage includes the availability of consumable goods for purchase at various department facilities.

[Examples include: vending, event vendors, Pioneer Center coffee station]

Human Services focus on prevention as well as remediation of life challenges and maintaining quality of life, independence, and connection to the community by linking and/or providing resources for those in need.

[Examples include: home visits, transportation services, meal services, case management, information and referrals, Veterans counseling, footcare]

Inclusion provides access for individuals who require reasonable accommodations to participate in city services. Inclusion complies with the federal Americans with Disabilities Act (ADA) mandate.
[Examples include: inclusion assistance for participation in any City activity]

Merchandise for Re-sale includes non-consumable goods for purchase at various department facilities.
[Examples include: swim goggles, maps, and brochures at Ermatinger House]

Open Access includes open access to parks and park amenities and does not include staff/volunteer supervision or oversight.
[Examples include: outdoor basketball, outdoor tennis, playgrounds, spray parks, public art, trails, pickle ball courts (non-tournament)]

Rentals includes park, shelter, and facility rentals providing exclusive use of public spaces and places in the system.
[Examples include: aquatic facility rentals, Pioneer Center rentals, park shelter rental, historic house rentals, RV rentals, City owned house rentals, Sportcraft park rentals, End of the Oregon Trail Interpretive Center rentals, athletic field rentals]

Skill-based Advanced/Competitive Activities includes classes, clinics, workshops and other led and/or supervised activities in which pre-registration is required and the primary intent is to enhance, further, or master a skill.
[Examples include: personal training, private swim lessons, adult sport leagues, contracted advanced yoga]

Skill-based Beginning/Intermediate Activities includes classes, clinics, workshops and other led and/or supervised activities in which pre-registration is required and the primary intent is to acquire or learn a skill.
[Examples include: swim lesson levels 1-5, school swimming lessons, entry level senior/aging adult contracted classes]

Special Events includes events that are intended to serve a target market and/or special interests and may require pre-registration.
[Examples include: pool easter egg hunt, swamp swim, Daddy Daughter Dinner Dance, , Pioneer Center Health and Wellness Fair, Garage Sale]

Specialized Services This service category includes services that are commercial in nature and whose operations align most with those offered by the private sector.
[Example: cemetery operations]



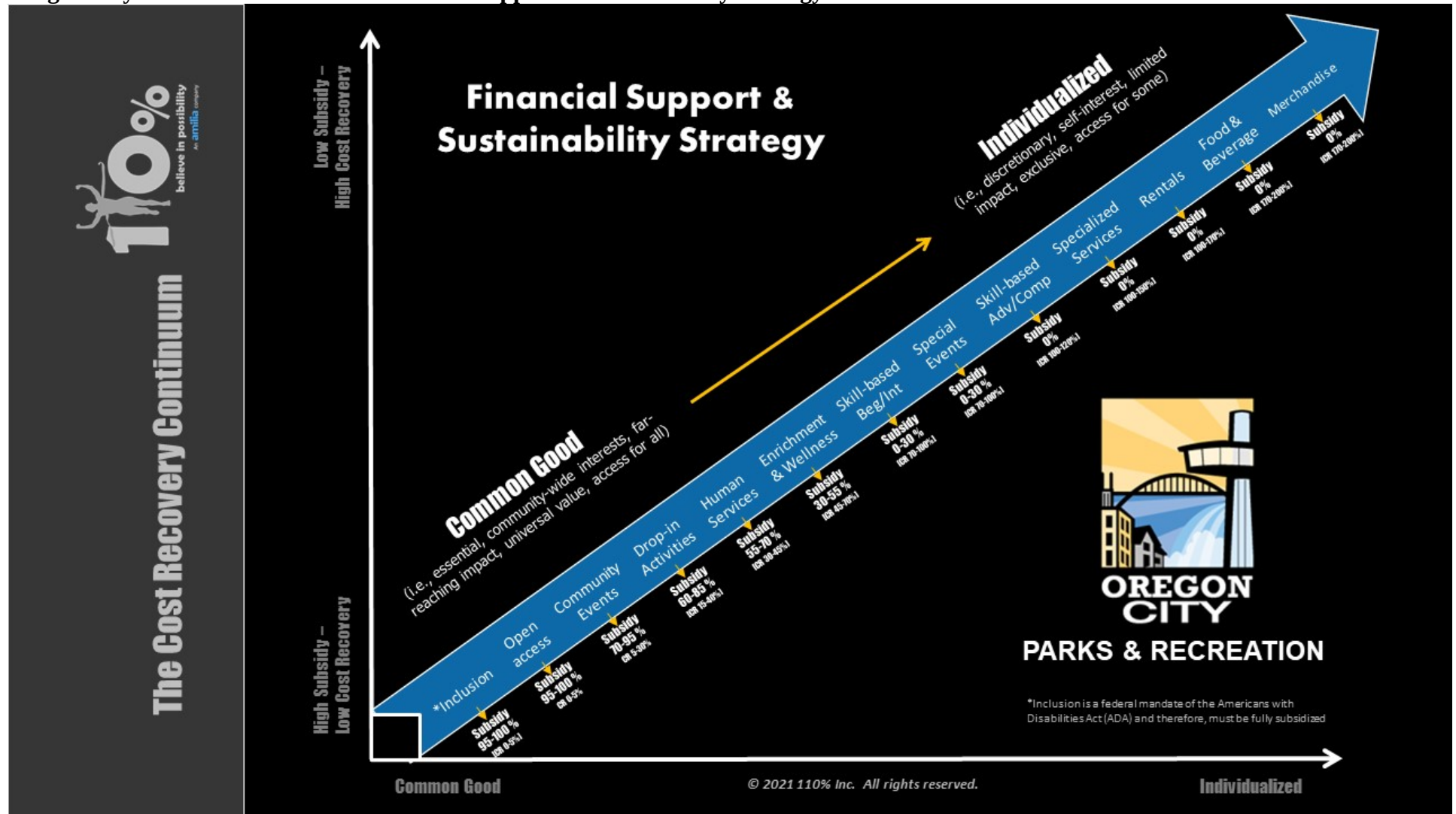
OREGON CITY

Parks and Recreation

1211 Jackson Street | Oregon City OR 97045
Ph (503) 657-8273 | fax (503) 656-0037 | www.oregoncity.org

Item 3.

Oregon City Parks and Recreation Financial Support & Sustainability Strategy





The Strategy illustrates the degrees to which financial resources will be spent and expenses will be recovered. It is grounded in the differentiation of parks and recreation services on the basis of who benefits and who should pay. Economists have differentiated goods and services in the economy in this manner for decades and have designated three types of goods and services: community benefit, dual benefit, and individual benefit.

The City of Oregon City Parks and Recreation Department's Financial Support and Sustainability Strategy is grounded in a philosophy that acknowledges varying levels of service. This strategy shifts from philosophical underpinnings suggesting that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. This aligns subsidy allocation and cost recovery goals and expectations with beneficiary of service. Those who benefit from a service should pay for that service.

A Financial Support and Sustainability Strategy Policy includes the Service Categories and realistic subsidy (tax dollar) allocation goals and expectations. The Model is a graphic representation of the Department's investment and revenue enhancement strategy.

The City Council, Parks and Recreation Advisory Committee, and community stakeholders provided input on criteria to define Community Benefit and Individual Benefit as they apply to the City of Oregon City. These criteria guide the placement of Service Categories on the Model and ultimately, tax dollar investment and cost recovery expectations (goals).

Community Benefit (justification for greater subsidy investment)

- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience

Individual Benefit (justification for greater cost recovery expectation)

- Exclusive; special interest
- Requires higher competency/ability level to participate
- Private sector competition exists
- Specialized activities

Updating Subsidy Investment Expectations

Service category cost recovery performance levels should be updated annually, and subsidy (tax dollar) investment goals should be reviewed, analyzed and updated at least every three years or more frequently as necessary.

Pricing – Setting Fees & Charges

Several pricing methods exist that will help Department staff in establishing fees and charges. The principal method for establishing services fees will be cost recovery pricing and expense management. Cost recovery

pricing is defined as determining a fee based on tax investment/cost recovery goals (targets included as part of Financial Support and Sustainability Strategy).

Other pricing methods may be utilized by the Department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations are met. Common alternative pricing methods include:

- *Market (demand-based) pricing* results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- *Competitive pricing* established prices fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and setting the mid-point or lowest fee.
- *Value-based pricing* is a pricing strategy in which the price of a product or a service is decided on the basis of perceived value or benefit it can provide to a customer. Value-based pricing is more evident in places or markets where exclusive products are offered which offer more value than the generic or standard products.
- *Penetration pricing* has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from the competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time, however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect the state of their position within the market.
- *Premium pricing* establishes prices higher than that of the competition. Premium pricing is often most effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.
- *Bundle pricing* allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers - essentially giving them something for a reduced rate.
- *Differential pricing* follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the *same* service to *different* customers at *different* prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).

In the event a Service Category's tax dollar investment/cost recovery goal is higher than current cost recovery performance and fee increases are required, prices may need to be raised incrementally over time in accord with market acceptance to optimize revenue generation. However, if the market does not respond favorably to the

increase, the service may require divestment if the subsidy investment required cannot be justified based upon beneficiary of service.

In the event a tax dollar investment/cost recovery goal is less than the current level of recovery, the established fee will remain the same to ensure that there is no loss of revenue or negative impact on the Department's financial condition.

Financial Assistance – Reduced Rates

As part of its service delivery mission, the Department will continue to ensure that services are accessible to those who are socio-economically disadvantaged. This will require that funds are appropriated and available, and that they are fairly and equitably distributed throughout communities and groups in need.

Scholarship applications will be made available and will allow for the neediest individuals and families in Oregon City to have access to scholarship funds that can both satisfy need for assistance as well as provide equitable subsidies across the system (e.g., center to center, program to program).

The Department shall track scholarship funds awarded and provide an annual report. This process of tracking and reporting will aid in future planning of projected financial aid needs, award thresholds, and anticipated total population needing to be served based upon previous year's requests and results. Furthermore, tracking methods will be documented through needs quantification such as government assistance programs, but not limited to, Temporary Assistance for Needy Families (TANF) or Oregon City School District Federal Free/Reduced Lunch programs, individual's/family's location of residence, unemployment benefits, etc.).

Service Performance Measures

Methods that will be employed by the Department to evaluate the value and intended community impact of investment and spending choices are listed below. Metrics will be used to evaluate which services have significant relevance to the Department's fiscal condition due to efficiencies, customer retention and satisfaction. Service performance analysis should include, but are not limited, to, the following metrics.

Success Metric 1: Financial viability: a service must meet its minimum tax dollar investment/cost recovery goal and as noted on the Financial Support and Sustainability Strategy

Success Metric 2: Market position: the capacity (maximum) of a service must be @ 75% or more.

Success Metric 3: Increase in new users (or specific target populations): an increase in the number of participants from a special target market or market niche.

Success Metric 4: Participant retention: retaining current participant numbers.

Success Metric 5: Participant (customer) satisfaction: overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher.

Resident & Non-Resident Rates | Setting Fees

Residents of Oregon City pay property tax that are used to subsidize Department services. Therefore, it is important to establish a methodology to subsidize programs at a higher rate for our non-residents participants.

Divisions should set non-resident and resident rates when charging for services, activities, and programs. The Department should uniformly set resident and non-resident rates should follow the below procedures. A resident is defined as an address or location that is within the Oregon City, City limits.

Establishing residency can be conducted utilizing the City's GIS mapping resource.
(https://maps.orcity.org/Html5Viewer_4_12_2/index.html?viewer=OCWebMaps.OCWebMaps)

- *Programs and activities:* when creating a new program or activity there should be a resident and non-resident fees. A non-resident rate should be 50% greater than the resident fee with a max cap of \$20.
- *Rentals:* A non-resident rental rate should be 50% greater than the resident fee with a max cap of \$20.
- *Setting fees and determining subsidies:* Refer to the cost recovery policy.

Addressing Gaps between Existing Cost Recovery Rates and Target Rates for Existing Programs

1. Analyze success metrics for activities and programs not meeting cost recovery goal.
2. Analyze direct and indirect cost for providing activity or program.
 - a. Measure ratio of direct and indirect cost.
 - b. Identify cost reduction opportunities.
 - c. Implement cost reduction opportunities.
3. Suggest market increase commensurate with cost recovery goals.
 - a. Conduct market analysis of activity or program
 - b. Identify opportunities for capturing larger market.
4. Identify potential sponsorship, volunteers, donations, or pay-it-forward opportunities for supporting activity or program.
5. Consider divestment of program at end of 2 -year strategy term or sooner.

END DRAFT POLICY



ATTACHMENT B EXAMPLE OF INTERNAL WORKING PROCEDURES

Oregon City Parks & Recreation Department Operational Tools & Procedures

DRAFT: Department Cost Recovery Procedures and Tools

Background

Oregon City Parks and Recreation has limited procedures for establishing when an event is Department sponsored event, and when a rental fee should be waived. The Department does not have a Master Fee Schedule and scattered fee-based resolutions. This operational tool will be used to guide the Department to make operational decisions in a clear and uniform way. It removes the uncertainty of making informal and arbitrary decisions and establishes a method that is equitable and provides a clear approach to cost recovery, priority of service delivery or ensuring access to public spaces or programs. This Department procedure is important and will ensure that our Divisions are maintaining and ensuring equitable and continued access to current parks, recreation facilities and public programs.

Tools & Procedure Objective(s)

1. Utilize the Department procedure to decide when and if an event is considered a Department sponsored event.
2. Apply a Departmental standard to determine when a rental fee is waived.
3. Create and update a Department Master Fee Schedule.
4. Consolidate and list existing fee-based resolutions and utilize those that are still active.

Procedure Statement

This procedure lists “how” to carry out the codified Oregon City Parks and Recreation Department’s Financial Support and Sustainability Strategy Policy. The intention is to establish steps needed in order to create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions.

The Department procedures promote practices that are fair, equitable, and responsible. This direction is required to sustain the Department and its expectation as a provider of parks and recreational services. The justifiable recovery of costs as detailed in this policy is necessary to ensure the Department’s financial sustainability in the near and long term.

Department Sponsored Events and Subsidy/Cost Recovery

Item 3.

At times, the Department enters into a partnership, agreement, or relationship with not-for-profits, community groups, or private business where taxpayer resources are allocated to support various services, events, programs, and/or to waive rental fees. Utilizing the beneficiary of services approach requires that a standard is established so there is an understanding when the department will assume the budgetary burden of all indirect and direct costs and is not expected to meet the established cost recovery/subsidy targets.

Department Sponsored Event	Non-Department Sponsored Event
City logo is on all publications	No City logo on publications
Department is advertised as a co-sponsor	Department is not listed as a co-sponsor or partner
The event, program or service is listed on all City marketing tools	Not advertised by the City or Department
Is open and inclusive to all – unrestricted access for all	The service, event or activity is not fully inclusive and serves a special interest where there is limited access
Department plays a support role, not a lead role	The Department has no role in the service, program, event, or activity
Is approved and recognized as a Department sponsored event on the Parks Special Event Application and Permit	Is not approved and recognized as a Department event on the Parks Special Event Application and Permit
A series or portion of onsite logistics are managed by the Department	All onsite logistics are managed by the user group.
A percentage of indirect and direct costs are dedicated to the event, program, or activity.	All cost associated with the event, program or activity are to meet cost recovery target listed on the Financial Support & Sustainability Strategy
Rentals fees for facilities, shelters or green space are waived	Rentals and permit fees are collected. Fees for facilities, shelters and green space are not waived.
There is an understanding and expectation that the Department will not meet cost recovery targets and a larger portion of tax subsidy will be used to cover the event, activity or program costs.	The Department will strive to meet cost recovery targets and utilize less tax subsidy by collecting fees based on the Financial Support and Sustainability Strategy.

Rental Tiers and Subsidy/Cost Recovery Goals

Item 3.

The Department has many rentable shelters, athletic fields, green space, facilities, and rooms. At times, the Department enters a partnership, agreement, relationship with not-for-profits, community group, or private business where a rental fee is waived, or a discount is applied. This procedure provides a methodology to meet rental cost recovery targets and subsidy goals, while also taking into consideration a defined and equitable approach to waiving rental fees.

	Tier 1 Standard Rentals Under 100 attendees	Tier 2 Private Event Rentals Over 100 attendees	Tier 3 Rental Fee Waived	Tier 4 Re-occurring Use/Rental Agreements
Definition	Standard one time or periodic rental with under 100 attendees No alcohol Does not require a Parks Special Event Permit. Strictly considered a rental of Department-owned property or assets. If rental requires additional insurance due to Insurance Requirements including the consumption of alcohol, move to Tier 2 Reservation can be made online, over the phone, or in-person	Private rental, with over 100 attendees Rental use extends beyond the shelter and affects properties and areas outside of parks oversight. With or without alcohol Could require a Parks Special Event Permit. Application is required. Application can be emailed, mailed, or faxed for approval consideration. Reservation can be made over the phone or in-person only	Federal or State funded service; purpose or mission to serve adults and underserved populations, and/or Department sponsored event. Non-profit, mission of organization strategically aligns with Department goals and objectives and/or long-term historical partnership Rental must be open access to all, fully inclusive and serve the greater community. May or may not require a Parks Special Event Permit. Must fill out and get approval through the "Rental Fee Waiver Request". Exhibit A .	Re-occurring Use Rental Groups- An organization that books on a consistent daily, weekly, or monthly basis. Non-Competing Programs – Program must be open to the public and not competing with Department programming. Program Manager must approve program's mission, goals, and objectives; cannot go against City's public image or negatively impact the City.
Price	Standard Rental Rate as listed on the Master Fee Schedule	Rental Rate (as listed on the Master Fee Schedule)	Fee Waived	Fee is based on the annual usage of the group and the terms listed in the agreement.

Space Allocation	As available – first come first reserve	As available – first come first reserve	As available – first come first service. 1 st priority goes to Department rentals.	Priority is set up in the us agreement between the Department and user group.
Payment	Deposit and rental fee due at time of booking* See supervisor with any concerns	Deposit and rental fee due at time of booking, Or payment remittance can be set up through an invoice process and paid 30 days prior to the rental See supervisor with any concerns	Fee waived – no deposit required.	Billed according to the agreement terms.
Agreements Required	Sportsman/Peak Software Rental Agreement	Sportsman/Peak Software Rental Agreement and Special Event Insurance as applicable	Rental Agreement Insurance may be required	Rental Agreement and Insurance required.
Included in Recreation Guide & OC Marketing	No	No	No	Yes, if listed in the agreement and considered a partner program. No, if re-occurring rental is special interest user group where the Department has no connection other than the user group is renting a park, shelter, field, facility or green space.
Fee Waived	No	No	Yes	No
Subsidy Use/Cost Recovery Targets	Meet or exceed cost recovery target	Meet or exceed cost recovery target	Department will not meet cost recovery target and will apply a larger portion of tax funds to subsidize this rental.	Department should set up an agreement to incrementally meet cost recovery targets, limit subsidy, and apply the Financial Support and Sustainability Strategy reflected in an annual agreement.

Item 3.

The Department has a series of existing resolutions that have been used to raise fees dating anywhere from 2005 to 2020. Resolutions have been the existing mechanism to change division related fees. In order to formalize practices, encourage consistency, and promote department financial sustainability, the following will occur on an annual or biennium basis.

- *Setting Fees:* The Department shall set fees using the “Financial Support & Sustainability Strategy Policy”
- *Department-Wide Fee schedule:* The Oregon City Parks and Recreation Department will create and have available a current a Department-wide fee schedule. The fee schedule will include a list of all fees collected by the Department. A current fee schedule will be published on the Department’s website. Information available to the public will include the Departments tax subsidy goals reflected in the “Financial Support & Sustainability Strategy Policy”. The fee schedule and policy will be a transparent communication tool that staff will use to set fair and fiscally responsible fees.
- *Biennium Fee-Schedule Analysis and Update:* The Department, on a biennium basis, will analyze cost recovery and subsidy allocation and with this information update the Department’s fee schedule. The Department will update the fee schedule based the metrics listed in this policy and the codified “Financial Support and Sustainability Strategy”.
- *Existing Resolutions:* They are several existing Resolutions that supply an annual mechanism to raise rates. Refer to Exhibit B to reference of all existing fee-related Department Resolutions. Once an annual or biennium fee list is created, the Department will use existing resolutions to increase fees due to inflation.

Updating Subsidy Investment Expectations

Service category cost recovery performance levels should be updated annually, and subsidy (tax dollar) investment goals should be reviewed, analyzed, and updated at least every two years or more often as necessary.

Guiding questions to address during annual cost recovery performance level evaluation should include, but are not limited to:

- What is the organization’s current cost recovery performance?
- Can the Department sustain the current reliance it has on taxpayer resources (subsidy)?
- What operational changes need to be made including adjustment to pricing strategies in order to shore up the cost recovery targets not met.
- Do any activities appear to receive an unreasonable amount of subsidy? If yes, can it continued to be justified?
- Are resources being directed unfairly or unjustly to a special interest area?
- Which service area and service category produces the least amount of revenues? Is this justifiable? If not, what operational adjustments should be made? Which service area and service categories handle the largest percentage of the organization’s revenues? Is this sustainable? If not, what operational adjustments should be made?

Exhibit A
Rental Fee Waiver Request

Item 3.

Oregon City Parks and Recreation may offer rental rates free of charge to groups who meet certain requirements and whose Mission and Values align with that of Oregon City Parks and Recreation. If your organization is publicly funded, has a historic relationship with the Department of 15 years or more, and/or is considered a resident of Oregon City and a non-profit organization, your rental fee may be waived, and is the activity or rental considered a Department sponsored event.

All Fee Waiver Requests must be submitted no less than 60 days before start date and approved by the Department Director & Site Manager. Completing this request does not guarantee your rental fee will be waived.

Organization Name: _____

Organization Contact: _____

Organization Address: _____

City: _____

State: _____

Zip: _____

Email: _____

Phone: _____

Check all that apply:

- ☐ Publicly funded agency
- ☐ Non-Profit
- ☐ Resident of Oregon City
- ☐ Historic Relationship with the Department
- ☐ Rental use is fully inclusive and provides access to anyone and all community members.
- ☐ Rental use helps the greater good and is not for a special interest or restricts access to all

Please describe how your organization aligns with the Mission and Values of Oregon City Park and Recreation District. Attach additional sheet if necessary.

Reviewed by: _____

Signature: _____

Date: _____

Directors Review & Recommendation:

- ☐ Tier 1: Standard Rental
- ☐ Tier 2: Private Event Rental
- ☐ Tier 3: Rental Fee Waived
- ☐ Tier 4: Reoccurring Use/Rental Agreement

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- ☐ Tier 2: Private Event Rental
- ☐ Tier 3: Rental Fee Waived
- ☐ Tier 4: Reoccurring Use/Rental Agreement

Managers Review & Recommendation:



OREGON CITY

Parks and Recreation

1211 Jackson Street | Oregon City OR 97045
Ph (503) 657-8273 | fax (503) 656-0037 | www.orcity.org

Item 3.

CODIFIED FEE-BASED DEPARTMENT RESOLUTIONS

RESOLUTION NO. 20-04

A RESOLUTION MODIFYING OREGON CITY PARKS AND RECREATION CAMP ACTIVITY FEES

WHEREAS, it is necessary to adopt a current schedule of rates for the use of Oregon City Parks and Recreation Camp Fees, have increased above the annual 3% increase per year already authorized by the Commission via Resolution No. 05-19; and

WHEREAS, The Commissions Goal 5 is Maintain Fiscal Health & Long-Term Stability; and

WHEREAS, the City has surveyed neighboring jurisdictions to compare fees associated with the same or similar programs; and

WHEREAS, the City Staff has reviewed both direct and indirect expenses for the Recreation Camp Activity Fees, and

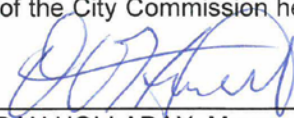
WHEREAS, the City Staff shall continue to monitor the fees in relationship to the direct and indirect costs of these recreational programs and review them with the Parks and Recreation Advisory Committee each year.

NOW, THEREFORE, OREGON CITY RESOLVES AS FOLLOWS:

Section 1. To revise a fee schedule for Oregon City Parks and Recreation, Recreation Camp Fees as described in Exhibit 1 implementing a 20% increase in fees for fiscal year 2019-20 and an additional increase of 20% for fiscal year 2020-21 in accordance with the PRAC recommendation.

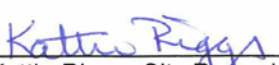
Section 2. This resolution shall take effect immediately upon its adoption by the City Commission.

Approved and adopted at a regular meeting of the City Commission held on the 4th day of March 2020.



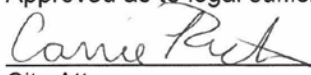
DAN HOLLADAY, Mayor

Attested to this 4th day of March 2020:



Katie Riggs, City Recorder

Approved as to legal sufficiency:



Carrie Rich
City Attorney

RESOLUTION NO. 20-04

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DAN HOLLADAY, Mayor

Attested to this 4th day of March 2020:

Approved as to legal sufficiency:

Kattie Riggs, City Recorder

City Attorney



Parks and Recreation

1211 Jackson Street | Oregon City OR 97045
Ph (503) 657-8273 | fax (503) 656-0037 | www.ocpool.org

PURPOSE & BACKGROUND:

A market comparison of camp fees has not been conducted in many years. In order to address this, an analysis was conducted to compare Oregon City's camp fees in relation to local market camps fees. This analysis was performed to provide a recommendation based on findings from data collected with the objective of aligning the Oregon City Parks and Recreation (OCP&R) camp fees to the fees researched in surrounding areas. This evaluation also takes into consideration a slight increase to camp hours which will address desires expressed by the community.

Current fee increase practice has been in accordance with Resolution No. 05-19, *Revising and Establishing a Current Schedule of Fees for use of the Oregon City Municipal Swimming Pool* (Attachment B). Resolution 05-19 was approved in June 15, 2005. This resolution has been the mechanism used to increase aquatic and recreation program fees by 3% annually. Programs that have realized a 3% increase annually have been; swimming lessons, swim team contract dues and onsite and off-site youth camps. An increase by 3% annually has helped off-set the growing costs of indirect and direct youth camp expenses. However, over the years the increase has not equated to alignment with current market fees.

MARKET ANALYSIS:

Outside Agency Rates			
	Hourly Rates	Weekly Rates	Range of Hours
Lake Oswego	\$5.67-17.50	\$92-\$250	12.5-35
North Clackamas	\$7.00-\$8.20	\$123-\$150	15
West Linn	\$3.66	\$110	30
THPRD	\$5.62-\$9.58	\$89-\$281.25	15-40
Average rate:	\$5.49-\$9.73	\$78.75-\$197.81	12.5-40

OCP&R CURRENT FEES:

Current Rates	Hourly Rates Resident (R)	Hourly Rates Non-Resident (NR)	Weekly Rate (R)	Weekly Rate (NR) ¹	Hours
Pre-K	\$4.66	\$6.41	\$28.00	\$38.50	6
Aqua Camp	\$3.52	\$4.67	\$61.75	\$81.75	17.5
Rivercrest Camps	\$3.67	\$4.34	\$110.25	\$130.25	30
Average rate and hours:	\$3.95	\$5.14	\$66.67	\$83.50	18

SUMMARY OF FINDINGS MARKET COMPARISON:

- \$5.49/hrly is the base level of hourly camp fees for local market comparison.
- \$3.95/hrly is Oregon City's base hourly rate for camp fees.
- Oregon City's fees are 28% under the low end of market comparison.
- A 40% increase to Oregon City's fees will align us with local market camp fees of \$5.50/hour

¹ Non-Resident rates are calculated by taking 50% of the resident rate with a cap of \$20.

OPTIONS TO CONSIDER:

There are three options to consider. 1.) raise the camp fees by 20% in 2020 and 20% in 2021, 2.) raise the camp fees by 40% effective July 1, 2020 or 3.) continue to subsidize the camps at approximately 20%. Below are the fees with either a gradual 20% increase or a 40% increase. This will assist in providing a reference in order to compare OCP&R current fees in relation to the proposed new fees. Note: both options include an increase in hours. Specifically, to Pre-K and Rivercrest. This is to meet the needs requested by the community.

Option 1: 40% Increase Over 2 Years

Option 1: 20% Increase Year 1	R	NR	Weekly Rate (R)	Weekly Rate (NR)	Hours
Pre-K	\$5.59	\$7.69	\$44.74	\$64.74	8
Aqua Camp	\$4.22	\$5.60	\$73.92	\$93.92	17.5
Rivercrest Camps	\$4.40	\$5.21	\$154.14	\$174.14	35
Average rate and hours:	\$4.74	\$6.17	\$90.93	\$110.93	20
Option 1: 20% Increase Year 2	R	NR	Weekly Rate (R)	Weekly Rate (NR)	Hours
Pre-K	\$6.71	\$9.23	\$53.68	\$73.68	8
Aqua Camp	\$5.07	\$6.72	\$88.70	\$108.70	17.5
Rivercrest Camps	\$5.28	\$6.25	\$184.97	\$204.97	35
Average rate and hours:	\$5.69	\$7.40	\$109.12	\$129.12	20

Option 2: 40% Increase starting July 1, 2020

Option 2: 40% Increase	R	NR	Weekly Rate (R)	Weekly Rate (NR)	Hours
Pre-K	\$6.52	\$8.97	\$52.00	\$71.75	8
Aqua Camp	\$4.93	\$6.54	\$86.00	\$106.00	17.5
Rivercrest Camps	\$5.14	\$6.08	\$180.00	\$200.00	35
Average rate and hours:	\$5.53	\$7.20	\$106.00	\$125.92	20

RECOMMENDATIONS:

- **Option 1:** increase fees in 2020 and 2021 at a rate of 20%. This is a gradual approach and will result in improved cost recovery and reset our fee schedule to match local market fees over a period of two years.
 - o The first year will increase camp cost recovery from 82.54% to 97.61%. In 2021 cost recover will increase to 115.40%.
 - o Cost recovery is figured by including both direct² and indirect³ costs.
 - o Attachment A, *Budget Overview and Cost Recovery Analysis and Methodology*, provides a detailed breakdown.
- **Option 2:** increase Oregon City's Park and Recreation Camp fees by 40% to align with the local market. This increase will result in improved cost recovery and reset our fee schedule to match today's market.
 - o This option will increase camp recovery from 82.54% to 113.06% cost recovery.
- Either Option 1 or 2 will result in a moderate increase to camp hours in order to meet the requests of the community. Additionally, the increase in time will help justify the fee increase. Total time added 7 hours; 2 hours added to our preschool camp and 5 hours to our Rivercrest camp. No change to Aqua Camp.

² Direct costs include; supplies, transportation, trip fees, staff time

³ Indirect costs include; parks maintenance time, manger time, programmer time, administration support, operational expenses, marketing and advertising

ATTACHMENT A
BUDGET OVERVIEW & COST RECOVERY ANALYSIS⁴ AND METHODOLOGY⁵

Oregon City Current Budget						
July 1, 2018 - June 30, 2019	Revenue	Direct Expenses	Indirect Expenses	Total Expenses	Profit	Cost Recovery
Total	55,853.58	49,706.49	17,960.00	67,666.49	(11,812.91)	82.54%

Option 1: 20% Increase over 2 Years, Effective July 1, 2020

20% Fee Increase (Year 1)						
	Revenue	Direct Expenses	Indirect Expenses	Total Expenses	Profit	Cost Recovery
Total	67,024.30	50,706.49	17,960.00	68,666.49	(1,642.19)	97.61%
20% Fee Increase (Year 2)⁶						
	Revenue	Direct Expenses	Indirect Expenses	Total Expenses	Profit	Cost Recovery
Total	80,429.16	51,197.68	18,498.80	69,696.48	10,732.67	115.40%

Option 2: 40% Fee Increase, Effective July 1, 2020

40% Fee Increase						
	Revenue	Direct Expenses	Indirect Expenses	Total Expenses	Profit	Cost Recovery
Total	77,636.48	50,706.49	17,960.00	68,666.49	8,969.99	113.06%

⁴ Cost recovery analysis can be broken down into a recovery pyramid or benefits filter. The filter is broken down into by emphasis on either or both community or individual benefit categories. These categories are as follows: 1.) Community benefit, 2.) Community/Individual Benefit, 3.) Individual/Community Benefit, 4.) Mostly Individual Benefit and lastly, Highly Individual Benefit. Youth camps fall under #2, Community/Individual Benefit. These programs are considered important and promote individual well-being and are considered traditionally expected services. These programs are typically assigned a fee based on a specified percentage of direct and indirect costs.

⁵ Reference: Lakes Oswego Cost Recovery Model – Shared by Jan Wirtz (Recreation Superintendent), Courtesy of GreenPlay, LLC. 2010. (2010). *Cost Recovery Pyramid & Understanding the Pyramid – Filters and the Benefits Filter*.

⁶ Includes 3% increase on expenses (min. wage and operational costs).

**COMMISSION REPORT: CITY OF OREGON CITY
TO THE HONORABLE MAYOR AND COMMISSIONERS**

320 Warner Milne Road----(503) 657-0891

	Agenda Item No.: 5.2	Topic: Proposed Resolution No. 05-19, Municipal Swimming Pool Fee Increases
	Report No.: 05-085	
	Agenda Type: DISCUSSION/ACTION	
	Meeting Date: June 15, 2005	Public Hearing: ☐ Yes ☒ No
Prepared By: Jim Row	Reviewed By: Scott Archer	Attachments: ☒ Yes ☐ No
Prepared By: Jim Row		Approved By: L. Patterson

RECOMMENDATION:

Staff recommends City Commission approval and adoption of proposed Resolution No. 05-19, increasing the municipal swimming pool usage fees 3% every year beginning July 1, 2005.

REASON FOR RECOMMENDATION:

To keep up with increasing costs of operation, it is necessary for the swimming pool's usage fees to increase annually. The fees subject to these annual increases include, group, private and school swimming lessons, community room and pool rentals, memberships and punch cards. All fees will be rounded to the nearest 25-cents. Since the pool's daily admission fees currently range from \$2.25-\$3.75 they will increase every three years in 25-cent increments, which approximately averages 3% annually.

BACKGROUND:

In the past, the swimming pool has followed a practice of increasing fees 3% annually since the late 1990's as advised by the Rate & Fee Committee, which as of late has been inactive. The swimming pool's fees are consistent with fees charged by comparable public swimming pools in the metro area.

BUDGET IMPACT: FY(s): 05-06 Funding Source: Revenue from fees is accounted for within the Proposed 05-06 budget.

Attachment: [Resolution No. 05-19](#)

RESOLUTION NO. 18-02

A RESOLUTION MODIFYING PARK SPECIAL EVENT AND SHELTER RATES

WHEREAS, it is necessary to adopt a current schedule of rates for the use of Oregon City Parks system; and

WHEREAS, the City has revised a fee schedule for special event reservations as described in Exhibit 1; and

WHEREAS, the City has revised a fee schedule for shelter reservations as described in Exhibit 2; and

WHEREAS, effective January 3, 2018, and annually thereafter, the rates charged for park special events and shelter reservation services shall be adjusted to account for inflation in an amount of no more than three percent (3%) per year; and

WHEREAS, the City Manager shall be given the authority to adopt fees for new park shelters within the current rate schedule based on site amenities and size.

NOW, THEREFORE, OREGON CITY RESOLVES to approve Resolution No. 18-02 to adopt park special event rates and park shelter rates for Oregon City Parks as attached in Exhibit 1 and Exhibit 2.

Section 1. This resolution shall take effect immediately upon its adoption by the City Commission.

Approved and adopted at a regular meeting of the City Commission held on the 3rd day of January 2018.

DAN HOLLADAY, Mayor

Attested to this 3rd day of January 2018:

Approved as to legal sufficiency:

Kattie Riggs, City Recorder

City Attorney

 OREGON CITY		Parks Division 500 Hilda Street Oregon City OR 97045 Ph (503) 496-1201 Fax (503) 656-7488
2018 Special Event Fee Schedule		
Application Fee:		
	The application fee is due at the time the application is submitted. This fee is non-refundable and does not apply to the usage fees.	\$50
Late Fee:		
	If the Special Event Application is received less than 30 days prior to proposed event start date, the application fee is increased by \$50.	\$50
Special Event Permit Fee:		
	0-100 people	\$75
	101-200 people	\$175
	201-500 people	\$275
	501-2000 people	\$475
	More than 2001	\$1,000
Park Usage Fee (daily rate)		
	Covered shelters in the parks (except Wesley Lynn)	\$170
	Wesley Lynn shelter	\$210
	Additional areas for 101+ people (grassy area/overflow parking, etc.)	\$90
	Parking Lot (per space rental as well as barricade fee)	\$2 per space
Cleaning/Damage Deposit Fee:		
	This fee is fully refundable if no cleaning is required and no damage has occurred from the event.	\$250
Portable Restroom Fee:		
	First unit must be ADA. Additional units will be Deluxe. Delivery/pickup and placement will be coordinated by the Parks office.	
	1 ADA restroom (101+ attendees)	\$175
	1 ADA and 1 Deluxe restroom (225+ attendees)	\$260
	1 ADA and 2 Deluxe restrooms (350+ attendees)	\$350
	1 ADA and 3 Deluxe restrooms (475+ attendees)	\$425
	1 ADA and 4 Deluxe restrooms (600+ attendees)	\$505
Drop Box Fee:		
	Required for events with 101+ attendees. Delivery, pickup, and location will be coordinated by the Parks office.	\$100
Locating Fee:		
	Locating and marking irrigation and/or utility lines	\$40
Barricade Fee:		
	Parks staff will provide and set up barricades for events.	\$40
Additional fees may be required depending on the type, size, and specific details for the event.		



OREGON CITY

Parks Division

500 Hilda Street | Oregon City OR 97045
Ph (503) 496-1201 | Fax (503) 656-7488

PARK SHELTER RESERVATION RENTAL

	1-35 people	1-50 people	51-100 people	100+ people
Reservation Location	11:00 am-1:00 pm 1:00 pm - 3:00 pm 3:00 pm - 5:00 pm	11:00 am - 3:00 pm 4:00 pm - 8:00 pm	11:00 am - 3:00 pm 4:00 pm - 8:00 pm	Special Event
Atkinson Park	---	\$65	\$85	Call Office
Canemah Children's Park	---	\$65	\$85	Call Office
Chapin Park	---	\$65	\$85	Call Office
Clackamette Park General Shelter	---	\$65	\$85	Call Office
Clackamette Park Horseshoe Shelter	---	\$65	\$85	Call Office
End of the Oregon Trail	---	\$65	\$85	Call Office
Hillendale Park	---	\$65	\$85	Call Office
Jon Storm Park	---	\$65	\$85	Call Office
Rivercrest Park	---	\$65	\$85	Call Office
Rivercrest Spraypark (35 people max)	\$45	---	---	---
Wesley Lynn Park	---	\$85	\$105	Call Office

SHELTER RESERVATION INFORMATION:

- * Reservations may be made up to one year in advance
- * Shelter reservation/receipt should be taken to park during activity as proof of reservation
- * All renters must request electricity for their event
- * The shelter must be vacated at the end of the reservation period
- * All trash must be removed by users at the end of the reserved period
- * Alcohol is never permitted in shelter
- * No stakes are to be driven into the ground for any reason without permit prior approval and locating
- * Motorized vehicles, electric bikes or other power operated vehicles are prohibited on park property
- * No water balloons, spray silly string, confetti or chalk are allowed anywhere in the park

REFUND POLICY:

- * Refunds are given for cancellations received by the Oregon City Parks Office two weeks before reservation date
- * No refund will be given for cancellations within two weeks of the activity
- * A \$10 processing fee will be deducted from all refunds

The applicant hereby agrees to indemnify and hold the City of Oregon City harmless for injuries or accidents and will assume financial responsibility for any damage done to the park facilities as a result of the group's use of the park. Proof of insurance may be required for some events. The applicant further agrees to be responsible for the conduct of all members of the group in and about the facilities in use, for the control and containment of litter and for any damage done beyond normal wear and tear, which may occur while they are occupying the premises. The applicant further agrees that the use of public park facilities shall be in accordance with Oregon City code, chapter 12.16. On occasion City of Oregon City Parks & Recreation staff may take photos of participants enrolled in recreation programs and events or people on Oregon City Parks & Recreation properties. Please be aware that these photos are for City use only and may be used in future catalogs, brochures, pamphlets or flyers.

RESOLUTION NO. 13-09

**A RESOLUTION OF THE OREGON CITY COMMISSION WAIVING FEES FOR THE USE OF
CLACKAMETTE RV PARK FOR DISABLED AMERICAN VETERANS**

WHEREAS, Clackamette Park is a City park located at the confluence of the Clackamas and Willamette Rivers and Clackamette Park provides several amenities, including an RV Park for which the City charges fees; and

WHEREAS, the Oregon City Citizen Involvement Council ("CIC") proposed to the Parks and Recreation Advisory Committee ("PRAC") that the City consider adopting a policy permitting disabled US military veterans to use Clackamette RV Park for up to five days in a thirty day period free of charge; and

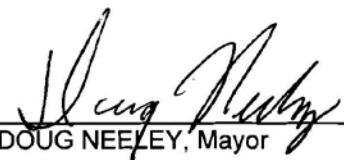
WHEREAS, the PRAC considered the CIC proposal and also recommended that the City consider waiving fees at the Clackamette RV Park for a limited period of time disabled US military veterans.

NOW, THEREFORE, OREGON CITY RESOLVES AS FOLLOWS:

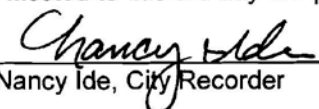
Section 1. Overnight RV site rental fees at the Clackamette RV Park are waived pursuant to the terms of this Resolution:

1. The fee waiver is available only to persons who possess a current Special Access Pass issued to veterans with a service-connected disability by the Oregon Parks and Recreation Department.
2. The waiver is limited to no more than five days in any thirty day period.
3. All other fees and rules apply.

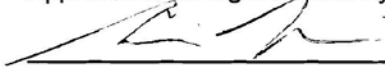
Approved and adopted at a regular meeting of the City Commission held on the 3rd day of April 2013.


DOUG NEELEY, Mayor

Attested to this 3rd day of April 2013:


Nancy Ide, City Recorder

Approved as to legal sufficiency:


City Attorney

Resolution No. 13-09
Effective Date: April 3, 2013

RESOLUTION NO. 13-09

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CLACKAMETTE RV PARK FOR DISABLED AMERICAN VETERANS**

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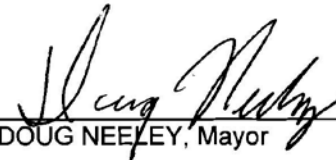
WHEREAS, the PRAC considered the CIC proposal and also recommended that the City consider waiving fees at the Clackamette RV Park for a limited period of time disabled US military veterans.

NOW, THEREFORE, OREGON CITY RESOLVES AS FOLLOWS:

Section 1. Overnight RV site rental fees at the Clackamette RV Park are waived pursuant to the terms of this Resolution:

1. The fee waiver is available only to persons who possess a current Special Access Pass issued to veterans with a service-connected disability by the Oregon Parks and Recreation Department.
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3. All other fees and rules apply.

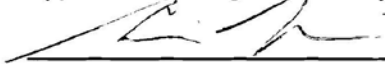
Approved and adopted at a regular meeting of the City Commission held on the 3rd day of April 2013.


DOUG NEELEY, Mayor

Attested to this 3rd day of April 2013:


Nancy Ide, City Recorder

Approved as to legal sufficiency:

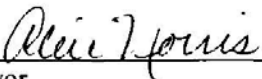

City Attorney

Resolution No. 13-09
Effective Date: April 3, 2013

RESOLUTION NO. 05-18**A RESOLUTION REVISING AND ESTABLISHING A CURRENT SCHEDULE OF FEES FOR RENTAL OF THE PIONEER COMMUNITY CENTER**

NOW, THEREFORE, BE IT RESOLVED by the City Commission of Oregon City that the fees outlined in the staff report for the rental of the Pioneer Community Center for 2005-2006 is hereby adopted and incorporated as if fully set forth herein to be come effective July 1, 2005

Adopted, signed and approved this 15th day of June, 2005



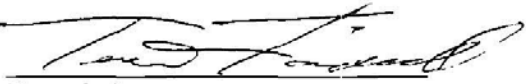
Mayor



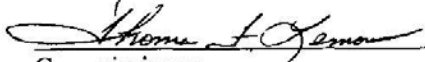
Commissioner



Commissioner



Commissioner



Commissioner

Comprising the City Commission
of Oregon City, Oregon

RESOLUTION NO. 0518

Effective Date: June 15, 2005, upon the approval of the City Commission of Oregon City

COMMISSION REPORT: CITY OF OREGON CITY TO THE HONORABLE MAYOR AND COMMISSIONERS

320 Warner Milne Road---(503) 657-0891

 INCORPORATED 1844	Agenda Item No.: 5.1	Topic: Proposed Resolution No. 05-18, Pioneer Community Center Rental Rates Update
	Report No.: 05-084	
	Agenda Type: DISCUSSION/ACTION	
	Meeting Date: June 15, 2005	Public Hearing: ☐ Yes ☒ No
Prepared By: Jim Row	Reviewed By: Scott Archer	Attachments: ☒ Yes ☐ No
		Approved By: L. Patterson

RECOMMENDATION:

Staff recommends City Commission approval and adoption of proposed Resolution No. 05-18, increasing the facility rental rates at Pioneer Community Center as shown:

Building (including multipurpose room)

Non-Alcohol Rental	Proposed Fee	Current Fee
Non-Profits (Private)	\$65.00/ hr	\$45.00/ hr
Profit Making Org.	\$110.00/ hr	\$90.00/ hr
Alcohol Rental (Permit Required)		
Non-Profits (Private)	\$85.00/ hr	\$65.00/ hr
Profit Making Organization	\$140.00/ hr	\$120.00/ hr

Janitorial Fee	\$75.00 100	\$60.00
Reservation Fee	\$100.00	\$50.00
Serving Area	\$20.00/ hr 100	\$15.00/ hr

Refundable Security Deposit 500

REASON FOR RECOMMENDATION:

Rental rates at the Pioneer Community Center have remained at their current level for many years. The Pioneer Center recently produced a higher quality facility rental brochure and has increased its level of marketing the facility for weddings and other events. As such, it is reasonable for the Pioneer Center's rental rates to increase as proposed. In addition, increased rental fees may help reduce the Pioneer Center's dependence on the general fund.

The proposed increase in facility rental fees will be effective July 1, 2005.

BACKGROUND:

Staff recently contacted other park and recreation providers in the area, as well as local event centers to determine if our fees are in a similar range. These informal surveys of comparable facilities have shown that the Pioneer Center's current rates are below market levels.

BUDGET IMPACT: FY(s): 05-06

Funding Source: Revenues will increase with use.

Attachment: [Resolution No. 05-18](#)

\\goliath\users\libronson\crelly\Word\Packets\2005\061505\CR05-084 rpt R05-18 PioneerCmty Ctr rates.doc

Meeting Rooms (without the multipurpose room)
per hour (during open hours) \$20.00
per hour (outside business hours) \$65.00

COMMISSION REPORT: CITY OF OREGON CITY TO THE HONORABLE MAYOR AND COMMISSIONERS

320 Warner Milne Road----(503) 657-0891

 INCORPORATED 1844	Agenda Item No.: 5.2	Topic: Proposed Resolution No. 05-19, Municipal Swimming Pool Fee Increases
	Report No.: 05-085	
	Agenda Type: DISCUSSION/ACTION	
	Meeting Date: June 15, 2005	Public Hearing: ☐ Yes ☒ No
Prepared By: Jim Row	Reviewed By: Scott Archer	Attachments: ☒ Yes ☐ No
		Approved By: L. Patterson

RECOMMENDATION:

Staff recommends City Commission approval and adoption of proposed Resolution No. 05-19, increasing the municipal swimming pool usage fees **3% every year**, beginning July 1, 2005.

REASON FOR RECOMMENDATION:

To keep up with increasing costs of operation, it is necessary for the swimming pool's usage fees to increase annually. The fees subject to these annual increases include, **group, private and school swimming lessons, community room and pool rentals, memberships and punch cards.** All fees will be rounded to the nearest 25-cents. Since the pool's daily admission fees currently range from \$2.25-\$3.75 they will increase every three years in 25-cent increments, which approximately averages 3% annually.

BACKGROUND:

In the past, the swimming pool has followed a practice of increasing fees 3% annually since the late 1990's as advised by the Rate & Fee Committee, which as of late has been inactive. The swimming pool's fees are consistent with fees charged by comparable public swimming pools in the metro area.

BUDGET IMPACT: FY(s): 05-06
for within the Proposed 05-06 budget.

Funding Source: Revenue from fees is accounted

Attachment: [Resolution No. 05-19](#)

RESOLUTION NO. 98-05

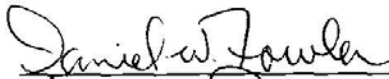
A RESOLUTION ADOPTING A CURRENT SCHEDULE OF RENTAL RATES FOR USE OF CERTAIN OREGON CITY PARKS

WHEREAS, it is necessary to adopt a current schedule of rates for the use of certain parks in the Oregon City Parks system.

NOW, THEREFORE, BE IT RESOLVED by the City Commission of Oregon City that the attached schedule of rental rates marked Exhibit "A" and by this reference incorporated herein, is hereby adopted for the use of certain Oregon City Parks effective April 1, 1998.

BE IT FURTHER RESOLVED by the City Commission of Oregon City that the Clackamette Park Special Event Permit Procedures Manual shall continue in effect.

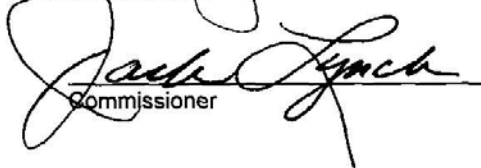
Adopted, signed and approved this 4th day of March, 1998.



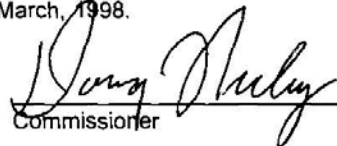
Mayor



Commissioner



Commissioner



Commissioner

Commissioner

Comprising the City Commission
of Oregon City, Oregon

RESOLUTION NO. 98-05

OREGON CITY PARKS**RENTAL RATES**

Effective: April 1, 1998

Exhibit "A" - Resolution No. 98-05

	Effective June 1995	Effective April 1, 1998
RENTAL OF BUENA VISTA CLUBHOUSE		
First Two Hours	20.00	40.00 100.00
Each Additional Hour	5.00	10.00 25.00
Refundable Key Deposit	0	25.00
Refundable Cleaning/Damage Deposit	-0-	100.00 150.00

RENTAL OF COVERED PICNIC SHELTERS amended by Res 18-02		
<u>Number in Group</u>		
Under 50 (6 hour maximum)	25.00	35.00
51 - 100 (6 hour maximum)	40.00	50.00
100 plus (6 hour maximum)	75.00	100.00
Each Additional Hour	5.00	6.00
Electrical Outlets	25.00	30.00

**DAILY RENTAL RATES OF RV CAMPSITES AT
CLACKAMETTE PARK**

Space No. 1 - 27	10.00	15.00 20.00 25.00
Space No. 28 - 38 35	13.00	18.00 25.00 30.00

NOTE: The new rental rate includes the City Transient Tax of 4 percent and the County Transient Tax of 6 percent which became effective January 1998.

extra vehicle 5.00
dump usage fee 5.00

increase RV fees effective May 1, 2017 due to the increase to Transient room tax from 4% to 6% on 1/1/2016.

amounts in red represent current; no record of date of change, no record of authority for change (Resolution, etc.)