



CITY OF OREGON CITY PARKS AND RECREATION ADVISORY COMMITTEE AGENDA

**Virtual Meeting
Thursday, March 24, 2022 at 7:00 PM**

CALL TO ORDER

INTRODUCTIONS

APPROVAL OF MINUTES

1. Approval of February 24th, 2022 Meeting Minutes

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. Parks and Recreation Advisory Committee Training Presentation
3. Park Rental Update
4. PRAC Goals 2022

STAFF REPORTS

MEMBER REPORTS

FUTURE AGENDA ITEMS

Parks Master Plan

Parks and Recreation Funding

Clackamette Park Master Plan

WES Good Neighbor Funds

Joint Operations Center

Willamette Falls Legacy Project

Property Acquisition

The Cove

NEXT SCHEDULED MEETING - April 28, 2022, 7:00 pm

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, (02/24/2022) at 7:00 PM

CALL TO ORDER

Meeting called to order at 7:00 pm.

INTRODUCTIONS

Members: Karin Morey, Troy Bolinger, Brent Haverkamp, Joey Knauf, Steve Williams, Andy Crump

Absent: Ken Worcester, Tim Wuest

Staff: Kendall Reid, Parks and Recreation Director; Denise, Conrad, Assistant Parks and Recreation Director; Melissa Sebastian, Aquatic and Recreation Manager; Jonathan Waverly, Parks and Cemetery Maintenance; Justin More, Administrative Assistant

Guests: Jerry Herrmann, Kurt Lango and Brian Martin from Lango Hansen

APPROVAL OF MINUTES

1. Minutes of the (01/27/2022) PRAC Meeting

Troy Bolinger called for questions or comments from PRAC Members regarding the approval of the January 27, 2022, PRAC Meeting Minutes. Karin Morey moved that the minutes be amended to fix Brian Martin's name from "Brain" to Brian in the "Guests" section under Introductions. Joey Knauf seconded the motion. No further comments or discussion was made. Motion passed.

All Approved: Karin Morey, Troy Bolinger, Andy Crump, Brent Haverkamp, Steve Williams, Joey Knauf

All Opposed: None

PUBLIC COMMENT

No public comment was given.

PRESENTATIONS

There were no presentations on the agenda.

GENERAL BUSINESS

2. Mitigation Funding for Clackamette Park Master Plan

Jerry Herrmann presented the mitigation funding options for Clackamette Park. In his presentation, he compared examples of mitigation funding used in the cities of Gladstone, Milwaukie, and Lake Oswego. Jerry proceeds to highlight how Clackamette Park could be eligible for mitigation funding through addressing the areas of the park surrounding riverside habitat, trail access to eliminate erosion, RV Park vegetation, and reestablishing the vegetation where the boat ramp goes. Mr. Herrmann provided the committee with pictures of Clackamette Park to provide a visual representation of the areas that need to be addressed. He finished the presentation with a draft letter that PRAC and the City could adopt and bring to the City Commission explaining the need for mitigation funding.

Troy Bolinger opened the topic for discussion. No initial comments or discussions were made. Karin Morey moved that the committee adopts Jerry Herrmann's recommendations and that they are included in the Clackamette Park Master Plan. Any Crump seconds the motion. Troy Bolinger asks for questions regarding the motion. Steve Williams supports Karin's motion. Brent Haverkamp asked Jerry Herrmann where the mitigation money comes from. Jerry noted that there is mitigation funding throughout the country, but currently, in Portland, Oregon, there is a company called Westerkamp, a professional company that manages the funds. Troy Bolinger provided his thoughts on mitigation funding, expressing his support of using the funds but would rather use Jerry's letter as a template instead of adopting Mr. Herrmann's letter as it stands. Kendall Reid mentioned at Jerry is a part of the stakeholder interviews with Lango Hansen and the information will be taken into consideration, thus he does not feel the need to make a recommendation or have a letter be made.

Karin Morey clarified her comments acknowledging that Jerry Herrmann has been heard, however, it would not hurt as she does not see the City pursuing. Steve Williams asked for clarity on how a letter would be drafted through PRAC. Troy Bolinger stated that Jerry would send him the letter, he would edit it, send to PRAC for approval, and sign it. Andy Crump commented that if Parks and Recreation are already going to use this recommendation, why go through the process of drafting a letter? Troy responded by stating it is a legitimate question. Brent Haverkamp asked Karin for clarification for her comment that the City would not be using the mitigation funding despite Kendall Reid stating it would. Jerry Herrmann clarified that the mitigation funding in the City right now is only focused on Clackamette Cove but it will only get harder to get funding for the Cove, thus the reason to include Clackamette Park in the mitigation funding.

Earlier in the discussion, Karin Morey motioned that the committee adopts Jerry Herrmann's recommendations and that they are included in the Clackamette Park Master Plan. Andy Crump seconds the motion. Motion did not pass.

All Approved: Karin Morey, Andy Crump, Brent Haverkamp

All Opposed: Steve Williams, Joey Knauf, Troy Bolinger

Brent Haverkamp asked Troy Bolinger about what the motion was in regard to. Troy clarified that it was to take Jerry Herrmann's letter as is, sign it, and use it in the mitigation funding. Steve Williams reminded the committee of Kendall Reid stating there is no need for a letter. He is in support of the funding but does not want to make more work than what is necessary. Troy and Brent second Steve's comments. Karin Morey moved that the Parks and Recreation Advisory Committee support mitigation funding for Clackamette Park as part of the current Master Planning process. Brent Haverkamp seconds the motion. Motion passed.

All Approved: Karin Morey, Andy Crump, Brent Haverkamp, Steve Williams, Joey Knauf, Troy Bolinger

All Opposed: None

3. Hazel Grove Park Update

Brian Martin provided an update and presentation on the development of Hazel Grove Park and the timeline associated with the completion of the park. In Brian's presentation, Lango Hansen provided sketches and drawings outlining the different elements that were incorporated into the park. Brian also provided photos of the progression of the park from the construction to what it looks like near completion.

Troy Bolinger opened the topic for discussion. Brent Haverkamp complimented Brian on the park, stating it 'looked good'. Steve Williams provided the next comment in asking Brian about the plan with the section of the park that is next to Kolar Drive. Brian said that Kolar Drive dead-ends into the park but there is no further development of that section of the park. There will be park access from Kolar Drive. Karin Morey complimented Brian for the work done on the park. Troy Bolinger asked Kendall Reid and Brian Martin if PRAC could receive a tour of the park before the park is open to the public. Kendall Reid stated that he would work with Jonathan Waverly to set up a time in the next few weeks to get a time for PRAC to tour. Kendall also acknowledged that we are still working on dates to get PRAC a tour of all of the major Oregon City Parks.

4. Introduction of New Aquatics and Recreation Manager

Kendall Reid introduced Melissa Sebastian as the new Aquatics and Recreation Manager. Melissa has been with the City for 15 years and has been filling in for a variety of roles and responsibilities while vacancies were filled. Melissa thanked Kendall for the opportunity and is looking forward to serving the City for another 15 years.

5. Movies in the Park Staff Report

Melissa Sebastian presented a list of the movies for the Movies in the Park series that would be released to the public for a vote starting tomorrow, Friday, February 25th, 2022. Melissa noted that all of the movies are rated PG. She brings the list to PRAC so the committee can provide recommendations of movies that should be removed or added from the movie list. Melissa noted that the Top 4 movies will be chosen.

Troy Bolinger opened up the topic for discussion. Karin Morey congratulated Melissa on her new position and stated that she thinks the list is great. Karin suggested that Hidden Figures and Field of Dreams may not be quite as engaging for the younger population. Joey Knauf seconded Karin Morey's comments regarding Hidden Figures and Field of Dreams. Brent Haverkamp asked about The Lion King (2019) as he did not realize there was a remake created for that movie. Brent also noted that February is Black History Month and hopes that Hidden Figures is chosen. Steve Williams agreed with what everyone has said but also noted that he hopes Field of Dreams makes the cut. Troy Bolinger provided comments about the voting of the movies and if it closes, then choosing the best movies that are fit for the audiences. Troy also asked how the information regarding the voting would be distributed to the public. Melissa said information regarding the public vote will go out in Trail News, social media, and postcards. There will also be a landing page on the City website. There will also be a booth at the local farmer's market with this information. Karin Morey presented the idea that the City should put on a Drive-In movie. Melissa is still looking for sponsors and explained the levels of the sponsorships and what each sponsorship provides. Troy asked for this information about the voting and sponsorships to be sent to the PRAC members.

STAFF REPORTS

Kendall Reid updated the committee on the Cost Recovery plan and how that information is being distributed via the website and Trail News. The City is also working with organizations that we work with in creating MOUs to help ease the

process of the looming fees. The cost recovery process will begin implementation on July 1st, 2022. Sportscraft Landing contract negotiations are still ongoing, the legal counsel is managing the negotiations, however, the matter is confidential so no details can be shared. On Tuesday, March 1st, there will be a public hybrid meeting for the Clackamette Park Master Plan for the community to provide input on what they would like to see at Clackamette Park. The survey for Clackamette Park has been sent out to the public. Kendall asks if PRAC can send out the survey to their groups. The Parks Master Plan RFP was released. The City received two proposals and is in the process of reviewing them and the two firms are providing presentations to the City. Karin Morey asked about the Volunteer Coordinator position with the City. Kendall Reid stated that the Administrative Assistant position was supposed to take on that role, but they are currently helping out with all departments. Kendall also mentioned an organizational assessment that is taking place to help determine where our needs are and the changes that are needed.

Denise Conrad reported to PRAC about facility staffing and the limitations due to staff absences. The facilities crew is also looking at the mausoleum roof repair. The scope has been created but needs edits. They are also working on providing reports in efforts to receive AARPA funding for facility maintenance. The WES Good Neighbor agreement consultant with Plan B is working with an arborist to get reports on trees needing maintenance. These projects complete Phase 1 of the work with Plan B. There is an annual report coming April 1st for WES to continue receiving the funds. Kendall Reid reported on the Parks' issue with vandalism and crime that is becoming more occurrent in our parks. People are moving to different areas once one is cleaned up. Denise and Jonathan Waverly have looked into getting security patrols to help mitigate the vandalism issues. This will begin in June. Steve Williams asked for clarification if the company is one with security guards and if the patrol will take place during the night. This has been confirmed.

Melissa Sebastian updated the committee on Concerts in the Park running this summer. Movies in the Park will open for voting beginning tomorrow. There will be additional lifeguard certifications taking place over the next few weeks. This should bring the pool back up to full staffing besides swim instructors. The Pool is adding more fitness classes in the Community Room. The Ermatinger House has opened a "Preserve the Past Art and Poetry" contest and anticipates receiving a few dozen submissions. Spring Break camp registration is now open and next month, the Pool will begin recruitment and hiring for Summer Day Camp positions. The Daddy Daughter Dinner Dance has been moved from February to April with registration opening on March 21st. As a whole department, the City is switching software from Sportsman to SmartRec. The kickoff will be taking place in March in an effort to help streamline customer service needs. Brent Haverkamp asked about the implementation of SmartRec. Melissa said it will be a staggered implementation starting in May with some registration.

Kathy Wiseman complimented Melissa and Justin for their work and contributions to the team. At the Pioneer Center, they are doing AARP taxes and estimate 225 taxes being filed. In February, the county is paying for restaurant meals for Meals on Wheels from Pine Garden to celebrate Chinese New Year. Staff are being retrained from the state and county. BINGO is going very strong, and rentals are continuing at a steady rate. Meals on Wheels are planning on returning hot meals in April. Kathy is excited about the security patrol as the homeless problem is becoming more of a nuisance at the Pioneer Center trying to use their outdoor facilities, including exterior outlets. These outlets are being split so no outdoor access can be used. Next month, the Pioneer Center will be closed from March 21 – March 25 for annual maintenance.

MEMBER REPORTS

Troy Bolinger provided the first member report regarding the changes to the PRAC Bylaws and the changes made that were passed by the City Commission. All changes were passed by the City Commission with amendments in Section 6, Number 6, where agenda items are still sent to the Staff Representatives but is moved to 10 days before instead of 5. Troy still asks that agenda topics are Cc'd to him as he will share with Justin and Kendall and the staff would do the same in sharing topics with Troy.

Andy Crump reported on the empty lot near the Kentucky Fried Chicken ad the school nearby is doing a project on what to do with the project and asked for community input. There was a variety of ideas and some would cost lots of money and others were more simplistic. Andy enjoyed the opportunity to meet with the kids and see where a possible development of this land could go. He was thanked by the kids for his commitment to PRAC and being a part of it.

Karin Morey provided comment on the PRAC Bylaws report that Troy provided earlier by stating that PRAC is the only committee in the City that is not in Oregon City's code. The City Commission has asked PRAC to return with an Ordinance to put PRAC into the City code. Karin also reported that she hears throughout the community that people are not sure how to get involved. Karin directed people to visit the "How do I?" tab on the Oregon City page to sign up for email lists and newsletters to stay in touch with what is happening in the City.

FUTURE AGENDA ITEMS

Parks Master Plan

Sears Farm Development

Parks and Recreation Funding

Clackamette Park Master Plan

WES Good Neighbor Funds

Joint Operations Center

Willamette Falls Legacy Project

Property Acquisition

The Cove

Brent has asked that the Parks Master Plan be added to the Future Agenda Items section. Kendall Reid clarified that once a consultant has been chosen, the first stop will be PRAC and it will also be covered in the Staff Report section of our meetings.

Steve Williams asked about the community letter that was shared with the committee in the agenda packet and where that gets discussed. Kendall responded to Steve to say there are no intentions to open Old Canemah park at this time and that the letter was added just so the committee was aware but that no discussion was necessary at this time. Troy Bolinger added that if information was sent to the committee like the letter, members can request to discuss the topic via the email chain that is sent out with the letter included. Karin Morey assured the community member to know that their voice has been heard. Kendall stated that it can be a topic in the future as we get closer to reopening and the patrols start, the impact it has on that neighborhood and the park. Troy asked Steve to keep it on his agenda, so the topic does not get forgotten and to bring it to the committee's attention in the next few months.

NEXT SCHEDULED MEETING – March 24th, 2022 at 7:00pm

ADJOURNMENT

Meeting adjourned at 8:40 pm.



CITY OF OREGON CITY

Staff Report

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

To: PRAC **Agenda Date:** 03/17/2022
From: City Recorder Jakob Wiley

SUBJECT:

Parks and Recreation Advisory Committee Training Presentation

EXECUTIVE SUMMARY:

Jakob Wiley, City Recorder, will provide a training presentation on the roles and responsibilities of being a member of an advisory committee. The presentation will also include basic meeting management and other topics.

BACKGROUND:

Here are some helpful links that will be discussed at the end of the presentation:

- City Commission Goals for 2021-2023 - https://www.oregoncity.org/sites/default/files/fileattachments/city_commission/page/4052/2021-2023_city_commission_goals_summary.pdf
- City Commission Meeting Schedule - <https://www.oregoncity.org/meetings>
- City Board and Commissions Orientation Manual - https://www.oregoncity.org/sites/default/files/fileattachments/city_recorder/page/12419/2017_boards_commissions_manual_-_lo_revisions_separate_files.pdf
- Website version of Board and Commission Orientation Manual - <https://www.oregoncity.org/cityrecorder/boards-and-commissions-orientation-manual>
- PRAC webpage - <https://www.oregoncity.org/bc-prac>
- City Recorder webpage - <https://www.oregoncity.org/cityrecorder>

Roles & Authority of a High Functioning Advisory Committee

Presented by Jakob Wiley, JD, MS

Agenda

- What makes a city committee tick?
- Roles & responsibilities in policy development
- Public meeting laws & meeting management
- Being a member of a public committee

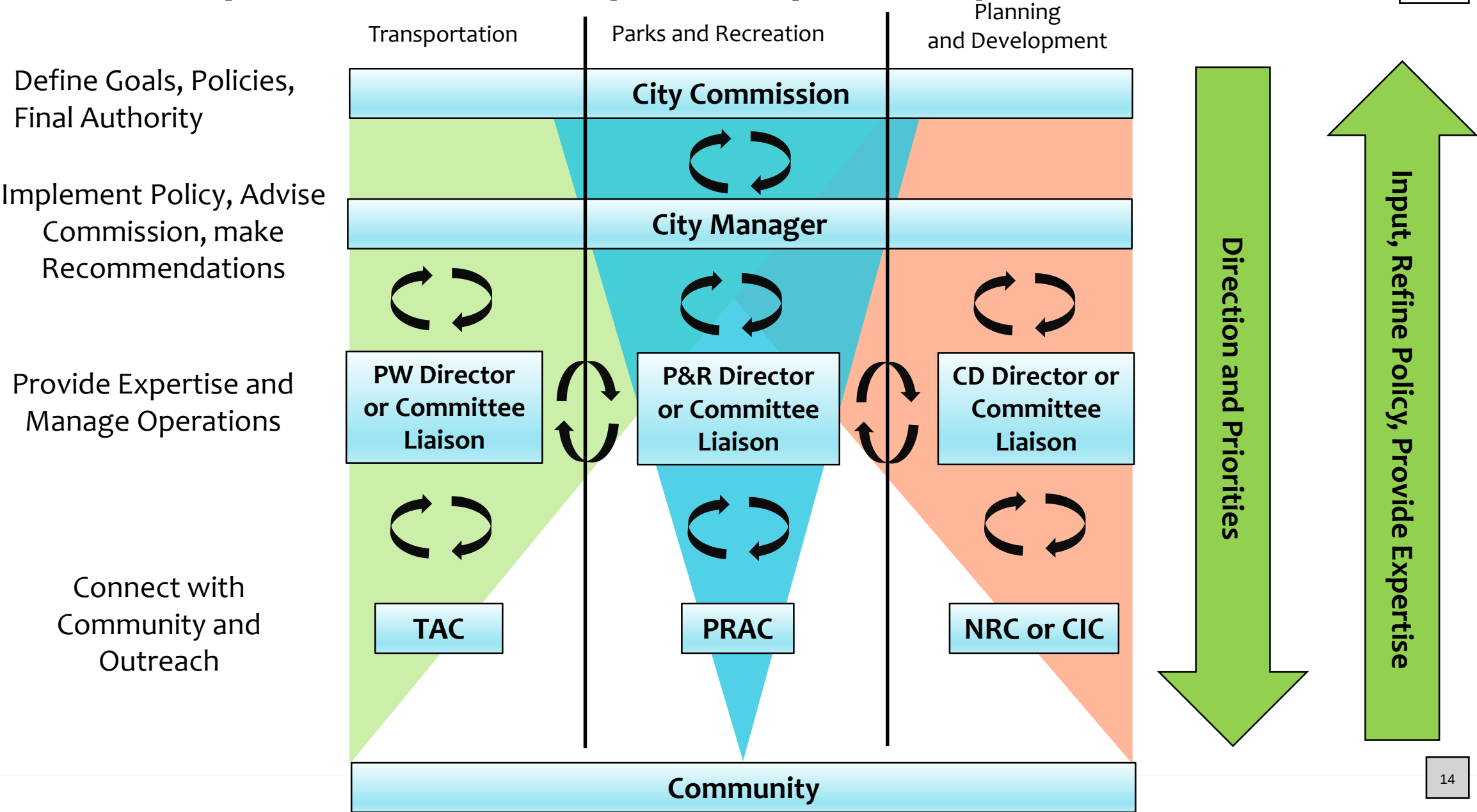
What makes a city committee tick?

- Oregon City – City Charter
- Oregon City – City Code
- Boards and Commissions Orientation Manual
- PRAC Bylaws
- Serve at the Pleasure of the City Commission
 - Hold Meetings
 - Approve Meeting Minutes
 - Follow 1 – 6 in the PRAC Bylaws
 - Vote on Recommendations and/or Advisory Suggestions



Roles and Responsibilities - Policy Development Pyramid

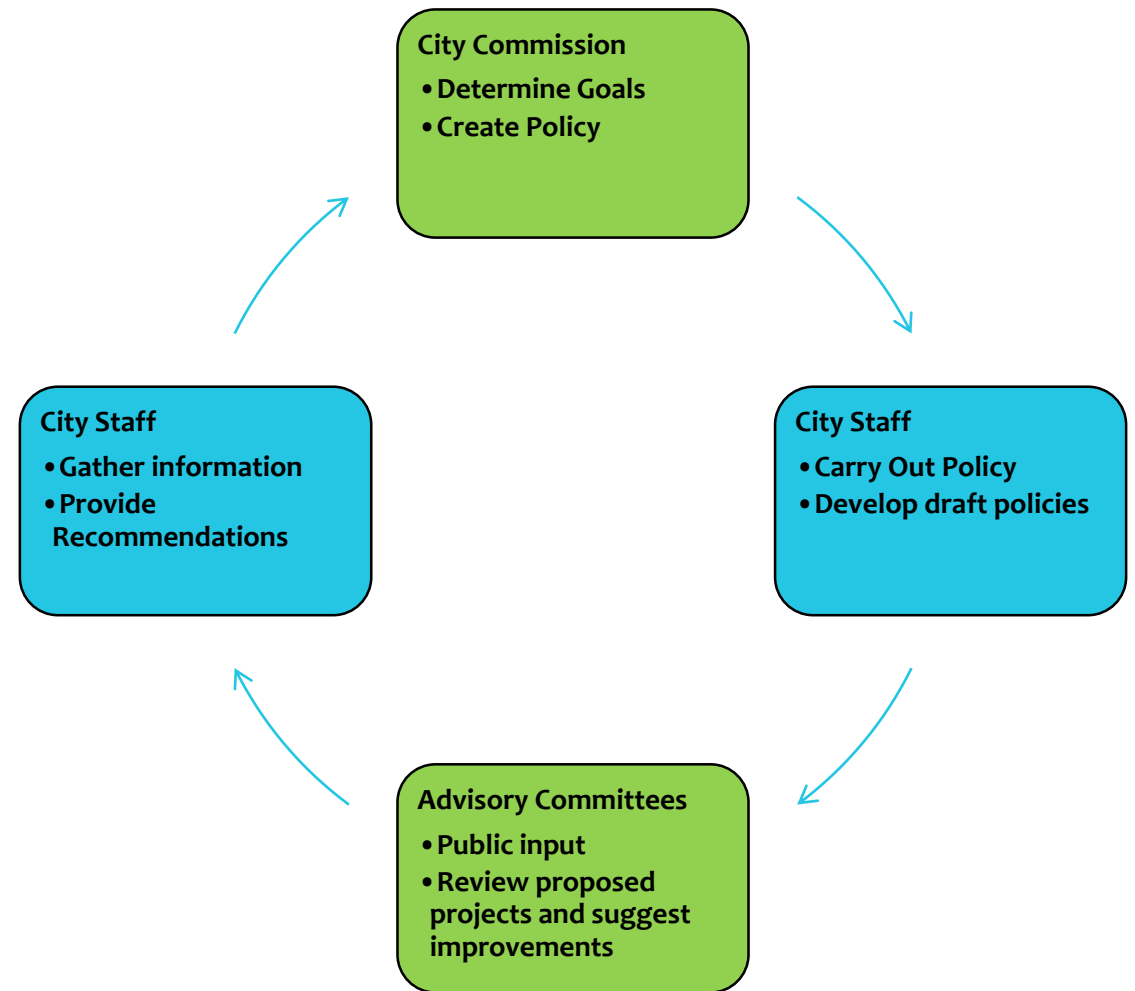
Item 2.



Role of Advisory Committees

Item 2.

- Citizen Oversight/Public Interest
- Help with Policy Suggestions and Recommendations
- Creative, Innovative, Suggestions and Potential Solutions
- What do you think the purpose of the OC Parks & Recreation Advisory Committee is?



The Purpose of the Oregon City Parks & Recreation Advisory Committee

Item 2.

According to the Bylaws...

- Maintain active communications with the Parks and Recreation Director and other relevant City staff.
- Provide recommendations to the City Commission relative to parks and recreation.
- Solicit citizen opinions relative to parks and recreation.
- Request information from, and consult with, service organizations, special interest groups, neighborhood associations, and other professionals as appropriate.
- Oversee implementation of the Parks and Recreation Master Plan through periodic reviews, updates, and recommended revisions.
- Provide public meeting time for citizen input.



Oregon Public Meeting Laws Require:

- Public notice for all meetings
- Meetings must be open to the public
- Minutes must be created for each meeting

A person wearing a white button-down shirt is shown from the chest down, holding a smartphone in their left hand and pointing their right index finger at the screen. The background is a soft-focus indoor setting.

**Open
Public
Meetings**

Meeting Management



Item 2.

Effectively Managing Meetings

- Role of the Chair:
 - No special powers, generally (cannot make a motion)
 - Ensure that each member has an opportunity to speak (go “around the table”)
 - Keep the committee on task
 - Efficiently move through the agenda
 - Maintain decorum - *intervene when necessary*
 - Members should remember to:
 - Show respect
 - Be professional
 - Avoid personal attacks
 - Respect the vote of the body, even when you disagree
- Role of the Vice Chair
 - Serves as chair in the absence of the chair



Effectively Managing Meetings

- How to make a motion:
 - Discussion
 - Motion
 - Second
 - Further debate (optional)
 - Chair restates the motion (only if confusing)
 - Vote
- Other “Common” Items
 - Points of order – question of whether something violates a rule (decorum, vote, process)
 - Chair makes a ruling (“Point well taken, please refrain from personal attacks during the meeting”)
 - resolved as a group vote if unclear



Item 2.

- Motion to call the question
 - Immediately ends *debate after a motion is pending*
 - Chair asks for a second
 - 2/3 majority to pass
 - Followed by vote on the item

Appeal – “Does the chair’s decision stand?”

Appeals a decision by the chair (agenda, decorum, etc)

Requires a motion and second, vote

Voting

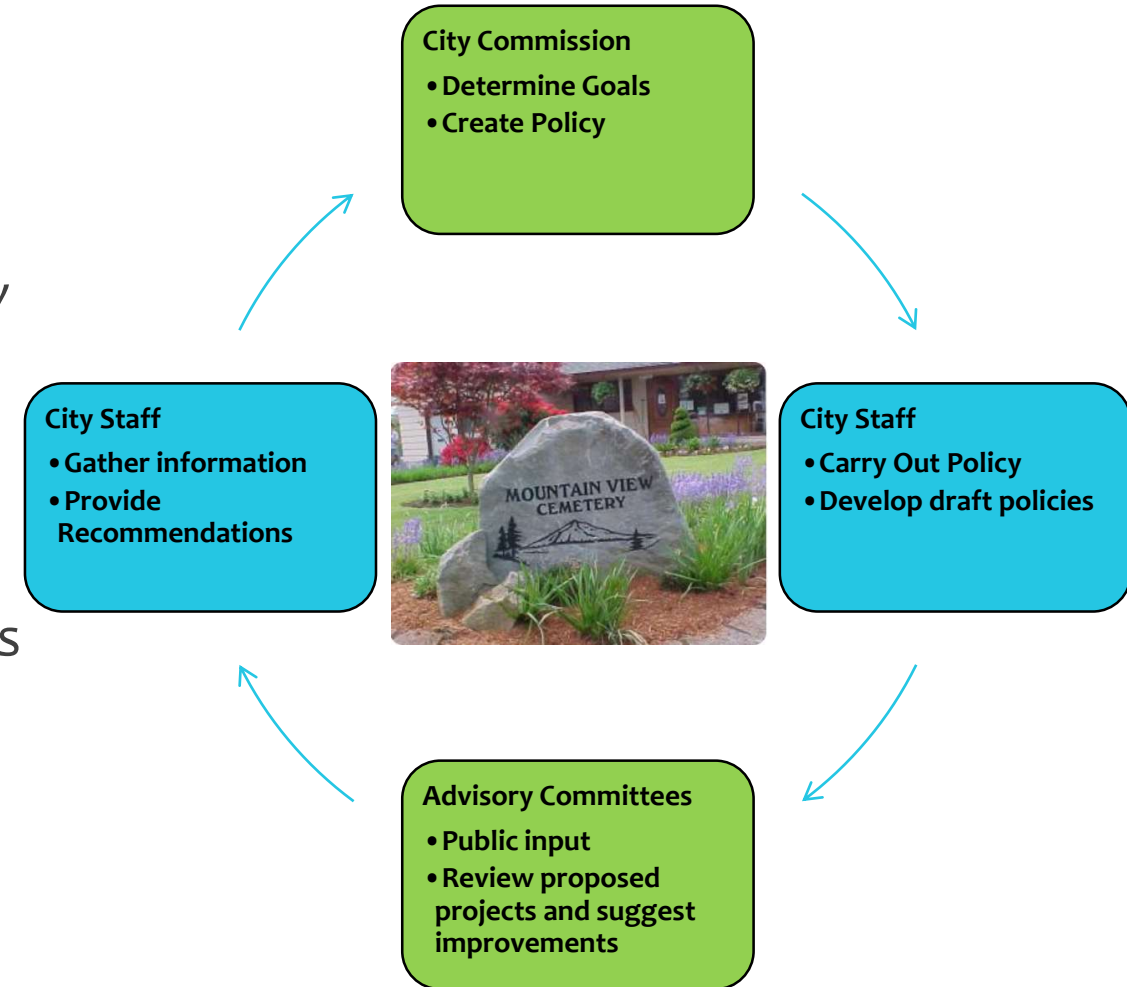
- Roll Call Style
 - Each member's vote is recorded
- Acclamation Style
 - “All in favor say aye!”
 - Must ask for the nays, or the vote is invalid
 - Ask for abstentions
- Types of answers
 - Aye (or yea) – yes
 - Nay (or no) – no
 - Abstention – counts as a “no” for voting purposes
- Conflicts of interest
 - Potential conflict of interest – may participate, but must state the conflict when it arises
 - Actual conflict of interest – cannot participate in discussion or vote (unless no quorum possible)
- Another common question!
 - Yes, you can vote “aye” on minutes for meetings that you did not attend
 - Remember you are part of a public body, so your vote is that of a member of that body
 - It is like a train, the train keeps moving even if people leave the train and new people get on “board”
 - No need to abstain

Being a member of a public committee



Being a member of a public committee

- Things to keep in mind:
 - The committee takes action as a group, and *only as a group*
 - Outside the committee, you can only represent your own views and not that of the group
 - *Elected* officials are democratically elected to determine the City's goals and desired outcomes
 - In contrast, *appointed* officials assist them in improving and achieving the City Commission's goals
 - If you are passionate about a certain subject, you can communicate that with elected officials, but staff must follow the City Commission and City Manager's direction



Eight General Rules for Government Code of Ethics

1. No Favoritism

- Treat all customers and clients equally, no special favors for friends or family

2. No Special Privileges Because of Your Position

- Follow the same rules that apply to everyone, no preferential treatment
- Cannot use position to obtain an extra financial gain or avoid a loss

3. Follow Confidentiality Rules and Laws

- Know which information you handle is confidential by law
- Do not disclose confidential information without an authorization

4. No Profiting from City Business Either Directly or on the Side

- Applies to you, your relatives, members of household or your businesses
- No directing City business to where you have a financial interest and no soliciting clients or work through your City position

5. No Outside Work that Conflicts or Interferes with Your Job

- Avoid conflicts of interest with City position

6. State Law Limits on Accepting Gifts

- Applies only if you have a recommendation or decision-making authority over the source
- Gift limit is \$50 per person per year from source with a City interest

7. No Personal Use of City Property

- Do not borrow or take property or supplies for personal or non-city use
- Do not use City property for personal gain

8. Report Violations to City Staff

- Violations include improper use or theft of City property



Take-Aways and Questions

Share what you have learned!

Thank You

Jakob Wiley



(503) 496-1509



jwiley@orccity.org





CITY OF OREGON CITY

Boards and Commissions Orientation Manual

***Compiled by
City Recorder's Office
Oregon City, Oregon***



MESSAGE FROM THE CITY RECORDER:

Dear Friend,

Thank you for your interest in serving your community through participation on a City of Oregon City board, commission, or committee. Members of boards and commissions provide an invaluable service to our City. They advise the City Commission on a wide variety of subjects by making recommendations on important policy matters. The City of Oregon City currently has fifteen active boards, commissions, or committees that consist of volunteers appointed by the Mayor or City Commission. The member's role is crucial to the success of Oregon City's representative government. By sharing their experience, expertise, and time, citizens provide valuable insight — the citizen's point of view -- to the operations of the City and the City Commission's decision-making process. Boards and commissions review new and existing operations in specific areas and suggest an appropriate course of action to City management and the City Commission.

On behalf of the City Commission, I wish to thank each board, commission, and committee member for their service and extend an invitation to all Oregon City residents to give serious consideration to serving their community.

NOTE: Board, commission, and committee are used interchangeably throughout this manual.

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CITY OF OREGON CITY

Government

The City Commission of Oregon City consists of the Mayor and four Commissioners elected from the City at-large for terms of four years each. The four Commissioner positions are numbered as Position No. 1, Position No. 2, Position No. 3, and Position No. 4. The election of City Commissioners is non-partisan and is held in even-numbered years. For example, in 2016 Commissioner Position Nos. 2 and 3 were elected; in 2014 the Mayor and Commissioner Position Nos. 1 and 4 were elected. No person may be elected to the office of Commissioner for more than two terms of four years in any ten-year period.

The City Commission elects a Commission President at its first meeting in January each year. The Commission President performs the duties of Mayor in the absence of the Mayor. In the absence of the Mayor or the inability of the Mayor to act, the President of the Commission shall have and exercise the power to perform all duties of the Mayor.

FORM OF GOVERNMENT

The City of Oregon City operates through a Commission/Manager form of government consisting of an elected Mayor and City Commissioners who appoint a City Manager to manage City operations. The City Commission also appoints a Municipal Judge. The City Manager oversees the operations of seven departments. These departments are:

- Finance
- Public Safety and Police
- Public Works
- Community Development
- Community Services
- Human Resources
- Library
- Administration

The City Commission is the City's legislative and policy-making body. As a whole, the City Commission is responsible for passing ordinances and resolutions necessary for governing the City, in addition to setting the direction of City policy. The City Manager is responsible for the overall administration of the City and works with the City Commission and citizens to plan for the future of the City. The City Manager assists the City Commission in defining and implementing the City's vision by setting goals and establishing objectives to reach these goals. The City Manager also assists in matters of policy research, identifying areas requiring legislative policy decisions, and preparing recommendations on alternative courses of action.

The employment relationship between the City Commission and the City Manager honors the fact that the City Manager is the Chief Executive Officer of the City of Oregon City. The City Commission should avoid situations that may result in Oregon City staff being directed, intentionally or unintentionally, by one or more members of the City Commission. All dealings with the City Manager, whether in public or private, should respect the authority of the City Manager in administrative matters.

CITY COMMISSION / CITY ATTORNEY RELATIONSHIP

The City Attorney shall be appointed by and shall serve at the discretion of the City Manager. The City Attorney serves as the legal advisor to the Mayor, City Commissioners, City Manager, and departments. The general legal responsibilities of the City Attorney are:

- Provide legal assistance necessary for formulation and implementation of legislative policies and projects.
- Represent the City's interests, as determined by the City Commission in litigation, hearings, negotiations, and similar proceedings.
- Prepare contracts, charter amendments, ordinances, bonds, and other legal documents to best reflect and implement the purposes for which they are prepared.
- Keep the City Commission and staff apprised of court rulings and legislation affecting the legal interests of the City.

It is important to note that the City Attorney does not represent individual members of the City Commission, but the City as a whole. The City Attorney also serves all boards and commissions as needed.

GUIDELINES AND DUTIES FOR ELECTED OFFICIALS

The Mayor and City Commissioners, as representatives of the City of Oregon City, can render better service if they understand their duties, are aware of their responsibilities, and are informed of the best methods for carrying out their charge. Among their public duties, the Mayor and City Commissioners provide leadership for constituents, arbitrate conflicting interests, and make sound decisions by studying problems and reviewing alternatives to determine the best course of action. The Mayor and City Commissioners, acting collectively, are responsible for establishing policy, adopting the City's budget, and providing direction to the City Manager. The Mayor and City Commissioners represent the City on local, regional, and state boards, commissions, and committees.

The City Manager is responsible for implementing the policy decisions of the Mayor and Commission. Because the City Manager is responsible for the day-to-day operation of City government, the preferred method for the Commission to issue priority orders and directives is through the City Manager. However, on occasion, the Mayor or a Commissioner may use the less formal process of making a request or suggestion directly to a department director. If the request or suggestion raises any policy or procedural questions, it should be brought to the attention of the City Manager.

POLICY MAKING

Policy is established by a majority vote of the City Commission. While individual members may disagree with a decision of the majority, a decision of the majority does bind the City Commission to a course of action. It is the City Manager's responsibility to ensure the policy of the City Commission is implemented.

All phases of the City Commission's job are involved in the determination of policy. The City Manager can assist the City Commission in studying and determining municipal policies. A good example of this is the budget process. The City Manager and staff gather the budget information, prepare the budget, review the budget with the budget committee, and submit the budget to the City Commission. The City Commission reviews the budget, revises as necessary, and adopts the budget.

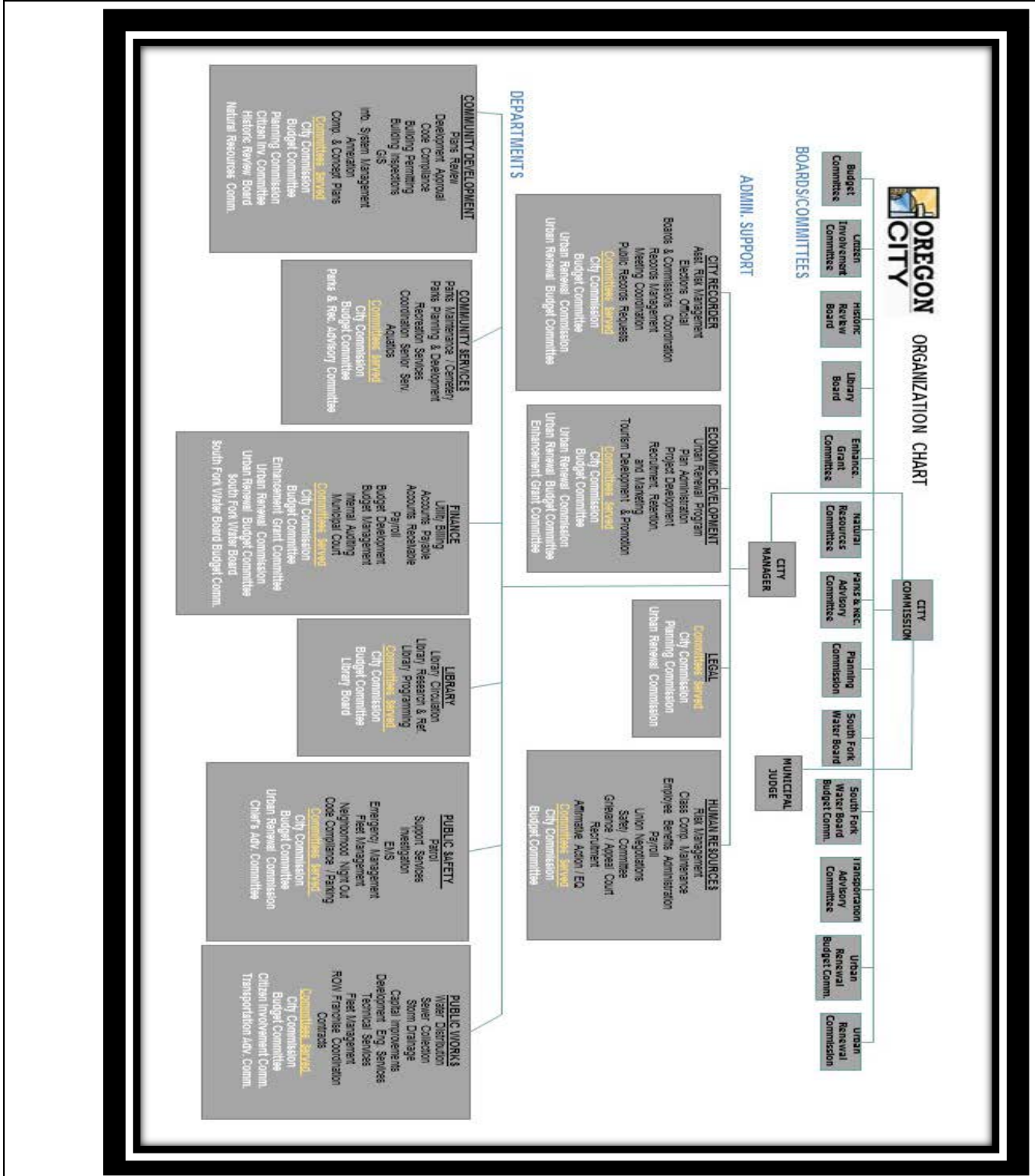
Policy making is the process of deciding what is to be done for the City. This can easily be confused with how a program is to be administered, which is the responsibility of the City Manager. Simply stated, policy making is the "what to do" and administration is "how to do it." In municipalities, policy can take the form of ordinances, resolutions, and motions.

RULES OF PROCEDURE

The Charter of the City of Oregon City provides that the City Commission shall adopt rules for the government of its members and proceedings. The Commission Rules of Procedure provide for the following subjects, and a copy of the Rules may be found in the City Recorder's Office.

- Meetings
- Quorum
- Attendance
- Minutes
- Right to be heard
- Addressing staff
- Presiding officer
- Preservation of order
- Points of order
- Agenda packets
- Order of business
- Special committees
- Conflict of interest
- Use of electronic devices
- Conduct of quasi-judicial land use hearings

CITY OF OREGON CITY ORGANIZATIONAL CHART



CITY OF OREGON CITY

Chapter I: Introduction to Boards and Commissions

A. CITIZEN PARTICIPATION

Oregon City's system of boards and commissions provides a way for residents who have special experience or interests to participate in the City's decision-making process by advising the City Commission on numerous issues.

The governmental decision-making process has other citizen participation mechanisms, such as speaking at public hearings, speaking before the City Commission and its subcommittees, participating in neighborhood based organizations, petitioning and letter writing.

The City believes it is not only the right but also the duty of citizens to participate in planning for their future, and the City has a responsibility to provide commissioners with the tools to carry out their charge. That responsibility includes orientation sessions for commissioners, skills training and useful written procedures. This orientation manual attempts to fulfill the latter requirement.

The boards and commissions system provides the opportunity to interact creatively with people of all ages, interests and backgrounds. Democracy can be realized when citizens are able to come together across neighborhood and economic lines to assist in making the community decisions that will shape all of their lives. While commissioners are themselves appointed from within the community, it is important that they in turn ensure that a wide variety of viewpoints from the rest of the community are considered when boards make recommendations to the City Commission. Board members should treat these widely varying viewpoints of other members and the public with respect so that all citizens are encouraged to participate in government.

The City of Oregon City enjoys a wide variety of Commission-appointed citizen boards, commissions, and committees which advise the City Commission on numerous issues. As citizen participation has evolved into a vital and integral part of local government, the number of commissions has steadily grown.

B. BOARD AND COMMISSION ORIGINS

Boards and commissions originate from four different sources: the Charter, the City Code of Ordinances, Mayor/Commissioner action, vote of the people, and federal or state mandate. In a few instances, the City Commission may appoint citizens to represent Oregon City on regional committees.

- **Charter**

The present Charter was first adopted in 1880 to provide for the government of the City of Oregon City, Clackamas County, Oregon. Chapter III, Section 6; Powers of the City shall be vested in the Commission. The Commission shall consist of the Mayor, and four commissioners, elected from the city at large (Chapter III, section 7).

- **Federal and State Mandate**

Certain boards, commissions, and committees are required by federal or state law. In such cases the purposes and duties are specified by federal or state law, and appointments are made either by the Mayor and/or City Commission in accordance with the Oregon City Municipal Code. Examples of these mandates are the Planning Commission and Urban Renewal Commission.

- **Miscellaneous**

There are several advisory bodies not usually created by the City Commission to which the City Commission may appoint only one or two members. The remainder are appointed by other agencies. Usually these advisory bodies are county-wide or regional in nature. Appointees may be Commission members, staff members or citizens. This category includes, but is not limited to: Tateshina Sister City Committee and South Fork Water Board.

C. BOARD AND COMMISSION FUNCTIONS

Commission activities are varied but generally fall into two categories. Any particular board or commission may belong to one or more of the types listed below and all boards belong to the Advisory to City Commission type.

- **Quasi-Judicial**

Certain commissions have the authority to make binding decisions that affect the action of individuals. For example, the Planning Commission grants or denies variances and use permits under the Zoning Code. Aggrieved parties have the right to appeal to the City Commission. The Historic Review Board also has quasi-judicial authority.

- **Advisory to the City Commission**

All commissions advise the City Commission concerning policies and programs. For example, the Parks and Recreation Advisory Board advises the Commission regarding public parks and recreation facilities' needs and programs. The Transportation Advisory Board advises the City Commission, Planning Commission and Urban Renewal Commission on transportation related matters. The Planning Commission prepares recommendations to the City Commission on physical/economic development. A report from each board and committee summarizing the year's activities is given to the City Commission annually, presented at a regular meeting of the City Commission.

CITY OF OREGON CITY

Chapter II: Serving on a Board or Commission

A. Membership - Application and Interview Process

Most advisory boards, commissions, and committees require meeting at least once a month and the meeting hours may be evening or daytime depending on the board. Some boards also require investment of time outside of the meetings. Most boards have written bylaws that address the residency requirements and should be reviewed prior to submitting an application. Interested applicants are encouraged to attend board meetings prior to interviewing to serve.

A comprehensive list of current boards, committees, and commissions, as well as applications to apply for membership are available on the City's website at <http://www.orcity.org/bc>. After reviewing applications for qualification criteria, interviews are scheduled. Either the Mayor or City staff person may call applicants to discuss the interview and possible appointment or other participation opportunities.

B. Appointments

Membership on City advisory boards, commissions, and committees are open to all interested citizens subject to the qualifications determined by each individual board, commission, or committee as necessary for the conduct of its business. There shall be no discrimination of applicants based on race, color, religion, sex, age, national origin, physical or mental disability, marital status, familial status, or membership in any other group protected by law in accordance with applicable federal, state and local laws. Appointments are generally made by the Mayor of Oregon City or the City Commission as a whole during a regular City Commission meeting. Appointees are not required to attend the meeting.

C. Terms of Office

The terms of appointment of most members shall, regardless of the date of appointment, expire on the last day of December of the year in which the term ends. Term lengths vary according to the bylaws of each board, and occasionally an applicant will be appointed to fulfill a vacancy created by resignation of a previous member.

Each vacancy is to be filled through appointment or reappointment following a recruitment process for the vacant position. Incumbents desiring reappointment must reapply during the recruitment process; they are not automatically reappointed. See the respective bylaws to learn how many consecutive terms one member may fulfill.

D. Boards and Commissions

NOTE: Current member rosters, vacancies, agendas, and minutes may be found on the City's website at <http://www.orcity.org/bc> . Bylaws for each board are also available at the link above to provide further operating details.

1. Budget Committee

Established pursuant to ORS 294.414, the Budget Committee meets on a biennial basis for a public review of the proposed budget, receive the budget message, provide opportunity for public input, and approve the fiscal budget. In addition, the Committee recommends a tax rate or amount of tax for all funds that receive property taxes. The Budget Committee is comprised of the City Commission and five Oregon City residents.

Abbreviation	Term Length	Term Expiration	Appointing Authority
BC	4 years	December 31	Mayor

2. Citizen Involvement Committee

The purpose of the CIC is social and civic. The CIC serves to promote, coordinate, and implement various aspects of community involvement through citizen participation. It serves to advise the City Commission, the Planning Commission, and other planning and advisory bodies. The CIC will provide a vehicle for maximum citizen participation in promoting the quality and livability of the neighborhoods and community.

Abbreviation	Term Length	Term Expiration	Appointing Authority
CIC	2 years	December 31	Mayor

3. Historic Review Board

The purpose of the HRB is to carry out the City's historic resources program. The HRB reviews public improvements; reviews private and commercial buildings for historic compatibility; recommends ordinances and resolutions to the City Commission; and considers landmark designations, demolitions, and archeological site designations. Ordinance No. 1954 created the HRB on May 7, 1980 and was amended on November 6, 1985 by Ordinance No. 85-1017 and OCMC 2.28.

The board is comprised of five members - one representative each from: Canemah neighborhood; McLoughlin neighborhood; at-large; architect experienced in historic preservation; and a member of the Oregon City Chamber of Commerce who must also be an Oregon City resident.

Abbreviation	Term Length	Term Expiration	Appointing Authority
HRB	3 years	December 31	Mayor

4. Library Board

The Oregon City Library Board was established by the City Commission of Oregon City to advise the City Commission and the Library Director on policy matters pertaining to the Oregon City Library and other such matters as detailed in Oregon City Municipal Code 2.44.030. In addition, the board shall assist in preparation and presentation of the Library's annual operating budget, assist in the development of short and long-term goals for the provision of public library services to the community, represent the interests of library users, foster public knowledge and support of the library's role in the community and promote its use, participate in state or network activities intended for library board members and, such other related duties as requested by the City Commission. The board was created on July 2, 1980 by Ordinance No. 1965; amended March 3, 1982 by Ordinance No. 1994; restructured October 7, 1987 by Ordinance No. 87-1011; and amended May 7, 1997 by Ordinance No. 97-1012.

The board shall be comprised of seven members appointed by the Mayor with terms of four years each. Terms expire on December 31; however, in order to establish continuity of membership, terms will be structured so that no more than three member terms expire at the same time. Membership on the board shall be comprised as follows: Four members shall be residents of Oregon City; two members shall be residents of that area comprising postal zip codes 97045 and 97004 which are outside the boundary of Oregon City and one member "at large."

Abbreviation	Term Length	Term Expiration	Appointing Authority
None	4 years	December 31	Mayor

5. Enhancement Grant Program Committee

The Committee is responsible for awarding grants on an annual basis for projects and programs that meet the grant criteria. The committee was established November 2, 1988 by Resolution No. 88-69. It was restructured February 4, 1998 by Commission Report No. 98-09. The committee was created as part of an Intergovernmental Agreement (IGA) between the City and the regional government, Metro. The IGA that created the committee also covers the operations of the Metro Transfer Station located at the intersection of Highway 213 and Washington Street. Metro pays the City a \$0.50 per ton fee for enhancement and mitigation activities. A small percentage of this total goes into the City's General Fund in lieu of taxes, and the rest is placed into the Metro Enhancement Fund.

The IGA was amended on November 16, 2006, effective January 1, 2007 (November 15, 2006 Commission Meeting, Agenda Item 8a), to change the Committee structure to consist of the City Commission, one (1) METRO councilor, and three (3) citizens appointed at-large. The City of Oregon City solicits applicants from residents of Oregon City for membership on the Oregon City-Metro Enhancement Committee (OCMEC). The Mayor appoints or reappoints members for the following fiscal year.

The Committee recommends the boundary of the area eligible for rehabilitation and enhancement. The Committee also recommends plans, projects and programs for rehabilitation and enhancement within the eligible boundary. Such recommendations can be made at any time, but shall at least be submitted annually to coincide with the City's budget process. Eligible projects include Planning, Engineering, Architectural and Marketing Services; sign, lighting and landscape construction; equipment acquisition; Public Works improvements, property acquisition, building construction, reconstruction or demolition; and other activities that are consistent with the Committee's purpose. The Committee shall not have authority to make any expenditure on behalf of the City, or to obligate the City for payment of any sums of money, unless the City Commission has previously authorized such expenditure.

The Committee shall have the power and authority to seek advice or testimony from any appropriate agency or individual to their purpose.

Abbreviation	Term Length	Term Expiration	Appointing Authority
EGPC	4 years	December 31	Mayor

6. Natural Resources Committee

The purpose of the Natural Resources Committee is to assist in the review and implementation of plans and policies to protect, restore and enhance the environmental quality of Oregon City within the Urban Growth Boundary (“UGB”). This committee’s role is to encourage conservation of natural resources and preservation and enhancement of ecosystems, open spaces and natural corridors within the Oregon City Urban Growth Boundary (UGB). The committee recommends actions to the City Commission, the Planning Commission, and the Parks and Recreation Advisory Committee (PRAC). The committee also may review and comment on all land use applications that significantly impact natural resources and related projects and policies coming before the City Commission and Planning Commission.

The Natural Resources Committee is composed of seven members appointed for the three-year terms with staggered terms for the initial board. The initial members shall be two appointed for two-year terms, three appointed for three-year terms and two appointed for a one-year term. Terms will expire on the last day of the calendar year. Training in urban ecology, watershed management, arboriculture, landscape architecture, or urban forestry is specifically desired for this position. Five of the seven members of the committee shall reside, work in, own property, or own a business within the city of Oregon City.

Abbreviation	Term Length	Term Expiration	Appointing Authority
NRC	3 years	December 31	Mayor

7. Parks and Recreation Advisory Committee

The purpose of the Parks and Recreation Advisory Committee (PRAC) is to advise the Community Services Director and make recommendations to the City Commission regarding parks, recreation and cemetery operations and planning. The Oregon City Recreation Advisory Association was created November 3, 1983 with nine members; bylaws were adopted on October 11, 1984; amended June 12, 1986; amended and the name was changed to Parks and Recreation Advisory Committee (PRAC) by the City Commission on September 2, 1992; amended May 6, 1998; amended July 5, 2000 to appoint a Pioneer Community Center representative to PRAC; amended June 18, 2003 to provide for more uniform representation throughout the city by limiting the number of members who can serve from any one neighborhood association; amended January 17, 2007; and again on June 18, 2008.

The Committee consists of seven members whom are encouraged to live within the city limits; however, residency is not mandatory. Non-resident representation is limited to two. Therefore, members are to be selected at-large. There is a maximum membership requirement that at any given time no more than two members may be from any of the City's defined neighborhood associations. The chair and vice-chair are to each serve a one-year term of office.

The following partially lists the objectives and responsibilities relative to the purpose; objectives may be added to or deleted as necessary:

Maintain active communications with the Community Services Director and other relevant City staff. Provide recommendations to the City Commission relative to parks and recreation. Solicit citizen opinions relative to parks and recreation. Request information from, and consult with, service organizations, special interest groups, neighborhood associations, and other professionals as appropriate. Oversee implementation of the Parks and Recreation Master Plan through periodic reviews, updates, and recommended revisions. Provide public meeting time for citizen input.

Abbreviation	Term Length	Term Expiration	Appointing Authority
PRAC	3 years	December 31	Mayor

8. Planning Commission

The purpose of the Planning Commission is to serve as an advisory body and a resource for the City Commission in land use matters. The Planning Commission was created on February 4, 1948 by Ordinance No. 1350 and amended December 7, 1988 by Ordinance No. 88-1028. The Commission is authorized by ORS 227 and established by Oregon City Municipal Code - Chapter 2.24.

The Commission is composed of seven members. According to OCMC Chapter 2.24.020(C), term of office is limited to no more than eight consecutive years. No more than two voting members of the Commission shall be engaged principally or involved in any aspect of the real estate field. In addition, no more than two voting members shall be engaged in the same kind of business, trade or profession. (OCMC 2.24.030).

Abbreviation	Term Length	Term Expiration	Appointing Authority
PC	4 years	December 31	Mayor

9. South Fork Water Board

The South Fork Water Board (SFWB) is a wholesale water provider to the cities of Oregon City and West Linn. South Fork is owned in equal shares by the two cities and is governed by a six-member board comprised of three elected officials from each city.

South Fork Water Board holds monthly meetings. The membership shall consist of the Mayor of Oregon City and two members of the City Commission of Oregon City, and the Mayor of West Linn and two members of the West Linn City Council. Each new member shall be appointed for a term of two years, and shall serve until the expiration of their term of office and the appointment of their successor. The Board may appoint a General Manager and Advisory Committee. The Advisory Committee shall be comprised of the General Manager and the City Managers of each city, or their designees. The Advisory Committee shall meet as often as is necessary, and shall review the activities, policies, operation, personnel and fiscal affairs of the board, and make appropriate recommendations to the Board. An Intergovernmental Agreement was entered into by each city. The City of West Linn adopted Resolution No. 96-24 and signed the agreement on July 22, 1996. The City of Oregon City adopted Resolution No. 96-32 and signed the agreement on August 21, 2000.

Abbreviation	Term Length	Term Expiration	Appointing Authority
SFWB	2 years	December 31	Comprised of 3 elected officials from each city

10. South Fork Water Board Budget Committee

The cities of Oregon City and West Linn operating jointly as the South Fork Water Board acknowledged in July 1996 that they had authority to execute an Intergovernmental Cooperative Agreement pursuant to the powers of their respective municipal charters and pursuant to ORS 225.050 and ORS 190.010. The Board is exempt by statute from Oregon Local Budget Law. However, in conjunction with the issuance of a February 8, 1995 bond issue, the Board passed a resolution to follow the provisions of the Law. Accordingly, a budget is prepared and adopted for each fund using the modified accrual basis of accounting. The resolution authorizing appropriations for each fund sets the level by which expenditures cannot legally exceed appropriations. For all funds the levels of control are personal services, materials and services, capital outlay and debt service. Unexpected additional resources may be added to the budget through the use of a supplemental budget and appropriations resolution. Original and supplemental budgets require hearings before the public and publications in newspapers or other notice. Original and supplemental budgets may be modified by the use of appropriation transfers between the levels of control.

11. Transportation Advisory Committee

The purpose of the committee is to advise the City Commission, Planning Commission and Urban Renewal Commission on transportation related matters; guide preparation of transportation plans and programs, including the Neighborhood Traffic Management Plan.

The committee was established on February 7, 1996 by Resolution 96-03, modified on October 20, 1999 through Resolution 99-40, and modified again on February 6, 2002, through Resolution 02-04. Bylaws were adopted in 2009.

There are between seven to nine members in the committee. It is composed of two members of City-recognized neighborhood associations, one active member of the Oregon City Chamber of Commerce and the remaining members are at-large. Term of office is three years, with terms overlapping.

City staff shall support the TAC for meeting notification, processing the work, minute preparation, copying and information gathering to the extent the City budget permits.

Abbreviation	Term Length	Term Expiration	Appointing Authority
TAC	3 years	December 31	Mayor

12. Urban Renewal Commission

The decisions of the Urban Renewal Commission have the potential of improving the face and the economy of Oregon City, impacting service demands, the business climates, and neighborhoods adjacent to the urban renewal district. The Oregon City Commission found that blighted areas as defined in ORS 457.010 exist in Oregon City, and that the need for a City Urban Renewal Agency continues, as provided by ORS 457.035.

Oregon Revised Statute 457.055 authorizes the governing body of a municipality to transfer the authority to exercise the powers of the urban renewal agency to any other body authorized to exercise these powers, including the local governing body itself. On April 2, 2008; Ordinance No. 08-1005 transferred the powers of the Urban Renewal Agency from the Oregon City Commission to the Urban Renewal Commission. On March 19, 2008, the Urban Renewal Commission approved new bylaws for the Commission. Ordinance No. 08-1005 added five additional representatives to the Urban Renewal Commission. The City Commission appoints members to the URC.

The City Commission desired to increase business and citizen involvement in the decision-making process of urban renewal and expanded the representation on the Urban Renewal Commission. Five citizen members were added to the URC on June 18, 2008. This resulted in the URC being composed of ten voting members: five who are members of the City Commission, and five citizen representatives appointed by the City Commission. Then, on July 18, 2012, the City Commission passed Ordinance No. 12-1005, modifying the membership of the URC once again, reducing the number of members from ten to seven. The URC responded with changes to its bylaws, approving Resolution No. UR12-03 on August 1, 2012.

Abbreviation	Term Length	Term Expiration	Appointing Authority
URC	4 years	December 31	City Commission

13. Urban Renewal Committee Budget Committee

The purpose of the Urban Renewal Budget Committee is to publicly review the proposed budget, receive the budget message, provide opportunity for public input, and approve a fiscal budget as well as a tax rate or amount of tax for all funds that receive property taxes. The Commission is established pursuant to ORS 294.336.

The URBC is comprised of the Urban Renewal Commission (seven commissioners), the Oregon City Budget Committee (the City Commission plus five citizen members), and two additional citizen members, totaling fourteen members.

Abbreviation	Term Length	Term Expiration	Appointing Authority
None	3 years	December 31	Mayor

E. Board and Commission Application

The application to apply for a board or commission may be found online at <http://www.orcity.org/bc> or contact the City Recorder's Office.

F. Boards and Commissions with Special Regulations

Several boards require special qualifications for appointment. For example, the Historic Review Board appoints one architect experienced in historic preservation, and no more than two voting members of the Planning Commission shall be engaged principally or involved in any aspect of the real estate field. In addition, no more than two voting members shall be engaged in the same kind of business, trade or profession.

G. Appointment to Board or Commission

Appointments of those Board and Commission members who are announced by the Mayor are announced at a City Commission meeting. For those appointments made by the Commission as a whole, the appointment will be voted upon in an open meeting. An Oregon City staff person will contact all new members with an orientation to the board or commission to assist in understanding and performing the valuable role. Please do not hesitate to contact the assigned staff person with any questions at 503-657-0891.

H. Attendance Requirements and Quorum

The importance of regular attendance on any board or commission cannot be emphasized enough. Failure to comply with attendance requirements may result in removal from the board. Most boards and commissions have their own bylaws that address attendance requirements. ***The following will apply for those that do not have specific attendance and quorum standards by law or in the bylaws of the board or commission.***

1. Attendance

If a member has been absent from two consecutive regular meetings, the chair will advise the member that absence from three consecutive regular meetings could result in termination from the board or commission. If there are three or more consecutive absences from regular meetings, that member should discuss the absences with the other members in advance. If a member is terminated, staff will notify that member in writing within one week following the third absence. Once that member has been terminated, a vacancy exists at which time an appointment shall be made to fill such vacancy.

2. Quorum

All board, commission, and committee meetings require a majority of its members to conduct business. Failure to have 51% or more members present will preclude the board, commission or committee from taking any formal action. The Chair shall make the determination as to whether a meeting will be held. Members are cautioned to avoid situations where a quorum of members is present outside of the meetings; this would include, but not be limited to, social gatherings. In such situations, city business should not be discussed to avoid violations of the state's open meetings law.

3. No Quorum

Boards and Commissions may adopt a rule establishing a maximum time those present will wait for a quorum to appear, prior to canceling the meeting. Members should inform the staff contact as far in advance as possible if they cannot attend a meeting. If it is known that a quorum will not be achieved, the staff contact should notify all members of that board/commission that the meeting is canceled. In this case, no absence will be recorded against any member. To encourage full participation in meetings by all members and the public, the City Commission encourages boards and commissions to refrain from scheduling meetings on cultural and religious holidays.

I. Resignation Procedure

A board or commission member wishing to resign shall submit a letter of resignation directly to the staff contact. The City Recorder should receive the signed original letter of resignation.

J. Accommodations for Disabled Commissioners

Board members who are disabled are entitled to receive reasonable accommodations on request in order to participate fully in meetings or activities.

K. Conflict of Interest – Prohibited

Members of City boards and commissions provide advice to the City Commission, study civil matters and, in the case of certain boards, function in a quasi-judicial capacity. Precise relationships vary in that certain quasi-judicial determinations may be appealed to the City Commission; other decisions may not be appealable. All members of boards and committees should be aware of the need to avoid any instances of conflict of interest. Conflict of interest standards are generally applicable to all commissions. Additional requirements may be applicable to particular boards and commissions. A member of any board, commission, or committee shall not participate in any commission proceeding or action in which any of the following has a direct or substantial financial interest: the member; his/her spouse; brother; sister; child; parent; father-in-law; mother-in-law; any business in which he/she is then serving or has served within the previous two years; or any business with which he/she is negotiating for or has an arrangement or understanding concerning prospective partnership or employment. Any actual or potential interest shall be disclosed at the meeting of the commission where the action is being taken and the member shall refrain from voting on any matter in which he or she has a direct and substantial conflict of interest. (ORS 244.020, .120 and .130). Further information on conflicts of interest may be obtained from the Oregon Government Ethics Commission, in its published "Guide for Public Officials."

L. Disclosure Statements Required

The Government Code of the State of Oregon requires that designated commissions file statements of economic interests in which they disclose specified financial interests. Members of the City Commission, Planning Commission, and Historic Review Board are required to file this statement annually, due April 15 of each year. The City Recorder's Office provides the State's Ethics Commission with the required list annually, and the State sends the members the appropriate filing documents.

M. Public Meetings

Oregon's public meeting law gives members of the public the right to attend all meetings of governing bodies of public agencies with a few exceptions. The right to attend is not the same as a right to participate in the meetings. Governing bodies include all City Commission and Planning Commission meetings, Budget Committees, citizen advisory boards and committees, and others if their functions are to advise the City Commission. The public meeting laws do not apply to staff meetings (ORS 192.610 – 192.690).

The public meeting law applies whenever a governing body convenes on any matter to make a decision or to deliberate toward a decision - this includes "conference call" telephone meetings or other electronic communications sent singly or serially among a quorum of board or commission members to avoid compliance with public meeting laws. In general, meetings may not be held outside the city limits. Notice is required for all public meetings and must include the date, location, time and principal subjects to be considered. Communications regarding city business, whether in "hard-copy" or electronic form, may be subject to the Oregon Public Records Law (ORS 192.410 to .505).

CITY OF OREGON CITY

Chapter III: Coordination with City Staff, Commission, and Others

A. COORDINATION WITH THE CITY COMMISSION

1. Relationship to City Commission

Most boards and commissions serve as an advisory to the City Commission. As an authorized legislative body of the City, the City Commission is responsible for accepting, rejecting or modifying board and commission recommendations. The City Commission relies on the view points and talents of each board and commission member for valuable insight on various City issues. By concentrating on specific areas, board members expand their expertise and conduct detailed analyses that the City Commission may not have the time to pursue. It is expected that boards and commissions will adopt positions of advocacy within their specific spheres of interest. However, the City Commission's role is to take into consideration the many varied and sometimes conflicting public needs and render its judgment of what will best serve the public good. The City Commission must weigh the effect of any given recommendation, not only on the particular area of interest, but on all other City goals and programs.

Aside from the Planning Commission and Urban Renewal Commission, boards and commissions do not create policy or operate various city programs, however, they do make recommendations that could be approved and made by the City Commission.

It is the responsibility of the City Manager and City staff to operate programs authorized by the City Commission. In a few cases a specific program will be designated by the City Commission to be sponsored by a specific board, and even in such instances the administration is the responsibility of City staff.

2. Communications from Board or Commission

Each board and commission will be given an opportunity to review and make recommendations on items relevant to its charge. Oregon City staff liaison will notify that board or commission of relevant items requiring City Commission action while the item is still in the development stage so as to provide adequate response time.

Each item presented to the City Commission on its agenda, whether generated by the City Manager, City Commission, or boards, commissions, and committees, shall indicate to whom the item has been referred, the date of referral, and any responses. Each board may elect to respond by means of a separate communication.

The City Recorder posts City Commission agendas, agenda packets, and e-Packets, which includes all reports and finalized copies of resolutions and ordinances on the City's website (www.orcity.org), as well as providing a hard copy for review at City Hall, 625 Center Street, Oregon City, Oregon 97045.

The City also provides live web-streaming for the following meeting bodies:

- City Commission
- Historic Review Board
- Citizen Involvement Committee
- Library Board
- Enhancement Grant Program Committee
- Natural Resources Committee
- Parks and Recreation Advisory Committee
- Planning Commission
- Transportation Advisory Committee
- Urban Renewal Commission

Video archives of meetings may be found at:

<https://oregon-city.legistar.com/Calendar.aspx>

Board, committee, and commission members will receive all agenda related material via email from the staff contact for that particular board.

3. Presenting Agenda Items to Commission

A board transmits its findings, responses to referrals and other communications to the City Commission through the Commission agenda. Upon direction of the City Commission, City staff prepares and submits a completed staff report for the Commission agenda directly to the City Recorder in a reasonable time frame. The City Recorder will place the report on an upcoming Commission agenda based on City Manager timelines for scheduling matters on the agenda. The City Manager may ask the commission for additional information and/or clarification before placing the report on the agenda.

4. Commission Meetings and Agendas and Annual Reports

Regular City Commission meetings are held the first and third Wednesday of each month. The schedule is established annually taking into consideration holidays and election dates. The City Commission asks each board and committee to give an annual report summarizing the year's activities. The report is given at a regular meeting of the City Commission.

B. COORDINATION WITH CITY STAFF

1. Duties of Staff

An employee of the City designated by the City Manager serves as staff to the board/committee. The staff person, often the department director, represents the City Manager and at the same time, assists the board in its functions and advises them of staff's recommendations. Individuals assigned to serve as staff to a board or commission are there to perform the ministerial and housekeeping functions as outlined below and do not vote. The staff person should inform members about activities, projects and work that is taking place in the organization and among other board/committees. In addition to this, as City professionals, they have the responsibility to assure that the board/committee is aware of laws and administrative processes affecting proposed policy recommendations and operational recommendations. This will save reprocessing all the good work of these bodies whose members serve without compensation and which contribute valuable time to the City. It is a staff person's responsibility to:

- Arrange for accommodations for disabled commissioners or citizens.
- Prepare and/or review agendas and minutes pursuant to the open meetings law and City procedures.
- Notify members of meetings.
- Maintain an accurate subscription mailing list.
- Maintain permanent records of all meetings.
- Follow the established City Commission agenda process and prepare professional and accurate reports to the City Commission based on the board/committee action.
- Request permission from the City Manager or Department Director, for any requests for extensive staff work or report preparation.
- Obtain clerical assistance from other staff members when needed.

More importantly, the staff person must at all times consider the policy and fiscal impacts of proposals and provide members with early and timely information about not only the fiscal and policy impact of a proposal in and of itself, but its relationship to overall department and citywide fiscal capacity and priorities. Staff must be constantly aware of the responsibility to represent overall City Commission priorities and administrative policies of the City.

2. Relationship with the City Manager

The City Recorder will provide the City Manager with copies of each commission report or communication directed to the City Commission at the time staff submits the report to the City Recorder for the agenda process.

C. RELATIONS WITH OTHER COMMISSIONS, OUTSIDE AGENCIES AND THE GENERAL PUBLIC

1. Other Boards/Committees

There are enormous benefits when boards, commissions, and committees work together on projects or investigations. Besides the advantages of time and energy savings, a board's work can reflect a more accurate blend of community sentiment when efforts are made to coordinate in order to deal with overlapping subject matter.

When one board recommends an action to the City Commission relating to a sphere of interest of another board/committee, the other involved boards shall be notified and given an opportunity to comment before any reports are forwarded to the City Commission. Referrals for information or review of proposals from one board/committee to another are transmitted through the respective staff contact for each board/committee.

In order to develop a useful liaison between boards, each board should determine which other bodies regularly deal with overlapping subject matter. Boards which regularly overlap on each other's activities should request agendas, minutes and relevant reports from each other. Boards which do not ordinarily relate need not routinely communicate with each other, but where an issue arises which is of concern to both, the two should review the issue with each other before submitting a report to the City Commission.

2. Outside Agencies

From time to time, boards and committees may desire to communicate with outside agencies. Unless specifically authorized by the City Commission, boards, commissions, and committees may not represent policy to outside agencies either on their own behalf or on behalf of the City. Boards function in an advisory capacity and in the absence of an explicit delegation of the role to act on the City's behalf by the City Commission on a particular issue, may not directly communicate with outside agencies. If a board wishes to support or object to a particular policy or program it should frame its action as a motion and a recommendation to the City Commission on whose behalf the letter would be sent. Supporting or opposing legislation need not take the form of a resolution. Action by the City Commission on such a board request would be in the form of a letter. However, should a resolution be requested of the City Commission, such resolution would be attached to the Commission report (in the proper format), ready for City Commission action. If a request for an official policy statement is received from an outside jurisdiction, the board should analyze and study the request. It could then make a recommendation to the City Commission. Furthermore, boards other than Enhancement Grant Program Committee may not endorse grant applications or receive donations and gifts. Boards may not take any action such as approving use of City property, facilities or other resources, which commits or indicates an intention to commit the City without authorization by the City Commission and coordination with the City Manager.

All communications to and from outside agencies shall be transmitted through a City staff person.

3. General Public

The purpose of board, commission and committee meetings is to permit open discussion on specific topics in a setting that is more informal than a City Commission meeting, to hear public expression on issues and to inform the public of what the board is doing. Committee members have the obligation to consider the welfare of the entire City, to be fair, objective and courteous, and to afford due process to all who come before them.

Public opinion must be sought but no member should permit his/her judgment to become subservient to the criticism of those citizens attending the meetings. In order to conduct its business, the board has the authority to limit discussion and public participation on any subject.

All communications from the board to members of the public are transmitted through the staff person. Similarly, arriving communications are received by staff and relayed to the board through the agenda. The staff person is responsible for acknowledging all communications received.

4. Analytical Problem Solving Approach

It is important that those who recommend policy, operational, and other improvements in city government use an analytical problem solving approach. This pertains not only to boards, committees, and commission, but to staff people, executives and others who wish to improve municipal services. As resources dwindle, systems become more complex, and the public becomes more and more accustomed to the world's highly competitive consumer oriented economy; therefore, all municipalities and city governments must adapt. In order to determine priorities, to select the best forms of service and the best methods of providing those services, an analytical approach needs to be taken prior to advocacy and mobilization of support. A shorthand approach includes:

- What is the problem we are trying to solve and if we probe deeper, is the problem a symptom or is there really a deeper problem?
- What general approaches could be used to solve the problem? Avoid single solution answers.
- Of the possible approaches to take, which one is the best and why?
- How will the selected approach or solution work? What personnel, financial, and other resources are necessary to make it work? Where will these come from: if there are insufficient resources, what other equally valued programs or activities should be reduced or eliminated to free up the resources needed?
- Have all the people involved in implementing the project had input and do they agree?
- Does the project meet legal requirements and has the City's budget indicated that the financial part of the proposal is, in fact, feasible and manageable?
- Can the project be proven to work by putting it on a standard schedule for implementation?

If each project or recommendation brought to the City Commission were thoroughly tested against these criteria, or something like them, much wasted time and effort would be avoided and the City Commission would be much more likely to approve recommendations rather than sending them back for laborious staff analysis.

5. Individual Members

Unless authorized by the board as a whole, an individual member may not represent the board before any other board, outside agency, to the press, or the general public. When an individual member is appearing in a private capacity before other boards, outside agencies, or the general public, the member must clearly indicate that he/she is speaking as a private individual, not as an official representative of the City. Official City stationery may be used only for official communications authorized by the City Commission or City Manager.

Each member also has the obligation to work cooperatively with other members on that board. Members should exercise self-discipline and always strive to be objective, fair and courteous with each other as well as with staff and the public. A healthy respect for the time of other commissioners, staff and the public is of critical importance.

6. Press and Other Media

In order to inform the public as much as possible of board activities, the designated City staff person, with the approval of the board, should provide the media with pertinent information as noted below. Press releases should be sent to local media. From time to time, it may be appropriate to provide press releases to other newspapers, radio and television stations.

- Notices of Meetings and Agenda - The staff person should routinely send meeting notices and agenda to the media, City Hall, Pioneer Center, City Library, and post the agenda on the City's website. Copies should be sent to the City Recorder and City Manager.
- Items of Public Interest and Policy Statements - Information concerning items of particular interest to be discussed at future meetings as well as recent newsworthy actions of the board should be regularly provided to the media. Press releases which state the City's policy should be cleared through the City Manager's Office prior to release to the press. Copies of all press releases and other notices that are provided to the media should also be sent to the City Manager's Office.

CITY OF OREGON CITY

Chapter IV: Commission Goals, Procedures and Policies

Note: *The City Commission established Rules of Procedure pursuant to Section 14 of the City Charter. Copies of these rules are available in the City Recorder's Office. The following sections provide a summary of the Rules that apply to boards and commissions.*

A. Goal Statement

Many boards, commissions, and committees find it effective to establish a yearly work program or goals statement. A work program is a planning document that specifies how and when the objectives (outcomes) which the board expects to accomplish during the fiscal year will be achieved. Goal statements explain the nature and scope of the work to be performed and the time needed to accomplish the goal. The nature of the duties of specific commissions may determine which method is most suitable.

In Oregon City, the City Commission creates and adopts a “Goals and Objectives” that explains the next two-year’s goals for the City. The City Commission has a biennial retreat, usually in January, to discuss with staff the goals that will be set forth for that year. Current goals may be found on the City’s website. The 2017-2019 Commission Vision, Mission and Goal statement is listed below.

2017-2019 City Commission Vision, Mission, and Goals

Vision: Embrace and advance Oregon City’s historic role as a regional leader.

Mission: Build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance.

Goal 1: Cultivate an environment for successful economic development.

Goal 2: Address critical facility needs.

Goal 3: Enhance the livability of the community.

Goal 4: Pursue opportunities to increase transparency and encourage citizen participation.

Goal 5: Maintain fiscal health and long-term stability.

B. Meetings

1. Rules of Procedure

“Robert’s Rules of Order,” current version, shall govern in all situations not specifically covered by the Commission’s Rules of Procedure or the City Charter. In the event of a conflict between the Rules of Procedure and Robert’s Rules of Order, the Rules of Procedure shall prevail.

2. Requirement to Meet in Public

The Oregon form of government requires an informed public be aware of the deliberations and decisions of governing bodies and the information upon which such decisions are made. It is the intent of ORS 192.610 to 192.690 that decisions of governing bodies are arrived at openly.

All meetings of the governing body of a public body shall be open to the public and all persons shall be permitted to attend any meeting except as otherwise provided by ORS 192.630 (ORS 192.610 to 192.690).

Legal reasons to hold closed sessions are very limited and the occasions when an advisory board could adjourn to a closed session are rare. Specific cases should be cleared with the City Attorney prior to attempting to schedule a closed session. The board should follow all City guidelines and checklists regarding compliance with the Oregon Open Meeting Laws.

3. Requirement to be Accessible to Public

State law requires that public meetings shall be accessible to persons with disabilities.

Wheelchair Access

All board, committee, and commission meetings and meetings of the sub-committees must be held at wheelchair accessible locations. This includes the approach to the facility, entry, path of travel within the facility, and restrooms. City of Oregon City facilities are continually being upgraded to meet accessibility requirements.

Communication Access for Disabled Members of the Public

Pursuant to ORS 192.630, it is discrimination on the basis of disability for a governing body of a public body to meet in a place inaccessible to persons with disabilities, or upon request of a person who is deaf or hard of hearing, to fail to make a good faith effort to have an interpreter for persons who are deaf or hard of hearing provided at a regularly scheduled meeting.

Assistive listening devices are available in Commission Chambers for persons with impaired hearing. Arrangements for these can also be made with the staff person prior to the scheduled meeting.

4. Public Comment

Citizens are welcome to present information or raise issues relevant to the City during the "Citizen Comments" portion of the agenda, for issues not related to an item on the agenda. Citizens are allowed up to 3 minutes to speak, and are asked to complete a comment form prior to the meeting and present it to the staff person/City Recorder. The Commission generally does not dialog with the citizen, but may direct staff to address the issue.

Citizens are welcome to comment on an item on the agenda and are allowed up to 3 minutes to speak when the item is brought forward at the meeting. Representatives of a recognized neighborhood association, government agency, or other incorporated public interest organization may speak to an item on the agenda for up to 5 minutes, if requested and the Chair approves.

5. Meeting Types

Regular Meetings

Regular meetings of boards and commissions are opportunities to take action on agenda items, receive public comment, discuss issues, receive updates from staff, and receive member communication.

Public Hearings

Public hearings are held when required by law or when the board determines that such a hearing would be desirable. When a hearing is required by law, the procedure for that hearing may also be specified by that law. Most hearings and Commission matters are quasi-legislative; the Commission is making policy or programmatic recommendations to the City Manager or City Commission. Some hearings are quasi-judicial, such as hearings or permits before the Historic Review Board or Planning Commission. In such quasi-judicial proceedings, special rules apply.

Work Session

Work sessions are meetings designed to discuss city matters in an informal manner, allowing interaction between citizens and Commissioners when needed, or for boards, committees and the City Commission to work on issues in an in-depth manner. Work sessions do not culminate in action at that meeting. Actions or recommendations should be taken at either the next regular meeting or at another publicly announced date and time. In both cases, the committee, when establishing the time and place for the meeting, should determine the period of time available and establish the portion of time to be devoted to presentations by the public. Staff persons should also keep in mind that all public access and communication access requirements must be met for all public hearings and work sessions.

Executive Session

A public meeting or part of a meeting of a governing body may be closed to the public and certain persons for deliberation on certain matters. (ORS 192.610(2)). State law has identified certain subjects permitted for executive sessions and procedures for holding such sessions in ORS 192.660. If the matter may not be discussed in executive session under this statute, it must be discussed in a meeting open to the public.

Although not open to the public, noticing of an executive session must take place.

City Commission Retreat

The City Commission shall hold a retreat in January of each odd numbered year for the purpose of setting Commission goals. In addition, at the retreat, all City Department Heads provide a department update, addressing current and future projects for the department. Commission retreats shall be held within City limits and are subject to the open meeting and public records laws of Oregon.

6. Board, Committee and Commission Conduct

While the meeting is in session, the members should not interrupt the proceedings or any Commissioner or member of the public who has the floor.

7. Conduct of Public in Attendance

Persons attending the meeting should not disrupt meeting business, for example: by shouting, making disruptive noises, such as boos or hisses; creating or participating in a physical disturbance; speaking out of turn or in violation of the Commission's procedures or rules; preventing or attempting to prevent others who have the floor from speaking; preventing others from observing the meeting; entering into or remaining in an area of the meeting room that is not open to the public; or approaching the board without consent. Any message to or contact with any member of the board/committee while it is in session should be through the staff person. Each person addressing the board/committee should first give his/her name and city of residence in an audible tone of voice for the record. All remarks should be addressed to the board/committee as a body and not to any specific member. No one other than the board/committee and the person having the floor may enter into any discussion, either directly or through a member of the board/committee, without the permission of the Chair. No question may be asked of a board/committee member except through the Chair. After being recognized for this purpose by the Chair, any member may briefly respond to comments made during the public comment period or may pose a question to the person speaking at public comment or during a public hearing but may not discuss the matter. Interested persons may address the board/committee on any issue concerning city business during the period assigned to "*Citizen Comment*". The public may also comment during a public hearing on the subject of the public hearing in accordance with any procedures established by the board/committee for this purpose. Commissioners/members may ask questions but the board/committee should not discuss or act in connection with such citizen comment, if the subject is not on the agenda for action. A Commissioner may, however, refer a subject to staff or other resources for factual information or for action, if appropriate.

8. Rules of Debate

The presiding officer may debate from the chair, subject only to such limitations of debate as are by these rules imposed on all members, and should not be deprived of any of the rights and privileges of board/committee members by reason of his/her acting as the presiding officer. Improper references are to be avoided. Every member desiring to speak should address the Chair and upon recognition by the presiding officer, should confine him/herself to the question under debate.

9. Interruptions

A commissioner/member, once recognized, should not be interrupted when speaking unless it is to call him/her to order, or as herein otherwise provided. If a member, while speaking, is called to order, he/she should cease speaking until the question of order can be determined, and, if in order, he/she should be permitted to proceed.

10. Notice of Meetings

In order to protect the right of the public to know when meetings are held, adequate notice must be made. In the case of regular meetings whose time and place is set forth in a formal document (bylaws, ordinance, resolution, etc.), the required agenda serves as notice and no additional notice is needed. Special meetings may be called by the chair or a majority of members if written notice is received at least twenty-four hours in advance by each member and by any news media which have requested such notice in writing. The notice must contain the time and place of the meeting as well as the business to be transacted. No other business can be considered. Agendas of meetings of the board, committee or commission and any subcommittee meetings are to be posted on the official City bulletin board, Pioneer Center bulletin board, and Library bulletin board and are also to be posted on the City's website and sent to the media.

11. Polling, Quorum, and Voting

The staff person/City Recorder should check with the chair of such board/committee or Mayor of the City Commission a few days before the scheduled meeting to ensure there will be adequate attendance by members to make a quorum.

A quorum is the minimum number of members/commissioners who must be present for the valid transaction of business. In order to take any action, a quorum of members/commissioners must be present. For the purposes of these guidelines, a quorum means a majority of actual appointees. Thus, if a board has nine actual appointees (out of a potential of nine), five members constitute a quorum. If there are only five appointees (out of a potential of nine), three members constitute a quorum. The number of affirmative votes needed to pass a motion is the same number which constitutes a quorum - a majority of actual appointees. This ensures that a majority of those actually appointed to a board endorse the action being taken. If one were to allow a majority of a quorum to take action (instead of a majority of those actually appointed), formal action could be taken by a very low percentage of those actually appointed (e.g., if there were five actual appointments to a nine-member body, a quorum would be three and action could be taken by two appointees). Occasionally, a particular enabling ordinance or resolution may create a different requirement so the ordinance or resolution establishing the Commission should be consulted for particular requirements, as in the case of the Urban Renewal Commission. There are specific rules on these matters applicable to the City Commission under sections 15, 18 and 19 of the City Charter.

12. Polling for Special Meetings

"Polling" members to determine their vote is **not** permitted because no discussion or testimony is possible. In instances where the board desires a prompt advisory recommendation and there is no time to consider the City Commission's request at a regular meeting, a special meeting should be called. If a quorum cannot be assembled for a special meeting, the staff person/City Recorder so advises the City Commission and indicates the date that the board, committee or City Commission is expected to be able to consider the issue.

13. Minutes

Pursuant to ORS 192.650, the staff person/city recorder shall keep an accurate record of the board/commission's proceedings and transactions. The staff person/City Recorder, or another person so designated, shall provide minutes. Minutes list the date, time, and place of the meetings, the members and staff in attendance and absent, a description of the actions taken, and give a true reflection of the matters discussed at the meeting and the views of the participants. Approved motions are indicated by "moved, seconded, and carried," and include a breakdown of the vote. The vote breakdown includes the members voting yes, no, and abstain.

In quasi-judicial proceedings more detailed minutes are needed which summarize debate, list findings, and note testimony offered by appellant, witnesses, etc. Public hearings may require more specific and complete minutes, depending on the nature of the hearing. In the case of public hearings, a tally is made of speakers for or against and a summary of their views is provided, if possible. Most board/committee meetings and all City Commission meetings are Web streamed and a designated person who is under contract with the City of Oregon City will transcribe the minutes for most meetings.

Once the minutes have been transcribed, they are presented to the board, committee, or commission for approval, at the following meeting or soon thereafter. The board may by motion make such correction as conforms to fact. It is the responsibility of the staff person to retain the official signed copies of minutes in accordance with the State's General Records Retention Schedule.

State law required public bodies to provide a recording or written minutes of all its meetings. A verbatim transcript is not required, but the law requires a record of the members present; actions proposed and the vote of each member by name; the substance of any discussion on any matter; and a reference to any document discussed at the meeting. [ORS 192.650(1)]

14. Recording Meetings

It is desirable to record meetings when resources permit; but it is not required. However, if a board/committee decides to record their meetings, all meetings should consistently be recorded on a regular basis. Recorded meetings must be maintained in accordance with the City's Records Retention Schedule.

15. Official Board, Committee, and City Commission Records

Pursuant to ORS Chapter 192, all agendas, minutes, reports, communications, tapes/DVD's (if retained), and any other related material, should be kept in an organized manner and in such a way that these records can be easily transferred to another staff person in the event of a change in duties or termination with the City. It is the responsibility of the board/commission staff person to maintain all records pursuant to the State's General Records Retention Schedule and other policies.

The Office of the City Recorder maintains the City Seal and serves as clerk of the City Commission by recording and archiving the official records, proceedings, and legislative history of the City of Oregon City. The Office strives to provide professional, courteous, and timely assistance to the City Commission, citizens, City departments, and other agencies. The City Recorder manages City records and implements the State's records retention schedule for cities, and maintains the permanent records for boards and commissions.

For further information on Boards, Commissions, and Committees

visit the City's website at:

www.orcity.org

Select City Government, then Boards and Commissions

City Recorder's Office
625 Center Street
P.O. Box 3040
Oregon City, OR 97045
503-657-0891
recorder@orcitey.org



2021-2023 City Commission Goals

Final Version June 28, 2021



Introduction

Oregon City is pleased to present the summary of their 2021 goal-setting retreat. The City Commissioners and Executive Team conducted a virtual retreat consisting of three workshops on January 29, January 30, and February 23, 2021 to align around a shared vision, discuss current community projects and issues, and provide City staff with direction regarding the Commission's priorities for the coming years. The City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the group through their discussion. In advance of the retreat workshops, SSW conducted outreach with the Commissioners and staff to discuss community challenges, opportunities, and priorities on the horizon. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Identify big-picture goals to guide the City over the next two years;
- » Define clear roles and relationships and enhance the partnership of the Commission and Staff;
- » Build camaraderie and unity amongst the Commission; and,
- » Refresh the goal-setting process. Keep the number of priorities manageable and develop an implementation process that will enhance our accountability.

The City Commissioners and staff worked closely together to identify goals and strategies for 2021-2023 that will build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining high-quality core City services.

The Commissioners and staff look forward to working together with the community and our partners as we begin our work to advance these goals.

-Oregon City Commission + Executive Team

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Our Team

City Commission

Rachel Lyles Smith, Mayor
Denyse McGriff, Commissioner
Frank O'Donnell, Commissioner
Rocky Smith, Commissioner
Adam Marl, Commissioner

Executive Team

Tony Konkol, City Manager
Kattie Riggs, City Recorder
Lisa Oreskovich, Assistant to the City Manager
Kristin Brown, Community Communications Coordinator
Patrick Foiles, Human Resources Director
Greg Williams, Library Director
Matt Zook, Finance Director
James Graham, Economic Development Manager
Kendall Reid, Parks and Recreation Director
John Lewis, Public Works Director
Laura Terway, Community Development Director
Jim Band, Chief of Police

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Oregon City's Vision



Aligning With the Vision

To align the group around a future state of mind, the team imagined how they wanted Oregon City to look, feel and function five years from now. They imagined headlines and stories from the future. This exercise generates group alignment around a future direction. The visioning exercise helps to inspire and guide the goal setting process. Through this visioning exercise, they developed the vision statement below.

Vision

Oregon City is a welcoming, inclusive, engaged, and safe community. We support our local businesses and partner in making them a vibrant part of our community. We are a destination with a strong identity celebrated through art, history and cultural opportunities - we have opportunities for all.

Setting

The Context

City Staff shared updates on the goals from 2019 in addition to other projects on the horizon. This information was mapped in the "Environmental Scan" chart below.

DIVERSITY, EQUITY, + INCLUSION (DEI) • In June, commission approved resolution to support racial equity and DEI, safe space for conversations, learning opportunities • Charged with taking action to support those statements • Explore what these efforts look like in OC • Journey - not just a set of tasks • Implemented programs in the Library - provide space for this • Staff participated in training - CD as part of OC 2040 new methods of engagement to elevate voices of underrepresented groups • What's next? What does success look like?	HOUSING • Housing Excise Tax - concerns from citizens spending more and more on housing • Strategies we can use to support housing that fits our needs • Working to advance housing - amend zoning code, vertical housing, compliance with HB2001, urban renewal, quiet zone, construction excise tax • Metro housing bond funded housing • Bond passed to assist those at risk of losing housing • Variety of strategies, annexing land, inclusionary zoning, change SDC schedule, strategic investment in infrastructure, and more....
INFRASTRUCTURE NEEDS • We've been forward thinking on our infrastructure - kept up rates/ fees to maintain • Facing rising costs, rapidly evolving tech • Community aggravation with increasing rates - material costs, staff, consultant costs all going up • Master planning for sewer and transportation are finished • Water and stormwater plans are complete	PARKS • Hiring a consultant to work on maintenance plan - comprehensive inventory of parks, facilities, parking lots, police station, etc. • Immediate repairs and preventative maintenance, replacement costs • 5-20 forecast of maintenance requirements • Award contract on 2/17/21
HOMELESSNESS • Evolution in how we've learned to serve this population and respond to people in the community • Services - cleaning up, serving mental health issues, getting people into housing - we are doing more than cities larger than us • Missing the political piece in our interaction with the County. County said they were going to purchase a motel for short-term housing - then decided they would buy one in Estacada - this plan also fell through due to lack of public engagement • County trying to do the right thing - funds available through Metro bond • Lack of communication between cities and the county to have a regional cohesive conversation	ECONOMIC DEVELOPMENT/ TOURISM • ED has conducted itself in new ways - helping businesses to stay open • Implementing strategic plan for tourism • What's the direction for urban renewal - only incentive for growth • Enable more people to live downtown to encourage its own eco system as we move forward • Working on strategic plan

The City Commissioners and Staff discussed other various topics to help establish a shared context for the goal setting process. These topics included growth trends, political factors, economic climate, other community trends, technology trends, community needs, and uncertainties.

Context Map

All organizations work in a context, there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. This context map develops a big-picture view of the Oregon City environment and increases understanding of complex situations. This exercise assisted the team in establishing their common backdrop for the goal-setting.

Oregon City Context Map 01.29.21

DEI LENS - THINK ABOUT HOW IT APPLIES IN EACH OF THESE CATEGORIES

Oregon City Goal Setting Context Map

GROWTH TRENDS

- White and middle class families, couples
- Big houses, no housing for middle to low income. (2500+ sq ft)
- Expensive housing prices *Ask for more jobs, retail, and entertainment opportunities in community survey
- COVID-19 hit growth hard, changed everything, can't control
- Pent up demand, need to be ready
- DEI - Need to provide support to diverse businesses
- Rising costs
- Demands for affordable housing

POLITICAL FACTORS

- Increase in citizen comment
- Homelessness as regional issue/Country • Communication difficulties
- Progressive orientation
- Focus on women and minority groups
- Focus on local
- Tribal partnerships and relationships
- Add diversity in employment documents

ECONOMIC CLIMATE

- Inflation when pandemic ends - unemployment will go down
- Workforce changes - daycare
- Promote job creation without community harms
- Pent up demand, need to be ready - vaccines will impact
- Daycare expenses
- County getting \$ to deal w/homelessness and opportunities for City to utilize
- Ec Dev and Tourism

OTHER COMMUNITY TRENDS

- Public restroom downtown
- Dog parks, youth programs
- Focus on downtown - residential development
- Community conversations around DEI - and how do we pay for it?

COMMUNITY NEEDS

- Increased shopping and dining opportunities
- Work from home
- Corporate HQ to the suburbs
- Opportunities for youth/diversion needs
- Partner with non-profit for community youth programs
- Daycare
- Homeless service center
- Communication needs
- Need to keep small-town feel
- Pedestrian Safety/Healthy Community
- Pedestrian safety
- Reduce burdens of growth on local community
- Homelessness - We HAVE TO work together
- Youth workforce training- Don't want to lose this age group - keep them here
- Willamette Falls Legacy Project
- Elderly care, new options
- Iconic projects, things to look forward to
- DEI Procurement Policy

TECHNOLOGY TRENDS

- High speed internet
- Ensuring all areas of the city have the technology
- Increased fiber to increase speed
- Affordability issues with broadband
- Cyber Security- IT Strategic Plan is a good start
- Cyber Security and transparency - are there partnership opportunities to fill this need?
- Equitable access to fiber
- Clackamas County model? Get fiber in parts of the County that are not served
- Continue to use tech used in pandemic, expand engagement
- Promote fiber optic installation - "smart city"

UNCERTAINTIES

- Revenue, pay taxes?
- Distribution of vaccines
- Mayor changes
- Marijuana tax
- Federal economic aid packages - prepared with projects
- Revenues
- Unknowns such as emergencies
- Opportunities we don't know about
- Uncertainty in revenue

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2021-2023 Goals

The City Commission Goals serve as a framework for budget development and provide guidance for how best to allocate the resources of the City. Though the budget is prepared to support and accomplish the goals, the goals should not be confused with the budget. The budget is the legal authority for spending and focuses on the near-term (the biennium). The goals, on the other hand, are long-term in nature and therefore, may continue beyond the two-year budget period.

Oregon City Vision

Embrace and advance Oregon City's historic role as a regional leader

Mission

Build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance

Goals

Goal 1: Promote diversity, equity and inclusion for a safe, inclusive community and organization

Goal 2: Invest in current and future capital needs for safe, sustainable infrastructure and City services

Goal 3: Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

Goal 4: Adopt and implement a homelessness strategy for Oregon City

Goal 5: Promote tourism and support economic development to foster community sustainability

Goal 6: Support diverse housing options in Oregon City

Goal 7: Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Goal 8: Protect and preserve our environmental health and natural resources



2021 - 2023 COMMISSION GOALS
REVIEWED BY THE CITY COMMISSION ON APRIL 13, 2021

Goal 1 - Promote diversity, equity and inclusion for a safe, inclusive community and organization

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Using the vision articulated in Resolution 20-19, develop a comprehensive internal and external DEI framework	Staff will work with a consultant to lead and develop a DEI framework that will guide the City. The framework will include: • The creation of policies and practices that advance diversity, equity and inclusion throughout City operations.	\$75,000	General Fund	12/21 - 5/23
Create a community task force to guide the external DEI work	Staff will work with a consultant to create, coordinate and lead a community task force. The project will include: • Education and discussion of the concepts lead to equality. • Discussion about the impacts of bias and racism in our community. • Identification of ways to make our community more welcoming and inclusive for all.	\$50,000	General Fund	7/21 - 3/23
Evaluate internal policies, procedures, hiring practices, purchasing, and codes to reduce barriers and systemic inequities	Staff will establish an internal project team that will discuss and explore opportunities to reduce barriers and systemic inequalities such as: • Establishing the Oregon City Municipal Diversity & Equity Purchasing Program. • Utilizing State-certified MWESB firms and local minority and women owned businesses. • Drafting municipal code that requires all city departments and subcontractors doing business with the City to initially engage businesses owned by BIPOC and MWESB. • Promoting the program and educating staff, contractors, vendors, and subcontractors seeking to do business with the City.	No additional funds requested in proposed budget. Existing staff will complete this task.		9/21 - 6/23

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize projects in the transportation master plan to maximize safety and connectivity	Staff with the assistance of a consultant will work with the Transportation Advisory Committee (TAC) to review the Transportation System Plan (TSP) and associated documents to create a prioritization of projects that maximize multimodal safety and connectivity. The process will include: • A public engagement process. • Outreach to the workgroups established by the Planning Department for the OC 2040 Comprehensive Plan Update process, with an emphasis on DEI. • As part of the project, the City will consider and evaluate projects within the TSP, concept plans, the budget, the 5-year pavement maintenance plan, capital improvement plans, transit plans, safety statistics, and existing conditions.	\$40,000	Transportation Fund Transportation SDC Fund	9/21-8/22

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services (continued)

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Complete analysis to identify deferred maintenance and ongoing asset management costs for parks and identify funding options	The Parks and Recreation Department selected Bureau Veritas Technical Assessments LLC to help develop a plan to address the need for immediate repairs, preventative maintenance, deferred project backlog, and capital replacement. This plan will include: - Identifying facility maintenance, reducing the need for reactive repairs, and avoid deferred repairs. - Providing a roadmap for corrective recommendations to help reduce the maintenance backlog. - Identifying funding options for the City Commission to consider.	No additional funds requested in proposed budget. This is an existing project.		3/21 - 12/21
Review SDCs and utility rates to strike a balance between SDCs and rates	Staff will prepare a comprehensive review of Oregon City's Water and Stormwater System Development Charges (SDC's) and utility rates. The review will include: - Third party comparison analysis of rates and SDC's from across the Metro region. - A summary report on what innovative strategies other agencies are utilizing to manage and upgrade utility systems.	\$57,000	Water Fund & Stormwater Fund	3/21 - 10/21
Prioritize the implementation of the IT Strategic Plan	Staff will begin implementation of the IT Strategic Plan which will include: - Adoption of the IT Strategic Plan. - Upgrading the City's disaster recovery and backup systems. - Deploying mobile device management system citywide. - Completing the fiber circuit from Operations Complex to the Robert Libke Public Safety Facility. - Creation of the IT Director position beginning in July 2022.	\$466,000	General Fund	3/21 - 7/22
Complete parks master plan and update system development fees	Staff will work with a consultant to create a master plan that will provide a vision for development, maintenance, and operation of the entire park system. The master plan will include: - A public engagement process to identify goals and specific action items envisioned by City staff and the community at large. - An inventory of existing parks and recreation facilities. - Creating a vision statement, goals, and recommendations for system-level and park-specific improvements; park land acquisition strategy; suggested funding strategy. - Identification of capital needs and recommended system development charges (SDC's) to implement the improvements.	\$190,000	General Fund & Parks SDC Fund	9/21 - 9/23
Assess the communication infrastructure and equipment to improve overall quality and reliability of service to the community	Staff will work with a consultant to determine the feasibility of a public/private partnership to improve overall quality and reliability of fiber optic connectivity to the community. The assessment will include: - Conducting a feasibility study to assess the communication infrastructure needed and its marketability of the service. - A strategy to establish community-wide fiber optic connectivity to homes and businesses throughout Oregon City. - If feasible, developing a Request for Proposals and solicitation for partners.	\$200,000	General Fund, contingent upon ARPA funding	9/21 - 6/23
Develop a citywide facility master plan	Staff will work with a consultant to develop a facility master plan. This plan will include: Developing a long-term strategy for City facilities.	\$40,000	General Fund	7/22 - 12/22

Goal 3 - Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Refine and improve the engagement strategy to enhance two-way engagement and communication, build new relationships in the community, enhance the City's use of online engagement, and gather engagement data to track progress	Staff will work with a consultant to develop a plan to improve engagement and communication with the community. The plan will include: • An inventory of the tools and resources the City currently utilizes and a report of the effectiveness of these tools and platforms. • Creating a snapshot of followers and current engagement on the City's communication platforms. • Guidance on more effective tools and methods to increase followers and the quality of the engagement. • Providing a strategy to increase public engagement.	\$30,000	General Fund	7/21-9/22
	Staff will research and deploy an engagement website platform to enhance online engagement and disseminate information.	\$15,000	General Fund	7/21-9/22

Goal 4 - Adopt and implement a Homelessness Strategy for Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Formalize our internal strategy to address homelessness and surrounding issues, communicate the strategy with the community, and continue engaging the community	Staff will work with a consultant to create a written, formalized document that outlines the citywide efforts and approach in response to issues related to homelessness. The document will include: • Development of an internal Oregon City Homeless Solutions task force that will include representatives from multiple departments. • Engagement with existing advisory bodies and community members. • Identification of resources necessary to address the needs of the homeless population. • Identification of the challenges and constraints. • Identification of potential strategies to address the needs of the homeless population with assistance from outside partners. • Development of a communications and engagement plan to inform the community of the resources and strategies that have been identified.	\$40,000	General Fund	7/21 - 12/21
Develop partnerships with other local and regional governments to develop local and regional solutions including Oregon City's needs in serving the homeless population	Staff will update the City Commission on different aspects of the issues related to homelessness in the City and strategic opportunities for the City Commission and staff to engage governmental agencies, non-profits, and other entities. Based on the results of the formalized internal strategy the following will occur: • Creation of an inventory of potential partner organizations/agencies. • Prioritization of Oregon City needs and related strategies. • Development of proposals and requests for potential partner organizations to assist with addressing homelessness in Oregon City.	No additional funds requested in proposed budget.		12/21 - 12/22

Goal 5 - Promote tourism and support economic development to foster community sustainability

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize and implement the Citywide economic development strategy	Staff will work to create a Citywide Economic Development marketing and promotion strategy to brand and highlight the recreational, business, and investment opportunities in Oregon City. The marketing and promotion strategy will include: The utilization of various promotional tools and marketing techniques such as paid digital content, Developer Familiarization Tours, publicity events, developer and business financial analysis, and social and print media.	\$400,000	General Fund	7/21 - 6/23
	Staff will implement an Ombudsman program that will assist developers, investors, and businesses with navigating through and understanding the City's regulatory process. The Ombudsman program will include: - Workshops and seminars on city regulatory processes for businesses. - Printing educational brochures and pamphlets to aid with understanding and navigating the City's regulatory process. - Working with City departments to reduce and clarify regulatory procedures. - Increasing community presence of Economic Development staff	\$40,000	General Fund	11/21 - 12/21
Determine implementation of 2020 urban renewal study.	Staff will work with the Urban Renewal Commission to complete the Urban Renewal Public Engagement Process. This process is currently ongoing.	No additional funds requested in proposed budget.		5/21 - 10/21
Implement the Tourism strategy	Staff will implement the Tourism Strategy to attract and engage the community to the Travel Oregon City website to increase participation and community opportunities. Implementation of the Tourism Strategy will include: - The marketing and promotion of Oregon City tourism assets. - Implementation of the Community Showcase, the Concierge Institute, and the Arts Treasure Trove which are programs identified in the Oregon City Tourism Strategy.	\$680,000	Transient Room Tax \$75,000 is contingent upon ARPA funding	7/21 - 6/23
Determine the City's role in supporting community events and other amenities that support tourism	Staff will work to create a program to support community events. The program will include: Providing grant funding to private nonprofits that produce city-wide special events designed to reinforce the community hometown brand.	\$100,000	General Fund	7/21 - 12/21

Goal 6 - Support diverse housing options in Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prepare a plan to identify and implement housing strategies, tools and opportunities that work best for Oregon City	Staff will create actions the City may take to increase the supply of housing, including affordable housing. The project will include: • An online public engagement effort to identify strategies to increase the supply of housing in Oregon City. • The public engagement results will be incorporated into the strategies identified at the severely rent burdened community conversation, as well as input from the Citizen Involvement Committee, the Planning Commission, and the best practices and strategies identified from partnerships with other agencies. • Recommendations to the City Commission that will include no-cost strategies, as well as strategies which would rely on funding sources such as the Construction Excise Tax.	\$10,000	General Fund	7/22 - 7/23
Update our code to provide additional housing opportunities in Oregon City	Staff will compare existing Oregon City regulations to HB 2001 and propose amendments to the Oregon City Municipal Code to implement the new requirements. The project will include: • An analysis of the City's infrastructure capacity to determine if there is sufficient capacity for the changes. • Public engagement, such as online surveys and input, Citizen Involvement Committee and Planning Commission presentations, a virtual open house, and a mailer to property owners and tenants. • Final Legislative review by the Planning Commission and City Commission of the proposed changes.	\$20,000	General Fund	7/21 - 7/22

Goal 7 - Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Determine and establish relationships with the Tribes that have a shared history with Oregon City	Staff will work jointly with all five tribes identified in the Willamette Falls Legacy Project and make connections with other tribes that reach out. The process for establishing these relationships and partnership building will include: - Arrangement of smaller introductory meetings between elected officials before a full meeting between elected bodies to form the basis of formal government-to-government relationships. - Development of a formal agreement with commitments, such as continued communication, collaboration, and a formal recognition of past harms.	No additional funds requested in proposed budget.		5/21 - 6/23
	The City would fund the installation of a memorial currently being designed by the Confederated Tribes of the Umatilla Indian Reservation to honor the Cayuse Five.	\$150,000	General Fund	5/21 - 6/22
Enhance partnerships with agencies and organizations to promote Oregon City's resources, opportunities and events	Staff will establish a six to eight week training program on the business of tourism and organizational and professional development for non-profit and for-profit businesses.	No additional funds requested in proposed budget.		9/21 - 6/23
Promote the arts as a focus of community identity and reactivate the Arts Commission	Staff will engage the arts community of Oregon City to further nurture community identification and reactivate the Arts Commission. Promotion of the arts will include: - Public display of sculptures, paintings, decorative features, horticultural enhancements and historical portrayals. - Events that include music, dance, poetry and other forms of artistic expression.	\$50,000	General Fund	8/21 - 2/22
Use art to attract and engage more community members and visitors	Staff will investigate the feasibility of the development of an arts incubator to help artists realize commercial success by establishing a facility to house studios, conference rooms, and administrative, financial, and legal services.	\$40,000	General Fund	10/21 - 3/22

Goal 8 - Protect and preserve our environmental health and natural resources

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Develop a climate action plan	Staff will work with a consultant to create a Climate Action Plan focusing on actions the City can take to decrease the environmental footprint of City facilities and operations. The Climate Action Plan will include: - Engagement with PGE and other potential partners to identify opportunities to reduce the impacts created by City facilities and operations. - Recommendations for the City Commission to consider and potentially adopt via Resolution.	\$100,000	General Fund	10/22 - 12/23

Team

Agreement

The team agreement describes how the team will work together to advance the goals and strategies identified. The Commission and staff are committed to being a high performing team to advance their vision and improve the Oregon City community.

Our Team agrees to...

- » Assume positive intent of the team and trust the public process.
- » Listen to all voices, not just the loudest voices.
- » Value the personal relationships and partnerships to support the advancement of Oregon City's vision and goals.

The Commission agrees to...

- » Improve communication with each other and staff to improve relationships and help advance our goals.
- » Acknowledge and respect the diversity of perspectives and strengths on our team. They are all important and we commit to balancing and prioritizing the varying interests of the team.
- » Allocate adequate time to have in-depth discussions with our fellow Commissioners on important policy issues.
- » Provide clear direction to staff, stay focused on the goals, support goals with adequate resources, and serve as advocates for program implementation.

Staff agrees to...

- » Provide the best information available to the Commission in a timely manner to inform their policy discussions and decisions.
- » Develop a work plan for the biennium that includes options. Provide realistic timelines, milestones, and resources needed. Help the Commission understand trade offs.

Implementation +

Progress Reporting

To maintain accountability to the goals and ensure two-way communication between the Commission, Staff and the community, the following process has been outlined to support the implementation of the goals. This process will also support evaluating and tracking progress on the goals over the next two years.

The goals were developed with the four seated Commissioners in January 2021. The Commissioners expressed an interest in revisiting the goals following the election of a new Commissioner.

Project Leads + Timelines

The City Manager will assign “Project Leads” for each strategy outlined under the goals. The project leads will be executive team members who will oversee the implementation and report progress. The Executive Team will provide estimated timelines for the strategies based on staff capacity, budgeted resources, and the priorities expressed by the Commission.

Progress Reporting

Every six months, staff will provide the Commission with an update on the goals and strategies. These updates will include any progress made on the goals and strategies, challenges that need to be addressed, and/or recommendations or requests for additional Commission direction. Every three months or as needed, staff will provide abbreviated or informal updates. Staff will provide a dashboard of what work is currently underway.

Additionally, staff reports to the Commission will highlight or indicate if an item is related to a Commission goal or strategy.



**625 Center Street
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Prepared by:



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CITY OF OREGON CITY

Staff Report

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

To: Parks and Recreation Advisory Committee **Agenda Date:** 03/24/2022
From: Parks Operations Manager, Jonathan Waverly

SUBJECT:

Special Event Recommendations

STAFF RECOMMENDATION:

Staff recommend the Parks and Recreation Advisory Committee provide input on the current changes to the Special Event processes.

EXECUTIVE SUMMARY:

In 2021, the City underwent a review of our special event processes to help streamline our customer service. The City received positive feedback from the majority of the community regarding the special event process including how easy it was to find information and the requirements of hosting special events in a park or in the City.

BACKGROUND:

Beginning in the Fall of 2021, the City had an external review of the special event processes in order to move forward with the Cost Recovery plan. The consultant conducted a thorough analysis of the City's website, the ease of access to materials, and a survey sent out to people who have hosted special events in the past.

In these findings, 94% of community members said that the process was either extremely easy or very easy to find information about hosting special events and what the requirements are in order to do so. In response to this survey, the City wanted to address the 6% who stated it was not so easy or extremely difficult to obtain the information. Some areas for improvement included the definition of a what is a special event broken links and website edits, updated pricing, an FAQ page, and updated site maps.

To address these changes, the Parks staff met with the Administrative Assistant to develop a team that would address these issues and implement the changes. The steps in updating the special event processes so far included fixing the broken links, updated pricing and site maps, renaming the process from Special Event to Park Rental to

eliminate definition confusion, and meeting with other departments to see about utilizing their software to help streamline processes further. The estimated date for these changes to roll out to the public aligns with the Cost Recovery Implementation timeline and will be released beginning July 1st.

Special Event Process Update

Jonathan Waverly-Parks and Cemetery Maintenance Manager

2021 Special Event Evaluation

Information Reviewed and Evaluated

- 2 Surveys were conducted
- Ease of finding information about hosting events in Oregon City
- Definition of a Special Event
- Website information available
- Special Event Permit requirements

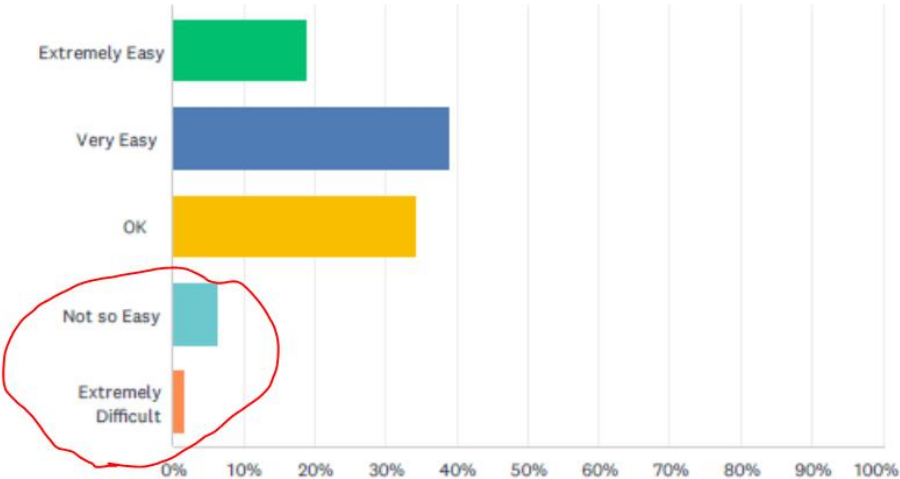


Findings and Observations

SPECIAL EVENT PERMITTING PROCESS USER SURVEY

Q5 Please rate the ease of finding information about and requirements for hosting Special Events in a Park or in the City:

Answered: 64 Skipped: 0



Areas for Improvements

- Links
- Webpage Edits
- Update Prices w/New Master Fee Schedule
- Create FAQ's
- Update Maps for event venues
- Venues uses for events
- Special Events changes to Park Rental



Questions?



Special Event Process Update

**City of Oregon City
Parks & Recreation Advisory Committee (PRAC)
2021-2022 Goals**

DRAFT v2

Last updated: 3/22/21

PRAC Goals	Notes	Measure of Success	Dates to Complete
#1 Review the 2008 Oregon City Parks Master Plan June 2021	RFP to hire consultant. Approx 2 years to update	2008 Master Plan reviewed June 2021 - New Master Plan complete approx 2023	COMPLETED
#2 Working jointly with Staff and City Commission members, review the deferred maintenance and park infrastructure needs quarterly beginning May 2021 with the goal to help identify amount of dollars needed, funding options and prioritized list based on most urgent need (safety, property integrity, etc.).	Hire Consultant May 2021 Funding Options June 2021	Reviewed deferred maintenance needs.	May 2021(completed) Aug 2021(completed) Nov 2021 Feb 2022
#3 Complete the cost recovery training. Review the cost recovery draft policy provided by the recreation director and provide feedback in preparation for submission to City Commission. (April 22, 2021) and then to continue to review Annual Cost Recovery Report as provided by Recreation Manager.		- Reviewed draft policy April 2021 - Reviewed Annual Cost Recovery 2022	Apr 2021(completed) Jul 2022
#4 Appoint a sub-committee to complete the naming process for Filbert Run site by October 2021	City looking at process. Jul 21 ground breaking Oct 21 completion. Kendall and Shawn are working together on naming process.	Subcommittee is appointed.	Oct 2021
#5 By August 2021, form a subcommittee of both PRAC and community members that will gather	Data available from multiple sources. Subcommittee to work with	Subcommittee Formed	Aug 2021

data to report and evaluate the interest and the potential need for more off leash dog areas in Oregon City Parks.	city to compile and decide on direction. Jeff Sargent to head up subcommittee.		
#6 Review the goals and initiatives of both PRAC & the city of Oregon City Commission, (Boards and Committees) every 2 months so we may be effective and collaborative in pursuing the goals of the City as they relate to the goals and objectives of PRAC, starting with the May 2021 PRAC meeting.	City Commission - May Other committees as available.	Goals reviewed	May 2021(completed) Jul 2021(completed) Sep 2021(completed) Nov 2021 Jan 2022 Mar 2022
#7 Provide history of background of Clackamette Park and Waterfront Master Plan to PRAC and new PRAC members by June 2021.	City to provide background June 2021 from previous presentation. Updated to include marine board information late 2021.	Subcommittee formed	COMPLETED



2021-2023 City Commission Goals

Final Version June 28, 2021



Introduction

Oregon City is pleased to present the summary of their 2021 goal-setting retreat. The City Commissioners and Executive Team conducted a virtual retreat consisting of three workshops on January 29, January 30, and February 23, 2021 to align around a shared vision, discuss current community projects and issues, and provide City staff with direction regarding the Commission's priorities for the coming years. The City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the group through their discussion. In advance of the retreat workshops, SSW conducted outreach with the Commissioners and staff to discuss community challenges, opportunities, and priorities on the horizon. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Identify big-picture goals to guide the City over the next two years;
- » Define clear roles and relationships and enhance the partnership of the Commission and Staff;
- » Build camaraderie and unity amongst the Commission; and,
- » Refresh the goal-setting process. Keep the number of priorities manageable and develop an implementation process that will enhance our accountability.

The City Commissioners and staff worked closely together to identify goals and strategies for 2021-2023 that will build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining high-quality core City services.

The Commissioners and staff look forward to working together with the community and our partners as we begin our work to advance these goals.

-Oregon City Commission + Executive Team

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Our Team

City Commission

Rachel Lyles Smith, Mayor
Denyse McGriff, Commissioner
Frank O'Donnell, Commissioner
Rocky Smith, Commissioner
Adam Marl, Commissioner

Executive Team

Tony Konkol, City Manager
Kattie Riggs, City Recorder
Lisa Oreskovich, Assistant to the City Manager
Kristin Brown, Community Communications Coordinator
Patrick Foiles, Human Resources Director
Greg Williams, Library Director
Matt Zook, Finance Director
James Graham, Economic Development Manager
Kendall Reid, Parks and Recreation Director
John Lewis, Public Works Director
Laura Terway, Community Development Director
Jim Band, Chief of Police

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Oregon City's Vision



Aligning With the Vision

To align the group around a future state of mind, the team imagined how they wanted Oregon City to look, feel and function five years from now. They imagined headlines and stories from the future. This exercise generates group alignment around a future direction. The visioning exercise helps to inspire and guide the goal setting process. Through this visioning exercise, they developed the vision statement below.

Vision

Oregon City is a welcoming, inclusive, engaged, and safe community. We support our local businesses and partner in making them a vibrant part of our community. We are a destination with a strong identity celebrated through art, history and cultural opportunities - we have opportunities for all.

Setting

The Context

City Staff shared updates on the goals from 2019 in addition to other projects on the horizon. This information was mapped in the "Environmental Scan" chart below.

DIVERSITY, EQUITY, + INCLUSION (DEI) • In June, commission approved resolution to support racial equity and DEI, safe space for conversations, learning opportunities • Charged with taking action to support those statements • Explore what these efforts look like in OC • Journey - not just a set of tasks • Implemented programs in the Library - provide space for this • Staff participated in training - CD as part of OC 2040 new methods of engagement to elevate voices of underrepresented groups • What's next? What does success look like?	HOUSING • Housing Excise Tax - concerns from citizens spending more and more on housing • Strategies we can use to support housing that fits our needs • Working to advance housing - amend zoning code, vertical housing, compliance with HB2001, urban renewal, quiet zone, construction excise tax • Metro housing bond funded housing • Bond passed to assist those at risk of losing housing • Variety of strategies, annexing land, inclusionary zoning, change SDC schedule, strategic investment in infrastructure, and more....
INFRASTRUCTURE NEEDS • We've been forward thinking on our infrastructure - kept up rates/ fees to maintain • Facing rising costs, rapidly evolving tech • Community aggravation with increasing rates - material costs, staff, consultant costs all going up • Master planning for sewer and transportation are finished • Water and stormwater plans are complete	PARKS • Hiring a consultant to work on maintenance plan - comprehensive inventory of parks, facilities, parking lots, police station, etc. • Immediate repairs and preventative maintenance, replacement costs • 5-20 forecast of maintenance requirements • Award contract on 2/17/21
HOMELESSNESS • Evolution in how we've learned to serve this population and respond to people in the community • Services - cleaning up, serving mental health issues, getting people into housing - we are doing more than cities larger than us • Missing the political piece in our interaction with the County. County said they were going to purchase a motel for short-term housing - then decided they would buy one in Estacada - this plan also fell through due to lack of public engagement • County trying to do the right thing - funds available through Metro bond • Lack of communication between cities and the county to have a regional cohesive conversation	ECONOMIC DEVELOPMENT/ TOURISM • ED has conducted itself in new ways - helping businesses to stay open • Implementing strategic plan for tourism • What's the direction for urban renewal - only incentive for growth • Enable more people to live downtown to encourage its own eco system as we move forward • Working on strategic plan

The City Commissioners and Staff discussed other various topics to help establish a shared context for the goal setting process. These topics included growth trends, political factors, economic climate, other community trends, technology trends, community needs, and uncertainties.

Context Map

All organizations work in a context, there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. This context map develops a big-picture view of the Oregon City environment and increases understanding of complex situations. This exercise assisted the team in establishing their common backdrop for the goal-setting.

Oregon City Context Map 01.29.21

DEI LENS - THINK ABOUT HOW IT APPLIES IN EACH OF THESE CATEGORIES

Oregon City Goal Setting Context Map

GROWTH TRENDS

- White and middle class families, couples
- Big houses, no housing for middle to low income. (2500+ sq ft)
- Expensive housing prices *Ask for more jobs, retail, and entertainment opportunities in community survey
- COVID-19 hit growth hard, changed everything, can't control
- Pent up demand, need to be ready
- DEI - Need to provide support to diverse businesses
- Rising costs
- Demands for affordable housing

POLITICAL FACTORS

- Increase in citizen comment
- Homelessness as regional issue/County • Communication difficulties
- Progressive orientation
- Focus on women and minority groups
- Focus on local
- Tribal partnerships and relationships
- Add diversity in employment documents

ECONOMIC CLIMATE

- Inflation when pandemic ends - unemployment will go down
- Workforce changes - daycare
- Promote job creation without community harms
- Pent up demand, need to be ready - vaccines will impact
- Daycare expenses
- County getting \$ to deal w/homelessness and opportunities for City to utilize
- Ec Dev and Tourism

OTHER COMMUNITY TRENDS

- Public restroom downtown
- Dog parks, youth programs
- Focus on downtown - residential development
- Community conversations around DEI - and how do we pay for it?

COMMUNITY NEEDS

- Increased shopping and dining opportunities
- Work from home
- Corporate HQ to the suburbs
- Opportunities for youth/diversion needs
- Partner with non-profit for community youth programs
- Daycare
- Homeless service center
- Communication needs
- Need to keep small-town feel
- Pedestrian Safety/Healthy Community
- Pedestrian safety
- Reduce burdens of growth on local community
- Homelessness - We HAVE TO work together
- Youth workforce training- Don't want to lose this age group - keep them here
- Willamette Falls Legacy Project
- Elderly care, new options
- Iconic projects, things to look forward to
- DEI Procurement Policy

TECHNOLOGY TRENDS

- High speed internet
- Ensuring all areas of the city have the technology
- Increased fiber to increase speed
- Affordability issues with broadband
- Cyber Security- IT Strategic Plan is a good start
- Cyber Security and transparency - are there partnership opportunities to fill this need?
- Equitable access to fiber
- Clackamas County model? Get fiber in parts of the County that are not served
- Continue to use tech used in pandemic, expand engagement
- Promote fiber optic installation - "smart city"

UNCERTAINTIES

- Revenue, pay taxes?
- Distribution of vaccines
- Mayor changes
- Marijuana tax
- Federal economic aid packages - prepared with projects
- Revenues
- Unknowns such as emergencies
- Opportunities we don't know about
- Uncertainty in revenue

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2021-2023 Goals

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Goal 4: Adopt and implement a homelessness strategy for Oregon City

Goal 5: Promote tourism and support economic development to foster community sustainability

Goal 6: Support diverse housing options in Oregon City

Goal 7: Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Goal 8: Protect and preserve our environmental health and natural resources



2021 - 2023 COMMISSION GOALS
REVIEWED BY THE CITY COMMISSION ON APRIL 13, 2021

Goal 1 - Promote diversity, equity and inclusion for a safe, inclusive community and organization

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Using the vision articulated in Resolution 20-19, develop a comprehensive internal and external DEI framework	Staff will work with a consultant to lead and develop a DEI framework that will guide the City. The framework will include: • The creation of policies and practices that advance diversity, equity and inclusion throughout City operations.	\$75,000	General Fund	12/21 - 5/23
Create a community task force to guide the external DEI work	Staff will work with a consultant to create, coordinate and lead a community task force. The project will include: • Education and discussion of the concepts lead to equality. • Discussion about the impacts of bias and racism in our community. • Identification of ways to make our community more welcoming and inclusive for all.	\$50,000	General Fund	7/21 - 3/23
Evaluate internal policies, procedures, hiring practices, purchasing, and codes to reduce barriers and systemic inequities	Staff will establish an internal project team that will discuss and explore opportunities to reduce barriers and systemic inequalities such as: • Establishing the Oregon City Municipal Diversity & Equity Purchasing Program. • Utilizing State-certified MWESB firms and local minority and women owned businesses. • Drafting municipal code that requires all city departments and subcontractors doing business with the City to initially engage businesses owned by BIPOC and MWESB. • Promoting the program and educating staff, contractors, vendors, and subcontractors seeking to do business with the City.	No additional funds requested in proposed budget. Existing staff will complete this task.		9/21 - 6/23

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize projects in the transportation master plan to maximize safety and connectivity	Staff with the assistance of a consultant will work with the Transportation Advisory Committee (TAC) to review the Transportation System Plan (TSP) and associated documents to create a prioritization of projects that maximize multimodal safety and connectivity. The process will include: • A public engagement process. • Outreach to the workgroups established by the Planning Department for the OC 2040 Comprehensive Plan Update process, with an emphasis on DEI. • As part of the project, the City will consider and evaluate projects within the TSP, concept plans, the budget, the 5-year pavement maintenance plan, capital improvement plans, transit plans, safety statistics, and existing conditions.	\$40,000	Transportation Fund Transportation SDC Fund	9/21-8/22

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services (continued)

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Complete analysis to identify deferred maintenance and ongoing asset management costs for parks and identify funding options	The Parks and Recreation Department selected Bureau Veritas Technical Assessments LLC to help develop a plan to address the need for immediate repairs, preventative maintenance, deferred project backlog, and capital replacement. This plan will include: - Identifying facility maintenance, reducing the need for reactive repairs, and avoid deferred repairs. - Providing a roadmap for corrective recommendations to help reduce the maintenance backlog. - Identifying funding options for the City Commission to consider.	No additional funds requested in proposed budget. This is an existing project.		3/21 - 12/21
Review SDCs and utility rates to strike a balance between SDCs and rates	Staff will prepare a comprehensive review of Oregon City's Water and Stormwater System Development Charges (SDC's) and utility rates. The review will include: - Third party comparison analysis of rates and SDC's from across the Metro region. - A summary report on what innovative strategies other agencies are utilizing to manage and upgrade utility systems.	\$57,000	Water Fund & Stormwater Fund	3/21 - 10/21
Prioritize the implementation of the IT Strategic Plan	Staff will begin implementation of the IT Strategic Plan which will include: - Adoption of the IT Strategic Plan. - Upgrading the City's disaster recovery and backup systems. - Deploying mobile device management system citywide. - Completing the fiber circuit from Operations Complex to the Robert Libke Public Safety Facility. - Creation of the IT Director position beginning in July 2022.	\$466,000	General Fund	3/21 - 7/22
Complete parks master plan and update system development fees	Staff will work with a consultant to create a master plan that will provide a vision for development, maintenance, and operation of the entire park system. The master plan will include: - A public engagement process to identify goals and specific action items envisioned by City staff and the community at large. - An inventory of existing parks and recreation facilities. - Creating a vision statement, goals, and recommendations for system-level and park-specific improvements; park land acquisition strategy; suggested funding strategy. - Identification of capital needs and recommended system development charges (SDC's) to implement the improvements.	\$190,000	General Fund & Parks SDC Fund	9/21 - 9/23
Assess the communication infrastructure and equipment to improve overall quality and reliability of service to the community	Staff will work with a consultant to determine the feasibility of a public/private partnership to improve overall quality and reliability of fiber optic connectivity to the community. The assessment will include: - Conducting a feasibility study to assess the communication infrastructure needed and its marketability of the service. - A strategy to establish community-wide fiber optic connectivity to homes and businesses throughout Oregon City. - If feasible, developing a Request for Proposals and solicitation for partners.	\$200,000	General Fund, contingent upon ARPA funding	9/21 - 6/23
Develop a citywide facility master plan	Staff will work with a consultant to develop a facility master plan. This plan will include: Developing a long-term strategy for City facilities.	\$40,000	General Fund	7/22 - 12/22

Goal 3 - Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Refine and improve the engagement strategy to enhance two-way engagement and communication, build new relationships in the community, enhance the City's use of online engagement, and gather engagement data to track progress	Staff will work with a consultant to develop a plan to improve engagement and communication with the community. The plan will include: • An inventory of the tools and resources the City currently utilizes and a report of the effectiveness of these tools and platforms. • Creating a snapshot of followers and current engagement on the City's communication platforms. • Guidance on more effective tools and methods to increase followers and the quality of the engagement. • Providing a strategy to increase public engagement.	\$30,000	General Fund	7/21-9/22
	Staff will research and deploy an engagement website platform to enhance online engagement and disseminate information.	\$15,000	General Fund	7/21-9/22

Goal 4 - Adopt and implement a Homelessness Strategy for Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Formalize our internal strategy to address homelessness and surrounding issues, communicate the strategy with the community, and continue engaging the community	Staff will work with a consultant to create a written, formalized document that outlines the citywide efforts and approach in response to issues related to homelessness. The document will include: • Development of an internal Oregon City Homeless Solutions task force that will include representatives from multiple departments. • Engagement with existing advisory bodies and community members. • Identification of resources necessary to address the needs of the homeless population. • Identification of the challenges and constraints. • Identification of potential strategies to address the needs of the homeless population with assistance from outside partners. • Development of a communications and engagement plan to inform the community of the resources and strategies that have been identified.	\$40,000	General Fund	7/21 - 12/21
Develop partnerships with other local and regional governments to develop local and regional solutions including Oregon City's needs in serving the homeless population	Staff will update the City Commission on different aspects of the issues related to homelessness in the City and strategic opportunities for the City Commission and staff to engage governmental agencies, non-profits, and other entities. Based on the results of the formalized internal strategy the following will occur: • Creation of an inventory of potential partner organizations/agencies. • Prioritization of Oregon City needs and related strategies. • Development of proposals and requests for potential partner organizations to assist with addressing homelessness in Oregon City.	No additional funds requested in proposed budget.		12/21 - 12/22

Goal 5 - Promote tourism and support economic development to foster community sustainability

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize and implement the Citywide economic development strategy	Staff will work to create a Citywide Economic Development marketing and promotion strategy to brand and highlight the recreational, business, and investment opportunities in Oregon City. The marketing and promotion strategy will include: The utilization of various promotional tools and marketing techniques such as paid digital content, Developer Familiarization Tours, publicity events, developer and business financial analysis, and social and print media.	\$400,000	General Fund	7/21 - 6/23
	Staff will implement an Ombudsman program that will assist developers, investors, and businesses with navigating through and understanding the City's regulatory process. The Ombudsman program will include: - Workshops and seminars on city regulatory processes for businesses. - Printing educational brochures and pamphlets to aid with understanding and navigating the City's regulatory process. - Working with City departments to reduce and clarify regulatory procedures. - Increasing community presence of Economic Development staff	\$40,000	General Fund	11/21 - 12/21
Determine implementation of 2020 urban renewal study.	Staff will work with the Urban Renewal Commission to complete the Urban Renewal Public Engagement Process. This process is currently ongoing.	No additional funds requested in proposed budget.		5/21 - 10/21
Implement the Tourism strategy	Staff will implement the Tourism Strategy to attract and engage the community to the Travel Oregon City website to increase participation and community opportunities. Implementation of the Tourism Strategy will include: - The marketing and promotion of Oregon City tourism assets. - Implementation of the Community Showcase, the Concierge Institute, and the Arts Treasure Trove which are programs identified in the Oregon City Tourism Strategy.	\$680,000	Transient Room Tax \$75,000 is contingent upon ARPA funding	7/21 - 6/23
Determine the City's role in supporting community events and other amenities that support tourism	Staff will work to create a program to support community events. The program will include: Providing grant funding to private nonprofits that produce city-wide special events designed to reinforce the community hometown brand.	\$100,000	General Fund	7/21 - 12/21

Goal 6 - Support diverse housing options in Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prepare a plan to identify and implement housing strategies, tools and opportunities that work best for Oregon City	Staff will create actions the City may take to increase the supply of housing, including affordable housing. The project will include: • An online public engagement effort to identify strategies to increase the supply of housing in Oregon City. • The public engagement results will be incorporated into the strategies identified at the severely rent burdened community conversation, as well as input from the Citizen Involvement Committee, the Planning Commission, and the best practices and strategies identified from partnerships with other agencies. • Recommendations to the City Commission that will include no-cost strategies, as well as strategies which would rely on funding sources such as the Construction Excise Tax.	\$10,000	General Fund	7/22 - 7/23
Update our code to provide additional housing opportunities in Oregon City	Staff will compare existing Oregon City regulations to HB 2001 and propose amendments to the Oregon City Municipal Code to implement the new requirements. The project will include: • An analysis of the City's infrastructure capacity to determine if there is sufficient capacity for the changes. • Public engagement, such as online surveys and input, Citizen Involvement Committee and Planning Commission presentations, a virtual open house, and a mailer to property owners and tenants. • Final Legislative review by the Planning Commission and City Commission of the proposed changes.	\$20,000	General Fund	7/21 - 7/22

Goal 7 - Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Determine and establish relationships with the Tribes that have a shared history with Oregon City	Staff will work jointly with all five tribes identified in the Willamette Falls Legacy Project and make connections with other tribes that reach out. The process for establishing these relationships and partnership building will include: - Arrangement of smaller introductory meetings between elected officials before a full meeting between elected bodies to form the basis of formal government-to-government relationships. - Development of a formal agreement with commitments, such as continued communication, collaboration, and a formal recognition of past harms.	No additional funds requested in proposed budget.		5/21 - 6/23
	The City would fund the installation of a memorial currently being designed by the Confederated Tribes of the Umatilla Indian Reservation to honor the Cayuse Five.	\$150,000	General Fund	5/21 - 6/22
Enhance partnerships with agencies and organizations to promote Oregon City's resources, opportunities and events	Staff will establish a six to eight week training program on the business of tourism and organizational and professional development for non-profit and for-profit businesses.	No additional funds requested in proposed budget.		9/21 - 6/23
Promote the arts as a focus of community identity and reactivate the Arts Commission	Staff will engage the arts community of Oregon City to further nurture community identification and reactivate the Arts Commission. Promotion of the arts will include: - Public display of sculptures, paintings, decorative features, horticultural enhancements and historical portrayals. - Events that include music, dance, poetry and other forms of artistic expression.	\$50,000	General Fund	8/21 - 2/22
Use art to attract and engage more community members and visitors	Staff will investigate the feasibility of the development of an arts incubator to help artists realize commercial success by establishing a facility to house studios, conference rooms, and administrative, financial, and legal services.	\$40,000	General Fund	10/21 - 3/22

Goal 8 - Protect and preserve our environmental health and natural resources

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Develop a climate action plan	Staff will work with a consultant to create a Climate Action Plan focusing on actions the City can take to decrease the environmental footprint of City facilities and operations. The Climate Action Plan will include: - Engagement with PGE and other potential partners to identify opportunities to reduce the impacts created by City facilities and operations. - Recommendations for the City Commission to consider and potentially adopt via Resolution.	\$100,000	General Fund	10/22 - 12/23

Team

Agreement

The team agreement describes how the team will work together to advance the goals and strategies identified. The Commission and staff are committed to being a high performing team to advance their vision and improve the Oregon City community.

Our Team agrees to...

- » Assume positive intent of the team and trust the public process.
- » Listen to all voices, not just the loudest voices.
- » Value the personal relationships and partnerships to support the advancement of Oregon City's vision and goals.

The Commission agrees to...

- » Improve communication with each other and staff to improve relationships and help advance our goals.
- » Acknowledge and respect the diversity of perspectives and strengths on our team. They are all important and we commit to balancing and prioritizing the varying interests of the team.
- » Allocate adequate time to have in-depth discussions with our fellow Commissioners on important policy issues.
- » Provide clear direction to staff, stay focused on the goals, support goals with adequate resources, and serve as advocates for program implementation.

Staff agrees to...

- » Provide the best information available to the Commission in a timely manner to inform their policy discussions and decisions.
- » Develop a work plan for the biennium that includes options. Provide realistic timelines, milestones, and resources needed. Help the Commission understand trade offs.

Implementation +

Progress Reporting

To maintain accountability to the goals and ensure two-way communication between the Commission, Staff and the community, the following process has been outlined to support the implementation of the goals. This process will also support evaluating and tracking progress on the goals over the next two years.

The goals were developed with the four seated Commissioners in January 2021. The Commissioners expressed an interest in revisiting the goals following the election of a new Commissioner.

Project Leads + Timelines

The City Manager will assign "Project Leads" for each strategy outlined under the goals. The project leads will be executive team members who will oversee the implementation and report progress. The Executive Team will provide estimated timelines for the strategies based on staff capacity, budgeted resources, and the priorities expressed by the Commission.

Progress Reporting

Every six months, staff will provide the Commission with an update on the goals and strategies. These updates will include any progress made on the goals and strategies, challenges that need to be addressed, and/or recommendations or requests for additional Commission direction. Every three months or as needed, staff will provide abbreviated or informal updates. Staff will provide a dashboard of what work is currently underway.

Additionally, staff reports to the Commission will highlight or indicate if an item is related to a Commission goal or strategy.



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