CITY OF OREGON CITY
CITY COMMISSION WORK SESSION AGENDA

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, December 10, 2024 at 6:00 PM

Typically there are no public comments at work sessions, but written comments are accepted by:
- *Email recorderteam@orcity.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)*
- *Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045*
- *You may also attend this meeting by watching the livestream on the City's YouTube Channel:*

https://www.youtube.com/user/CityofOregonCity

EXECUTIVE SESSION

The Executive Session will begin after the Work Session pursuant to ORS 192.660(2)(i): To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

CITY COMMISSION WORK SESSION

1. CONVENE MEETING AND ROLL CALL

2. FUTURE AGENDA ITEMS

a. List of Future Work Session Agenda Items

3. GENERAL BUSINESS

a. Legal Documents for Destination Management Organization (DMO)

b. Destination Management Organization - Organizational Structure and Role

4. CITY MANAGER'S REPORT

a. Update on City Projects

b. 2023-2025 City Commission Goals Update

5. COMMITTEE REPORTS

Commissioner O'Donnell
- South Fork Water Board

Commissioner Smith
- Clackamas Heritage Partners
- South Fork Water Board

Commissioner Marl
- Citizen Involvement Committee Liaison
- Clackamas County Coordinating Committee (C4)
- Clackamas County I-205 Tolling Strategies Committee
- Youth Advisory Committee

Commissioner Mitchell
- Clackamas County Coordinating Committee (C4) – Metro Subcommittee
- Clackamas County I-205 Tolling Diversion Committee (alternate)
- Metro Policy Advisory Committee (MPAC) (alternate)

Mayor McGriff
- Clackamas Water Environment Services Policy Committee
- Clackamas Heritage Partners (alternate)
- Downtown Oregon City Association Board

- Metro Policy Advisory Committee (MPAC)
- Arts Commission
- Ad Hoc County Old Historic Courthouse
- South Fork Water Board
- Willamette Falls and Landings Heritage Area
- Willamette Falls Legacy Project Liaisons
- Willamette Falls Locks Authority
- Youth Advisory Committee Liaison

6. ADJOURNMENT

ORDINANCE NOTICE

If an ordinance is noticed above in this agenda, the text of the ordinance is available online with the posted agenda packet. In addition, three copies are provided for public review in the Office of the City Recorder upon request.

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's table, and state your name and city of residence. Each speaker is given 3 minutes to speak. Representatives of neighborhood associations may be given 5 minutes to speak if requested. As a general practice, the City Commission does not engage in discussion with those making comments. Complaints shall first be addressed at the department level prior to addressing the City Commission. Electronic presentations are permitted but must 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 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

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

Staff Report

To:	City Commission	**Agenda Date:**	December 10, 2024
From:	Tony Konkol, City Manager		

SUBJECT:
List of Future Work Session Agenda Items

STAFF RECOMMENDATION:
N/A

EXECUTIVE SUMMARY:
N/A

BACKGROUND:
January 7, 2025
This meeting will be a regular meeting of the City Commission and include the Commissioner swearing in ceremony, election and Oath of Office of the Commission President and other general city business. There will not be a work session on this date.

February 11, 2025
Parks System Development Charges discussion

Additional Upcoming Items (These items are in no particular order)
Beavercreek Road Concept Plan (Thimble Creek) Funding Discussion
Canemah Area - Encroachments in the Right-of-Way Policy Discussion
City Seal Revision
Clackamas County Water Environmental Services (WES) Rate Differential
Climate Action Plan Presentation (City of Milwaukie)
Compatible Change Update – HRB will be reviewing
Frog Ferry Informational Update
Inclusionary Zoning options
South Fork Water Board - Mountain Line Easements Vacation
Urban Growth Management Agreement

OPTIONS:

CITY OF OREGON CITY

625 Center Street
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503-657-0891

Staff Report

To:	City Commission	**Agenda Date:**	December 10, 2024
From:	James Graham, Economic Development Manager		

SUBJECT:
Legal Documents for Destination Management Organization (DMO)

STAFF RECOMMENDATION:
Review and provide comments on the Memorandum and Understanding (”MOU”) between the City and the pending DMO, the DMO’s initial set of bylaws, and a set of questions for DMO director applicants.

EXECUTIVE SUMMARY:
Whereabout began its work in July 2024. Its activities in fulfilling its contractual obligation to Oregon City are organized into four phases:

- Phase 1: Discovery & Analysis (July to October 2024).
- Phase 2: Organizational Design (From October to December 2024)
- Phase 3: Entity Creation
- Phase 4: Recruitment Support

Various actions and activities have been accomplished, and an update is provided on phases one through three. For obvious and logical reasons, a discussion on the legal requirements to establish the DMO will ensue first, followed by a discussion on the organizational structure and role of the proposed DMO.

BACKGROUND:

To aid in the conversation on the development of the proposed DMO, two separate staff reports are being presented. The first staff report will primarily focus on the legal documents associated with the creation of the Destination Management Organization. A second staff report is presented and will be dedicated to the organization’s design/role.

UPDATE OF DEVELOPMENT PHASES FOR THE DMO

Whereabout began its work in July 2024. Its activities in fulfilling its contractual obligation to Oregon City has been organized into four phases:

Phase 1: Discovery & Analysis (July to October 2024). Whereabout investigated the current state in which a DMO may be established. In addition to reviewing background information, it conducted 14 stakeholder interviews and ran a survey which garnered 37 responses. It also watched the video involving discussions with Mt. Hood Territory, Visit McMinnville, Inc., and Explore Wilsonville.com. Key takeaways from the consultant's interviews, surveys, and past video viewing are as follows:

- A Destination Management Organization for Oregon City is broadly supported.
- All assets throughout the City need to be promoted.
- Grow partnerships to enhance impact.
- Consider the organizational and tourism-ecosystem financial impact.
- Clarify roles and responsibilities in the tourism ecosystem.
- The DMO should engage in marketing first, then management.
- Initial DMO creation must specify clear indicators of success.
- The DMO's call is Oregon City, not healing what ails the heritage sites.
- The Board needs to reflect all tourism facets.
- The DMO needs the space to successfully do its job.
- Visionary, inclusive, collaborative leadership can make it so.

<u>Phase 2: Organizational Design (From October to December 2024)</u>. Conducted a skills and capability needs analysis for the future DMO. The work done will articulate an organizational design for the DMO and a role design for the DMO's leader. (Documents associated with phase is part of a second and separate staff report.)

<u>Phase 3: Entity Creation.</u> With the affirmation from the City Commission to create a 501(c)(6), work has commenced.

1. Filing of the articles of incorporation with the Oregon Secretary of State has been done. (*Document provided as information only*.)
2. Filled-out Tax-Exempt Status Application form 1024 along with the Supplemental Response form awaiting being filed with the IRS once the full DMO Board of Directors has been appointed. (*Document provided as information only, does not require City Commission approval*.)
3. A draft set of bylaws has been completed and awaits adoption by the DMO Board of Directors. (*Document provided for the City Commission's review and approval.)*
4. A draft memorandum of understanding ("MOU") between the City and the pending DMO has been completed. (*Document requires City Commission approval.*)
5. A draft set of questions for DMO board membership stands ready for review and approval by the City Commission.

<u>Phase 4: Recruitment Support.</u> The City will receive support in retaining a person to staff the work of the DMO. (Associated activities have not commenced yet.)

HIGHLIGHTS OF THE MEMORANDUM OF UNDERSTANDING

After review and approval of the MOU by the City Commission, the board of directors of the DMO will need to ratify the document. Highlights of the proposed MOU are as follows:
The Term of the MOU. The agreement is generally a two-year agreement coinciding with the City's fiscal year.

1. **DMO Plans & Strategies**. The DMO will submit a Management/Coordination Plan within six (6) months of the Effective Date of the MOU, designed to reveal how the DMO will drive economic growth for the benefit of Oregon City's tourism industry, visitors, and residents in a coordinated manner with its partners and members. In addition, it must explain how it will work to increase the operational capacity of the industry through training/education and technical assistance.
2. **DMO Plan Development.** The DMO will prepare and submit a Marketing Plan within six (6) months of the Effective Date of the MOU. The Marketing Plan must demonstrate how the DMO will enhance Oregon City's branding, how it will promote existing experiences and activate new ones, and how the DMO will pursue opportunities to create or be included on new or existing travel itineraries that include the City.
3. **DMO Plan Updates.** Every 6 months, after approval of the Management/Coordination Plan and the Marketing Plan, the DMO will submit updates on the implementation of both plans.
4. **Amendment of Articles of Incorporation and Bylaws.** The DMO agrees to adopt the initial Bylaws approved by the City Commission and seek approval from the City of additional amendments.
5. **Services Provided by the City.** The City will provide office space, parking, meeting space and utilities at no charge for up to two years. A City Liaison will be provided, paying the equivalent of eight percent (10%) of the total funds it receives up to twenty-five dollars ($25,000) per <u>fiscal year,</u> and $125,000 per fiscal year in funding with an additional one time lump sum of "Seed Capital" totaling $125,000.
6. **General City Services Fee.** State law, ORS 320.300, allows city government to take a portion of its transient lodging tax allocation for general city services. The City will charge a General City Services Fee of no more than ten percent (10%) of the Funds, which it will deduct from the Funds prior to their transfer to the DMO.
7. **Financial Recap of City's Transient Lodging Tax.** Although not a legal issue, it is important to view the financial recap statement of the transient lodging tax as of June 30, 2024.

HIGHLIGHTS OF THE BYLAWS

After review and approval of the bylaws by the City Commission, the board of directors of the DMO will need to ratify the document. Highlights of the draft bylaws are as follows:

1. **Fiscal Year.** The fiscal year of the corporation will begin on the first day of July and end on the last day of June each year.
2. **No voting members other than the Board of Directors**
3. **Qualifications of Board Members.** The DMO recognizes the importance of including

voices from the following sectors: lodging, retail, restaurant, outdoor recreation, beverages, historic sites, river-based activities, and agritourism. As such, at all times, at least four of the Directors must have a direct connection to one or more of those sectors through current or previous employment, investment, ownership, or nonprofit Board service. In order to preserve a diversity of voices, no more than one Director may be from any one sector at any time. To the degree possible, the Board shall represent different geographical areas within Oregon City.

4. Number of Directors to the Board. The Board of Directors shall consist of not fewer than five and not more than seven voting Directors and one ex officio Director.
5. Term of Directors. The full term of a member of the Board of Directors is 2 years. Directors may, if re-elected, serve up to two consecutive terms and then must take a one-year break before being eligible for re-election. The initial Directors shall be appointed by the City Commission. Positions two, four, and six shall serve until the Annual Meeting in 2026 and positions one, three, five, and seven shall serve until the Annual Meeting in 2027. Subsequent Directors shall serve for terms of two years, and shall be elected on a rotating cycle, so that positions two, four, and six shall be elected in even years and positions one, three, five, and seven shall be elected in odd years.
6. Term of Officers. The Officers of the corporation shall be a Chair, a Secretary, a Treasurer, a Vice Chair, and such other Officers as the Board of Directors shall appoint from time to time. Officers will be elected for two-year terms by the Board of Directors. The Chair and Secretary positions shall be re-elected in even years and the Vice Chair and Treasurer positions shall be re-elected in odd years.
7. Executive Director. The Board of Directors may appoint or employ an Executive Director or other staff, whether paid or unpaid, to perform and conduct the programs and activities of the organization. The Board of Directors shall evaluate the performance of the Executive Director on an annual basis and the Executive Director shall serve at the pleasure of the Board.
8. Committees. The Board of Directors may establish any committee, including standing committees or temporary committees, Board committees, and advisory committees by a resolution of the Board. The Board of Directors may create one or more advisory committees. At least one Director shall be a member of any advisory committee, but the other committee members need not be Directors.

OPTIONS:

1. Review and provide direction on the MOU between the City and the proposed DMO as well as the application for director membership to the board of directors of the DMO.

233213792

FILED: NOV 19, 2024
OREGON SECRETARY OF STATE
233213792-26951608
DESTINATION OREGON CITY,... NEWINC

ARTICLES OF INCORPORATION OF DESTINATION OREGON CITY, INC.

The undersigned individual, acting as incorporator under the Oregon Nonprofit Corporation Act, adopts the following Articles of Incorporation.

ARTICLE I: NAME AND DURATION

The name of the corporation is Destination Oregon City, Inc. Its duration is perpetual.

ARTICLE II: ENTITY TYPE

The corporation is a mutual benefit nonprofit corporation.

ARTICLE III: PURPOSE

This corporation is organized exclusively as a Board of Trade within the meaning of §501(c)(6) of the Internal Revenue Code ("IRC") of 1986, as amended, or corresponding sections of any future federal tax code.

ARTICLE IV: NO VOTING MEMBERS

The corporation has no voting members, as that term is defined in the Oregon Nonprofit Corporation Act, Oregon Revised Statutes ("ORS") Chapter 65 (or its corresponding future provisions).

ARTICLE V: DIRECTORS

The initial Board of Directors for the corporation will be appointed by the Incorporator. Subsequent Directors will be selected as stated in the Bylaws of the corporation.

ARTICLE VI: LIMITS ON ACTIVITIES

Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under §501(c)(6) of the IRC, or the corresponding section of any future federal tax code. No part of the net earnings of the corporation will inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Articles of Incorporation. Notwithstanding any other section of these Articles of Incorporation, it will not be the primary purpose or activity of this corporation to participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

ARTICLE VII: DISSOLUTION

Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of §501(c)(3) or §501(c)(6) of the Internal Revenue Code, or corresponding section of any future tax code, or will be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of will be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, to an organization or organizations which are organized and operated for similar purposes.

ARTICLE VIII: DIRECTOR LIABILITY

No director or uncompensated officer shall be personally liable to the corporation for monetary damages for conduct as a director or officer, provided that this Article shall not eliminate or limit the liability of a director or officer for any act or omission for which such elimination of liability is not permitted under the Oregon Nonprofit Corporation Act. No amendment to the Oregon Nonprofit Corporation Act that further limits the acts or omissions for which elimination of liability is permitted shall affect the liability of a director or officer for any act or omission which occurs prior to the effective date of the amendment.

ARTICLE IX: INDEMNIFICATION

The corporation shall indemnify to the fullest extent permitted by, and in accordance with the provisions of, the Oregon Nonprofit Corporation Act and federal law any person who is made, or threatened to be made, a party to an action, suit, or proceeding, whether civil, criminal, administrative, investigative, or otherwise (including an action, suit, or proceeding by or in the right of the corporation), by reason of the fact that the person is or was a director, officer, employee, or agent of the corporation, provided, that in the event of a settlement, to the extent allowed by law, the Board of Directors must approve the settlement in advance. The corporation shall pay for or reimburse the reasonable expenses incurred by any such person in any such proceeding in advance of the final disposition after the Board of Directors has taken such action as required by ORS 65.404, including providing notice of the proposed indemnification to the Attorney General. No amendment to this Article that limits the corporation's obligation to indemnify any person shall have any effect on such obligation for any act or omission that occurs prior to the later of the effective date of the amendment or the date notice of the amendment is given to the person. This Article shall not be deemed exclusive of any other provisions for indemnification or advancement of expenses of directors, officers, employees, agents, and fiduciaries that may be allowable under any statute, bylaw, agreement, or general or specific action of the Board of Directors.

ARTICLE X: AMENDMENT

The requirements and process for amending these Articles of Incorporation shall be those stated in the Bylaws.

ARTICLE XI: REFERENCES

All references in these Articles of Incorporation to sections of the Internal Revenue Code of 1986 ("IRC"), the Oregon Revised Statutes, or the Oregon Nonprofit Corporation Act shall be deemed to refer also to the corresponding provisions of any future federal tax or Oregon nonprofit corporation laws.

ARTICLE XII: REGISTERED AGENT AND REGISTERED OFFICE

The address of the corporation's initial registered office and the name of its registered agent at that location are:

233213792

James Graham
Department of Economic Development, Oregon City
625 Center Street
Oregon City, Oregon 97045

The registered agent has consented to this appointment. This is the address where legal process and papers may be served.

ARTICLE XIII: MAILING ADDRESS

The address to which notices may be mailed is:

Destination Oregon City, Inc.
PO Box 3040
Oregon City, Oregon 97045

ARTICLE XIV: INCORPORATOR AND ADDRESS

The entity's incorporator and the incorporator's address is:

James Graham
625 Center Street
Oregon City, Oregon 97045

EXECUTION:

I declare, under penalty of perjury, that this document does not fraudulently conceal, fraudulently obscure, fraudulently alter or otherwise misrepresent the identity of the person or any directors, officers, employees or agents of the corporation. This filing has been examined by me and is, to the best of my knowledge and belief, true, correct, and complete. Making false statements in this document is against the law and may be penalized by fines, imprisonment or both.

Signature	11/18/2024 Date
James N. Graham Name	Incorporator Title

Form **1024**

(Rev. January 2022)

Department of the Treasury
Internal Revenue Service

Application for Recognition of Exemption Under Section 501(a) or Section 521 of the Internal Revenue Code

Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form1024 for instructions and the latest information.

OMB No. 1545-0047

Note: *If exempt status is approved, this application will be open for public inspection.*

Use the "?" buttons throughout this form for help in completing this application. For additional help, call IRS Exempt Organizations Customer Account Services toll-free at 877-829-5500.

If you cannot complete required responses within the textbox limits throughout this form, upload your additional narratives with the other required documents.

Part I Identification of Applicant

1 Full Name of Organization (exactly as it appears in your organizing document)
DESTINATION OREGON CITY INC

2 Care of Name (if applicable)

3 Mailing Address (number, street and room/suite)	4 City	5 Country
625 CENTER STREET	OREGON CITY	United States

6 State	7 Zip Code + 4	8 Foreign Province (or State)	9 Foreign Postal Code
Oregon	97045-2253		

10 Employer Identification Number	11 Month Tax Year Ends	12 Person to Contact if More Information is Needed (officer, director, trustee, or authorized representative)
33-2070935	JUNE	ROSALIE C WESTENSKOW

13 Contact Telephone Number	14 Fax Number (optional)	15 User Fee Submitted
541-206-1570	855-578-9949	$600.00

16 Organization's Website (if available):

17 List the names, titles, and mailing addresses of your officers, directors, and/or trustees.

First Name	Last Name	Title	Mailing Address	City	State (or Province)	Zip Code (or Foreign Postal Code)
PERSON	ONE	PRESIDENT AND DIRECTOR	625 CENTER STREET	OREGON CITY	OREGON	97045-2253
PERSON	TWO	SECRETARY AND DIRECTOR	625 CENTER STREET	OREGON CITY	OREGON	97045-2253
PERSON	THREE	TREASURER AND DIRECTOR	625 CENTER STREET	OREGON CITY	OREGON	97045-2253
POSITION	FOUR	DIRECTOR	625 CENTER STREET	OREGON CITY	OREGON	97045-2253
POSITION	FIVE	DIRECTOR	625 CENTER STREET	OREGON CITY	OREGON	97045-2253

☐ Check here to add more officers, directors, and/or trustees.

Part II Organizational Structure

1 You must be a corporation, limited liability company (LLC), unincorporated association, or trust to be tax exempt.

Select your type of organization.

- (●) Corporation

At the end of this form, you must upload a copy of your articles of incorporation (and any amendments) that shows proof of filing with the appropriate state agency.

- ( ) Limited Liability Company (LLC)

At the end of this form, you must upload a copy of your articles of organization (and any amendments) that shows proof of filing with the appropriate state agency. Also, if you adopted an operating agreement, upload a copy, along with any amendments.

- ( ) Unincorporated Association

At the end of this form, you must upload a copy of your articles of association, constitution, or other similar organizing document that is dated and includes at least two signatures. Include signed and dated copies of any amendments.

- ( ) Trust

At the end of this form, you must upload a signed and dated copy of your trust agreement. Include signed and dated copies of any amendments.

2 Enter the date you formed. (MM/DD/YYYY) 11/19/2024

3 Select your state (or U.S. territory) of incorporation or other formation. If you were formed under the laws of a foreign country, select Foreign Country. Oregon

4 Have you adopted bylaws? If "Yes," at the end of this form, upload a current copy showing the date of adoption. If "No," explain how you select your officers, directors, or trustees. (●) Yes ( ) No

Part II **Organizational Structure** *(continued)*

5 Check the appropriate box below to indicate the section under which you are applying:

- ○ Section 501(c)(2)—Title holding corporations (Schedule A)
- ○ Section 501(c)(5)—Labor, agricultural, or horticultural organizations (Schedule B)
- ● Section 501(c)(6)—Business leagues, chambers of commerce, etc. (Schedule C)
- ○ Section 501(c)(7)—Social clubs (Schedule D)
- ○ Section 501(c)(8)—Fraternal beneficiary societies, etc., providing life, sick, accident, or other benefits to members (Schedule E)
- ○ Section 501(c)(9)—Voluntary employees' beneficiary associations (Schedule F)
- ○ Section 501(c)(10)—Domestic fraternal societies, orders, etc., not providing life, sick, accident, or other benefits (Schedule E)
- ○ Section 501(c)(11)—Teachers' Retirement Fund Associations
- ○ Section 501(c)(12)—Benevolent life insurance associations, mutual ditch or irrigation companies, mutual or cooperative telephone companies, or like organizations (Schedule G)
- ○ Section 501(c)(13)—Cemeteries, crematoria, and like corporations (Schedule H)
- ○ Section 501(c)(14)—Credit Unions (Schedule I)
- ○ Section 501(c)(15)—Mutual insurance companies or associations, other than life or marine (See Instructions for Part III)
- ○ Section 501(c)(16)—Corporations organized to finance crop operations
- ○ Section 501(c)(17)—Trusts providing for the payment of supplemental unemployment compensation benefits (Schedule J)
- ○ Section 501(c)(18)—Employee funded pension trusts (created before June 25, 1959)
- ○ Section 501(c)(19)—A post, organization, auxiliary unit, etc., of past or present members of the Armed Forces of the United States (Schedule K)
- ○ Section 501(c)(21)— Black Lung Benefit Trusts
- ○ Section 501(c)(22)—Withdrawal Liability Payment Funds
- ○ Section 501(c)(23)—Veterans' organizations (created before 1880)
- ○ Section 501(c)(25)—Title holding corporations or trusts with multiple parents (Schedule A)
- ○ Section 501(c)(26)—State-Sponsored High-Risk Health Coverage Organizations
- ○ Section 501(c)(27)—State-Sponsored Worker's Compensation Reinsurance Organizations
- ○ Section 501(c)(28)—National Railroad Retirement Investment Trust
- ○ Section 501(c)(29)—Qualified Nonprofit Health Insurance Issuers (See Instructions for Part III)
- ○ Section 501(d)—Religious and apostolic organizations (Schedule L)
- ○ Section 521—Farmers' Cooperative Associations (Schedule M)

Part III Your Activities

1 Describe completely and in detail your past, present, and planned activities. Do not refer to or repeat the purposes in your organizing document or speculate about potential future programs. Your narrative description of activities should be thorough and accurate because we determine whether you qualify for exempt status based on the information in your application.

For each past, present, or planned activity, include information that answers the following questions:

- What is the activity?
- Who conducts the activity?
- Where is the activity conducted?
- What percentage of your total time is allocated to the activity?
- How is the activity funded (for example, donations, fees, etc.) and what percentage of your overall expenses is allocated to this activity?
- How does the activity further your exempt purposes?

Destination Oregon City, Inc. works to drive economic growth for the benefit of Oregon City's tourism industry partners, visitors, and residents through strategic marketing and community involvement in order to improve business conditions and promote the common economic interests of the community's tourism industry. It has five main activities, all of which further its exempt purpose. Please see the Supplemental Response for more information.

Part III Your Activities *(continued)*

2 Enter the 3-character NTEE Code that best describes your activities. S46

Or check here if you want the IRS to select the NTEE Code that best describes your activities. ☐

3 Do you or will you spend any money or time attempting to influence the selection, nomination, election, or appointment of any person to any federal, state, or local public office or to an office in a political organization? If "Yes," explain in detail and list the amounts of money and time you spent or plan to spend in each case. ○ Yes ● No

4 Are you a successor to another organization? Answer "Yes" if you have taken or will take over the activities of another organization, you took over 25% or more of the fair market value of the net assets of another organization, or you were established upon the conversion of an organization from for-profit to nonprofit status. If "Yes," explain. If "No," continue to Line 5. ○ Yes ● No

4a Are you a successor to a for-profit organization? ○ Yes ○ No

4b List the name, last address, and EIN of your predecessor organization and describe its activities.

4c List the owners, partners, principal stockholders, officers, and governing board members of your predecessor organization. Include their names, addresses, and share/interest in the predecessor organization (if for-profit).

Part III **Your Activities** *(continued)*

4d Explain your relationship with your predecessor organization and why you took over its activities or assets or converted from for-profit to nonprofit status.

4e Do you or will you maintain a working relationship with any of the persons listed in Line 4c or with any for-profit organization in which these persons own more than a 35% interest? If "Yes," describe the relationship. ◯ Yes ◯ No

4f Were any assets transferred, whether by gift or sale, from the predecessor organization to you? If "Yes," provide a list of assets, indicate the value of each asset, explain how the value was determined, and if an appraisal was obtained, at the end of this form upload a copy. For each asset listed, also explain if the transfer was by gift, sale, or combination thereof and describe any restrictions that were placed on the use or sale of the assets. ◯ Yes ◯ No

4g Were any debts or liabilities transferred from the predecessor organization to you? If "Yes," provide a list of the debts or liabilities that were transferred to you, indicating the amount of each, how the amount was determined, and the name of the person to whom the debt or liability is owed. ◯ Yes ◯ No

Part III **Your Activities** *(continued)*

4h Will you lease or rent any property or equipment to or from the predecessor organization or any persons listed in Line 4c or a for-profit organization in which these persons own more than a 35% interest? If "Yes," describe the arrangement(s) including how the lease or rental value was determined. ☐ Yes ☐ No

5 Do you have members? If "Yes," state your membership requirements, your classes of membership, the number of members in each class, and the voting rights or privileges associated with each class. If any group or class of persons is required to join, describe the requirement and explain the relationship between those members and members who join voluntarily. ☒ Yes ☐ No

The organization does not have voting members, but it will have nonvoting members. There are no members of the organization yet as it has just been incorporated, but the Board intends to allow any individual or entity with a direct connection to Oregon City's tourism industry to apply for membership. There will only be one class of members.

6 Do you or will you make any distributions of property or surplus funds to shareholders or members? If "Yes," explain. ☐ Yes ☒ No

7 Have you or will you issue capital stock? If "Yes," state the class or classes of stock, number and par value of the shares, consideration for which stock was issued, and if any dividends have been or will be paid. ☐ Yes ☒ No

Part III **Your Activities** *(continued)*

8 Explain how your assets will be distributed upon dissolution.

Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of 501(c)(3) or 501(c)(6) of the Internal Revenue Code, or corresponding section of any future tax code, or will be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of will be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, to an organization or organizations which are organized and operated for similar purposes.

9 Do you or will you have any arrangement to provide insurance for members, their dependents, or others (including provisions for the payment of sick or death benefits, pensions, or annuities)? If "Yes," describe the arrangement, including the terms and conditions of eligibility for membership and benefits. ☐ Yes ☒ No

10 Do you or will you make grants, loans, or other distributions to foreign organizations? If "Yes," name each foreign organization, the country and region within each country in which each foreign organization operates, any relationship you have with each foreign organization, and whether the foreign organization accepts contributions earmarked for a specific country or organization (if so, specify which countries or organizations). If "No," continue to Line 11. ☐ Yes ☒ No

10a Do you or will you make pre-grant inquiries about the recipient organization? If "Yes," describe these inquiries, including whether you inquire about the recipient's financial status, its tax-exempt status under the Internal Revenue Code, its ability to accomplish the purpose for which the resources are provided, and other relevant information. ☐ Yes ☐ No

Part III **Your Activities** *(continued)*

10b Do you or will you use any additional procedures to ensure that your distributions to foreign organizations are used in furtherance of your exempt purposes? If "Yes," describe these procedures, including periodic reporting requirements, auditing grantees, site visits by your employees or compliance checks by impartial experts, etc., to verify that grant funds are being used appropriately. ☐ Yes ☐ No

10c Do you share board members or other key personnel with the recipient organizations? If "Yes," identify the relationships. ☐ Yes ☐ No

10d When you make grants, loans, or other distributions to foreign organizations, will you check the Office of Foreign Assets Control (OFAC) List of Specially Designated Nationals and Blocked Persons for names of individuals and entities with whom you are dealing to determine if they are included on the list? Describe any other practices you will engage in to ensure that foreign expenditures or grants are not diverted to support terrorism or other non-exempt activities. ☐ Yes ☐ No

10e Will you comply with all United States statutes, executive orders, and regulations that restrict or prohibit U.S. persons from engaging in transactions and dealings with designated countries, entities, or individuals, or otherwise engaging in activities in violation of economic sanctions administered by OFAC? ☐ Yes ☐ No

10f Will you acquire from OFAC the appropriate license and registration where necessary? ☐ Yes ☐ No

11 Do you or will you operate in a foreign country or countries? If "Yes," name each foreign country and region within each country in which you do or will operate and describe your operations in each one. If "No," continue to Part IV. ☐ Yes ☒ No

Part III **Your Activities** *(continued)*

11a When you conduct activities in foreign countries, will you check the Office of Foreign Assets Control (OFAC) List of Specially Designated Nationals and Blocked Persons for names of individuals and entities with whom you are dealing to determine if they are included on the list? Describe any other practices you will engage in to ensure that foreign expenditures or grants are not diverted to support terrorism or other non-exempt activities. ◯ Yes ◯ No

11b Will you comply with all United States statutes, executive orders, and regulations that restrict or prohibit U.S. persons from engaging in transactions and dealings with designated countries, entities, or individuals, or otherwise engaging in activities in violation of economic sanctions administered by OFAC? ◯ Yes ◯ No

11c Will you acquire from OFAC the appropriate license and registration where necessary? ◯ Yes ◯ No

Part IV **Compensation and Other Financial Arrangements**

1 Do you or will you compensate your officers, directors, trustees, employees, members, or independent contractors? If "No," continue to Line 2. ◉ Yes ◯ No

1a Do or will the individuals that approve compensation arrangements follow a conflict of interest policy? If "No," describe how you set compensation that is reasonable. ◉ Yes ◯ No

1b Do you or will you compensate any of your officers, directors, trustees, employees, members, or independent contractors through nonfixed payments, such as discretionary bonuses or revenue-based payments? If "Yes," describe all nonfixed compensation agreements. ◯ Yes ◉ No

Part IV Compensation and Other Financial Arrangements *(continued)*

2 Do you or will you purchase or sell any goods, services, or assets from or to: (i) any of your officers, directors, or trustees; (ii) any family of any of your officers, directors, or trustees; (iii) any organizations in which any of your officers, directors, or trustees are also officers, directors, or trustees, or in which any individual officer, director, or trustee owns more than a 35% interest; (iv) your highest compensated employees; (v) your highest compensated independent contractors; or (vi) any member of your organization? If "Yes," describe any such transactions that you made or intend to make, with whom you make or will make such transactions, how the terms are or will be negotiated at arm's length, and how you determine you pay no more than fair market value or you are paid at least fair market value. ☐ Yes ☒ No

3 Do you or will you have any leases, contracts, loans, or other agreements with: (i) your officers, directors, or trustees; (ii) any family of any of your officers, directors, or trustees; (iii) any organizations in which any of your officers, directors, or trustees are also officers, directors, or trustees, or in which any individual officer, director, or trustee owns more than a 35% interest; (iv) your highest compensated employees; (v) your highest compensated independent contractors; or (vi) any member of your organization? If "Yes," describe any written or oral arrangements that you made or intend to make, with whom you have or will have such arrangements, how the terms are or will be negotiated at arm's length, and how you determine you pay no more than fair market value or you are paid at least fair market value. ☐ Yes ☒ No

4 Do you or will you be paid for services you perform? If "Yes," describe these services, the income and expenses related to the services, and how they further your exempt purposes. ☒ Yes ☐ No

One of the organization's activities is to provide training and education to managers, staff, and business owners working in the tourism industry. Participants will be charged tuition to participate, although there will also be scholarships available for attendees that qualify. See our response to Part III, Line 1, contained in the Supplemental Response for more information.

5 Do you or will you participate in any joint ventures, including partnerships or limited liability companies treated as partnerships, in which you share profits and losses with partners? If "Yes," for each joint venture, state your ownership percentage and your investment in each joint venture, describe the tax status of all other participants, describe the activities of each and how you exercise control over those activities, and describe how each joint venture furthers your exempt purposes. ☐ Yes ☒ No

Part V Financial Data

A. Statement of Revenues and Expenses

Type of revenue	Current tax year	2 prior or succeeding tax years	
	From: 11/19/2024 To: 06/30/2025	From: 07/01/2025 To: 06/30/2026	From: 07/01/2026 To: 06/30/2027
1 Gifts, grants, and contributions received	$10,000.	$250,000.	$125,000.
2 Membership fees received			
3 Gross investment income			
4 Net unrelated business income			
5 Taxes levied for your benefit			
6 Value of services or facilities furnished by a governmental unit without charge (not including the value of services generally furnished to the public without charge)	$2,000.	$14,400.	$14,400.
7 Any revenue not otherwise classified (provide an itemized list below)		$5,000.	$5,000.
8 Total of lines 1 through 7	$12,000.	$269,400.	$144,400.
9 Gross receipts from any activity that is related to your exempt purpose (provide an itemized list below)		$0.	$5,000.
10 Total of lines 8 and 9	$12,000.	$269,400.	$149,400.
11 Net gain or loss on sale of capital assets (provide an itemized list below)			
12 Total Revenue	$12,000.	$269,400.	$149,400.
Type of expense	**Current tax year**	**2 prior or succeeding tax years**	
13 Fundraising expenses	$0.	$20,000.	$20,000.
14 Contributions, gifts, grants, and similar amounts paid out (provide an itemized list below)	$0.	$10,000.	$10,000.
15 Disbursements to or for the benefit of members (provide an itemized list below)			
16 Compensation of officers, directors, and trustees			
17 Other salaries and wages	$0.	$60,000.	$60,000.
18 Interest expense			
19 Occupancy (rent, utilities, etc.)	$0.	$0.	$0.
20 Depreciation and depletion			
21 Professional fees		$30,000.	$30,000.
22 Any expense not otherwise classified, such as program services (provide an itemized list below)		$14,000.	$14,000.
23 Total Expenses	$0.	$134,000.	$134,000.

24 Itemized financial data

Please see Supplemental Response.

Part V **Financial Data** *(continued)*

B. Balance Sheet (for your most recently completed tax year)	Year End: 06/30/2025
Assets	
1 Cash	$165,400.
2 Accounts receivable, net	
3 Inventories	
4 Bonds and notes receivable (provide an itemized list below)	
5 Corporate stocks (provide an itemized list below)	
6 Loans receivable (provide an itemized list below)	
7 Other investments (provide an itemized list below)	
8 Depreciable assets (provide an itemized list below)	
9 Land	
10 Other assets (provide an itemized list below)	
11 Total Assets	$165,400.
Liabilities	
12 Accounts payable	$30,000.
13 Contributions, gifts, grants, etc. payable	
14 Mortgages and notes payable (provide an itemized list below)	
15 Other liabilities (provide an itemized list below)	
16 Total Liabilities	$30,000.
Fund Balances or Net Assets	
17 Total fund balances or net assets	$135,400.
18 Total Liabilities and Fund Balances or Net Assets	$165,400.

19 Itemized financial data

Part VI Reinstatement After Automatic Revocation

1 Are you applying for reinstatement of exemption after being automatically revoked for failure to file required returns or notices for three consecutive years? If "No," continue to Part VII. ◯ Yes ◉ No

1a Revenue Procedure 2014-11, 2014-1 C.B. 411, provides procedures for reinstating your tax-exempt status. Select the section of Revenue Procedure 2014-11 under which you want us to consider your reinstatement request.

◯ Section 4. You are seeking retroactive reinstatement under section 4 of Revenue Procedure 2014-11. By selecting this line, you attest that you meet the specified requirements of section 4, that your failure to file was not intentional, and that you have put in place procedures to file required returns or notices in the future.

◯ Section 5. You are seeking retroactive reinstatement under section 5 of Revenue Procedure 2014-11. By selecting this line, you attest that you meet the specified requirements of section 5, that you have filed required annual returns, that your failure to file was not intentional, and that you have put in place procedures to file required returns or notices in the future. Describe how you exercised ordinary business care and prudence in determining and attempting to comply with your filing requirements in at least one of the three years of revocation and the steps you have taken or will take to avoid or mitigate future failures to file timely returns or notices.

◯ Section 6. You are seeking retroactive reinstatement under section 6 of Revenue Procedure 2014-11. By selecting this line, you attest that you meet the specified requirements of section 6, that you have filed required annual returns, that your failure to file was not intentional, and that you have put in place procedures to file required returns or notices in the future. Describe how you exercised ordinary business care and prudence in determining and attempting to comply with your filing requirements in each of the three years of revocation and the steps you have taken or will take to avoid or mitigate future failures to file timely returns or notices.

◯ Section 7. You are seeking reinstatement under section 7 of Revenue Procedure 2014-11, effective the date you are filing this application.

Part VII Annual Filing Requirements

If you fail to file a required information return or notice for three consecutive years, your exempt status will be automatically revoked.

1 Certain organizations are not required to file annual information returns or notices (Form 990, Form 990-EZ, or Form 990-N, e-Postcard). If you are granted tax-exemption, are you claiming to be excused from filing Form 990, Form 990-EZ, or Form 990-N? ○ Yes ● No

If "Yes," are you claiming you are excepted from filing because you are:

○ An affiliate of a governmental unit that meets the requirements of Revenue Procedure 95-48, 1995-2 C.B. 418

○ Other (describe)

Part VIII Signature

☐ I declare under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and that I have examined this application, and to the best of my knowledge it is true, correct, and complete.

(Type name of signer)

(Type title or authority of signer)

11/26/2024

(Date)

Upload checklist:

- [x] Organizing document (and any amendments)
- [x] Bylaws, if adopted
- [x] Form 2848, Power of Attorney and Declaration of Representative (if applicable)
- [ ] Form 8821, Tax Information Authorization (if applicable)
- [x] Supplemental responses (if applicable)
- [ ] Expedited handling request (if applicable)

Schedule A Organizations described in section 501(c)(2) or 501(c)(25)—Title holding corporations or trusts

1 List the name, address, and EIN of the organization(s) for which title to property is held.

2 Describe the property to which you hold or will hold title.

3 Do you or will you turn over the entire amount of your income, less expenses, to the organization(s) for which title to property is held? If "No," state the purpose for which the excess is or will be retained. Yes No

4 Do you or will you engage in any activities other than holding title to property and collecting income therefrom? If "Yes," describe those activities in detail. Yes No

5 Check the appropriate box below to indicate the section under which you are applying:

- Section 501(c)(2)—Title holding corporations (continue to Line 6)
- Section 501(c)(25)—Title holding corporations or trusts with multiple parents

5a Are your shareholders or beneficiaries permitted to dismiss your investment adviser upon a majority vote? Yes No

5b Are your shareholders or beneficiaries permitted to terminate their interest in you by selling or exchanging their stock or interest to any organization described in section 501(c)(25)(C) so long as the sale or exchange does not increase the number of your shareholders or beneficiaries above 35, or by having their stock or interest redeemed by you after they provide you 90 days' notice? Yes No

Schedule A **Organizations described in section 501(c)(2) or 501(c)(25)—Title holding corporations or trusts** *(continued)*

5c Do you or will you hold interests in partnerships or real estate trusts? If "Yes," explain. ◯ Yes ◯ No

5d Do you or will you make mortgage loans? If "Yes," explain. ◯ Yes ◯ No

5e Do you or will you hold property through a corporation, partnership, or trust? If "Yes," explain. ◯ Yes ◯ No

6 Do you or will you receive rent attributable to personal property leased with real property? If "Yes," what percentage of the total rent is attributable to personal property? ◯ Yes ◯ No

Schedule A **Organizations described in section 501(c)(2) or 501(c)(25)—Title holding corporations or trusts** *(continued)*

7 Do you or will you receive income which is incidentally derived from the holding of real property, such as income from operation of a parking lot or from vending machines? If "Yes," what percentage of your gross income is incidentally derived from the holding of real property? Yes No

8 Will you receive income other than rent from real property or personal property leased with real property or income which is incidentally derived from the holding of real property? If "Yes," describe the source of the income. Yes No

Schedule B Organizations described in section 501(c)(5)—Labor, agricultural, or horticultural organizations

1 Select your type of organization from the list below.

- ◯ Labor organization
- ◯ Agricultural organization (continue to Line 3)
- ◯ Horticultural organization (continue to Line 3)

2 Are you organized under the terms of a collective bargaining agreement? If "Yes," at the end of this form, upload a current copy. Continue to Line 4. ◯ Yes ◯ No

3 Describe the products your members produce or will produce, if applicable. If you are a fishermen's organization, describe the kinds of aquatic resources that are cultivated or harvested by your members.

4 Describe any services you perform or will perform for members or others.

Schedule C **Organizations described in section 501(c)(6)—Business leagues, chambers of commerce, etc.**

1 Select your type of organization from the list below.

- ○ Business league
- ○ Chamber of commerce
- ○ Real estate board
- ◉ Board of trade
- ○ Professional football league

2 Describe your members' common business interests.

All of the members of the organization are connected to the tourism industry in Oregon City. The members will include a wide variety of businesses, nonprofits, and individuals, including those engaged in lodging, retail, restaurant, outdoor recreation, craft beverages, historic sites, river-based activities, and agritourism. All of these individuals and entities have a common economic interest in increasing tourism and improving the experience of visiting Oregon City.

3 Describe any services you perform or will perform for members or others.

Most of the organization's activities do not provide any kind of direct service to its members or to others. However, it does plan to provide information on a number of communication platforms both for members and the public about visiting Oregon City, events, general information, and interest articles. The organization will also sell ad space to members or others in the various tourism publications it will produce. These will be sold at fair market value, regardless of whether the purchaser is a member or not. In addition, the organization plans to hold educational trainings and classes on essential skills for those engaged in the tourism industry. Please see Supplemental Response regarding Part III, Line 1, for more information.

4 Do you or will you restrict your membership to individuals, firms, associations, and/or corporations, each representing a different trade, business, occupation, or profession, and organized for the purpose of exchanging information on business prospects? If "Yes," explain. ○ Yes ◉ No

5 Do you or will you market a specific product(s) and/or brand(s) within an industry? If "Yes," explain. ○ Yes ◉ No

Schedule C **Organizations described in section 501(c)(6)—Business leagues, chambers of commerce, etc.** *(continued)*

6 Do you or will you limit your activities to users of a specific product within an industry? If "Yes," explain. ◯ Yes ◉ No

7 Do you or will you operate a listing or referral system? If "Yes," explain. ◉ Yes ◯ No

On its website, the organization will provide information about places to visit in Oregon City as well as businesses that might be of interest to visitors. This could include historical sites run by nonprofits, outdoor recreation providers and opportunities, river-based activities, retail stores, restaurants, hotels and lodging, and craft beverage providers and locations. By providing a comprehensive list of activities, attractions, and amenities, the organization will improve the experience of visitors to the City, driving economic growth for the area. This will improve business conditions for members.

Schedule D **Organizations described in section 501(c)(7)—Social clubs**

1 Do you have regular meetings, gatherings, or facilities where commingling of your members takes place? If "No," explain. Yes No

2 Do you or will you conduct activities such as take-out food sales, liquor sales, operation of a gas station, parking garage, barber shop, etc.? If "Yes," describe these activities and indicate the percentage of your time and resources devoted to them. Yes No

3 Do you or will you enter into any contracts or agreements for the management or operation of your property and/or activities, such as restaurants, pro shops, lodges? If "Yes," describe any written or oral arrangements that you made or intend to make, with whom you have or will have such arrangements, how the terms are or will be negotiated at arm's length, and how you determine you pay no more than fair market value or you are paid at least fair market value. Yes No

4 Do you or will you receive income from non-members? If "Yes," explain. Yes No

Schedule D **Organizations described in section 501(c)(7)—Social clubs** *(continued)*

5 Are non-members, other than guests of members, permitted or will they be permitted to use the club facilities or participate in or attend any functions or activities you conduct? If "Yes," describe the functions or activities in which there has been or will be non-member participation or admittance. Yes No

6 What percent of gross receipts do you or will you receive from non-members for the use of club facilities and/or attendance at club events?

7 What percent of gross receipts do you or will you receive from investment income?

8 Does your charter, bylaws, other governing instrument, or any written policy statement contain any provision that provides for discrimination against any person on the basis of race, color, or religion? Yes No

9 Do you restrict your membership to members of a particular religion? If "Yes," explain. Yes No

9a Are you an auxiliary of a section 501(c)(8) fraternal beneficiary society? If "Yes," list their name, address, and EIN. Yes No

9b Do you, in good faith, limit membership to the members of a particular religion in order to further the teachings or principles of that religion and not to exclude individuals of a particular race or color? Yes No

Schedule E **Organizations described in section 501(c)(8) or 501(c)(10)—Fraternal beneficiary societies, orders, or associations**

1 Do you or will you operate under the lodge system? Yes No

2 Do you or will you operate for the exclusive benefit of the members of an organization operating under the lodge system? If "Yes," explain. Yes No

3 Are you a subordinate or local lodge, etc.? If "Yes," list the the name, address, and EIN of your parent organization. Yes No

4 Are you a parent or grand lodge? If "Yes," list the name, address, and EIN of each subordinate lodge in active operation. Yes No

Schedule F Organizations described in section 501(c)(9)—Voluntary employees' beneficiary associations

1 Describe the benefits you provide or will provide. For each benefit include the account, duration, eligibility requirements, and the circumstances that will entitle a recipient to payment of the benefit.

At the end of this form, upload copies of any plan documents and insurance policies that describe such benefits and the terms and conditions of eligibility for each benefit.

2 Do you or will you provide deferred compensation benefits, property or malpractice insurance, loans (other than loans at times of disaster or whole life insurance policy loans), savings plans, reimbursement of commuting expenses, or benefits similar to those provided by a pension, stock bonus or profit sharing plan? If "Yes," explain. Yes No

3 Give the following information for each plan as of the last day of the most recent plan year and enter that date here. If there is more than one plan, at the end of this form, upload a separate schedule.

Year End:	
Total number of persons covered by the plan who are highly compensated individuals	
Number of other employees covered by the plan	
Number of employees not covered by the plan	
Total number employed	0

4 State the number of persons, if any, other than employees and their dependents (for example, the proprietor of a business whose employees are members of the association) who are entitled to receive benefits.

5 Are any employees or classes of employees entitled to benefits to which other employees or classes of employees are not entitled? If "Yes," explain. Yes No

Schedule F **Organizations described in section 501(c)(9)—Voluntary employees' beneficiary associations** *(continued)*

6 Are you organized under the terms of a collective bargaining agreement? If "Yes," at the end of this form, upload a current copy. ◯ Yes ◯ No

7 Are you submitting this application within 27 months of the end of the month in which you were legally formed? ◯ Yes ◯ No

7a Generally, if you did not file Form 1024 within 27 months of formation, the effective date of your exempt status will be the date you filed Form 1024 (submission date). Requests for an earlier effective date may be granted when there is evidence to establish you acted reasonably and in good faith and the grant of relief will not prejudice the interests of the government.

◯ Check this box if you accept the submission date as the effective date of your exempt status.

◯ Check this box if you are requesting an earlier effective date than the submission date.

7b Explain why you did not file Form 1024 within 27 months of formation, how you acted reasonably and in good faith, and how granting an earlier effective date will not prejudice the interests of the Government.

You may want to include the events that led to the failure to timely file Form 1024 and to the discovery of the failure, any reliance on the advice of a qualified tax professional and a description of the engagement and responsibilities of the professional as well as the extent to which you relied on the professional, a comparison of (1) what your aggregate tax liability would be if you had filed this application within the 27-month period with (2) what your aggregate liability would be if you were exempt as of your formation date, or any other information you believe will support your request for relief.

Schedule G **Organizations described in section 501(c)(12)—Benevolent life insurance associations, mutual ditch or irrigation companies, mutual or cooperative telephone companies, or like organizations**

1 Select your type of organization from the list below.

- Benevolent life insurance association or like organization
- Mutual ditch or irrigation company or like organization (continue to Line 4)
- Mutual or cooperative telephone company or like organization (continue to Line 4)
- Mutual or cooperative electric company or like organization (continue to Line 4)

2 Will your business activities be confined to a particular community, place, or district? If "No", explain. Yes No

3 List the counties or geographical region from which members are accepted or will be accepted. Continue to Line 8.

4 Do members have democratic control? If "No," explain. Yes No

5 Are the rights and interests of members in your annual savings determined in proportion to their business with you? Yes No

6 Do you keep the records necessary to determine at any time each member's rights and interests in such savings, including assets acquired with the savings? Yes No

Schedule G **Organizations described in section 501(c)(12)—Benevolent life insurance associations, mutual ditch or irrigation companies, mutual or cooperative telephone companies, or like organizations** *(continued)*

7 Are the rights and interests of members forfeited upon termination of membership? If "Yes," explain. ◯ Yes ◯ No

8 Do you or will you receive at least 85% of your gross income annually from amounts collected from members for the sole purposes of meeting losses and expenses. If "No," explain. ◯ Yes ◯ No

Schedule H **Organizations described in section 501(c)(13)—Cemeteries, crematoria, and like corporations**

1 Are you claiming exemption as a perpetual care fund for an organization described in section 501(c)(13)? Yes No

1a Has the cemetery organization, for which funds are held, established exemption under section 501(c)(13)? If "No," explain. Yes No

1b Are your funds devoted exclusively to the perpetual care and maintenance of the non-profit cemetery as a whole? If "No," explain. Yes No

2 Do you or will you operate a mortuary? Yes No

3 Do you or will you engage in land sale agreements, percentage-of-sales agreements, or other similar financial arrangements? If "Yes," describe any written or oral arrangements that you have made or intend to make, with whom you have or will have such arrangements, how the terms are or will be negotiated at arm's length, and how you determine you pay no more than fair market value or you are paid at least fair market value. Yes No

4 Do you or will you own, operate, or maintain a cemetery for pets? Yes No

Schedule I **Organizations described in section 501(c)(14)—Credit Unions**

1 Are you formed under a state credit union law? If "No," continue to Line 7. ◯ Yes ◯ No

2 Select the state credit union law under which you are organized and operated.

3 Are you being operated under uniform bylaws adopted by the state you selected in Line 2? If "No," explain. ◯ Yes ◯ No

4 In making loans, do you or will you comply with the state credit union law requirements, including their purposes, security, and rate of interest charged thereon? If "No," explain. ◯ Yes ◯ No

5 Do you or will you limit your investments to securities which are legal investments for credit unions under the state credit union law? If "No," explain. ◯ Yes ◯ No

6 Do you or will you distribute dividends on shares, if any, as prescribed by the state credit union law? If "No," explain. ◯ Yes ◯ No

7 Are you operated for the mutual benefit of your members? ◯ Yes ◯ No

Schedule I **Organizations described in section 501(c)(14)—Credit Unions** *(continued)*

8 Is there a common bond among your members (e.g., association, occupation, or residence)? If "Yes," explain. Yes No

9 Describe how your governing board and officers are selected.

10 Do you or will you issue certificates of stock to shareholders? If "Yes," explain. Yes No

11 Do you or will you allow non-members to be shareholders? If "Yes," explain. Yes No

12 Do you or will you ensure that loans to members benefit the borrower and meet their needs? If "No," explain. Yes No

Schedule I **Organizations described in section 501(c)(14)—Credit Unions** *(continued)*

13 Do you or will you make loans to non-members? If "Yes," explain. ◯ Yes ◯ No

14 Do you or will you advertise to non-members? If "Yes," explain. ◯ Yes ◯ No

15 Are you a mutual reserve fund organized before September 1, 1957? ◯ Yes ◯ No

15a Do you provide reserve funds for-- and insurance of shares or deposits in-- a domestic building and loan association, cooperative bank without capital stock organized and operated for mutual purposes and without profit, mutual savings bank not having capital stock represented by shares, or a mutual savings bank described in section 591(b)? ◯ Yes ◯ No

15b Select the type(s) of organization(s) you provide reserve funds for and insurance of shares or deposits in:

- ☐ Domestic building and loan associations
- ☐ Cooperative banks without capital stock organized and operated for mutual purposes and without profit
- ☐ Mutual savings banks not having capital stock represented by shares
- ☐ Mutual savings banks described in section 591(b)

15c Enter the name of the organization(s) you provide reserve funds for and insurance of shares or deposits in.

15d Is 85% or more of your income attributable to providing reserve funds and to investments? If "No," explain. ◯ Yes ◯ No

Schedule J **Organizations described in section 501(c)(17)—Trusts providing for the payment of supplemental unemployment compensation benefits**

1 Describe the benefits you provide or will provide. Include the amount, duration, eligibility requirements, and the circumstances that will entitle a recipient to payment of the benefit.

At the end of this form, upload copies of any plan documents that describe such benefits and the terms and conditions of eligibility for each benefit.

2 Do you or will you provide benefits for individual proprietors, partners, or self-employed persons under the plan? If "Yes," explain. Yes No

3 Give the following information for each plan as of the last day of the most recent plan year and enter that date here. If there is more than one plan, at the end of this form, upload a separate schedule.

Year End:	
Total number of persons covered by the plan who are shareholders, officers, self-employed persons, or highly compensated	
Number of other employees covered by the plan	
Number of employees not covered by the plan	
Total number employed	0

4 Have or will the creator of the trust or a contributor to the trust; a brother or sister (whole or half-blood), a spouse, an ancestor, or a lineal descendant of such a creator or contributor; or a corporation controlled directly or indirectly by such a creator or contributor (i) borrow or receive any part of the trust's income or corpus, (ii) receive any compensation for personal services, (iii) obtain any part of the trust's services, or (iv) sell or purchase any securities or other properties from or to the trust? Yes No

Schedule J **Organizations described in section 501(c)(17)—Trusts providing for the payment of supplemental unemployment compensation benefits** *(continued)*

5 Are you submitting this application within 27 months of the end of the month in which you were legally formed? ◯ Yes ◯ No

5a Generally, if you did not file Form 1024 within 27 months of formation, the effective date of your exempt status will be the date you filed Form 1024 (submission date). Requests for an earlier effective date may be granted when there is evidence to establish you acted reasonably and in good faith and the grant of relief will not prejudice the interests of the government.

◯ Check this box if you accept the submission date as the effective date of your exempt status.

◯ Check this box if you are requesting an earlier effective date than the submission date.

5b Explain why you did not file Form 1024 within 27 months of formation, how you acted reasonably and in good faith, and how granting an earlier effective date will not prejudice the interests of the Government.

You may want to include the events that led to the failure to timely file Form 1024 and to the discovery of the failure, any reliance on the advice of a qualified tax professional and a description of the engagement and responsibilities of the professional as well as the extent to which you relied on the professional, a comparison of (1) what your aggregate tax liability would be if you had filed this application within the 27-month period with (2) what your aggregate liability would be if you were exempt as of your formation date, or any other information you believe will support your request for relief.

Schedule K **Organizations described in section 501(c)(19)—A post, organization, auxiliary unit, etc., of past or present members of the Armed Forces of the United States**

1	Are you applying as a post or organization of past or present members of the Armed Forces of the United States?	Yes No
1a	How many total members do you have?	
1b	How many of your members are present or former members of the U.S. Armed Forces?	
1c	How many of your members are cadets (include students in college or university ROTC programs or at armed services academies only), or spouses, widows, or widowers of cadets or past or present members of the U.S. Armed Forces?	
1d	Do you have a membership category other than the ones set out above? If "Yes," describe other membership categories and state the number of members in each category.	Yes No
1e	Do you wish to apply for a determination that contributions to your organization are deductible by donors?	Yes No
1f	How many of your members from Line 1b are war veterans? (A war veteran is a person who served in the Armed Forces of the United States during the following periods of war: April 21, 1898, through July 4, 1902; April 6, 1917, through November 11, 1918; December 7, 1941, through December 31, 1946; June 27, 1950, through January 31, 1955; August 5, 1964, through May 7, 1975; and August 2, 1990, through a future date to be set by law or Presidential Proclamation.)	
2	Are you an auxiliary unit or society of a post or organization of past or present members of the Armed Forces of the United States? If "Yes," list the name, address, and EIN of the post or organization.	Yes No
2a	Are you affiliated with and organized according to the bylaws and regulations formulated by such an exempt post or organization? If "Yes," submit a copy of such bylaws or regulations at the end of this form.	Yes No
2b	How many total members do you have?	
2c	How many of your members are themselves past or present members of the Armed Forces of the United States, or are their spouses, or persons related to them within two degrees of blood relationship? (Grandparents, brothers, sisters, and grandchildren are the most distant relationships allowable.)	
2d	Are all of your members themselves members of a post or organization, past or present members of the Armed Forces of the United States, spouses of members of such a post or organization, or related to members of such a post or organization within two degrees of blood relationship?	Yes No

Schedule K **Organizations described in section 501(c)(19)—A post, organization, auxiliary unit, etc., of past or present members of the Armed Forces of the United States** *(continued)*

3 Are you a trust or foundation organized for the benefit of an exempt post or organization of past or present members of the Armed Forces of the United States? Yes No

3a Will your corpus or income be used solely for the funding of such an exempt organization (including necessary related expenses)? If "No," explain. Yes No

3b If you are formed for charitable purposes, does your organizational document contain a proper dissolution provision as described in section 1.501(c)(3)-1(b)(4) of the Income Tax Regulations? Yes No

4 Do you or will you (i) rent your facilities to the general public; (ii) make your facilities, such as bar and dining facilities, open to the general public; (iii) sell liquor and/or food to members and/or the general public for consumption off premises; or (iv) conduct gaming activities with the general public? If "Yes," explain. Yes No

Schedule L Organizations described in section 501(d)—Religious and apostolic organizations

1 Are you organized for the purpose of operating a communal religious community where members live a communal life following your tenets and teachings? Yes No

2 Do you maintain a common or community treasury? Yes No

3 Do all of your members live in a communal manner? Yes No

4 Are members permitted to own, in their own names, any real or personal property? Yes No

5 Are members required to furnish their own support (food, clothing, and shelter)? Yes No

6 State your membership requirements, the method of member admission, members' right to property owned at the time they're admitted and terminating members' rights to share in the organization's property, or to a return of any property contributed.

Schedule M Organizations described in section 521—Farmers' Cooperative Associations

1 Complete the table below to show the number of shares of each class of capital stock currently outstanding, the value of the consideration for which it was issued, and the rate of dividend paid.

Class of stock	Shares	Amount	Rate of dividend
Preferred stock (voting)			
Preferred stock (non-voting)			
Common stock (voting)			
Common stock (non-voting)			

2 Complete the table below to show the number of shares of capital stock (other than non-voting preferred) owned by current and active producers, inactive producers, and non-producers.

Owner	Shares
Current and active producers	
Inactive producers	
Non-producers	
Total number of shares	0
Percentage owned by current and active producers	0.00

3 Do you or will you issue non-voting preferred stock? If "Yes," explain whether the owners, upon dissolution or liquidation, may share in the profits of the association beyond fixed dividends. Yes No

4 Do you or will you make any provisions for retiring the voting stock held by a non-producer? If "Yes," explain. Yes No

5 Enter the legal rate of interest in the state where you are located.

6 Does state law require you to accumulate and maintain reserves? If "Yes," state the names and purposes of the reserves and specify the amounts. Yes No

Schedule M **Organizations described in section 521—Farmers' Cooperative Associations** *(continued)*

7 Do you or will you maintain any reserves other than those required by state law? If "Yes," state the names and purposes of the reserves and specify the amounts. ◯ Yes ◯ No

8 Describe who is accorded voting rights in the cooperative and how many votes one person may have.

9 Are you a federated cooperative? If "No," continue to Line 12. ◯ Yes ◯ No

10 Are all your member cooperatives exempt under section 521? If "Yes," continue to Line 12. ◯ Yes ◯ No

11 Do the nonexempt member cooperatives have the same annual accounting period as you? If "No," describe the method that you do or will use to provide a common or comparable unit of time for analyzing and evaluating your operations and those of your members. ◯ Yes ◯ No

12 Do you or will you do business with both members and non-members? If "Yes," explain. ◯ Yes ◯ No

Schedule M **Organizations described in section 521—Farmers' Cooperative Associations** *(continued)*

13 Do you or will you pay patronage dividends? If "Yes," explain whether they will be paid to members and non-members on the same basis. If "No," continue to Line 15. ◯ Yes ◯ No

14 Do you or will you allocate patronage dividends based on an obligation in existence before you received the amounts allocated? If "Yes," explain the obligation in detail. ◯ Yes ◯ No

15 Explain how distribution is or will be made of the proceeds of products marketed for members and non-members. Also, if you operate on a basis of allocated units (i.e., functional, departmental, etc.), explain how losses are or will be treated.

16 Explain how you charge for supplies and equipment purchased for members and non-members.

Schedule M **Organizations described in section 521—Farmers' Cooperative Associations** *(continued)*

	Current tax year	2 prior tax years	
	From: __/__/____ To: __/__/____	From: __/__/____ To: __/__/____	From: __/__/____ To: __/__/____
17 Value of agricultural products marketed or handled for: **a** Members - **1.** Actually produced by members			
2. Not actually produced by members but marketed by them through you			
b Non-members - **1.** Actually produced by non-members			
2. Not actually produced by non-members but marketed by them through you			
c Nonproducers (purchased from nonproducers for marketing by you)			
18 Value of supplies and equipment purchased for or sold to: **a** Members who were producers			
b Non-members who were producers			
c Members and non-members who were not producers			
19 Amount of business done with the United States Government or any of its agencies			

20 Were all the net earnings (after payment of dividends, if any, on capital stock) for the years shown on Lines 17-19 distributed as patronage dividends? ◯ Yes ◯ No

If "No," were undistributed net earnings apportioned on the records to all patrons on a patronage basis? ◯ Yes ◯ No

SUPPLEMENTAL RESPONSE

PART III, Line 1

Destination Oregon City, Inc. (the "Organization") works to drive economic growth for the benefit of Oregon City's tourism industry partners, visitors, and residents through strategic marketing and community involvement in order to improve business conditions and promote the common economic interests of the community's tourism industry. It has five main activities, all of which further its exempt purpose.

Promotion of Tourism Assets

The Organization's main activity is to develop and implement a promotion strategy for Oregon City's tourism assets, including those in the following sectors: Lodging, retail, restaurant, outdoor recreation, craft beverage, historic sites, river-based activities, and agritourism. The Organization plans to utilize a variety of venues to do so, including a website, TV commercials, social media platforms, and print ads in various publications. This activity will be conducted by the Organization's staff, Board members, volunteers, and paid consultants. It will take place in office space that the Organization plans to lease from Oregon City in its City Hall (the "Office Space"), the home and business offices of Board members and consultants, and in the community. It will be funded through a contract that the Organization plans to enter into with Oregon City, grants and donations, member support/donations, and the sale of ads in the publications the Organization produces. The Organization anticipates that this activity will take up 40% of its total time and 40% of its total expenses. This activity furthers its tax-exempt purpose by exposing the public to the activities, experiences, and products unique to Oregon City, thus promoting and improving business conditions for all those involved in the location's tourism industry.

Training and Education for Tourism Industry Members

The Organization will also offer classes to individuals engaged in Oregon City's tourism industry in a wide variety of applicable topics, including customer service, managing inventory, merchandising, and tourism promotion. Participants will receive a certificate upon completion of the course. The Organization will charge tuition to participants, but scholarships will be available for those who qualify based on financial need. This activity will be conducted by the class participants, staff, and consultants paid to teach the classes. Exact locations for the classes have not been determined, but they will likely take place at City Hall, the local Community Center, or other community or event rooms in the City. It will be funded through tuition paid by participants, the contract with Oregon City, grants and donations, member support/donations, and the sale of ads. The Organization anticipates that this activity will take up 20% of its total time and 10% of its total expenses. This activity furthers its tax-exempt purpose by improving the customer service and business management skills of local business owners, managers, employees, and volunteers. Having personable and friendly customer service as well as efficiently run businesses will improve the experience of visitors to the City. This will hopefully lead to an increase in tourism, promoting and improving business conditions for the City's businesses and other entities engaged in tourism.

Board and Staff Development and Training
The Organization recognizes the importance of having a competent, effective, and active Board and staff. As a result, it plans to conduct regular trainings for Board and staff members. This activity will be conducted by the Board members, staff, and paid consultants. It will take place at the Office Space. It will be funded through the Oregon City contract, grants and donations, member support/donations, and the sale of ads. The Organization anticipates that this activity will take up 10% of its total time and 10% of its total expenses. This activity furthers its tax-exempt purpose by ensuring the Organization's leadership is effective and able to execute its mission of promoting and improving business conditions for Oregon City's tourism industry.

Resource Development and Application
In order to achieve its mission, the Organization recognizes that it must bring in necessary resources to fund its operations. It will fundraise through the following methods: 1) direct appeals to donors (including members) who have an inherent interest in tourism and the area's rich history, 2) writing grants for county and state government programs, and 3) selling ads and merchandise. This activity will be conducted by the Board members and staff. It will take place at the Office Space and onsite at donors' locations. It will be funded through the Oregon City contract, grants and donations, member support/donations, and the sale of ads. The Organization anticipates that this activity will take up 20% of its total time and 20% of its total expenses. This activity furthers its tax-exempt purpose by ensuring the Organization has the necessary funds to be able to execute its mission of promoting and improving business conditions for Oregon City's tourism industry.

Community Aesthetics and Beautification
The Organization will work with Oregon City, neighborhoods, and other stakeholders to develop and implement beautification projects around the community, including planting, painting, and murals. This activity will be conducted by the staff, City employees and elected officials, members, volunteers, and representatives from neighborhoods, other organizations, and local schools. It will take place in the offices of those individuals as well as out in the community. It will be funded through the Oregon City contract, grants and donations, member support/donations, and the sale of ads. The Organization anticipates that this activity will take up 10% of its total time and 20% of its total expenses. This activity furthers its tax-exempt purpose by improving the aesthetics of the community, making it a more enjoyable place to visit. This will help increase tourism, thus promoting and improving business conditions for all those involved in Oregon City's tourism industry.

PART VI, STATEMENT OF REVENUES AND EXPENSES

	11/19/2024 – 06/30/2025	**07/01/2025 – 06/30/2026**	**07/01/2026 – 06/30/2027**
Type of Revenue			
Line 7			
Ads in publications	$0	$5,000	$5,000
TOTAL	$0	$5,000	$5,000
Line 9			
Special event ticket sales	$0	$0	$5,000
TOTAL	$0	$5,000	$5,000

Type of Expense			
Line 14			
Grants to other tourism organizations in the area	$0	$10,000	$10,000
TOTAL	$0	$10,000	$10,000
Line 22			
Logo, branding, and stationary	$0	$3,000	$3,000
Office supplies	$0	$2,000	$2,000
Office equipment	$0	$2,000	$2,000
Office furniture	$0	$2,000	$2,000
Brochures, shipping	$0	$5,000	$5,000
TOTAL	$0	$14,000	$14,000

PART VIII, Line 1

Signature

I declare under penalties of perjury that I am authorized to sign this application on behalf of the above organization and that I have examined this application, and to the best of my knowledge it is true, correct, and complete.

Signature Date

Name (Print) Title

MEMORANDUM OF UNDERSTANDING
BETWEEN
DESTINATION OREGON CITY, INC.
AND
OREGON CITY

THIS MEMORANDUM OF UNDERSTANDING ("Agreement"), is made and entered into as of this ______ day of __________, 202_ ("Effective Date"), by and between Destination Oregon City, Inc., an Oregon mutual benefit Destination Marketing and Management Organization in the process of applying for 501(c)(6) tax-exempt status (the "DMO"), and the City of Oregon City ("the City") (together the "Parties"). In consideration of the mutual understandings, releases, covenants, and payments herein described, the Parties agree as follows:

AGREEMENT

1. **Introduction and Purpose**. Oregon City, along with community partners and hired consultants, created the DMO to operate as a completely separate entity to develop, direct, coordinate, and implement all tourism-related strategic plans and activities on behalf of the City. In addition, the DMO will direct, and manage the day-to-day tourism-related activities on behalf of the City. The DMO and the City desire to contract with each other to provide certain services, as explained below.

2. **Agreement Term.** The Agreement Term shall be based on the City's fiscal year, July 1 to June 30th. The Agreement shall commence on the Effective Date and terminate on June 30, 2027. ("Initial Term"). The Agreement may be extended by mutual agreement in a writing signed by both of the Parties. "Agreement Term" as used in this Agreement includes the Initial Term as well as any extended term(s) unless otherwise noted.

3. **Termination.**
   - 3.1. **By Mutual Agreement.** During the Agreement Term, this Agreement may be terminated immediately by mutual agreement in a writing signed by both of the Parties.
   - 3.2. **Unilateral Termination with Cause.** During the Agreement Term, if either party breaches the Agreement by failing to perform or violating any of its obligations under this Agreement ("Default"), the other party may give notice to the breaching party of such Default ("Notice of Default"). If within ten (10) business days of the date of the Notice of Default the breaching party has not cured the Default, the other party may immediately terminate this Agreement by providing notice to the breaching party in writing. Upon termination, the breaching party shall immediately cease work under this Agreement, unless directed otherwise in the notice of termination from the other party. In addition, the DMO shall immediately vacate the Office Space. If either party terminates under this clause, each party must pay the other as described in this Agreement for services satisfactorily rendered, and not yet paid for, up until the date of the termination. If either party has already been paid by the other for services it has not yet performed, it must return any amounts beyond the value of the services it satisfactorily rendered up until the date of termination.

3.3. Unilateral Termination by the City for Serious Breach. During the Agreement Term, if the DMO commits financial mismanagement or financial negligence or, in the City's sole discretion, does anything to damage the reputation of the City, the City's officers, or its staff ("Serious Breach"), the City may terminate this Agreement unilaterally and immediately by providing notice to the DMO in writing. The notice shall state a termination date, which may be the date of the notice, the date the Serious Breach occurred, or a later date, at the City's sole discretion ("Termination Date"). The notice must also cite the fact the DMO has committed a Serious Breach and explain what occurred. On the Termination Date, the DMO shall immediately cease work under this Agreement, unless directed otherwise in the notice of termination from the City. In addition, the DMO shall immediately vacate the Office Space. The DMO must pay the City for any services satisfactorily rendered by the City and not yet paid for prior to the Serious Breach. In addition, the DMO must return all Funds not expended for the purposes outlined in this Agreement, whether those Funds are currently in the DMO's possession or not.

3.4. Rights Upon Termination. Nothing in this Article removes or alters any of the rights and remedies to which either party may be entitled by law for the enforcement of its rights under this Agreement or upon the other party's breach of this Agreement.

4. Services Provided by/Governance of the DMO.

4.1 Management/Coordination Plan. The DMO will work to plan, lead, coordinate and implement tourism-related strategies with all tourist-facing organizations and businesses within Oregon City with the goal of establishing a unified plan. The DMO will prepare and submit a Management/Coordination Plan within six (6) months of the Effective Date. The Management/Coordination Plan must explain how the DMO will drive economic growth for the benefit of Oregon City's tourism industry, visitors, and residents in a coordinated manner with its partners and members. In addition, it must explain how it will work to increase the operational capacity of the industry through training/education and technical assistance. The City Commission will review and either approve or return the Management/Coordination Plan. If returned, the DMO will continue to adjust and develop the Management/Coordination Plan until the Commission approves it.

4.2 Marketing Strategy. The DMO will prepare and submit a Marketing Plan within six (6) months of the Effective Date. The Marketing Plan must demonstrate how the DMO will enhance Oregon City's branding, how it will promote existing experiences and activate new ones, and how the DMO will pursue opportunities to create or be included on new or existing travel itineraries that include the City. The DMO must encompass its programmatic activities within the legal limits of Oregon City and it must primarily focus on the following sectors: historic sites, lodging, outdoor recreation, agritourism including the beverage industry, and river-based activities. The City Commission will review and either approve or return the Marketing Plan to the DMO. If returned, the DMO will continue to adjust and develop the Marketing Plan until the Commission approves it.

4.3 Update. Every six (6) months following the submission and approval of its Management/Coordination Plan and its Marketing Plan, the DMO shall prepare and submit to the City Commission an update on the DMO's implementation strategy of both the Management/Coordination Plan and the Marketing Plan. The City Commission will review and either approve or return the update to the DMO. If returned, the DMO will continue to adjust and develop the update until the Commission approves it.

4.4 **Approval for Governance Change.** The DMO agrees to apply for, obtain, and retain during the Agreement Term 501(c)(6) tax-exempt status from the Internal Revenue Service. It also agrees to adopt the Bylaws contained in **Exhibit A,** attached hereto and incorporated herein, as its initial Bylaws. In addition, during the Agreement Term, prior to amending or restating its Articles of Incorporation or Bylaws, the DMO shall provide a copy of such amendment to the City Commission and must obtain permission for the amendment in writing from the City prior to making the change.

5. **Services Provided by the City.** The City will provide the following services (collectively "Services"): Funds, Office Space, and a City Liaison, as explained below in **Articles 6 through 8**.

6. **Funds.** Each year during the Agreement Term, the City will provide the DMO with one hundred and twenty-five thousand dollars ($125,000), minus the General City Services Fee explained below, from transient lodging taxes collected by the City (the "Funds"). The City will distribute the Funds on a quarterly basis during the Agreement Term on or approximately on the following dates: November 15th, Feb 15th, May 15th, August 15th. In addition, the City will provide the DMO with an initial, one-time sum of one hundred and twenty-five thousand dollars ($125,000) in "seed" capital to help set up the initial operations of the DMO (the "Seed Capital"). The City will distribute the Seed Capital in one lump sum on the Effective Date. A tourism-related contingency account comprised of unspent transient lodging tax funds will be maintained by the City. If the DMO needs additional funding beyond its annual allocation, it will need to request it from the City Commission.

7. **City's Liaison.** The City's Economic Development Manager shall act as a liaison between the City and the DMO ("City Liaison").

7.1 **Services**. The City Liaison will provide technical assistance to the DMO on how to interact with the City Commission and how to negotiate and comply with its contract(s) with the City. The City Liaison will devote up to eight percent (8%) of their time to assisting the DMO, calculated monthly. If the DMO does not use all that time in any given month, it will lose that time; it does not carry over to the next month.

7.2 **Fee.** In exchange for the services provided by the City Liaison, the DMO will pay the City the equivalent of eight percent (10%) of the total Funds it receives up to twenty-five thousand dollars ($25,000) per fiscal year, each year of the Agreement Term. The DMO is required to pay this sum whether or not it uses all of the time available to it.

7.3 **Employee of the City**. The City Liaison is solely the employee of the City, and the City retains complete authority to hire, train, monitor, discipline, and terminate its own employees at its own discretion, as well as responsibility to ensure compliance with all applicable local, state, and federal employment laws in its employment of its employees.

8. **Office Space.** The City will provide the DMO with one administrative office (the "Office Space") at City Hall, located at 625 Center St., Oregon City, OR 97045 for the Initial Term only and not any extended term of this Agreement. The City will not charge the DMO a rental fee for the Office Space. The Office Space will be assigned by the City in its sole discretion and may be changed from time to time by the City.

    8.1. **Use.** The DMO will use the Office Space only for purposes directly related to developing and implementing the Strategic Plan and Marketing Strategy and any updates to that plan.

    8.2. **Exclusive Use, Right of Entry.** The DMO shall have exclusive use of the Office Space, provided that the City may enter at any time, with or without permission or notice, to prevent or investigate potential damage or other harm to the Office Space or to other areas of City Hall or to confirm the DMO's compliance with this Agreement. The DMO will not have access to the City's private computer network but may have access to its public computer network.

    8.3. **Access.** The City will provide keys to designated representatives of the DMO only, and the DMO shall not make copies of those keys nor distribute them to others, whether connected to the DMO or not. The DMO may access the Office Space during normal office hours at City Hall. DMO personnel will have to vacate the premises after hours unless the City Liaison or a his/her assignee is available to stay after hours.

    8.4. **Compliance with Laws and Regulations.** The DMO will comply with all applicable laws, ordinances, rules, and regulations of the United States (including the Internal Revenue Service), State of Oregon, Oregon City, Clackamas County, and all other government authorities with jurisdiction over the Office Space, City Hall, or the Parties, including but not limited to local fire codes, zoning regulations, and occupancy codes.

    8.5. **Utilities.** The City will provide the following utilities and services at no additional cost to the DMO: Electricity, water, heat, air conditioning, janitorial services, telephone, public Wi-Fi internet access, and security system.

    8.6. **Parking.** The City will allow the DMO to utilize its parking at City Hall. Due to limited parking space and other activities occurring at City Hall, if the DMO wishes to use City Hall to hold Board meetings, they must be held after 5:00 pm.

    8.7. **City Commission Chambers at City Hall.** The DMO may have access to this space only after hours of City Hall operations, and the Chambers must be properly scheduled.

    8.8. **Meeting Room Space.** The DMO may have access to other meeting room space in City Hall only during regular City Hall office hours provided it is properly scheduled for use.

    8.9. **Maintenance and Repair.**

        8.9.1. **The City's Maintenance and Repairs.** The City will repair and maintain the Office Space and any fixtures it contains as well as any common areas necessary to access and use the Office Space. The DMO will promptly notify the City of any damages or noticed defect to any of the foregoing.

        8.9.2. **The DMO's Repairs and Maintenance.** The DMO will leave the Office Space and all other areas of City Hall in the good condition

        8.9.3. **Repairs Due to a Party's Negligence.** Each party is responsible for damage caused by that party or its employees, guests, agents, invitees, participants, volunteers, directors, officers, members, managers, partners, contractors, or representatives ("Agents"). If the DMO fails to perform its obligations under this Section, after ten (10) days' written notice to the DMO, except in an emergency when no notice will be required, the City may perform the obligations on the DMO's behalf, and recover the cost of performance by reducing the next installment of the Funds by that amount or it may charge the DMO for the cost of that performance.

8.10. The DMO will undertake no construction, alteration, improvement, or changes ("DMO Improvements") on or to the Office Space without the prior written consent of the City. Any and all DMO Improvements made to the Office Space that become affixed or attached to the Office Space shall remain the property of the City upon the expiration or termination of this Agreement.

9. **General City Services Fee:** State law, ORS 320.300, allows city government to take a portion of its transient lodging tax allocation for general city services. The City will charge a General City Services Fee of no more than ten percent (10%) of the Funds, which it will deduct from the Funds prior to their transfer to the DMO.

10. **Policies and Procedures:** When conducting work on City property or accessing/using City-owned systems, equipment, or facilities, the DMO and its Agents must follow at all times all applicable City policies.

11. **Insurance**: The DMO shall obtain and maintain continuously in effect during the Agreement Term: Director's and Officer's Insurance (Management Indemnity) with a limit of one million dollars ($1,000,000) and Commercial Insurance policy (Property, General Liability, Crime, Auto, Special Event) with a limit of one million dollars ($1,000,000) per occurrence and two million dollars ($2,000,000) in the aggregate. In addition, if the DMO employs any "subject worker" as defined in ORS 656.027, workers' compensation insurance for those workers, with statutory limits, and employer's liability insurance, with limits not less than five hundred thousand dollars ($500,000) per each accident or disease. All of the DMO's insurance coverage required by this section, except for workers' compensation, shall include an "Additional Insured" endorsement specifying Oregon City, its officers, employees, and agents as Additional Insureds, including Additional Insured status with respect to liability arising out of ongoing operations and completed operations, but only with respect to the DMO's activities to be performed under this Agreement. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

12. **Confidential Information**: At no time will anyone other than the DMO and its Agents have access to DMO records, including donor records and other documents, without the express, prior approval of the DMO. The DMO shall not have access to the City's confidential information without the express, prior approval of the City. During the term of this Agreement, the Parties acknowledge that they may have access to each other's confidential information to some extent, as explained above. "Confidential Information" means information belonging to the DMO or the City which is of value to such party and the disclosure of which could result in a competitive or other disadvantage to such party. This includes, without limitation, information concerning the business of the other, manner of operations, plans, donor lists, program or member information, processes, trade secrets, or other data. "Confidential Information" does not include: (1) information that was known to the receiving party before receipt from or on behalf of the disclosing party; (2) information

that is disclosed to the receiving party by a third person who has a right to make such disclosure without any obligation of confidentiality to the party seeking to enforce its rights under this section; (3) information that is or becomes generally known in the trade without violation of this Agreement by the receiving party; or (4) information that is independently developed by the receiving party or its Agents without reference to the disclosing party's information. Each party will protect the other's Confidential Information with at least the same degree of care it uses with respect to its own Confidential Information. Neither the City nor the DMO shall at any time, or in any manner, either directly or indirectly, divulge or communicate to any person or entity the other party's Confidential Information unless required by law, regulation, or legal process or if requested by the other party in writing and with reasonable notice.

13. **Ownership of Work Product.** All work product created by the DMO shall belong to the DMO. All work product created by the City Liaison shall belong to the City.

14. **Indemnification.**

14.1. By the City. The City hereby irrevocably and unconditionally agrees, subject to the limitations and conditions of the Oregon Tort Claims Act, ORS 30.260 et seq., and the Oregon Constitution, Article XI, Section 7, to indemnify, defend, and hold harmless the DMO and its Agents from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs, and expenses, including reasonable attorneys' fees and expenses, and liabilities of every kind and character whatsoever resulting from (a) any breach of this Agreement by the City or its Agents or (b) any other act or omission by the City or its Agents whether in connection with this Agreement or otherwise related hereto.

14.2. By the DMO. The DMO hereby irrevocably and unconditionally agrees to indemnify, defend, and hold harmless the City and its Agents from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs, and expenses, including reasonable attorneys' fees and expenses, and liabilities of every kind and character whatsoever resulting from (a) any breach of this Agreement by the DMO or its Agents or (b) any other act or omission by the DMO or its Agents whether in connection with this Agreement or otherwise related hereto.

14.3. By Either Party. No party to this Agreement will be required to indemnify or defend the other party for any liability arising solely out of wrongful, intentional, willful, negligent, or grossly negligent acts of a third party or the other party's own Agents.

15. **Relationship of Parties.**

15.1. Separate Entities. The Parties expressly acknowledge and agree that they are, and intend to remain, separate entities. Each party agrees that its conduct and the conduct of its Agents, and any other legal obligations of that party, are the sole responsibility of that party. The relationship of the Parties under this Agreement is that of independent contracting parties. Nothing in this Agreement creates a joint venture between the Parties. Neither party shall be deemed to be an employee, agent, partner, or legal representative of the other for any purpose and neither shall have any right, power or authority to create any obligation or responsibility on behalf of the other except as otherwise provided herein or pursuant to any other written agreement between the Parties. Each party shall, at its sole cost and expense, comply with all local, state, and federal laws, rules, ordinances, and regulations of all governing bodies having jurisdiction over the party in relation to its obligations under this Agreement and shall obtain all necessary permits, registrations, and licenses therefore.

15.2. Taxes, No Employment Relationship. Each party shall pay all applicable sales taxes, use taxes, processing taxes, and federal and state taxes, as well as insurance, contributions for Social Security, and employment taxes which are measured by wages, salaries, or other remuneration paid by that party, whether levied under existing or subsequently enacted laws, rules, or regulations. Neither party nor its Agents are, nor shall they be treated as, employees of the other party with respect to the services performed under this Agreement for any purpose whatsoever.

16. Miscellaneous Provisions:

16.1. Attorney Fees. In the event suit or action is brought, or an arbitration proceeding is initiated, to enforce or interpret any of the provisions of this Agreement, or that arise out of or relate to this Agreement, the prevailing party shall be entitled to reasonable attorney fees in connection therewith. The determination of who is the prevailing party and the amount of reasonable attorney fees to be paid to the prevailing party shall be decided by the arbitrator(s) (with respect to attorney fees incurred prior to and during the arbitration proceedings) and by the court or courts, including any appellate court, in which such matter is tried, heard, or decided, including a court that hears a request to compel or enjoin arbitration or to stay litigation or that hears any exceptions or objections to, or requests to modify, correct, or vacate, an arbitration award submitted to it for confirmation as a judgment (with respect to attorney fees incurred in such court proceedings).

16.2. Governing Law; Submission to Jurisdiction. This Agreement shall be governed by and construed in accordance with the laws of the state of Oregon, without regard to conflict of law principles. The Parties consent to the exclusive jurisdiction of the Clackamas County Circuit Court in Oregon, and irrevocably agree that all actions or proceedings relating to this Agreement, or any related matter shall be litigated in such court. The Parties each waive any objection which it may have based on improper venue or forum non conveniens to the conduct of any such action or proceeding in such court.

16.3. Entire Agreement. This Agreement contains the entire agreement of the Parties and supersedes all other prior or contemporaneous communications, representations, understandings, and agreements, either oral or written, relating to the subject matter of this Agreement.

16.4. Amendment. This Agreement may be supplemented, amended, or revised only in writing by agreement of the Parties.

16.5. Severability. If any provision of this Agreement is held illegal, invalid, or unenforceable, all other provisions of this Agreement shall nevertheless be effective, and the illegal, invalid, or unenforceable provision shall be considered modified such that it is valid to the maximum extent permitted by law.

16.6. Notices. All notices and other communications to be given hereunder shall be given in writing and shall be delivered personally, emailed, or mailed by certified mail, postage prepaid, to the addresses listed below. Notice shall be deemed to have been given on 1) the date of delivery (if delivered personally), or 2) the date emailed, or 3) (if mailed) on the date indicated by the electronic verification of delivery or refusal by the recipient.

If to the City:

Economic Development Manager___________________
625 Center Street, PO. Box 3040 _____________________
Oregon City, OR 97045______________________
jgraham@orcity.org._____________@____

If to the DMO:

Tourism Development Director______________________
625 Center Street, P.O. Box 3040______________________
Oregon City, OR 97045______________________
________________@____

The addresses to which notices are to be delivered may be changed by giving notice of the change in address in accordance with this provision.

16.7. Survival. Any covenant or condition (including, but not limited to, all indemnification agreements) set forth in this Agreement, the full performance of which is not specifically required before the expiration or earlier termination of this Agreement, and any covenant or condition that by its terms is to survive, will survive the expiration or earlier termination of this Agreement and will remain fully enforceable thereafter.

16.8. Assignment; Subcontracting. Neither party shall not assign its rights or delegate its duties under this Agreement, nor shall it subcontract the work, in whole or in part, without the other party's prior written consent.

16.9. No Presumption Against Drafter. This Agreement shall be construed without regard to any presumption or rule requiring construction against the party drafting the Agreement.

16.10. Headings. Section headings in this Agreement are included herein for convenience of reference only and shall not constitute a part of this Agreement for any other purpose.

16.11. Waiver. Any waiver of the provisions of this Agreement or of the Parties' rights or remedies under this Agreement must be in writing and signed by an individual authorized by the City Commission (for the City) and by the Board (for the DMO) to be effective. Failure, neglect, or delay by a party at any time to enforce the provisions of this Agreement or the Parties' rights or remedies shall not be construed as a waiver of such party's rights, powers, or remedies under this Agreement. Waiver of any breach or provision of this Agreement shall not be considered a waiver of any later breach or of the right to enforce any provision of this Agreement.

16. Authority to Sign: Each of the signatory parties below represents and warrants that the execution, delivery, and performance of this Agreement has been duly authorized, and they are signing with full and complete authority to bind the party on whose behalf they are signing to each and every term of this Agreement.

EXECUTION

On Behalf Of:
DESTINATION OREGON CITY, INC.

By (sign): ______________________

Print Name: ____________________

Title: _________________________

Date: ________

On Behalf Of:
CITY OF OREGON CITY

By (sign): _________________________

Print Name: ________________________

Title: ____________________________

Date: _________

By (sign): _________________________

Print Name: ________________________

Title: ____________________________

Date: _____________________________

EXHIBIT A

BYLAWS
OF
DESTINATION OREGON CITY, INC.

Adopted by the Board of Directors on:

____

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ARTICLE 6. GENERAL PROVISIONS

ARTICLE 7. AMENDMENT

NOTE: The Oregon Nonprofit Corporation Act, ORS Chapter 65, governs nonprofit organizations incorporated in Oregon. If a conflict exists between these Bylaws and the provisions contained in that Act as it is currently written or as amended, the provisions of the Act govern the organization.

BYLAWS
OF
DESTINATION OREGON CITY, INC.

ARTICLE 1: PURPOSE

This corporation is organized exclusively as a Board of Trade Destination Management and Marketing Organization. Subject to the limitations stated in the Articles of Incorporation, the purposes of this organization shall be to engage in any lawful activities, none of which are for profit, for which corporations may be organized under Chapter 65 of the Oregon Revised Statutes ("ORS") (or its corresponding future provisions) and Section 501(c)(6) of the Internal Revenue Code (or its corresponding future provisions).

Within these limits, this corporation's purposes shall include the following:

Drive economic growth for the benefit of Oregon City's tourism industry partners, visitors, and residents through strategic marketing and community involvement in order to improve business conditions and promote the common economic interests of the community's tourism industry.

ARTICLE 2: NO VOTING MEMBERS

The corporation shall not have any voting members, as that term is defined in ORS 65 (or its corresponding future provisions). However, the Board of Directors from time to time may establish one or more classes of nonvoting members on such terms and conditions as the Board in its discretion deems advisable.

ARTICLE 3: BOARD OF DIRECTORS

3.1 Powers. All corporate powers shall be exercised by or under the authority of, and the affairs of the corporation managed under the direction of, a Board of Directors.

3.2 Board Duties. The Board of Directors shall exercise, delegate, or otherwise authorize the exercise of all corporate powers and shall direct the management of the Corporation's affairs. Such management includes, but is not limited to the following: 1) establish the Corporation's policies and review and change them as necessary, 2) oversee its programs, 3) appoint or employ and supervise its executive director or head of staff, 4) authorize its expenditures, 5) oversee its financial affairs, and 6) ensure the proper management and use of its assets and property. Whenever the Board of Directors delegates any of its authority or responsibility, the Board of Directors shall retain ultimate authority and responsibility over the matter delegated. The Board of Directors must also ensure that the Corporation: 1) properly employs the necessary corporate formalities to make its decisions, 2) prepares and submits all required state and federal reports, and 3) operates in compliance with relevant state and federal laws. Board Directors must diligently prepare for, attend, and participate in the meetings of the Board of Directors and any Board committees as needed, in order to carry out these tasks. The role of the Board of Directors does not include direct management or conduct of the daily operations of the Corporation

3.3 Individual Director Duties. It is the duty of each Director to comply with the standard of conduct required of Directors in ORS 65.357 (or its corresponding future provisions). As such, Directors shall discharge their duties in good faith with the care an ordinarily prudent person in a like position would exercise under similar circumstances and in a manner the Director reasonably believes to be in the best interests of the corporation. In addition, Directors will strive to understand all laws, regulations, and rules applicable to the organization, in order to ensure the organization's legal compliance. In discharging their duties, Directors are allowed to rely on information presented by competent professionals, as explained in ORS 65.357 (or its corresponding future provisions).

3.4 Qualifications and Composition. Nominees for Director positions must have demonstrated an interest in and dedication to the mission of the corporation as well as a meaningful connection to Oregon City's tourism industry. All Directors must be individuals 18 years of age or older. The corporation recognizes the importance of including voices from the following sectors: Lodging, retail, restaurant, outdoor recreation, beverage, historic sites, river-based activities, and agritourism. As such, at all times, at least four of the Directors must have a direct connection to one or more of those sectors through current or previous employment, investment, ownership, or nonprofit Board service. In order to preserve a diversity of voices, no more than one Directors may be from any one sector at any time. To the degree possible, the Board shall represent different geographical areas within Oregon City.

3.5 Number. The Board of Directors shall consist of not fewer than five and not more than seven voting Directors and one ex officio Director. The number of voting Directors may be fixed or changed periodically within the minimum and maximum by the Board of Directors. The term "Director" as used in these Bylaws shall include only voting Directors unless the ex officio Director is explicitly included. The ex officio Director has no vote and does not have any of the same rights or responsibilities as other Directors.

3.6 Election and Term of Office.

(a) Nominations. Nominations for new Members of the Board of Directors may be made by the Board of Directors, or by individual Directors.

(b) Election Process. Elections shall take place at the Annual Meeting, unless scheduled to take place at a different time by a resolution of the Board of Directors.

(c) Each Director shall vote separately for each person nominated to be elected to serve on the Board of Directors. The vote must be by a secret ballot if any nominee so requests.

(d) Election Policy and Procedures. The Board of Directors may prepare and adopt by resolution, a formal written policy regarding the details of the Board election process, including requirements for the announcement of elections and the solicitations of nominations, the role of a nominating committee, and the schedule and procedures that must be used to hold elections.

(e) Term: The initial Directors shall be appointed by the Incorporator. Positions two, four, and six shall serve until the Annual Meeting in 2026 and positions one, three, five, and seven shall serve until the Annual Meeting in 2027. Subsequent Directors shall serve for terms of two years, and shall be elected on a rotating cycle, so that positions two, four, and six shall be elected in even years and positions one, three, five, and seven shall be elected in odd years. Directors may, if re-elected, serve up to two consecutive terms and then must take a one-year break before being eligible for re-election. Despite the expiration of a Director's term, the Director shall continue to serve until the Director's successor is elected and qualifies.

(f) Ex Officio Director: The ex officio Director shall be appointed by and serve at the pleasure of the Oregon City Commission. The ex officio Director may, if re-appointed, serve up to two consecutive terms and then must take a one-year break before being eligible for re-appointment.

3.7 Resignation. A Director may resign at any time by delivering written notice to the Chair or the Secretary. A resignation is effective when notice is received, unless the notice specifies a later effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the Board of Directors. Disagreements as to when the notice was "received," and thus effective, should be resolved by reference to ORS 65.034 (or its corresponding future provisions).

3.8 Removal. A Director may be removed at any time, with or without cause, by a two-thirds vote of the Directors then in office, not including the Director to be removed. Notice of the meeting must be given that states that the removal of a Director is to be considered at that meeting. If a Director misses more than one-third of the Board meetings in any year without an excuse accepted by the Board or the Chair, the Board must consider removal of that Director, following the procedure explained above.

3.9 Vacancies. A vacancy in the Board of Directors shall exist upon the death, resignation, or removal of any Director or a vote by the Board to increase the number of Directors within the limits for the number of Directors allowed in these Bylaws. A vacancy in the Board of Directors may be filled by a vote of the majority of the remaining Directors still in office, although less than a quorum, at any meeting. Each Director so elected shall hold office for the balance of the unexpired term of his or her predecessor, or in the case of an increase in the number of Directors within the range allowed by these Bylaws, until the year set for their re-election by their position number, as explained above. If the Board of Directors receives the resignation of a Director tendered to take effect at a future time, a successor may be elected to take office when the resignation becomes effective.

3.10 Annual Meeting. An annual meeting of the Board of Directors shall be held during the first quarter of the corporation's fiscal year, unless the meeting is scheduled to take place at a different time by a resolution of the Board of Directors, at a time and place designated by the Board of Directors.

3.11 Regular and Special Meetings. The Board of Directors must meet at least four times a year, ideally once in each quarter. The Board shall establish by resolution a regular schedule for meetings, and these meetings are called regular meetings. All other meetings are special meetings. The Board of Directors must hold annual, regular, or special meetings within the legal boundaries of Oregon City.

3.12 Call and Notice of Meetings. Required notices under these Bylaws must be posted on the organization's website and provided by email to those who have signed up for notice at least four days prior to every meeting. Notice must also be given to each Director currently in office at the time notice is provided and shall be given at the following times, unless stated otherwise in the Articles of Incorporation or these Bylaws: At least seven days' notice if given by first-class mail, or four days' notice if given electronically (including by email or text message), or two days' notice if given verbally directly to the Director (including by telephone). The schedule of regular meetings must be given to all Directors, with the first meeting on the schedule being preceded by notice, as explained above. Once notice has been given of a schedule for regular meetings of the Board of Directors, further regular meetings on that schedule may be held without further notice of the date, time, or place of the meeting. Notice of special meetings shall be given as described above. All notices must give the date, time, and place of the meeting. Except as specifically provided in these Bylaws or applicable law, the notice need not describe the purposes of any meeting. The Chair or one-third of the Directors then in office may call and give notice of a meeting of the Board.

3.13 Waiver of Notice. A Director may at any time waive any notice required by these Bylaws. A Director's attendance at or participation in a meeting waives any required notice to the Director of the meeting unless the Director, at the beginning of the meeting or promptly upon the

Director's arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken at the meeting. Except as provided in the preceding sentence, any waiver must be in writing, must be signed by the Director entitled to the notice, must specify the meeting for which the notice is waived, and must be filed with the minutes or the corporate records.

3.14 Telephonic/Video Participation. With four days advance notice to the Chair of the Board of Directors, any Director that has a physical challenge to attending a meeting in person may participate in any meeting by videoconference. In addition, in the event of an emergency that prevents the Directors from meeting together in person, the Chair may conduct a meeting via videoconference as long as all Directors participating may simultaneously communicate with each other during the meeting. A Director participating in a meeting by videoconference is deemed to be present in person at the meeting.

3.15 Quorum and Voting. When conducting meetings, the Board of Directors shall adopt Robert's Rules of Order. A quorum of the Board of Directors shall consist of a majority of the number of Directors in office immediately before the meeting begins. If a quorum is present when a vote is taken, the affirmative vote of a majority of the Directors present when the action is taken is the act of the Board of Directors except to the extent that the Articles of Incorporation, these Bylaws, or applicable law require the vote of a greater number of Directors. A Director is considered present regardless of whether the Director votes or abstains from voting.

Prior to voting, a motion must be clearly stated and seconded, a vote must be taken, and the vote must be recorded in the meeting minutes. Each Director has one vote on each motion. If any Director so requests, the minutes shall include the names of each Director who voted for, voted against, or abstained from a specific motion.

3.16 Presumption of Assent. A Director who is present at a meeting of the Board of Directors when corporate action is taken is deemed to have assented to the action taken unless:

(a) The Director objects at the beginning of the meeting, or promptly upon the Director's arrival, to holding the meeting or transacting the business at the meeting;

(b) The Director's dissent or abstention from the action taken is entered in the minutes of the meeting; or

(c) The Director delivers written notice of dissent or abstention to the presiding Officer of the meeting before its adjournment or to the corporation immediately after adjournment of the meeting. The right of dissent or abstention is not available to a Director who votes in favor of the action taken.

3.17 No Proxy Voting. No proxy voting is allowed at any meeting of the Board of Directors or as part of reaching any decision of the Board.

3.18 Compensation. Directors and members of committees may not receive reimbursement of expenses unless the Board first adopts a Travel & Expenses Reimbursement Policy; thereafter, Directors and members of committees may be reimbursed for expenses in accordance with that policy and as may be determined by resolution of the Board of Directors to be just and reasonable. Directors shall not otherwise be compensated for service in their capacity as Directors.

3.19 Executive Session Meetings. Meetings shall normally be open to the public. However, the Board, by majority vote, may at any time decide to go into an Executive Session meeting. Executive Session shall be used when the Board of Directors deems it is necessary to protect the confidentiality of the matters that will be considered there. Executive Session meetings may be attended only by members of the Board of Directors, and any guests the Board invites to join the meeting, which may include the Executive Director, other staff, or any other person the Board wishes to invite. A Director may only be excluded from any portion of Executive Session meetings in which matters will be considered that present a conflict of interest for that Director. Minutes shall be properly recorded, but shall only be read or approved at a subsequent Executive Session if there is a need to continue to ensure the confidentiality of the matters contained in the minutes. The Secretary shall take care to record in the minutes only the motions passed and information essential to comply with the law, in order to protect the confidential nature of Executive Sessions.

3.20 Authority of Directors. The Chair shall be an official spokesperson for the organization, and may represent the organization and its positions whenever appropriate. No member of the Board of Directors other than the Chair may officially represent the positions of the organization or speak or act on behalf of the organization without specific approval by the Board to do so.

3.21 Director Conflicts of Interest. A conflict-of-interest transaction occurs whenever the corporation pays money or other compensation, or provides any tangible benefits, to an Officer or Director or to a member of a Director's or Officer's family, or if the Director or Officer otherwise has a direct or indirect interest in the transaction, as defined in ORS 65.361 (or its corresponding future provisions). All conflict-of-interest transactions must be approved according to the following procedures: 1) conflict-of-interest transactions must be approved by the full Board of Directors; they cannot be approved by the Chair, Executive Committee, Executive Director, or other staff even if those individuals or committees would normally approve the type of transaction at issue. 2) Directors and Officers who have a conflict of interest in any matter must a) declare the existence of the conflict of interest, b) disclose on the record to the rest of the Board the details of their conflict and of the proposed transaction, c) leave the room during any Board discussion of the transaction and not otherwise participate in that discussion, and d) abstain from voting on that matter and leave the room where the vote is to take place until the votes have been counted. These steps must be clearly reflected in the minutes to document that they were taken. 3) The rest of the Board of Directors must analyze the transaction and sufficient information to ensure that all transactions involving a conflict of interest are fair to the corporation and that no special benefits are being given to any person. The information relied upon by the Board of Directors, and its source, must be recorded in the minutes. 4) All conflict-of-interest transactions must be approved by the affirmative vote of a majority of all of the members of the Board of Directors who do not have a conflict of interest involved in that issue. However, a transaction may not be authorized, approved, or ratified under this section by a single Director. If a majority of the Directors who have no direct or indirect interest in the transaction vote to authorize, approve, or ratify the transaction, a quorum is present for the purpose of taking action under this section.

ARTICLE 4: OFFICERS AND STAFF

4.1 Officers. The Officers of the corporation shall be a Chair, a Secretary, a Treasurer, a Vice Chair, and such other Officers as the Board of Directors shall from time to time appoint. The Officers shall be appointed by, and hold office at the pleasure of, the Board of Directors. The same individual may simultaneously hold more than one office, except that the offices of Chair, Secretary, and Treasurer may not be held simultaneously by the same individual. Officers must serve simultaneously as members of the Board of Directors.

4.2 Term and Election. Officers will be elected for two-year terms by the Board of Directors. The Chair and Secretary positions shall be re-elected in even years and the Vice Chair and Treasurer positions shall be re-elected in odd years. Election of Officers must be done as soon as possible following the election of Directors. However, unless they formally resign or are removed from office, Officers will remain in office until their successors are properly elected, designated, or appointed. There is no limit to the number of terms, successive or otherwise, an Officer may serve.

4.3 Removal. Any Officer may be removed, either with or without cause, at any time by a two-thirds vote of the Directors currently in office, not including the Director serving in the Officer position being considered for removal.

4.4 Resignation. An Officer may resign at any time by delivering notice to the Board of Directors, the Chair, or the Secretary. A resignation is effective when notice is received, unless the notice specifies a later effective date. Once delivered, a notice of resignation is irrevocable unless revocation is permitted by the Board of Directors. Disagreements as to when the notice was "received," and thus effective, should be resolved by reference to ORS 65.034 (or its corresponding future provisions).

4.5 Vacancies. If a vacancy in an Officer position exists due to the death, resignation, or removal of any Officer or for any other reason, the remaining Directors may fill that position by a majority vote. The elected Officer will hold office for the unexpired term of that office.

4.6 Chair (President). The President, which shall be called "the Chair," shall preside at meetings of the Board of Directors, shall assure that the Board of Directors is advised on all significant matters of the corporation's business, shall act as a principal spokesperson and representative of the corporation, shall be the chief executive officer of the corporation and have the general powers and duties of management usually vested in a chief executive officer, and shall have such other powers and duties as may be prescribed by the Board of Directors or these Bylaws.

4.7 Vice Chair. The Vice Chair shall preside at meetings of the Board of Directors at which the Chair is absent and in the absence of the Chair shall have the other powers and perform the other duties of the Chair. The Vice Chair also shall have such other powers and perform such other duties as may be prescribed by the Board of Directors.

4.8 Secretary. The Secretary shall have responsibility for preparing minutes of meetings of the Board of Directors and for authenticating records of the corporation. The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board of Directors may order, a book of minutes of all meetings of Directors. In the absence of the Chair, the Secretary shall have the powers and perform the duties of the Vice Chair. The Secretary also shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or these Bylaws.

4.9 Treasurer. The Treasurer shall be the chief financial officer of the corporation and shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the corporation. The Treasurer shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as may be designated by the Board of Directors, shall disburse or cause to be disbursed funds of the corporation as may be ordered by the Board of Directors, and shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or these Bylaws. If required by the Board of Directors, the Treasurer shall give the corporation a bond in such amount and with such surety specified by the Board of Directors for the faithful performance of the duties of the Treasurer's office and for restoration to the corporation of all of its books, papers, vouchers, money, and other property of every kind in the Treasurer's possession or under the Treasurer's control on the Treasurer's death, resignation, retirement, or removal from office.

4.10 Executive Director. The Board of Directors may appoint or employ an Executive Director or other staff, whether paid or unpaid, to perform and conduct the programs and activities of the organization. The Board of Directors shall evaluate the performance of the Executive Director on an annual basis and the Executive Director shall serve at the pleasure of the Board. Unless the Board determines otherwise, the Executive Director will have the power, subject to the approval of the Board of Directors, to hire staff, establish staff duties and performance standards, evaluate the performance of staff, and when necessary terminate the employment of staff of the corporation. The Executive Director shall generally receive notice of all meetings of the Board of Directors and Executive Committee meetings, although failure to provide such notice does not make any meeting or action taken at such meeting invalid. The Executive Director shall ordinarily attend all Board meetings, except when the Board goes in to Executive Session to meet without the Executive Director present.

ARTICLE 5: COMMITTEES

5.1 Creation. The Board of Directors may establish any committee, including standing committees or temporary committees, Board committees, and advisory committees by a resolution of the Board, in accordance with the procedures stated below.

5.2 Board Committees. The Board of Directors may create one or more committees of the Board of Directors and appoint members of the Board to serve on them or designate the method of selecting committee members. Each committee shall consist of two or more Directors who serve at the pleasure of the Board of Directors. All members of Board Committees that have the authority to vote on matters before that committee must serve simultaneously as members of the Board of Directors. The creation of a committee and the appointment of Directors to the committee or designation of a method of selecting committee members must be approved by a majority of all Directors in office when the action is taken. The provisions of these Bylaws governing meetings—including action without meetings, notice and waiver of notice, quorum and voting requirements, and minute taking—shall apply to Board committees and their members as well. Committees may only exercise the authority granted to them by the full Board upon their creation, or as changed by the Board from time to time. Any actions outside of that authority must be submitted to the Board as a recommendation and approved by the Board to be binding. The Board may dissolve or revoke the powers of a committee at any time by action of the Board.

5.3 Limitation on Powers. No Committee may:

(a) Authorize distributions, provided that this restriction does not apply to payment of value for property received or services performed or payment of benefits in furtherance of the corporation's purposes;

(b) Approve or recommend dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the corporation's assets;

(c) Elect, appoint, or remove Directors or fill vacancies on the Board or on any of its committees; or

(d) Adopt, amend, or repeal the Articles of Incorporation or Bylaws.

The Board of Directors shall always have the power to amend, alter, or repeal the decisions of committees, subject to limitations on the unilateral amending of contracts, interference with third party rights, and other legal limitations.

5.4 Committee Chairs. One member of each committee will be selected or appointed Committee Chair by the Board of Directors, or if the Board wishes, it may delegate that power to the Board Chair or to the members of the committee.

5.5 Advisory Committees. The Board of Directors may create one or more advisory committees. At least one Director shall be a member of any advisory committee, but the other committee members need not be Directors. These committees shall have no power to act on behalf of, or to exercise the authority of, the Board of Directors, but may make recommendations to the Board of Directors.

ARTICLE 6: GENERAL PROVISIONS

6.1 Statement of Nondiscrimination. The corporation shall not discriminate in providing services, hiring employees, or otherwise, upon the basis of gender, race, disability, marital status, sexual orientation, religion, color, age, disability, or national origin.

6.2 Inspection of Books and Records. All books, records, and accounts of the corporation shall be open to inspection by the Directors in the manner and to the extent required by law.

6.3 Checks, Drafts, Etc. All checks, drafts, and other orders for payment of money, notes, or other evidences of indebtedness issued in the name of or payable to the corporation shall be signed or endorsed by such person or persons and in such manner as shall be determined from time to time by resolution of the Board of Directors.

6.4 Deposits. All funds of the corporation not otherwise employed shall be deposited to the credit of the corporation in those banks, trust companies, or other depositories selected by the Board of Directors or be invested as authorized by the Board of Directors.

6.5 Loans or Guarantees. The corporation shall not borrow money and no evidence of indebtedness shall be issued in its name unless authorized by the Board of Directors. This authority may be general or confined to specific instances. Except as explicitly permitted by ORS 65.364 (or its corresponding future provisions), the corporation shall not make a loan, guarantee an obligation, or modify a pre-existing loan or guarantee to or for the benefit of a Director or Officer of the corporation.

6.6 Execution of Documents. The Board of Directors may, except as otherwise provided in these Bylaws, authorize any Officer or agent to enter into any contract or execute any instrument in the name of and on behalf of the corporation. Such authority may be general or confined to specific instances. Unless so authorized by the Board of Directors, no Officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement, or to pledge its credit, or to render it liable for any purpose or for any amount.

6.7 Insurance. The corporation may purchase and maintain insurance on behalf of any person who is made, or threatened to be made, a party to an action, suit, or other proceeding, by reason of the fact that the person is or was a Director, Officer, employee, volunteer, or agent of the corporation or a fiduciary within the meaning of the Employee Retirement Income Security Act of 1974 (or its corresponding future provisions) with respect to any employee benefit plan of the corporation; provided, however, that the corporation may not purchase or maintain such insurance to indemnify any Director, Officer, or agent of the corporation in connection with any proceeding charging improper personal benefit to the Director, Officer, or agent in which the Director, Officer, or agent was adjudged liable on the basis that personal benefit was improperly received by the Director, Officer, or agent.

6.8 Fiscal Year. The fiscal year of the corporation shall begin on the first day of July and end on the last day of June in each year.

6.9 Severability. A determination that any provision of these Bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these Bylaws.

6.10 Limitation on Liability, Indemnification. No Director or uncompensated Officer shall be personally liable to the corporation for monetary damages for conduct as a Director or Officer, provided that this Article shall not eliminate or limit the liability of a Director or Officer for any act or omission for which such elimination of liability is not permitted under the Oregon Nonprofit Corporation Act. No amendment to the Oregon Nonprofit Corporation Act that further limits the acts or omissions for which elimination of liability is permitted shall affect the liability of a Director or Officer for any act or omission which occurs prior to the effective date of the amendment.

The corporation shall indemnify to the fullest extent permitted by, and in accordance with the provisions of, the Oregon Nonprofit Corporation Act and federal law any person who is made, or threatened to be made, a party to an action, suit, or proceeding, whether civil, criminal, administrative, investigative, or otherwise (including an action, suit, or proceeding by or in the right of the corporation), by reason of the fact that the person is or was a Director, Officer, employee, or agent of the corporation, provided, that in the event of a settlement, to the extent allowed by law, the Board of Directors must approve the settlement in advance. The corporation shall pay for or reimburse the reasonable expenses incurred by any such person in any such proceeding in advance of the final disposition after the Board of Directors has taken such action as required by ORS 65.404 (or its corresponding future provision), including providing notice of the proposed indemnification to the Attorney General. No amendment to this Article that limits the corporation's obligation to indemnify any person shall have any effect on such obligation for any act or omission that occurs prior to the later of the effective date of the amendment or the date notice of the amendment is given to the person. This Article shall not be deemed exclusive of any other provisions for indemnification or advancement of expenses of Directors, Officers, employees, agents and fiduciaries that may be allowable under any statute, bylaw, agreement, or general or specific action of the Board of Directors.

ARTICLE 7: AMENDMENT

The affirmative vote of at least two-thirds of all the Directors in office, at a properly called meeting, at which a quorum is present, is necessary and sufficient, to make, alter, amend, or repeal the Bylaws or the Articles of Incorporation of this corporation, except as otherwise provided by law. Proper written notice must be given in advance, including either a written copy of the proposed amendments or a written summary of those amendments and stating that the purpose, or one of the purposes, of the meeting is to consider a proposed amendment to the Bylaws or Articles of Incorporation.

CERTIFICATION

I, the undersigned Secretary of Destination Oregon City, Inc., hereby certify that the foregoing Bylaws were duly adopted by the Board of Directors of Destination Oregon City, Inc. on ______________________.

Signature: ___________________________________ Date: _____________________

Printed Name: ________________________________

Transient Lodging Tax

Financial Recap as of June 30, 2024

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Balance - July 1	494,011	657,344	669,923	668,259	690,760	880,769
Revenues:						
Transient Lodging Taxes Collected FY 2023 (100-160-4021)	218,602	187,205	153,292	215,293	236,672	218,251
ARPA Funds	-	-	-	-	100,000	-
Expenditures:						
Economic Development Coordinator (25%)	25,424	31,922	16,614	27,299	30,301	33,069
Program Specialist-Tourism (100%)	-	65,774	99,996	75,418	46,548	-
Other Expenses	29,846	76,930	38,346	90,075	69,814	-
Tourism Promotion (100-160-6816)						
Marketing Strategy	-	-	-	-	-	17,541
Social Media	-	-	-	-	-	1,459
Arts Commission	-	-	-	-	-	45,600
Special Projects	-	-	-	-	-	10,750
Total Expenditures	55,270	174,626	154,956	192,792	146,663	108,419
Ending Balance - June 30	**657,344**	**669,923**	**668,259**	**690,760**	**880,769**	**990,602**

PROPOSED QUESTIONS FOR CANDIDATES FOR THE DMO'S BOARD OF DIRECTORS

The City Commission of the City of Oregon City has decided to establish a Destination Management Organization ("DMO") to help further the work and progress of establishing a coordinated tourism industry in Oregon City. Destination management is the coordinated and thoughtful planning of all elements that make up a tourism destination. This can involve anything from attracting visitors to providing amenities for them to enjoy during their stay in a community.

A DMO represents the voice of its destination to potential visitors. It works with travel trade partners to provide travelers with information about the destination before they decide where to go on vacation. DMOs bring together organizations that serve all aspects of the visitor experience – from lodging providers, attractions operators, restaurants, and retailers – so that they can share insights into what makes their community stand out as a tourist destination. It is usually comprised of a board of directors, an executive, and staff that provide marketing support to the tourism industry overall within the community.

1. Which sector would you be representing if appointed to the Board of Directors? (Choose only one)
    a. Lodging
    b. Retail
    c. Craft Beverage
    d. River-based
    e. Restaurant
    f. Outdoor Recreation
    g. Historic Sites
    h. Agritourism
2. Describe your experience in the tourism industry? How much of that experience was in Oregon City?
3. Why are you interested in serving on this board?
4. What do you think is necessary for a community to have a thriving tourism industry?
5. What do you think Oregon City's strengths are when it comes to promoting tourism? What are its weaknesses?
6. The functions of a modern DMO go beyond marketing. What role do you see Destination Oregon City playing in the City's tourism industry?

CITY OF OREGON CITY

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

Staff Report

To:	City Commission	**Agenda Date:**	December 10, 2024
From:	James Graham, Economic Development Manager		

SUBJECT:
Destination Management Organization - Organizational Structure and Role

STAFF RECOMMENDATION:
Review and provide comments on the purpose statement of the DMO, the DMO Organizational Structure/Role and the Executive Director's Role

EXECUTIVE SUMMARY:
Whereabout began its work in July 2024. Its activities in fulfilling its contractual obligation to Oregon City is organized into four phases:

- Phase 1: Discovery & Analysis (July to October 2024).
- Phase 2: Organizational Design (From October to December 2024)
- Phase 3: Entity Creation
- Phase 4: Recruitment Support

Several actions and activities have been accomplished and an update of phase 2 is provided in this staff report.

BACKGROUND:

To aid in the conversation on the development of the proposed DMO, two separate staff reports are being presented. This is the second staff report which will primarily focus on the DMO's organization's design/role as well as the role of the executive director.

UPDATE OF PHASE II OF DMO DEVELOPMENT

Whereabout began its work in July 2024. Its activities in fulfilling its contractual obligation to Oregon City has been organized into four phases:

Phase 2: Organizational Design (From October to December 2024). Conducted a skills and capability needs analysis for the future DMO. The work done articulates an organizational design for the DMO and a role design for the DMO's leader.

Based on its filed Articles of Incorporation, the proposed DMO shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under 501(c)(6) of the IRC, or the corresponding section of any future federal tax code. No part of the net earnings of the corporation will inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distribution in furtherance of the purposes set forth in its Articles of incorporation.

The DMO is not designed to provide grant funding directly to any individual, nonprofit or business, except to pay reasonable compensation for services rendered in the fulfillment of its purpose. It is the expectation that the DMO will use its funding to serve as a leader, convener, and educational resource for all facets of the visitor economy in Oregon City, fostering greater capacity, alignment, and collaboration. In addition, it will use its funding to implement its marketing strategy on behalf of the entire tourism sector in Oregon City.

Documents associated with this phase are enclosed with this staff report. They include:

1. Destination Oregon City: Purpose Statement
2. Organizational Role Matrix
3. Organization Chart
4. Role of the Executive Director

OPTIONS:

1. Review and provide comments on the DMO's purpose statement, organization structure/role, and the executive director's role.

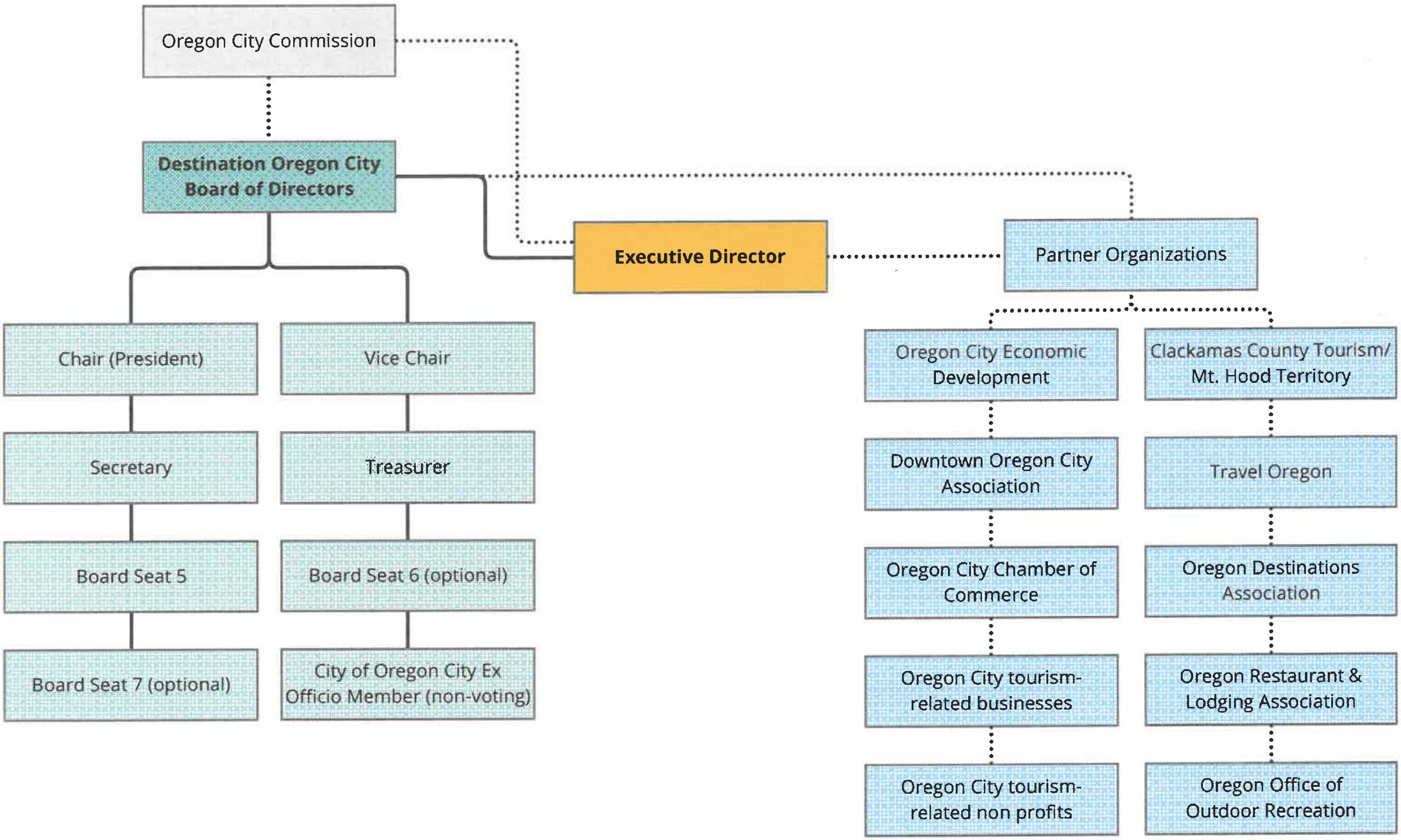
Destination Oregon City: Purpose

Destination Oregon City is a Destination Management/Marketing Organization (DMO) established for the purposes of:

- Inspiring travel to Oregon City through the development of marketing, advertising, public relations, and sales programs that advance prosperity for local businesses and enhance quality of life in Oregon City
- Fostering a positive and consistent visitor experience in Oregon City through the coordination of local non-profit organizations, businesses, and events
- Partnering with regional and statewide tourism organizations to advance the interests of the visitor economy in Oregon City
- Partnering with the City of Oregon City's Economic Development Department, the Downtown Oregon City Association, The Oregon City Chamber of Commerce, and other business-focused organizations to generate mutually beneficial growth
- Advocating for the stewardship of Oregon City as a destination, to support a robust visitor economy balanced with the preservation and resilience of our tourism resources and assets
- Serving as a leader, convener, and educational resource for all facets of the visitor economy in Oregon City, fostering greater capacity, alignment, and collaboration

KEY: R=responsible; A=Accountable; C=consulted; I=informed	marketing strategy development	marketing strategy implementation	oversight of marketing contractors	annual marketing plan development	marketing plan implementation	regional marketing strategy alignment	selection / mgmt. of prof. services vendors	present Destination OC at appropriate industry events	fiscal oversight of 501(c)(6)	maintenance of contract with City of Oregon City	Legal requirements, filings, etc.	monthly/biannual/annual reporting prep/presentation	Board of Directors oversight / admin	partnering for advocacy with ODA and ORLA	manage constituent & partner relationships	Grant writing and fundraising	leverage mktg data & new tools	partner with Clackamas Co. tourism for group sales	event recruitment & development	management of the local events calendar	advocacy for beautification & infrastructure projects	coordination of visitor center volunteers	convene and coordinate visitor attractions	integration with EcDev goals	Stewardship messaging
Destination Oregon City Executive Director	R	A	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	A	-	-	R	R
Destination Oregon City Board of Directors	A	C	A	A	C	A	A	A	A	A	A	I	RA	A	R	A	C	-	C	-	R	-	-	A	I
City of Oregon City Economic Development	I	I	I	I	I	C	I	I	I	-	I	I	I	C	C	C	I	-	I	-	I	-	-	A	C
Marketing / Advertising Agency	C	R	-	C	C	C	-	I	I	-	I	R	I	I	A	I	C	-	C	A	-	-	-	I	A
Complementary Organizations	C	I	I	I	I	C	I	I	I	-	I	I	I	C	C	C	I	-	I	-	C	R	R	I	C
Oregon City Commission	-	-	-	-	-	-	-	-	C	A	-	I	I	-	-	C	-	-	-	-	C	-	-	C	I

Destination Oregon City Organizational Chart



Title: Executive Director, Destination Oregon City

Annual salary: $XXX,XXX

Reports to: Destination Oregon City Board of Directors

Role Profile

The Executive Director is responsible for leading the promotion of Oregon City as a destination and guiding activities that drive visitation to the city. This role is responsible for developing an overall marketing strategy, managing the marketing budget, and managing outside marketing agencies. This role is also responsible for the management and stewardship of the destination, leading partners and fostering a consistent visitor experience and livability for residents. This is a full-time role, reporting to and serving at the pleasure of the Destination Oregon City Board of Directors. On occasion, evening and weekend work may be required, especially in relationship to visitor-facing events supported by the organization.

Core Responsibilities & Duties

- Oversee and implement the financial and legal responsibilities of Destination Oregon City as a 501(c)(6)
- Maintain contract between Destination Oregon City and the City of Oregon City
- Oversee and serve as an administrator for the Destination Oregon City Board of Directors, supporting efficient and effective governance of the organization
- Develop, implement, and evaluate ongoing effectiveness of marketing strategy
- Develop and manage annual marketing plan and budget for Destination Oregon City
- Oversee development and execution of digital marketing strategy, including paid and organic efforts
- Lead a website strategy promoting visitation to Oregon City; oversee updates and track analytics to ensure website effectiveness
- Oversee development of content calendar and content strategies for owned assets, including website, email, and social media platforms
- Oversee development of earned media efforts, including an editorial calendar and working with tourism partners in hosting visiting journalists and influencers
- Partner with Clackamas County Tourism, Downtown Oregon City Association, and the Oregon City Chamber of Commerce to recruit, develop, and promote key events
- Select and manage Destination Oregon City marketing contractors
- Fostering a positive and consistent visitor experience in Oregon City through the coordination of local non-profit organizations, businesses, and events
- Advocating for the stewardship of Oregon City as a destination, to support a robust visitor economy balanced with the preservation and resilience of our tourism resources and assets
- Serving as a leader, convener, and educational resource for all facets of the visitor economy in Oregon City, fostering greater capacity, alignment, and collaboration
- Advocating for stewardship of Oregon City as a destination, balancing the visitor economy with the preservation and resilience of tourism resources and assets
- Advocate for beatification and infrastructure that is supportive of the visitor economy in Oregon City

- Foster the strategic partnership with Clackamas County Tourism/Oregon's Mt. Hood Territory and Travel Oregon and align Destination Oregon City efforts with the regional marketing strategy
- Partner with the City of Oregon City's Economic Development Department to align with the economic development goals of the City
- Partner with Oregon Destinations Association and Oregon Restaurant & Lodging Association for industry advocacy on issues relevant to Oregon City
- Review data analytics and monthly reporting to ensure ongoing ROI of marketing efforts
- Prepare reporting on a regular cycle; present updates to Board of Directors
- Preparation and submission of an Annual Report to Board of Directors
- Manage constituent and partner relationships
- In collaboration with Clackamas County Tourism, support overall group sales strategies
- Lead efforts to fundraise, including grant writing and non-profit development efforts
- Represent Destination Oregon City at appropriate industry events
- Perform other duties as required to support overall goals of Destination Oregon City

Required Skills & Competencies

- Demonstrated strength in management of marketing agencies
- Leadership experience with budget development, management, and tracking
- Demonstrated ability to understand and apply data analysis
- Demonstrated ability to develop marketing strategy and translate into a marketing plan and budget
- Demonstrated ability to launch and oversee digital marketing campaigns
- Demonstrated ability to build tourism industry partnerships
- Knowledge of Oregon City and its tourism assets
- Excellent verbal, written, and interpersonal communication skills
- Strong strategic thinking and forecasting capabilities
- Proficient in the use of Microsoft, Google applications, internet, and email
- Organizational and project management skills
- Innovation and creative problem-solving skills
- Crisis management and communications skills
- Champion change and innovation to encourage diverse thoughts and contributions
- Apply business acumen and fiscal management to all decisions to achieve strong & measurable results

CITY OF OREGON CITY

625 Center Street
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Staff Report

To: City Commission **Agenda Date:** December 10, 2024
From: Tony Konkol, City Manager

SUBJECT:
Update on City Projects

STAFF RECOMMENDATION:
N/A

EXECUTIVE SUMMARY:
N/A

BACKGROUND:

The City Commission has requested that an update on the status of the following projects be provided at a work session monthly. The most current update for each project is in bold.

1. Quiet Zone
   The consultant team, in coordination with ODOT and the City, are preparing property acquisition documents that will be brought before the City Commission at the December 18, 2024 meeting.

   Survey crews have been performing field work and surveying the project area. Staff has been meeting with property owners, including Dutch Brothers to try and address the concerns they have about potential driveway closures and access to increase safety near the railroad crossing**.**

   The ODOT consultant team is acquiring right of entry agreements from property owners to complete the survey work and will be preparing 30% plans for the project which will include an updated and more accurate cost estimate to complete the work.

   The selection committee identified a preferred consultant for the Quiet Zone project and ODOT is in the process of negotiating the consultant contract.

   ODOT received 2 responses to the Quiet Zone request for proposals. The proposals are being reviewed and scored by staff and a team selection meeting is scheduled for March 8, 2024.

ODOT has released the consultant solicitation request for proposals and a date has been set to review the proposals once they have been submitted.

The City has received ODOT's approximately 250 page scope of work and consultant procurement documents which will be reviewed and commented on. ODOT, which is the project manager for the project, has suggested approximately 6-months for the consultant procurement and up to 2 years for the design work, which will include coordination with the railroad, operation and maintenance agreements and review by the railroad. Staff is pushing to expedite the design work timeline.

On December 6, 2023 the City Commission received an update on the estimated cost of the Oregon City quiet zone project with updated inflationary construction escalations added to the original 2019 cost estimate, which was $2.6 million. The new estimate increases the estimated construction cost by $650,000. Based on the additional information, the City Commission approved an IGA with ODOT to begin the Oregon City quiet zone project.

1. Charter Parks
An updated on the status of the properties encroaching into McLoughlin Promenade will be brought to the City Commission at the January 15, 2025 meeting for an update and directions on how to proceed.

Staff continues to contact and meet with property owners that have encroachments into the McLoughlin Promenade to review and explain the license agreement. Staff anticipate bringing an update to the Commission for direction in January/February of 2025.

The City Commission reviewing the draft license agreement at the June 11, 2024 meeting.

Staff is working with the City Attorney to finalize draft license agreements to address encroachments that have been identified with the McLoughlin Promenade.

A site tour of the McLoughlin Promenade is scheduled for January 8th. Staff is preparing additional options, such as temporary easements, to address existing structural encroachments onto the Promenade property.

Staff has categorized encroachments by type, with associated pictures of the encroachment, and is working to determine options to address the encroachments for the Commission to consider. The McLoughlin Promenade survey has been completed. The survey identified several potential existing encroachments into the Promenade property which will be discussed during a work session. Ermatinger House was approved as a Charter Park by the City Commission. The City Commission voted to not designate Dement Park as a Charter Park.

1. Cayuse 5 Memorial

Staff met with representatives from the Confederated Tribes of the Umatilla Indian Reservation and have continued discussions of phase 2 of the Cayuse 5 memorial. Additional discussions between CTUIR and the Confederated Tribes of Grand Ronde will be occurring to discuss the project.

There are no new updates on this project. A meeting is scheduled for the week of October 7th with representatives from the Confederated Tribes of the Umatilla Indian Reservation to discuss potential next steps.

The dedication of the Cayuse 5 Memorial took place on June 3, 2024. The first phase of this project is complete. A second phase has been discussed but there are no specifics related to the design at this time.

Construction of the Cayuse 5 Memorial has begun and hand dug ground disturbing work is scheduled to begin the week of May 6th.. This work will be completed in coordination with the Confederated Tribes of the Umatilla Indian Reservation and the Confederated Tribes of the Grand Ronde**.**

The Cayuse 5 Memorial construction contract has been approved by the City Commission and was awarded to Pioneer Waterproofing Company. Staff has scheduled a pre-construction meeting with Pioneer Waterproofing.

Staff is working with a potential contractor to review the scope of work and estimated costs to perform the work as identified in the bid notice. The City completed the bid advertisement for the project and did not receive any responses. Staff is currently contacting contractors to determine the concerns with the bid advertisement and/or project.

The final construction bid documents for the Cayuse Five Tribute have been completed. Below is the schedule for bidding, awarding, and (weather permitting) construction. The Confederated Tribes of the Umatilla Indian Reservation staff will be invited to the pre-construction meeting to coordinate all activities once the project has been awarded.

The land use application for the proposed memorial has been approved. There are no additional land use approvals necessary to move forward with the project. The memorial bid documents are being reviewed internally and staff is working with Confederated Tribes of the Umatilla Indian Reservation staff on the creation of an inadvertent discovery plan that will be included in the bid/contract information. The proposed memorial has been approved by the Historic Review Board and the information was presented to the Parks and Recreation Advisory Committee.

1. Courthouse

There is no update related to the Courthouse.

The Courthouse committee has met multiple times to discuss the disposition of the Courthouse. The Mayor will provide an update on the committee meetings and next steps.

A Courthouse committee has been created by the County and a site visit of the Courthouse has occurred. The first meeting of the committee is scheduled for October 15th.

The Mayor and City Manager met with the Assistant County Administrator to discuss the creation of a joint working group. It is anticipated that the working group will be comprised of 6 to 8 members, including the Mayor and County Chair, with the City and County selecting an equal number of members.

The Mayor and the City Manager met with the County Administrator to discuss the planning and future disposition of the County Courthouse and other buildings associated with the Courthouse on Main Street. The County Administrator proposed a working group led by County Chair Tootie Smith and Mayor McGriff, which would include a small group of interested parties to discuss the Courthouse and make a recommendation to the County Board of Commissioners for their consideration on how to proceed. City and County staff will be meeting to discuss the details of the working group as proposed.

City staff worked to support efforts by the Downtown Oregon City Association to apply for a Main Street grant to focus on the Courthouse located in downtown Oregon City. The grant required the property owner, which is Clackamas County, to sign the grant application, which unfortunately they did not agree to do. At this time there is no specific work being performed related to the future of the existing courthouse.

1. tumwata village

The Confederated Tribes of Grand Ronde have submitted a land use application to amend the adopted framework plan for the property. The Planning Commission hearing of the application is scheduled for January 27, 2025.

The Confederated Tribes of Grand Ronde provided the City Commission an update at the May 7th work session and the demolition of the office building is nearly complete.

A permit has been issued for the demolition of the office building located at the corner of 99E and Main Street. The Confederated Tribes of the Grand Ronde are scheduled to provide an update to the City Commission at the May 7th work session.

Staff continue to meet regularly with Staff from the Confederated Tribes of the Grand Ronde to discuss building demolition, site improvements, and land use planning requirements. The Confederated Tribes of the Grand Ronde are working on site remediation and the demolition of additional buildings on the property.

Willamette Falls Trust and Portland General Electric have signed a Feasibility and Cooperation Agreement enabling the Trust to assess a portion of PGE property on the island on the west side of the Willamette Falls for a project intended to return public access to the area.

In May staff completed a 4-hour site visit with the CTGR staff and consultant team to discuss the demolition that is occurring on the site and begin to discuss the proposed amendments proposed to implement the Tumwata Village Plan for the property. The site visit and discussion focused on infrastructure, design details, development phasing, and an introduction to the goals and objectives of CTGR for the redevelopment of the property. CTGR staff and their consultants have been meeting with City staff to understand specific technical infrastructure issues.

Staff have been meeting monthly with representatives from the Confederated Tribes of Grand Ronde (CTGR) to discuss on-going site work as well as future land use and development plans for the Tumwata Village Plan. CTGR staff has been working with the CTGR Tribal Council and Tribal members to finalize the Tumwata Village Plan. Once approved, the Tumwata Village Plan will be presented to the city and the public.

1. Canemah ROW issues
   There has been no change in the project since the May 2023 update. The Canemah ROW issues will be brought before the City Commission at a future work session to discuss how to move forward with this project.

OPTIONS:

CITY OF OREGON CITY

625 Center Street
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503-657-0891

Staff Report

To:	City Commission	**Agenda Date:**	December 10, 2024
From:	Tony Konkol, City Manager		

SUBJECT:
2023-2025 City Commission Goals Update

STAFF RECOMMENDATION:
N/A

EXECUTIVE SUMMARY:
N/A

BACKGROUND:
Please find attached the 2023-2025 City Commission Goals Update information through November 2025.

OPTIONS:

GOALS AND STRATEGIES 2023-2025

Last updated 11/4/2024

Folder of UPDATES

81% COMPLETED

23-25 Biennial Budget City Commission Document

Goals	ASSIGNED TO	PROGRESS	START	END	Nov 2024 Updates Submitted?
Goal 1 - Diversity, Equity, and Inclusion/Safe Inclusive Community Create a collaborative environment to promote diversity, equity, and inclusion resulting in a safe, inclusive community and organization.					
1.1 Human Resources (General Fund)	HR/City Manager	60%	9/1/2023	6/2025	Submitted
Goal 2 - Infrastructure/City Services Invest in current and future capital needs for safe, sustainable infrastructure and City services.					
2.1 Information Technology (General Fund)	IT/City Manager	60%	9/1/2023	6/2025	Submitted
2.2 Parks & Planning (including SDC study) (General Fund)	Parks and Recreation	75%	9/1/2023	5/2025	Submitted
2.3 Capital Projects (Public Works Funds)	Public Works	70%	9/1/2023	Ongoing	Submitted
2.4 Transportation (Sidewalk and Bike Lane Safety/Infill) (PW Funds)	Public Works	70%	9/1/2023	6/2025	Submitted
2.5 Transportation (PW Fund Sidewalk Assistance Program)	Public Works	70%	9/1/2023	Ongoing	Submitted
Goal 3 - Community Engagement Increase engagement efforts to bring more residents into the policy-making process and ensure all neighborhood associations are active with the Citizen Involvement Committee					
3.1 City Commission (General Fund for neighborhood association costs)	City Manager/Communications	100%	9/1/2023	12/2024	
3.2 City Manager (General Fund for Communications Manager and full time Community Engagement Specialist)	City Manager/Communications	100%	9/1/2023	12/2024	
Goal 4 - Homelessness Enact homelessness plan and increase public knowledge of the plan and resources available for the homeless while reducing the visual and safety impacts of homelessness in the community.					
4.1 Police (General Fund for Homeless Liaison Officer and Behavioral Health Specialist)	Police	75%	9/1/2023	Ongoing	Submitted
4.2 Parks (General Fund for camp cleanup)	Parks and Recreation/Police	60%	9/1/2023	Ongoing	Submitted
Goal 5 - Tourism & Economic Development Create and promote a tourism infrastructure that doesn't negatively impact neighborhoods and supports economic development to promote a healthy, sustainable local economy.					
5.1 Economic Development (City-Wide Economic Development)	Economic Development	95%	9/1/2023	Ongoing	Submitted
5.2 Tourism	Economic Development	90%	9/1/2023	Ongoing	Submitted
Goal 6 - Housing Anticipate state mandates and tailor local policies to best fit the needs of the community while balancing public infrastructure investment for current and future residents.					
6.1 Expand housing choices and develop a housing strategy (Planning Fund)	Planning	75%	9/1/2023	6/2025	Submitted
Goal 7 - Environment Protect and preserve our environment and natural resources for a healthy, sustainable community.					
7.1 Tree Canopy (Planning Fund)	Planning	75%	9/1/2023	6/2025	Submitted
7.2 National Pollutant Discharge Elimination System (NPDES) requirements/sampling; Water compliance/monitoring (PW Funds)	Public Works	ongoing	9/1/2023	Ongoing	Submitted

GOALS AND STRATEGIES 2021-23 Rolled over (not reassigned)	*Copied here for convenience*				
2.5 Complete Parks master plan and update System Dev. Fees	Parks and Recreation	99%	10/1/2021	6/2024	Submitted
2.6 Asses the Communication Infrastructure and Equipment	Economic Development	97%	9/21/2023	9/2024	
2.7 Develop a citywide facility master plan	City Manager	100%	7/1/2022	6/2024	
7.1 Determine and Establish Relationship with the Tribes that have a Shared History with the Oregon City	Planning/Public Works	ongoing	7/1/2022	Ongoing	Submitted

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Patrick Foiles, HR Director	**Date:**	November, 2024
Percentage Complete:	60%	**Target Completion:**	June 2025

Goal 1.1 DEI

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

Currently:

- **DEI Project Team** - meeting every other week to continue to plan and coordinate each step and effort involved in moving this work forward.
- Lamont (Triangle Advising) was recently onsite on September 24 and 25th and again October 14, 2024.
    - Facilitated the third Employee DEI Workgroup meeting.
    - Facilitated the second Leadership DEI Training with city employees.

Next steps:

- **Lamont (Triangle Advising)** be here November 20th to provide an update to the City Commission.
- **DEI Community Taskforce**
  Next (4th) meeting is scheduled for November 19
- **Employee DEI Workgroup** will continue to meet on a bi-monthly basis. Next meeting's agenda include a review and provide feedback of a proposed all-employee stay survey. Next meeting is November 19 where the group will review results of the employee stay survey.
- **Staff Training –** Next phase of leadership training has been scheduled for November 2024 Triangle Advising has conducted 2 of 4 DEI 101 Trainings scheduled to include all city employees.
- **HR Policies and Practices –** Triangle Advising is working through an analysis of current practices.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- City Commission authorized the contract with Lamont Browne with Triangle Advising. Staff finalized scope of work and contract April 2024

- City staff and the Triangle Advising team met and held a project kick-off meeting, April 12th. Since, had bi-weekly planning meetings to provide updates and discuss different topics:
    - Project communication strategies and opportunities (trail news, website, social media, Juneteenth event)
    - Project branding opportunities
    - Scheduling future training dates, meeting dates, etc.
    - Invitation, development, and coordination of the Employee DEI work group.

- The project team asked for nominations and volunteers to participate in the Oregon City **Employee DEI Workgroup**. The group has 28 members representing all departments and all levels of the organization.

  The first workgroup meeting was held 5/28. Lamont walked through the City's Goals and commitments to DEI and provided an overview of the current phase and objectives.

  Future meetings scheduled for July 9, Sept. 24, Nov. 19, Jan. 7, March 4, May 6

- Triangle Advising conducted a **Leadership Training** session on May 29th with Oregon City leaders which included all management/supervisory personnel.

- City HR staff met with Triangle Advising to discuss and game plan future steps to analyze and evaluate the City's current recruitment and strategies and processes and recommend any changes to better ensure equitable employment opportunities and a more diverse workforce.

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Michael Dobaj	**Date:**	November 2024
Percentage Complete:	60%	**Target Completion:**	June 2025

Goal 2.1: Invest in current and future capital needs for safe, sustainable infrastructure and city services

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

10/24 – Remove Mimecast from city email flow.

11/24 - Complete archive data migration from Mimecast to Office 365

11/24 – Continue deployment of MDM for personal devices to improve control of city data for management wanting to use personal mobile devices.

12/24 – Add current Avigilon door access system to the city domain.

12/24 – Complete Project Page replacement with custom GIS application.

02/25 – Setup city DNS for new oregoncityor.gov domain

02/25 – Have some building permits available electronically, continue to implement permits until all permits are available online.

03/25 – Move Illumio to full enforcement to improve the cities Cyber Security portfolio.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Pioneer building Avigilon Camera's and Door Access control completed.
- Mimecast in progress of being removed from the cities email flow. Office 365 has same functionality and removing the cost of Mimecast will allow us to utilize those funds for city infrastructure improvements.
- Cleanup of Avigilon door access as well as deploying single card access to approved facilities completed. Working with Police to supply camera and door access to all facilities in progress.
- New city website project page in progress. This will use city services, SharePoint Lists and Power Automate to replace current project pages that are no longer supported by the vendor.
- Microsoft Teams deployment in progress, cleanup of current file server in progress.
- Upgrade of File Server Operating System to a supported version completed. This will allow the city to continue to use critical and security updates to maintain a secure operating system.
- Building ePermitting to allow the public to apply for building permits electronically in progress. This process has been dictated by the state to be available early 2025.
- Endpoint firewall control, Illumio, set to selective mode across the city allowing the city to improve it's cybersecurity profile.
- Migration to using oregoncityor.gov as our email and website domain set to be processed early 2025. This migration is required by the state before we are approved to continue to ask for grants and will improve the cities cybersecurity profile.
- Improved network monitoring utilizing Vectra completed. This includes the city now has access to 24 X 7 Network Operations Center monitoring.
- Approval to replace existing Audio-Visual system at the Libke building completed. Currently working with vendor to get new hardware ordered and schedule install. This will include air gapping this system from the city network.
- Firewall Rules and DNS Setting reviewed and updated, will continue to review rules, and update as needed.

2023-2025 Commission Goals and Strategies

Job Category

OREGON CITY

November 2024 UPDATE			
Department Contact:	Thomas Kissinger	**Date:**	November 2024
Percentage Complete:	75%	**Target Completion:**	May 2025

Goal 2.2 Parks and Planning (including SDC Study)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

WE ENLISTED THE SERVICES OF THE GALARDI ROTHSTEIN GROUP ON JULY 6, 2023, TO ASSIST US IN REVISING OUR SDC METHODOLOGY. SINCE THEN, WE HAVE HELD NUMEROUS MEETINGS WITH THE PROJECT TEAM AND OUR CONSULTANTS FOR THE PARKS MASTER PLAN AND PRESENTED TO THE PARKS AND RECREATION ADVISORY COMMITTEE. WE HAVE COMPLETED THE DRAFT METHODOLOGY AND PRESENTED THAT INFORMATION TO CITY COMMISSION FOR FEEDBACK. WE ANTICIPATE COMPLETING THE REVISION BY EARLY 2025. PARKS SDCS WERE LAST REVISED IN 2000

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- STATUS UPDATE: THE DRAFT METHODOLOGY PREPARED BY OUR CONSULTANT WAS PRESENTED TO CITY COMMISSION FOR FEEDBACK ON OCTOBER 8TH IN A WORK SESSION. SINCE THAT MEETING, WE HAVE BEEN WORKING ON THE ITEMS IDENTIFIED FOR UPDATE. WE PLAN TO MEET WITH THE CONSULTANT AGAIN ON NOVEMBER 6TH TO PREPARE A TIMELINE FOR BRINGING THE DRAFT METHODOLOGY BACK TO CITY COMMISSION FOR REVIEW. WE HAVE ALSO BEEN COORDINATING WITH COMMUNITY DEVELOPMENT AND PUBLIC WORKS TO ENSURE THEY ARE ABLE TO REVIEW AND PROVIDE FEEDBACK ON THE DRAFT METHODOLOGY.
- MET WITH CONSULTANT ON SEPTEMBER 19TH TO REVIEW DRAFT METHODOLOGY AND PREPARE FOR PRESENTATION TO CITY COMMISSION
- MET WITH CONSULTANT ON AUGUST 28TH TO TRANSITION PROJECT OVER TO ACM RAINS AND P&R DEPUTY DIRECTOR KISSINGER
- MET WITH CONSULTANT ON MAY 15TH TO REVIEW CIP
- SENT FINAL DRAFT CIP PLAN TO CONSULTANT – MARCH 28TH
- SENT ROUGH DRAFT CIP PLAN TO CONSULTANT – MARCH 4TH
- DEB GALARDI PRESENTED TO PRAC – SEPTEMBER 28TH
- SDC/MASTER PLAN COLLABORATION MEETING – SEPTEMBER 26TH
- SDC METHODOLOGY KICK-OFF MEETING WITH THE PROJECT TEAM – AUGUST 11TH
- CONTRACT WITH GALARDI ROTHSTEIN GROUP FULLY EXECUTED – JULY 6TH
- MET WITH ECONORTHWEST, FCS GROUP, AND GALARDI ROTHSTEIN – MARCH - MAY

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Dayna Webb	**Date:**	November 2024
Percentage Complete:	70%	**Target Completion:**	Ongoing

Goal 2.3 Capital Projects (Public Works)

Important or Relevant Dates/Milestones: (looking ahead at the next 3 months)

Oregon City Quiet Zone – This project is federally funded, and the city is supporting ODOT, which is delivering this project. ODOT/Metro has added the project to the Draft STIP/MTIP, as anticipated. The City and ODOT project staff have finalized work on the project intergovernmental agreement, and the agreement was adopted by the City Commission on December 6, 2023. The project consultant contract has been executed, and design work is underway. The consultant team is working on Environmental Documents and preparing to complete the survey work. Rail coordination work is underway.

Inflow and Infiltration Program – The Linn Basin Project 1 and the 2023 Manhole Rehab Projects are complete. The Rivercrest Basin Phase 4 (private laterals) and the Molalla Avenue Basin projects are under construction. Seven additional projects are in various forms of design. Staff provided the City Commission with an I & I Annual Program update in July.

PMUF – the 2024 PMUF project is completed. The 5-year Pavement Maintenance Plan (2025-2029) was shared with the City Commission at the June 11, 2024, City Commission meeting. Staff has completed the 2022-23 annual PMUF Report which is now available for review on the City's Website.

WIFIA Program – The program submitted its fourth quarterly report in August, and we continue to coordinate with the Confederated Tribes of the Grande Ronde on cultural resource program policies for WIFIA projects. The Molalla Avenue 30-inch Transmission Main project team is wrapping up the final items to get the project out to bid. The second transmission project includes a new pump station at the Henrici Reservoir site that will serve the Thimble Creek pressure zone recently kicked off the design phase. The Pipe Rehabilitation program is on track with construction of the Clairmont Area Waterlines Phase 2 now complete, and a new project for a 12-inch replacement of the waterline in Holmes Lane between Linn Avenue and Prospect Street is under construction. Design of the SCADA Isolation project has yet to begin design but is anticipated to begin design in Fall 2024.

Stormwater Project – The Barclay Hills Stormwater Outfall completed construction and is now working on final punch list items to complete the project.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

The City's CIP entails approximately $55 Million for over 40 projects. These projects as outlined in the 2023-25 Biennial Budget and include the Roadway Reconstruction (PMUF) program; 10 Transportation project; the WIFIA program, which makes up much of the 11 water projects listed; the Inflow and Infiltration Program with 10 sewer projects; and 4 stormwater projects.

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Dayna Webb	**Date:**	November 2024
Percentage Complete:	70%	**Target Completion:**	June 2025
Goal 2.4 Transportation (Sidewalk and Bike Lane Safety/Infill)			

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

The 2024 PMUF Construction Work was awarded to the low bidder on May 1, 2024 and that work is completed. Staff presented to the City Commission an update on the City's recent effort to update the PMUF 5-year Plan on June 1, 2024.

The 2025 PMUF project has begun design, the project team is working with an adjacent property owner along Warner Milne to determine if we can include some sidewalk infill along the north side of Warner Milne as part of the project. This will require coordination with the property owner to meander the sidewalk around the existing tree, as there is an existing large diameter tree located where the sidewalk would typically be located.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

These sidewalk infill projects, and the funding allocated, are typically paired with another transportation project. The City's PMUF program, the Quiet Zone project, Main Street, or neighboring facility needs that pair well with an existing project are often where these funds are utilized. The 2024 CIP will utilize this budget item to complete the goal of creating more sidewalk and bike lane infill for the community.

The 2024 PMUF project includes 2,800 sf of sidewalk work mostly focused on upgrading accessible ramps which are out of compliance with current standards. The Annual PMUF projects are also being planned to upgrade ramps in preparation for in-house maintenance work using a surface process called micro surfacing. The Main Street ADA project is complete and added new ramps on Main at 12th and 13th Streets. The Holcomb Safe Routes to Schools Project is under construction and will include a new sidewalk on the north side of Holcomb Boulevard between Holcomb School Road and Winston Drive.

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Dayna Webb	**Date:**	November 2025
Percentage Complete:	70%	**Target Completion:**	Ongoing
Goal 2.5 Transportation (PW Fund $400,000 Sidewalk Assistance Program)			

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

This is an ongoing program. Funding authorization is limited to $200,000 per year for a biennial budget of $400,000.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

Since July 2023 the City has processed 57 applications for a total grant expenditure of $126,741.99.

7/1/2023 – 6/30/2024: 44 properties $100,704.09

7/1/2024 – present: 13 properties $26,037.90

The Public Works Department collaborates with the Code Enforcement Division of the Police Department for trip hazard compliance when property owners do not take action on their own. In that regard, the City is maintaining 22 CE files that are in various stages of enforcement (20 from 2024 and 2 from 2023). In 2024 we have received 76 files of which 20 remain active and 56 have been resolved.

2023-2025 Commission Goals and Strategies

OREGON CITY

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Shaun Davis	**Date:**	November 2024
Percentage Complete:	75%	**Target Completion:**	Ongoing

Goal 4.1 Police (General Fund $741,000 for Homeless Liaison Officer and Behavioral Health Specialist)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **2025 - CLACKAMAS COUNTY EXPECTED TO COMPLETE IGA'S FOR CITY-LED HOMELESS INITIATIVE GRANTS.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- May 2023 - Budget Committee approved additional Case Manager for BHU
- June 2023 - Applied for HOWTO (Healthy Oregon Workforce Training Opportunity) Grant for Expansion of the Behavioral Health Unit (i.e., Case Manager Position) & Crisis Intervention Team
- September 2023 – Learned we did not receive the grant.
- October 2023 - Developed job description
- December 2023 – Case Manager position posted and accepting applications
- January 2024 – PD and Court submitted proposals to Clackamas County H3S for Funding Opportunities for City-led Homelessness Initiatives
- February 2024 – Case Manager Interview Processes Completed and Case Manager selected
- February 2024 – IGA completed for shared BHU Software between OCPD, LOPD, WLPD, CPD, & MPD
- April 2024 – Shared BHU software fully implemented.
- April 2024 - Clackamas County announced 3-year grant funding decisions from submitted proposals for City-Led Homeless Initiatives. PD to receive grant funding for additional non-sworn Homeless Outreach Specialist and Supplies. Court to receive grant funding to implement new Community/Specialty Court.
- May 2024 – Chelsea Fults started in her new position as Case Manager and is currently in training
- June 2024 – Chelsea Fults completed her training and is in her Case Manager role. With CM and BHS, we are able to have BHU coverage M-F 7am-7pm. Chelsea is providing case management follow up with clients and able to help with coordinating several monthly behavioral health related meetings.
- October 2024 – Had follow up meeting with Clackamas County regarding City Led Initiative Grant. County still working on initial draft IGA's for PD and Court grants.
- Every month we continue to host our Oregon City Homeless Coordinating Meeting and meet with local and county partners.

2023-2025 Commission Goals and Strategies

Job Category

November 2024 UPDATE			
Department Contact:	Shaun Davis/Thomas Kissinger	**Date:**	November 2024
Percentage Complete:	60%	**Target Completion:**	Ongoing

Goal 4.2 Parks (General Fund for camp cleanups)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

PARKS AND PD CONTINUE TO COLLABORATE ON CAMP CLEANUPS LOCATED ON PARK PROPERTY. STAFF HAVE MET TO DISCUSS WAYS IN WHICH WE CAN IMPROVE THE REPORTING AND CONTRACTING PROCESS TO BETTER ADDRESS CAMP CLEANUPS MOVING FORWARD. THE RESTROOM CLEANING CONTRACT WAS A SUCCESS AND PARKS STAFF ARE LOOKING TO BUILD ON THAT SUCCESS IN THE FUTURE.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **STATUS UPDATE: Restroom cleaning contract was set to expire September 30, 2024. After evaluating the program and its effectiveness, Parks decided to explore continuing this contract through the rest of the fiscal year. Contracting and budget analysis is currently in the works to continue this service.**

- **Parks & Cemetery Division worked with PD to remove a persistent camp at Old Canemah Park, near the PGE property. This camp has been cleaned up three times so far. Parks and Cemetery worked to add new vegetation and stones to the area to help prevent this issue from occurring again.**

- **PD worked with Public Works to obtain No-Trespassing signs and locations for the City Property near Hwy 213 / Beavercreek Rd.**
- **June 2023 – PD conducted large camp clean up on City Property located near Hwy 213 and Beavercreek Rd. ($34,752.00)**
- **PD has allocated funds for 2023-2025 budget years were reduced to $10,000 each year / $20,000 for biennium. (Current expenditures - Monthly POD rental for personal property storage, ($179/mo., $2,148/yr.) is dedicated to this budget)**
- **December 2023 – Public Works placed no-trespassing signs on City Owned Property near Hwy 213 / Beavercreek Rd.**
- **The Parks & Cemetery Division has finished conducting research and reference checks on contractors who can manage restroom cleanups in our parks. We are currently creating a contract with a vendor, which will start in April 2024. This will help the department in addressing the problems caused by homeless individuals vandalizing and damaging the park restrooms. The duration of this contract will be two years.**
-

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Economic Development	**Date:**	November 2024
Percentage Complete:	95%	**Target Completion:**	June 2025

Goal 5.1 Create and promote economic development opportunities City-wide to support a healthy, and sustainable local economy.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **Talent Ready is a job skill development program that utilizes existing support services to help would-be employees to be prepared for unfilled jobs. Talent Ready works to create partnerships with private for-profit businesses that need employees and public agencies that provide "wrap-around services" to help individuals mitigate employment barriers, i.e., child issues, mental health challenges, and lack of job skills to name a few.**
- **Further develop and promote small business technical assistance and financial support services.**
- **Establish initiatives that support a "business-friendly" environment in Oregon City.**
- **Work to help prepare City-owned and Urban renewal-owned properties for future development.**
- **Work to promote the Arts as an important economic development element.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Talent Ready –
  - **The following organizations have partnered with the Talent Ready Initiative:**
    >Willamette Providence Medical Services
    >Orchid Orthopedic Manufacturing
    >Benchmade Knife Manufacturing
    >Avamere Rehabilitation
    >Oregon City Municipal Court
  - **Due to the growing concern about the lack of affordable childcare and the ability to retain and attract employees, Talent Ready has partnered with a childcare vendor to work with the Talent Ready employers to provide childcare services to employees of Talent Ready Employers.**
  - Met with Benchmade on May 16, 2024, during its Board Directors Meeting whereby Talent Ready was discussed along with other economic development initiatives. Seeking to have Benchmade sign up for Talent Ready that they are experiencing growth and employee shortages. If Benchmade joins Talent Ready, it will join the following entities that have already signed an MOU with the Department to help alleviate worker shortages:
  - Providence Willamette Falls Medical Services (For-Profit)
  - Avamere Rehabilitation (For-Profit)
  - Oregon City Municipal Court (Government)
  - Oregon State University (Educational Institution)

  Staff will continue to seek additional partnerships with organizations and businesses to provide training to would-be employees and to refer workers to businesses to mitigate workforce shortages.

- Small Business Technical Assistance and Financial Support Services
  - **The second cohort of the BIZ POD Program graduated on June 1, 2024.**
  - The Entrepreneurial Opportunity Loan Program ("EOLP") in partnership with EMBOLD Community Credit Union has made a total of 3 loans totaling $48,000. All loans are current with their monthly loan payments.
  - Launched the small business micro-enterprise grant program for existing small businesses with five or fewer employees. **The program has given out grants to two existing businesses.**
  - The second cohort of the BIZ POD Program started classes on March 24, 2024 and has concluded classes on May 17th. The graduation ceremony of 6 emerging businesses will be held on June 1, 2024.

- Business Friendly Environment
  - Staff is developing a procurement program that will allow Oregon City's small businesses to do more business with the City.
    Staff is currently interviewing City departments to determine the goods and services being purchased. Program projected to commence in early Fall, 2024.
  - Continue to work on the Ombudsman Initiative (working with the Depts of Community Development and Public Works to educate commercial/business investors on the City's development processes and serve as an advocate for commercial/business investors in the community
  - City staff launched the new Oregon City Business License program on January 1, 2024. The new initiative reduced the cost of City business licenses for both new and existing businesses. City Commission approved the proposed changes back in November 1, 2023

- Owned/Urban Renewal Owned Properties
  - **An RFP will be crafted to identify a developer for the Stimson Property**
  - **A property surveyor has been selected to survey the Stimson Property**
  - **An appraiser was selected and has begun work to appraise the Stimson Property**
  - **A study was conducted on the water quality of the Cove**
  - A Phase I Environmental Assessment was completed for the Stimson Property
  - A geo-technical study has been completed for the Stimson Property
  - A draft Request for Proposals seeking a property appraiser will be presented to the Urban Renewal Commission for approval on June 5, 2024.

- The Arts Commission
  - **The Arts Commission received $28,000 in funding to repair existing public artworks around the community.**
  - **The Arts Commission has identified a sculptor to replace the damage public artwork located at the corner of Center Street and 7th Street.**
  - The Arts Commission reviewed fourteen proposals aimed at replacing the metal sculpture that was situated on the corner of Center and 7th street. Two finalists were chosen for further review. On May 16th during its regularly scheduled meeting, the Arts Commission made its choice to conduct the work.

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE

Department Contact:	Economic Development	**Date:**	November 2024
Percentage Complete:	90%	**Target Completion:**	June 2025

Goal 5.2 Create and promote a tourism infrastructure that doesn't negatively impact neighborhoods and supports economic development to promote a healthy, sustainable local economy.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **The first round of funding for 2023/2024 City-Sponsored Public Event Program was approved by the City Commission and distributed to eligible applicants.**
- **Recommend policies and strategies to enable the transferal of tourism activity to a legally organized entity that will serve as a Destination Management Agency ("DMO") to manage and operate tourism programs from outside of City Government.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Destination Management Organization ("DMO")

- **The DMO consultant's work is slated to be finished by December 2024, which includes the creation of a board of directors, and the development of a contract document with the DMO.**
- **A DMO Development Taskforce has been established to work with the consultant to legally structure a 501(c)6 DMO.**
- **The City identified a DMO consultant, Whereabout, Inc, to help structure a DMO.**
- The Committee on DMO Structure including representatives from DOCA, OC Heritage Coordinating Committee, Mt. Hood Territory, OC Parks & Recreation, and OC Economic Development will meet on Thursday, May 23, 2024, to recommend a consultant to the City Commission to help structure a DMO.
- At the closing of the RFP submission period on April 26, 2024, for DMO consultants, staff received two responses.
- On March 6, 2024, the City Commission approved an RFP document, drafted by City staff, to be advertised through various channels to obtain responses from qualified DMO consultants.
- During its work session on November 7, 2023, the City Commission received a comparative analysis of DMOs within the Portland Metro Region and staff recommendations to further the conversation with respect to moving the tourism function from the Economic Development Dept. to a DMO outside of City municipal government.
- During its work session meeting on January 9, 2024, the City Commission heard from Mt. Hood Territory, "Visit McMinnville, Inc." and "Explore Wilsonville.com" to discuss their respective programs, their organizational structure, and marketing operations.
- On February 7, 2024, the City Commission directed staff to develop a request for proposals that will result in the creation of a standalone legally operating nonprofit, that operates like a business, and controls and manages its strategic direction.
- As progress is made toward establishing a DMO, staff has developed a broadcast commercial that promotes the downtown, it aired on November 13, 2023.
- Staff produced a commercial that featured the wineries, breweries, and distilleries in and around the vicinity of Oregon City which aired on Feb. 5, 2024.

- Promotion/Advertising

- **The Economic Development Update Annual Report will be published in January 2025**
- **The Economic Development Department has launched its first newsletter, "OC Market Messenger."**

- **The department revised its economic development website to include updated and new economic/ demographic data as well as new information on new programs and initiatives.**
- Economic Development placed a full-page ad in the 2024 Seattle Mariners Yearbook that featured both tourism and investment opportunities in Oregon City.
- Oregon City staff produced three commercials that were broadcasted on KATU2. Each commercial featured one tourism-related aspect of the Oregon City community: Downtown Oregon City, wineries and distillery industry in Oregon City, and outdoor recreation within the community.
-

- City-Sponsored

- **The 2024/2025 City-Sponsored Public Event Program is now accepting new applications up to June 2025**.
- The 2023/2024 City-Sponsored Public Event grants were distributed to eligible and approved program applicants including The Car Show LLC, OC Parks & Recreation, Three Rivers Art Guild, DOCA, and OC Brewing Co, totaling $50,000 (May 2024)
- This year, the City Commission approved the use of the funds for a 4th of July Celebration.
- As of this March 4, 2024, staff has received 3 applications. (DOCA, Arts Festival, Parks & Recreation Dept.)
-

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Aquilla Hurd-Ravich	**Date:**	November 2024
Percentage Complete:	75%	**Target Completion:**	June 2025

Goal 6- Housing: Anticipate state mandates and tailor local policies to best fit the needs of the community while balancing public infrastructure investment for current and future residents.
6.1 Expand housing choices and develop a housing strategy

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- The Planning Commission heard a presentation from the Housing Authority of Clackamas County and Northwest Housing Alternatives about measures a city can take to encourage housing affordability and affordable housing. The presentation was the result of the Planning Commission identifying the need for education around this this topic.
- The Housing Accountability and Production Office (HAPO) is a new initiative established under the governor's housing production package, also known as Senate Bill 1537
- After July 1, 2025, HAPO will be able to receive and respond to official inquiries, requests, and complaints from local governments and housing developers. Department of Land Conservation and Development (DLCD) and Department of Consumer and Business Services (DCBS) are actively working on staffing and operational tasks to meet this deadline.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Every January the City is required to submit a housing report to DLCD that details the number of units produced and the number of units permitted in the previous calendar year.
  - Calendar Year 2023:
  - Permitted Single Family: 16 units
  - Permitted Multi-Family: 305 units
    - **Total: 321 residential units**
  - Produced Single Family: 65 units
  - Produced Multi-Family: 212
    - **Total: 277 residential units**
- SB1537-The Housing Production Package does several things: establishes a new Housing Accountability and Production Office; requires cities grant up to 10 administrative adjustments; establishes and funds a new state revolving fund for local governments to administer loans for low to moderate income housing development; allocates funds to Business Oregon to help small and rural communities access infrastructure programs; and provides one-time urban growth boundary expansion tool.
- At the conclusion of the 2023 Oregon State Legislative Session, a number of housing bills were passed. Staff gave a land use legislative update to the City Commission which included an update on housing bills.

- The most significant piece of legislation was an Executive Order made by the Governor that established a statewide housing production goal and a Housing Production Advisory Council. The Executive Order also established a goal to produce 36,000 new housing units per year for the next ten years. The Housing Production Advisory Council is charged with identifying recommendations to meet this goal and proposing them for discussion at the 2024 Legislative Session.
- Oregon City will be required to adopt a new Housing Capacity Analysis in the year 2027 and will be required to adopt a Housing Production Strategy the following year by December 31st 2028.

2023-2025 Commission Goals and Strategies

Job Category

NOVEMBER 2024 UPDATE

Department Contact:	Aquilla Hurd-Ravich	**Date:**	November 2024
Percentage Complete:	75%	**Target Completion:**	June 2025

Goal 7 Protect and preserve our environmental and natural resources for a healthy, sustainable community; 7.1 Focus efforts on preserving and protecting the City's Tree Canopy

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- Planning staff will continue to administer the Street Tree removal and replacement program as well as review any removal and replacement proposed by City staff on City owned property with diligence and eye toward replacement and retainment when possible.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- The Arbor Day Foundation named the City of Oregon City a 2023 Tree City USA to honor its commitment to effective urban forest management for the 11th year in a row.
- The City also received a growth award for demonstrating environmental improvement and outstanding level of tree care for the fourth year in a row.
- Friends of Trees hosted a planting event on April 6th, 2024 at Rivercrest Park.
- The focus of Friend of Trees' work over the next two years is to increase canopy coverage in the right-of-way and private yards. The City awarded Friends of Trees a contract to continue their work through the next year (through June 2025).

<u>Natural Resource Committee Activities:</u>

- The NRC has discussed tree code and policies at all of their meetings this year. They are preparing to bring their considerations and recommendations to the City Commission.
- The Natural Resource Committee identified several activities in their work plan that support a healthy tree canopy:
    - *Support and promote volunteer participation for a public tree inventory for city properties, parks, street trees, school properties and other public lands.*
    - *Communicate with Neighborhood Associations, Citizen Involvement Commission and the Business Community. NRC members will promote programs such as the heritage tree program, Arbor Day, etc. through presentations to other groups and boards.*
    - Community Development staff will continue to support the NRC and their efforts as a means to achieve the Commission's goal.

2023-2025 Commission Goals and Strategies
Job Category

NOVEMBER 2024 UPDATE			
Department Contact:	Dayna Webb	**Date:**	November 2024
Percentage Complete:	Ongoing	**Target Completion:**	Ongoing

Goal 7.2 National Pollution Discharge Elimination System (NPDES requirements/sampling)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

November 1, 2023 – Provide the City Commission with an annual presentation regarding the City's stormwater program, municipal stormwater pollution prevention activities, and best practices for residents to prevent stormwater pollution. Done

November 2023 – Aligned with the City's Winter Weather Response Plan, develop an SOP for the City's road maintenance strategy to document material selection, storage, proper application (timing and rates), collection, and reuse opportunities. Done

February 26, 2024 - Provide the Planning Commission with an annual presentation regarding the City's stormwater program, municipal stormwater pollution prevention activities, and best practices for residents to prevent stormwater pollution. Done

February 28, 2024 - Develop an SOP that outlines pollution prevention measures when cleaning up abandoned campsites in public areas. SOP may be added to the larger Municipal Operations SOP (BMP OM-2). Done

February 28, 2024 – Develop an SOP for pesticide and fertilizer storage, application, and disposal. SOP may be added to Municipal Operations SOP in OM-2. Revise standard language for maintenance and landscaping contracts to include provisions and restrictions for pesticide and fertilizer application. Done

November 2024 - Prepare an illicit discharge ordinance that will update OCMC 8.08 to specifically prohibit illicit discharges (and allow or conditionally allow others), consistent with NPDES MS4 Permit Schedule A.1.d. Include escalating enforcement based on severity and intent of incident. On Track

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

The Public Works Department Manages the NPDES Program within the Stormwater Division and in accordance with the NPDES Municipal Separate Storm Sewer System (MS4) Phase I Permit. Our Stormwater Management Program (SWMP) document lays out a long list of activities the City must implement to comply with the City's NPDES MS4 Permit. The program categories include Public Education and Outreach, Public Involvement, Illicit Discharge Detection and Elimination, Erosion and Sediment Control, Post Construction, Municipal Operations and Maintenance, Industrial and Commercial Program, and additional program elements.

Details on the City's NPDES program are most easily found via the City's website at https://www.orcity.org/1165/NPDES-MS4-Phase-I-Permit---Clackamas-Gro

One all-encompassing accomplishment of the NPDES program is the City's dedicated NPDES webpage. providing access to a long list of reference documents compiled in one location accessible to the public is a recent accomplishment. Website access provides easy access to the MS4 Permit, the SWMP, a long history of annual reports, and several other supporting documents that the City has created to maintain compliance with Federal and State mandates and to reduce discharges of pollutants to receiving waters.

Illicit discharge detection and elimination (IDDE) remains a priority. Staff recently completed dry weather outfall inspections, and all nine strategically identified non-residential Outfalls were confirmed to be free of illicit discharge. Public works to continue to assess new outfall sites for consideration for this inspection process. The prioritization criteria for Outfall inspections was reviewed and deemed appropriate for current permit requirements and language for IDDE SOP was updated to reflect the 2021-2026 MS4 permit.

The construction site runoff control program continues to remain effective. This is accomplished through regulatory requirements, plan reviews, permitting and construction site inspections, enforcement procedures, education, and training. Procedures are clearly outlined in the newly completed Oregon City Erosion Control Enforcement Standard of Practice, as required by SWMP bmp EC-6.

Inspections of public stormwater management facilities remain a routine practice. Staff is tasked with Identifying maintenance needs and issuing work orders when repairs or maintenance is required. For the publicly owned facilities Staff perform maintenance actions to maintain stormwater management facility performance on a monthly basis.

Public Works Develop an SOP that outlines pollution prevention measures when cleaning up abandoned campsites in public areas.

Public Works Develop an SOP for pesticide and fertilizer storage, application, and disposal. Staff have conducted inspections of high-priority businesses identified through the industrial/commercial facility screening program. During site inspections, staff reviews onsite stormwater systems, pollution prevention measures, material transport and storage, and waste disposal. The Industrial/Commercial Facilities Strategy has been updated to reflect new permit language and submitted the Final document (with comments addressed) to the DEQ and is now available on the City's website.

Staff are beginning the process of translating published public informational fliers and key program outreach information to load them on the Department's website.

The green infrastructure/Low impact design (LID) Strategy has been completed to reflect new, permit language & a gap analysis has been performed on all municipal Codes and Standards to ensure there are no barriers to LID implementation. A technical review memo of the gap analysis has been made available to the public and DEQ in the online library.

Two capital improvement projects have been constructed as a result of addressing the 2015 hydromodification assessment to minimize stream bank erosion and improve water quality. Site Prioritization, Assessment, and Planning for Future Improvements is ongoing. An update is required by the DEQ and was submitted with the MS4 annual report.

2021-2023 Commission Goals and Strategies

OREGON CITY

Job Category

November 2024 UPDATE			
Department Contact:	Thomas Kissinger	**Date:**	November 2024
Percentage Complete:	99%	**Target Completion:**	January 2025
Goal 2.5 Rolled Over Parks Master Plan			

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

THE MASTER PLAN WILL PROVIDE A VISION FOR THE DEVELOPMENT, MAINTENANCE, AND OPERATION OF THE PARK SYSTEM. IT WILL PROVIDE SPECIFIC TOOLS AND GUIDANCE FOR ACHIEVING THE GOALS AND ACTION ITEMS ENVISIONED BY CITY STAFF AND THE COMMUNITY. IT WILL PROVIDE AN INVENTORY OF EXISTING PARKS AND RECREATION FACILITIES, FINDINGS FROM THE PLANNING PROCESS AND COMMUNITY ENGAGEMENT, A VISION STATEMENT, GOALS, AND RECOMMENDATIONS FOR SYSTEM-LEVEL AND PARK-SPECIFIC IMPROVEMENTS, PARKLAND ACQUISITION STRATEGY, AND A SUGGESTED FUNDING STRATEGY. THE PROCESS WILL TAKE APPROXIMATELY 24 MONTHS, AND WE WILL WORK WITH A CONSULTANT TO COMPLETE THIS PLAN.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- STATUS UPDATE: WE SUBMITTED A REQUEST FOR A PRE-APPLICATION MEETING WITH PLANNING AND HELD THAT MEETING ON JULY 30TH, 2024. PLANNING AND PUBLIC WORKS HAD COMMENTS REGARDING THE ADOPTION OF THE PLAN INTO THE COMPREHENSIVE PLAN. STAFF HAVE BEEN WORKING TOGETHER TO PREPARE THE FINAL APPLICATION FOR SUBMITTAL TO BEGIN THE PROCESS OF ADOPTING THE PARKS MASTER PLAN INTO THE COMPREHENSIVE PLAN. WE WILL CONTINUE TO COORDINATE WITH PLANNING ON THIS PROCESS.
- PRE-APPLICATION MEETING WITH PLANNING – JULY 30TH
- MET WITH PLANNING TO DISCUSS ADOPTION INTO THE COMPREHENSIVE PLAN – JULY 10TH
- FINAL DRAFT OF THE MASTER PLAN REVIEWED AND APPROVED BY CITY COMMISSION – JUNE 5TH
- FINAL DRAFT OF THE MASTER PLAN PRESENTED TO CIC – JUNE 3RD
- CONSULTANT PRESENTED TO YAC – MAY 13TH
- CONSULTANT PROVIDED STAFF TRAINING ON CONNECTION & CUSTOMER SERVICE – MAY 7TH
- CONSULTANT PRESENTED AT JOINT WORK SESSION WITH PRAC & CITY COMMISSION TO DISCUSS PLAN & CIP – MAY 7TH
- PUBLIC ENGAGEMENT EVENT AT PIONEER COMMUNITY CENTER @ 6:00 – MAY 6TH
- MEETING WITH CONSULTANT TO FINALIZE CIP PLAN – APRIL 29TH
- CONSULTANT PRESENTED TO PLANNING COMMISSION – APRIL 22ND
- CONSULTANT PRESENTED PLAN TO PRAC – MARCH 28TH
- MEETING WITH CONSULTANT TO DISCUSS CIP PLAN – MARCH 19TH
- MASTER PLAN/CIP CHECK-IN MEETING – JANUARY 10TH
- PROVIDED CIP PLAN PROJECT LIST TO CONSULTANTS – NOVEMBER 14TH

- JOURNEY-MAPPING TOP 10 WITH MANAGERS – OCTOBER 31ST
- CIP PLAN MEETING WITH CONSULTANTS – OCTOBER 25TH
- SDC / MASTER PLAN CHECK-IN MEETING – SEPTEMBER 26TH
- CONSULTANT PRESENTED TO YAC -AUGUST 14TH
- JOURNEY-MAPPING MODEL MEETING WITH MANAGERS – AUGUST 10TH
- CONSULTANT PRESENTED TO CIC – AUGUST 7TH
- HAPPIFEET APP LAUNCHED AND MARKETED IN PARKS
- CONSULTANT PRESENTED UPDATE TO CITY COMMISSION – JULY 11TH
- CULTURE TRAINING WITH PARKS AND RECREATION STAFF – JULY 11TH
- PUBLIC ENGAGEMENT EVENT – JULY 10TH AT CITY HALL
- CONSULTANT PRESENTED TO PRAC – JUNE 22ND
- COMPREHENSIVE PLAN DRAFT PRESENTED TO PARKS DEPARTMENT – JUNE 2023
- MET WITH CONSULTANT TO DISCUSS FINAL DRAFT OF PLAN – MAY 21ST
- FINANCIAL ANALYSIS AND DEVELOPMENT OF A FUNDING PLAN – MARCH 2023
- MET WITH CONSULTANT TO DISCUSS ONLINE SURVEY RESULTS – FEBRUARY 17TH
- UPDATED PROJECT PLAN RECEIVED FROM CONSULTANT FEBRUARY 3RD
- UPDATE PROVIDED TO PRAC ON JANUARY 26TH
- HELD SECOND PUBLIC ENGAGEMENT MEETING AT CITY HALL – JANUARY 23RD
- 2-DAY DEPARTMENT COLLABORATION ON STRATEGY DEVELOPMENT AND FUTURE VISION – JANUARY 23-24TH
- PUBLIC ENGAGEMENT MEETING – DECEMBER 5TH AT ROBERT LIBKE AT 6 PM
- STRATEGIC PLANNING MEETING – DECEMBER 5TH & 6TH AT CITY HALL
- UPDATE PROVIDED TO PRAC ON DECEMBER 1ST
- UPDATE PROVIDED TO CITY COMMISSION ON NOVEMBER 16TH
- ONLINE SURVEY WAS COMPLETED ON OCTOBER 10TH
- STATISTICALLY VALID SURVEY WAS COMPLETED ON SEPTEMBER 26TH
- ETC SURVEY WAS MAILED TO ALL OREGON CITY RESIDENTS ON AUGUST 6TH AND THE ONLINE SURVEY GOES LIVE AUGUST 22ND AND CLOSES ON SEPTEMBER 30TH.
- FIRST PUBLIC ENGAGEMENT MEETING ON JUNE 2ND TO INTRODUCE CONSULTANT TO THE CITY AND OUTLINE PROJECT TIMELINE. GATHERED FEEDBACK FROM ATTENDEES ABOUT WHAT THEY WANT TO SEE IN OREGON CITY PARKS.
- ONSITE VISIT AND STAKEHOLDER INTERVIEWS TOOK PLACE JUNE 1 -2ND
- PARKS MASTER PLAN WEBSITE WENT LIVE ON MAY 16TH
- THE PARKS MASTER PLAN CONTRACT WAS APPROVED ON APRIL 6TH
- AN INTENT TO AWARD WAS POSTED ON MARCH 16TH. PROS CONSULTING LLC HAS BEEN CHOSEN AS THE FIRM WHOM WE WILL BE WORKING WITH FOR THE PARKS MASTER PLAN.
- AN RFP WAS ISSUED TO SEEK A CONSULTANT TO UPDATE THE PARKS MASTER PLAN IN DECEMBER 2021.

- AN RFP WAS PUBLISHED AND WE ARE SEEKING PROPOSALS FOR THE PARKS MASTER PLAN. PROPOSALS ARE DUE ON FEBRUARY 4TH. WE WILL REVIEW THE RECEIVED PROPOSALS AND CHOSE AN APPROPRIATE CONSULTANT TO MOVE FORWARD WITH. AN EXPECTED ANNOUNCEMENT OF THE WINNING PROPOSAL WILL HAPPEN ON FEBRUARY 18TH

2021-2023 Commission Goals and Strategies

OREGON CITY

NOVEMBER 2024 UPDATE

Department Contact:	Economic Development	**Date:**	November 2024
Percentage Complete:	97%	**Target Completion:**	June 2025

Goal 2, Strategy 2.6 Assess the Communication Infrastructure and Equipment

STRATEGY TO ESTABLISH COMMUNITY -WIDE FIBER OPTIC CONNECTIVITY TO HOMES AND BUSINESSES THROUGHOUT OREGON CITY.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **INTERDEPARTMENTAL RECOMMENDATION TO CITY COMMISSION**
- **COMPLETE INTERNAL REVIEW OF DRAFT FINAL REPORT**
- **PRESENT TO CITY COMMISSION FOR REVIEW AND DIRECTION.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **INTERDEPARTMENTAL MEETING INVOLVING COMMUNITY DEVELOPMENT AND PUBLIC WORKS TO PREPARE FOR MEETINGS WITH FIBER-OPTIC VENDORS TO DISCUSS THE VENDORS' NEEDS TO INCENTIVIZE THEM TO PARTNER WITH THE CITY TO ENHANCE FIBER-OPTIC CONNECTIVITY WITHIN OREGON CITY.**
- INTERDEPARTMENTAL FOCUS GROUP DISCUSS HOW TO PROCEED WITH DEVELOPING RECOMMENDATIONS TO CITY COMMISSION
- STAFF MANAGEMENT HAVE BEEN GIVEN ACCESS TO THE FINAL DRAFT REPORT AND ARE BEING ASKED TO PROVIDE THEIR COMMENTS AND INPUT BEFORE IT IS SUBMITTED TO THE CITY COMMISSION.
- COMPLETED CITY-WIDE SURVEY TO UNDERSTAND HOW MUCH IMPORTANCE RESIDENCE AND BUSINESSES PLACE ON HIGH-SPEED BROADBAND CONNECTIVITY. COMPLETED SURVEYS WERE RECEIVED FROM 407 RESIDENTIAL PARTICIPANTS. 92% SAID THAT ACCESS TO AFFORDABLE BROADBAND IS AS ESSENTIAL AS OTHER UTILITIES
- INITIAL DRAFT INTERIM REPORT WITH RECOMMENDATIONS WAS SUBMITTED BY THE CONSULTANT TO THE ECONOMIC DEVELOPMENT DEPARTMENT FOR REVIEW
- PROMOTED THE STUDY TO THE PUBLIC VIA WEEKLY AND QUARTERLY OREGON TRAIL NEWS
- MAGELLAN ADVISORS WAS CHOSEN AS THE FIBER OPTICS STUDY CONSULTANT
- DETERMINED THAT FUNDING FOR BROADBAND CONSULTANTS TO CONDUCT THE FIBER-OPTIC FEASIBILITY STUDY IS ELIGIBLE UNDER THE AMERICAN RESCUE PLAN ACT
- RECEIVED INFORMATION FROM ANOTHER CITY WITHIN OREGON ON THEIR APPROACH TO ESTABLISHING FIBEROPTIC CONNECTIVITY WITHIN THEIR CITY
- STAFF HAS BEGUN DRAFTING AN RFP TO ENGAGE BROADBAND CONSULTANTS
- RFP COMPLETED AND DISTRIBUTED TO BROADBAND CONSULTANTS
- DEADLINE TO RECEIVE RFPS BACK FROM BROADBAND CONSULTANTS IS NOV. 19TH
- DISTRIBUTED 4 RFPs TO VARIOUS BROADBAND CONSULTANTS ONLY RECEIVED ONE BACK
- STAFF WILL MEET THE WEEK OF DEC 6, 2021, TO REVIEW THE PROPOSAL
- WILL BE ENTERING INTO A CONTRACT WITH MAGELLAN ADVISORS IN FEBRUARY. CONTRACT WILL BE ON FEBRUARY 2, 2022, CITY COMMISSION CONSENT AGENDA.
- HAVE REGULAR PROJECT MEETINGS WITH MAGELLAN ADVISORS

2021-2023 Commission Goals and Priorities

OREGON CITY

NOVEMBER 2024 UPDATE

Department Contact:	Planning/Public Works	**Date:**	November 2024
Percentage Complete:	Ongoing	**Timeline:**	Ongoing

Goal 7, Strategy 7.1 - Determine and Establish Relationships with the Tribes that have a Shared History with Oregon City

IMPORTANT OR RELEVANT DATES/MILESTONES:

- **Continual identification of opportunities to improve communication:**
  - **Staff continue to meet with staff from CTGR and CTUIR on a monthly basis to ensure open communications**
  - **Additionally, for all new land use applications, Planning staff send notification to tribal contacts.**
  - **The Confederated Tribe of Grand Ronde has submitted a land use application to amend the site plan for the property. The Planning Commission meeting is scheduled for January 2025.**
- **MET WITH CTUIR TO DISCUSS PHASE 2 OF THE CAYUSE 5 MEMORIAL PROJECT**

Status:

- Confederated Tribes of the Grand Ronde:
  - CTGR Staff gave a presentation to the City Commission during a work session on May 7th, 2024 to give an overview of the history of the site and what the CTGR envisions for the future of the site.
  - Staff meets monthly with staff from the Confederated Tribes of Grand Ronde to identify opportunities to increase communication, explore formalizing a government-to-government relationship, and support private development.
  - Staff also continue to meet separately with CTGR regarding redevelopment of the Blue Herron site now called tumwata Village.
  - Staff visited the site in late May 2023 to learn more about the redevelopment plans.
- Confederated Tribes of the Umatilla Indian Reservation
  - June 3, 2024 marks the date when a permanent tribute to the five Cayuse Men will open and become available for the public to witness.
  - The Oregon City Historic Review Board and the Park and Recreation Advisory Committee review this application and found no adverse impacts or incompatibility with the historic nature of the Promenade or use as a park.
  - Staff met monthly with staff from the Confederated Tribes of the Umatilla to discuss the Cayuse Five Tribute project. The City Commission authorized

$150,000 towards completion and staff is continuing to support the design and location of the Cayuse Five Tribute.

- City Commissioners and staff met with CTUIR Board of Trustees in July 2023 in support of government to government relations.