



CITY OF OREGON CITY CITY COMMISSION WORK SESSION MEETING MINUTES

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, October 8, 2024 at 6:00 PM

1. CONVENE MEETING AND ROLL CALL

Mayor McGriff convened the meeting at 6:03 P.M.

PRESENT: 5 - Commissioner Adam Marl, Commissioner Mike Mitchell, Commissioner Rocky Smith, Commissioner Frank O'Donnell, Mayor Denyse McGriff

STAFFERS: 6 - City Manager Tony Konkol, Assistant City Manager Alex Rains, City Recorder Jakob Wiley, Police Chief Shaun Davis, Economic Development Manager James Graham, Parks and Recreation Deputy Director Tom Kissinger

2. FUTURE AGENDA ITEMS

2.a. List of Future Work Session Agenda Items

Tony Konkol, City Manager, stated that adaptive reuse, local traffic volume standards, and the K-9 retirement fund would be the next slate of work session agenda items. The December 10, 2024 work session time slot was reserved for interviewing Planning Commission applicants.

There was consensus for the October 16, 2024 regular meeting to be held virtually, as three members of the Commission would be at a conference in Bend.

Mayor McGriff requested a future agenda item to address what she called "ghost buildings," structures in the community that are inactive and in various states of disrepair. There was consensus to add this to the list of future work session agenda items.

3. GENERAL BUSINESS

3.a. Progress report from Destination Management Organization (DMO) Consultants and Staff Recommendation

James Graham, Economic Development Manager, introduced the consultants from Whereabout LLC working on establishing a Destination Management Organization (DMO) for Oregon City. The team included Matthew Landkammer, Stacy Humphrey, Cheryl Cumming, and Rosalie Westenskow. He explained that the consultants had been working for the past three months on this project following the City Commission's direction from February 7, 2024.

Mrs. Humphrey presented the project timeline, noting they were at the transition from Phase 1 (discovery and analysis) to Phase 2 (organizational design). Phase 3 would involve entity creation, including filing for tax-exempt status, and Phase 4 would include recruitment support.

Humphrey explained what a DMO is and shared key findings from stakeholder interviews and a survey of 37 respondents. There was broad support for a DMO for Oregon City, with enthusiasm for a standalone entity. Respondents deemed it important that all city assets be promoted, with heritage sites identified as the competitive lead. Respondents said the DMO should leverage partnerships with Mt. Hood Territory and

neighboring cities. Respondents had concerns about fiscal impacts, specifically regarding existing grant dollars or the visitor center. Respondents felt the DMO needed clearly delineated roles and responsibilities from other organizations and should focus on marketing before transitioning to management roles. Respondent's success indicators included increased attendance at sites, a measurable impact on the local economy, and potentially establishing a second hotel in Oregon City. Respondents viewed the DMO's mission as promoting tourism across all of Oregon City, not solely addressing issues at heritage sites. Respondents felt the board's composition should reflect all tourism facets and geographic distribution. Respondents said the DMO needs space to effectively carry out its mission without the city holding on too tightly, and the leader at the helm should be visionary, inclusive, collaborative, possess tourism experience, and have thick skin.

Commissioner O'Donnell disagreed with respondents on point number 6, that the DMO should engage in marketing before management. He stated that if the DMO began advertising before being able to deliver on its promises, it would suffer for years afterward. He advocated for moving into the management function quickly to align resources before heavily marketing.

Commissioner Mitchell expressed concern about point number 9, that the DMO board should reflect all tourism facets. He noted that, while all tourism facets should be represented on the board, having every site represented could make the board unwieldy.

Rosalie Westenskow presented information about nonprofit legal structures, specifically comparing 501(c)(3) and 501(c)(6) status. She explained that 501(c)(3) organizations cannot include tourism promotion as an exempt purpose according to IRS rulings. She recommended 501(c)(6) status, which is common for tourism organizations like Albany Visitors Association and Visit McMinnville. The 501(c)(6) structure would require meaningful membership support, which could include dues, donations, or in-kind contributions.

Mrs. Westenskow said that the IRS would take at least 6 months, though likely longer, to give a determination on 501(c)(6) status. If and when granted, the 501(c)(6) status would be applied retroactively. In the meantime, the organization could still pursue incorporation and legal status in Oregon. Mr. Landkamer said the goal was to establish the entity by the end of the year.

Mr. Graham said the next step would be the appointment of three members to the board to establish the organization. There was consensus to pursue the 501(c)(6) structure and to appoint a temporary three-person task force. The commission decided to request letters of interest for these temporary positions and make these appointments at their October 16 meeting. The task force would create the board structure and organization design. The Commission would appoint a larger, permanent board at their December 4 meeting.

The Commission took a break from 7:36 P.M. to 7:45 P.M.

3.b. Parks SDC Methodology Update

Alex Rains, Assistant City Manager, and Tom Kissinger, Parks and Recreation Deputy Director, presented an update on the Parks System Development Charge (SDC) methodology, along with consultant Deb Gilardi from Gilardi Rothstein Group.

Mrs. Gilardi explained that SDCs are one-time charges on new development to recover system capital investments to serve future growth. Oregon City last updated its parks SDCs in 2000, and the presentation outlined the process for updating them based on the new Parks Master Plan.

The draft 10-year project list amounts to around \$100 million, encompassing existing park development, new land acquisition, a new pool recreation center, and upgrades to the regional park. Mrs. Gilardi said the Commission needed to give feedback on policy decisions. These policy decisions included determining which park types and facilities should receive SDC funding, how costs should be allocated between residential and non-residential developments, whether to implement a scaled approach for residential SDCs based on housing size, and deciding on the number of categories for non-residential development.

Mrs. Gilardi then explained the three growth cost components of SDCs (improvement, reimbursement, and compliance). She gave a breakdown of how much revenue would be raised through each of these components and proposed how those dollars could be spent.

There was discussion about what types of upgrades to existing parks qualified for SDCs as capacity expanding and which were upgrades of existing structures. There was consensus to see the End of the Oregon Trail facility and park area split into separate line items for SDC calculations.

Mrs. Gilardi broke down how much the current SDC methodology would charge for different types of new construction. There was discussion about whether non-residential construction should be charged SDCs for parks and whether to charge residential units based on whether the new construction is single- or multi-family, use a tiered system based on square footage, or a combination of both.

There was discussion about how much, if any, of the pool/recreation center costs should be included. The project is estimated to cost \$40 million, with \$18 million being SDC eligible. There was consensus that at least some portion of the cost should be included. There was consensus to use a square footage-based tiered approach to residential SDCs to incentivize more affordable housing. The Commission also discussed changing which neighborhoods should be targeted for future park land acquisitions.

The Commission asked to see how the city's combined total SDC costs relates to other nearby cities in light of this proposed change to parks SDCs.

4. COMMUNICATIONS

4.a. Update on City Projects

Mr. Konkol said that the Oregon Department of Transportation was acquiring right of way agreements to complete survey work for the quiet zone. The Commission would hear more when that was completed. Staff was continuing to work with property owners along the Promenade, but the issue would be coming back to the Commission. Staff was still meeting with the Confederated Tribes of the Umatilla Indian Reservation to discuss any potential future phases of the Cayuse Five Memorial.

5. COMMITTEE REPORTS

There was consensus to skip the Committee Reports section

Commissioner O'Donnell

- South Fork Water Board

Commissioner Smith

- Clackamas Heritage Partners
- Oregon City Tourism Stakeholder's Group
- 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)
- Oregon City Tourism Stakeholder's Group
- 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

Mayor McGriff adjourned the meeting at 9:15 P.M.

Respectfully submitted,

A handwritten signature in black ink, reading "Jakob S. Wiley", is written over a horizontal line.

Jakob S. Wiley, City Recorder

Date Approved: December 03, 2025