



LOCAL FOCUS

The Magazine of the League of Oregon Cities
July 2015



SUCCESSFUL Economic Development



Photo by Port of Portland



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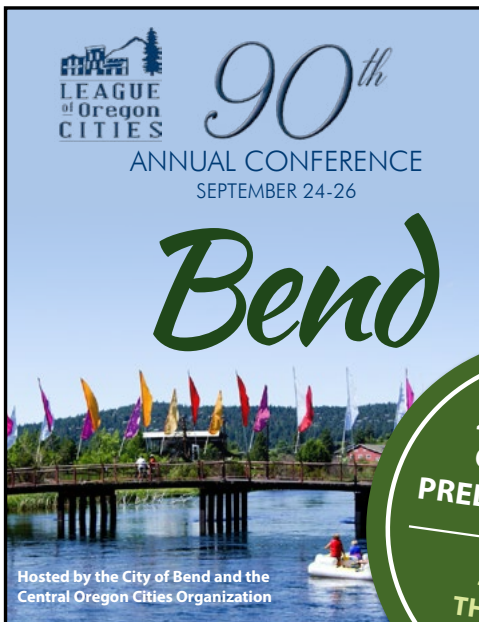
The Magazine of the League of Oregon Cities



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LOCAL FOCUS



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www.orcities.org

Home Rule: Part of Oregon's Heritage and Future

Oregon's home rule constitutional provisions turned 109 last month. The relevant portion of Article XI, Section 2 provides:

The Legislative Assembly shall not enact, amend or repeal any charter or act of incorporation for any municipality, city or town. The legal voters of every city and town are hereby granted power to enact and amend their municipal charter subject to the Constitution and criminal laws of the State of Oregon...

In a backdrop of political corruption, the People's Power League proposed the home rule amendment by initiative after two successive legislative sessions in which a home rule referral was approved, but not submitted to the voters. It is one of 124 out of 363 citizen initiative measures that have passed since 1902. As an interesting side note, legislatively-referred measures have exceeded the number of initiative measures both in number and passage rate. The Legislature has seen 254 of its 430 measures succeed at the ballot box; a 59 percent success rate as compared to a 34 percent success rate for citizen-initiated petitions. The Oregon courts have interpreted the home rule provision more narrowly than may have been anticipated. However, the standard for determining whether local control has been preempted by legislation requires a direct legislative intent to preempt local authority by an action that would make any other action incompatible with the legislation, or if the legislation was meant to be the exclusive regulation in a specific area.

Home rule is still a robust grant of authority to residents created by citizen initiative. In Oregon, cities are created by their residents. The Legislature cannot create a city. A

community can structure its city government to fit its needs. Unless preempted, a city may enact its own regulations and raise its own revenues. This aligns responsibility with authority, except insofar as a city has been preempted or burdened with a mandate.

While there are similarities, no two cities have the same revenue base or the same service demands. Geography places different opportunities and challenges before local communities. One of the strongest criticisms of Oregon's land use system is its failure to recognize geographic differences between areas of the state. The axiom of "one size does not fit all" is exemplified by that system. The power of constitutional home rule is that it allows tailoring of city government to reflect the local community. A city does not need to ask the state for permission to decide how it wishes to be governed locally or to facilitate norms of operation or conduct. Innovation and flexibility are fostered in this environment.

Despite its long history in Oregon, home rule continues to face challenges at the Legislature, where new preemptions of local authority are proposed with regularity. It is important to celebrate and defend the appropriate division of authority and to retain local control. Stifling innovation and denying flexibility, where the impacts of conduct or decisions are played out in cities that are responsible for dealing with those impacts, erodes a conscious decision in 1906 to put accountability and power in the hands of local voters. The government closest to the people should have the authority to be the most responsive to the people. ■



Mike McCauley,
Executive Director

“The government closest to the people should have the authority to be the most responsive to the people.”



Three Reasons to Attend the 90th LOC Conference

By Forest Grove Mayor Pete Truax, LOC President

Dear LOC Member:

It is my pleasure to invite you to attend the League of Oregon Cities' 90th Annual Conference this fall in Bend.

First of all, we all know how delightful the city of Bend is, and I want to emphasize that our colleagues in Central Oregon will be rolling out the red carpet for us. Tours, discussions, and conference sessions will highlight the three days for us.

I urge your attendance for the following reasons:

1. The League's Conference Planning Committee has spent a great deal of time and effort to prepare a program both entertaining and informative;
2. The good people of Central Oregon have made a special effort to show us not only a good time, but to also see how things work (and work well) in the high desert, and;
3. The opportunity to network with fellow mayors, councilors, city managers and staff is an added benefit. This allows us to "mix and match" possible solutions to thorny problems that may plague us, but have already been asked, and answered, by someone else.

Lastly, we have heard your comments at previous conferences and are moving events around to make Friday night's dinner more elegant, and to end the conference with lunch on Saturday to allow for safer, more leisurely travel home that afternoon.

I look forward to seeing all of you, and spending time sharing the successes of our 242 cities across Oregon. See you in Bend!

Pete Truax
LOC President
Mayor, Forest Grove



Marijuana Resources for Cities

The League's website is your city's resource for current information regarding marijuana in Oregon.

- Medical Marijuana
- Measure 91/Recreational
- Marijuana Taxes



www.orcities.org

Legislative Summary Available in August

Prior to this month's issue of *Local Focus* going to press, the 78th Oregon Legislative Assembly was due to adjourn *sine die* (Latin for final adjournment with no scheduled date for a future meeting) by the end of June or early in July. The League's Intergovernmental Relations (IGR) staff is preparing to publish its *78th Legislative Session Summary of Bills* by August 7. Organized by issue area and indexed by both bill number and topic, this document is a comprehensive review of both passed and failed legislation of concern to the League and cities. It is a useful tool for those seeking general background about the recently concluded session as well as specific information

concerning the disposition of a particular bill. Of course, your IGR staff is available to answer questions or fill in legislative history as needed.

The bill summary will be available on the League's website, www.orcities.org (click on Legislative). A limited number of hard copies will be printed and made available upon request.

Finally, next month's issue of *Local Focus* will contain a session wrap-up article, along with information about specific bills that require city action to comply with new laws enacted by the Legislature. ■

League Training Update

LOC-TV

The League's video training program, LOC-TV, is available online 24/7, free of charge. The six available titles are: *Conflicts of Interest*; *Participating in the Legislative Session*; *Executive Sessions*; *Election Law*; *Public Meetings*; and *What Recreational Marijuana Means for Cities*. More topics are coming soon—to view an episode, visit www.orcities.org/training/loctv.

Oregon Local Leadership Institute (OLLI)

Don't let the summer pass you by—join us for one of our upcoming training opportunities in June and July. Available classes are listed below. More information, including registration, is available at: www.orcities.org/training. Be sure to register at least two weeks prior to the class date to receive the early registration rate.

Upcoming Classes

Council/Manager/Staff Relations – We Can All Get Along

Newberg July 24

Community Visioning & Strategic Planning

Salem July 14



Low Cost Loans to Improve Wastewater and Stormwater

Contact the Clean Water State Revolving Fund (CWSRF) for the **BEST LOAN RATES** to public agencies for the planning, design or construction projects that prevent or mitigate water pollution.

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CWSRFinfo@deq.state.or.us

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www.deq.state.or.us/wq/loans/loans.htm



Applications Sought for LOC Board of Directors

Continuing the quality programs provided by the League depends on the involvement of city leaders. One avenue for involvement is service on the LOC Board of Directors.

During this year's annual conference, League members will elect four directors at large and a treasurer to the LOC Board for 2016. The treasurer position leads to the office of LOC President. According to the League's bylaws, the treasurer position and three of the director positions shall be filled by an elected city official. One of the four director positions shall be filled by a city management employee, for which the LOC Nominating Committee will consider the recommendation of the Oregon City/County Management Association. For the first year of the three-year term, this city management position will be "director-elect" (non-voting).

The League's five-member Nominating Committee recommends candidates for open positions. During the annual business meeting on September 26 the entire membership will receive the recommendations of the Nominating Committee and make the final decision.

How to Apply

City officials interested in running for the LOC Board are asked to complete the application form on the League's website (on the Board of Directors page, under "About Us"), or send a note or email message to LOC Executive Coordinator Kim Bentley (kbentley@orcities.org) to receive a hard copy application. Completed forms are due to the League office by **Friday, August 14**. Applicants will make a presentation to the Nominating Committee during the annual conference on Thursday, September 24, beginning at 4:30 p.m.

Serving on the LOC Board is both an honor and a responsibility. The board has the final say on League policies, both in terms of legislative issues and in programs and services. Your involvement will help the League reflect the values you and your citizens have in making cities a better place to live.

If you have any questions about the responsibilities of board service, please contact any current member of the board (see page 4). ■

We are pleased to announce...



Jamie Hendrickson - LEED®, A.P., CPSI

Jamie's professional background includes over 10 years of experience in parks and recreation with a focus on sustainable and inclusive design. She holds a B.S. in Landscape Architecture and Planning along with a strong belief in the value of play and community, which makes her a great asset to our team. Jamie can be contacted at jamie@buellrecreation.com.

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ASK LOC

Urban Renewal Agencies

Q: What is an urban renewal agency and how does a city form one?

A: As created by state law, every city has an urban renewal agency that is dormant until the city council passes a nonemergency ordinance activating the agency. The purpose of an urban renewal agency is to improve areas in the city that are “blighted.” Those are areas that are detrimental to the safety, health or welfare of the community due to deterioration, faulty planning, inadequate or improper facilities, deleterious land use, or unsafe structures. Examples of blight include inadequate streets and overcrowded or rundown buildings. Through the use of a specialized public funding mechanism that derives money from an increase in taxable property values, urban renewal agencies facilitate extra investment in blighted areas to generate growth that otherwise would not have occurred. As a result, urban renewal ultimately creates additional tax revenues for the city and is an important tool for cities of all sizes that want to encourage economic development.

To activate a city’s urban renewal agency, the city council must pass a nonemergency ordinance stating that blighted areas exist in the city and that the city needs an urban renewal agency [see Oregon Revised Statutes (ORS) 457.035]. Because the urban renewal agency is a separate legal entity, the ordinance must also specify the governing body of the agency. Commonly, the city council will designate itself to serve as the urban renewal agency, though a city instead could appoint a board or commission of at least three members or elect to have the housing authority serve as the urban renewal agency (ORS 457.045).

Once activated, an urban renewal agency carries out its purpose by creating a plan to improve the blighted areas in the city with the support of the financing mechanism noted above. The urban renewal plan describes the urban renewal area and authorizes the projects on which money can be

spent. The plan must be accompanied by an urban renewal report, which details the cost, schedule and funding for urban renewal projects. The public must have an opportunity to be involved in developing the urban renewal plan, and the plan must also be presented to the planning commission, the county commissioners, and, in some cases, certain other local governing bodies. Ultimately, the city council must hold a hearing on the plan, and if the council decides to adopt it, it must do so using a nonemergency ordinance. A city considering activating its urban renewal agency and adopting an urban renewal plan should work closely with its city attorney to navigate the process.

For more information on urban renewal, consult these League resources:

- **City Handbook:** Chapter 14 – Public Works and Utilities (urban renewal is discussed on page 14-20)
 - The Handbook is an electronic reference for city officials providing information on city operations, policy setting and governance.
 - To access, click on the blue “City Handbook” button on the League homepage, www.orcities.org.
- **A-Z Index:** Urban Renewal
 - An online repository of information, including a page devoted to urban renewal
 - Includes a link to sample urban renewal plans and reports from other cities
 - To access, click on the blue “A-Z Index” button on the League homepage (www.orcities.org) and then on “U” for urban renewal. ■

2015 HEAL Cities Small Grants Available

The HEAL Cities Campaign Small Grants are now available to implement policies that create healthier communities. **All cities that join the HEAL Cities Campaign by July 31, 2015 are eligible to apply.** Applications for the small grants are due August 31, 2015. HEAL Cities Small Grants will make implementation grants to up to six (6) cities to implement HEAL policies, in amounts between \$5,000 and \$15,000.

The HEAL Small Grants Program is funded through the generosity of Kaiser Permanente, and is part of the HEAL Cities Campaign, a joint initiative of the League of Oregon Cities (LOC) and the Oregon Public Health Institute (OPHI) that helps civic leaders create healthy communities.

The campaign offers many tools to assist cities throughout Oregon to adopt and implement HEAL policies. Cities may consult with campaign staff at the Oregon Public Health Institute for personalized technical assistance. Campaign staff can help a city to join the campaign, select an appropriate policy, identify Small Grant-eligible implementation projects, develop a strategy to engage the community in project selection, and/or navigate unexpected hurdles in implementation.

To apply for a HEAL Cities Small Grant:

- Submit a completed application to Karli Thorstenson by 5:00 p.m. on August 31, 2015.
- Learn more about the Small Grants process in our FAQ document. All materials can be found on the HEAL Cities website: www.HEALCitiesNW.org.
- Contact Karli Thorstenson at karli@ophi.org, (503) 227-5502 x223 for more information on the application process.

Only HEAL Cities are eligible to apply for Small Grants for HEAL Cities. A city must join the HEAL Cities Campaign by July 31, 2015 to be eligible for a 2015 Small Grant. ■



HEALTHY EATING
ACTIVE LIVING
CITIES
CAMPAIGN

SAVE THE DATES

Oregon Water and Wastewater Infrastructure Finance Workshops

Where:

Klamath Falls, July 28 at Oregon Institute of Technology

Newport, July 30 at Oregon Coast Community College

Who Should Attend: The workshops are targeted for small water and wastewater systems, however all are welcome to participate. Elected officials, mayors and board members are particularly encouraged to attend, along with managers, city recorders, administrative staff, public works staff and operators.

Topics: This annual event will feature the latest on funding programs and resources for water and wastewater projects, opportunities to meet agency representatives to discuss your plans and projects, sessions on sustainable and effective utility management, asset management, rates and public education, and project development. We also plan to conduct a "One-Stop" funding meeting.

Resources: Sponsored by Rural Community Assistance Corporation (RCAC), funded by USDA Rural Development, in partnership with League of Oregon Cities; Business Oregon Infrastructure Finance Authority (IFA); Oregon Department of Environmental Quality (DEQ); Oregon Health Authority (OHA); Oregon Association of Water Utilities (OAWU); Indian Health Services (IHS); and U.S. Environmental Protection Agency (EPA). There will be valuable information on agency programs, assistance for planning and developing projects, and tools and guides on how to effectively manage systems.

Please join us again this year for Oregon Water and Wastewater Infrastructure Finance Workshops to help keep your infrastructure project moving forward!



Rural Community
Assistance Corporation
www.rcac.org

For more information please contact:

Chris Marko, Rural Community Assistance Corporation (RCAC)
phone: 503-228-1780
cell: 503-459-7769
email: cmarko@rcac.org

City Deadline Calendar

Dates Cities Need to Know

JULY

July 15

Budget: File Budget Documents with Department of Revenue and Tax Certification with County Assessor

Cities must file two copies of: (1) each budget resolution; (2) the tax certification form; and (3) the ballot measure for any new tax.

Note: Although the budget process may begin sooner or later than noted, the documents referenced above must be filed with the county assessor by July 15. (ORS 294.458; ORS 310.060)

July 17

September Election

City elections officers must file candidate statements and measures with the city's county elections filing officer. (ORS 254.095)

July 31

State Shared Revenues

Cities may receive state shared revenues only by adopting an ordinance or resolution electing to receive them. That ordinance or resolution must be adopted by July 31. In addition, by July 31, cities must submit to the Department of Administrative Services documentation certifying compliance with state law, including that the state shared revenues hearing has occurred. (ORS 221.770)

AUGUST

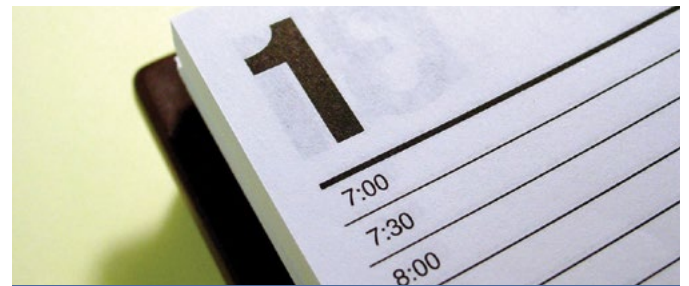
August 14

Land Use: Submit Report to Department of Land Conservation and Development (DLCD)

Cities with comprehensive plans or functional plans for lands within the urban growth boundary of a city that is located outside of a metropolitan service district and has a population of 25,000 or more must submit annual reports to DLCD regarding all applications for residential permits and residential zone changes.

Note: The statute does not provide a specific date upon which to submit the report. (ORS 197.178) ■

PERS Reports – Cities must remit a regular report to the PERS Board no later than three business days after the end of the city's pay cycle. (ORS 238.705; OAR 459-070-100)



Upcoming EVENTS

OCCMA (City Managers) Summer Conference
July 7-10 – Bend

OMA (Mayors) Summer Conference
July 30 – August 1 – Cottage Grove

LGPI 40th Annual Conference
August 19-20 – Salem

OAMR Annual Conference
September 15-17 – Seaside

LOC Board Meeting
September 23 – Bend

OMA (Mayors) Board Meeting
September 23 – Bend

LOC Annual Conference
September 24-26 – Bend

101st Annual ICMA Conference
September 27-30 – Seattle, Wash.

LOC Office Closed
September 28

OCCMA (City Managers) Board Retreat
October 22-23 – Silverton

NLC Congress of Cities & Exposition
November 4-7 – Nashville, Tenn.

LOC Board Retreat
December 4 – Salem

For more upcoming events, visit the Calendar page at www.orcities.org.

Successful Economic Development

What does it take for a community to achieve success in economic development? For each example in the following pages, the process and the determining factors are unique.



ECONOMIC DEVELOPMENT

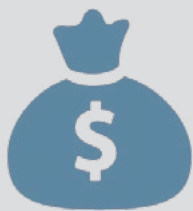
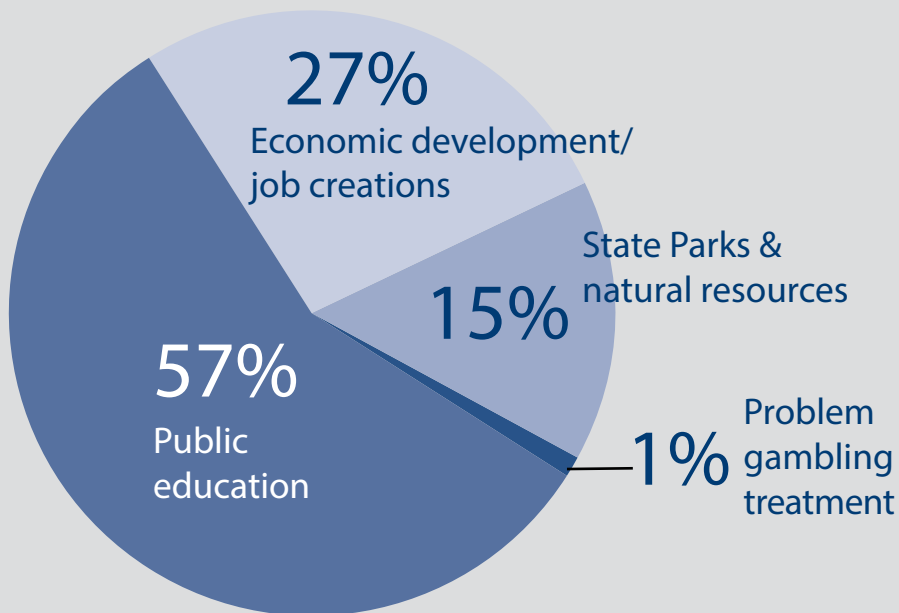
Facts & Figures



Oregon has the 2nd lowest total business tax burden¹

Maine has the lowest

Oregon Lottery funds distribution
2013-2015²



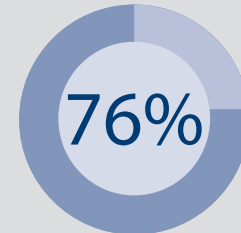
\$2.6 billion

in Oregon Lottery funds have been infused into job creation and economic development since 1984³



13,500

Brownfield sites in Oregon with known or suspected contamination³



Percentage of brownfields located within an urban growth boundary³

Sources:

¹ Ernst & Young. 2011. Competitiveness of state and local business taxes on new investment: Ranking states by tax burden on new investment. Retrieved from: www.cost.org/WorkArea/DownloadAsset.aspx?id=78442. Accessed on 060515.

² Oregon Lottery. Retrieved from: www.oregonlottery.org/About/Lottery101/HowareFundsAllocated.aspx. Accessed 060515.

³ Oregon Lottery. Retrieved from: www.oregonlottery.org/Good/Economy/index.html. Accessed 060515.



Partnerships Make Industrial Park Work

By Doug Daoust, Mayor of Troutdale

Located adjacent to the Columbia and Sandy Rivers and the Troutdale Airport, the 700-acre Troutdale Reynolds Industrial Park (TRIP) is an example of a successful economic development. The park is being developed in three phases and transformed into a thriving jobs center for distribution, logistics, energy generation and manufacturing operations. TRIP is located on the largest brownfield restoration site in Oregon, where Reynolds Metals Aluminum plant operated for many years into the 1990s. The Port of Portland purchased the property, and TRIP today is in a great location because industry there has the ability to move product quickly to the rest of the world. That's why FedEx Ground built their regional delivery hub there in 2010. Construction on the Phase II development, with all the required roads and infrastructure, will begin this summer, continue into 2016, and bring more shovel-ready lots to market in 2017.

To date, the Port of Portland has invested \$37 million in TRIP and is planning on a total investment of \$57 million over a 16-year period to get it developed as an industrial hub.

The following is some of the history that led to this success:

- The city annexed all the TRIP property into the city in February 2007.
- The Troutdale City Council created an enterprise zone for the TRIP area in September of 2007, and the state approved it.
- The Port of Portland purchased the TRIP property in December 2007.
- FedEx Ground built a 441,000-square-foot facility using enterprise zone benefits in 2010.
- The project received a Phoenix award in 2011 as the nation's best brownfield redevelopment project.
- To date, the state, region and city have invested a total of \$27 million in TRIP and the Troutdale interchange.

The FedEx facility at TRIP is a regional hub for ground shipments of packages. The site currently has 600 permanent employees, plus another 200 on contract. An expansion is planned, and more employees will be added.

Future Opportunities

The FedEx Ground expansion will add another 155,598 square feet, with an estimated value of \$20 million. In addition, there is a proposal to construct a gas-powered electrical generating plant in on the TRIP property, just to the east of the FedEx Ground facility. The proposed \$680 million Troutdale Energy Center (TEC) will consist of two separate

generating plants that would combine to produce 650 million megawatts of electricity. City staff continue to support the applicant's plan to design a system to deliver treated effluent (recycled water) to the center for industrial cooling using the nearby Troutdale Water Pollution Control Facility. State permits for the project are pending, though a customer for the power to be generated has yet to be confirmed. If developed, the TEC would create 26 permanent operating jobs, paying about \$150,000/year.

Economic Benefits

The economic impacts of the Troutdale Reynolds Industrial Park include:

- 3,381 direct jobs;
- \$410 million in personal income (direct, induced and indirect); and
- \$41 million in state/local taxes annually when considering all job impacts.

Reaping the Benefits

With the expiration of the FedEx Ground enterprise zone tax exemption, Troutdale received \$467,475 in property taxes in 2014-15. In prior fiscal years, under the enterprise zone exemption, the Troutdale property tax for the FedEx Ground property was only \$90,369. The total property taxes paid by FedEx Ground to all taxing jurisdictions in the current fiscal year 2014-15 was \$1,704,660. FedEx pays on two tax accounts, one for land and buildings, and the other for business machinery and equipment. The company's equipment inventory is considerable, and more than \$100,000 in taxes was paid to the city of Troutdale for machinery and equipment.

All About Partnerships

Numerous successful partnerships have made the Troutdale Reynolds Industrial Park an example of successful economic development. The Port of Portland is a major player as the landowner, and this relationship is very important to the city. In addition, the governor's Regional Solutions Center for the Portland Metro Region has provided critical assistance with state and federal regulatory agency approvals and transportation funding key to keeping this brownfield redevelopment moving. Finally, the East Metro Economic Alliance (EMEA) is a grassroots economic engine for all of the east Portland Metropolitan area, and they continue to assist the port and the city in finding compatible, appropriate industry for the TRIP industrial development. ■



PORT OF MORROW



SAGE CENTER



TILLAMOOK CHEESE PLANT

Investment, Jobs and Regional Economic Benefits:

How the Port of Morrow Partners with Boardman and Other Cities

By Gary Neal, General Manager, Port of Morrow

The Port of Morrow, Oregon’s second largest port, has its primary industrial park located in the city of Boardman. The port has county-wide jurisdiction, however, the facilities in and next to Boardman serve all of Morrow County and the region as a whole.

With approximately 4,500 jobs located at the port, there are several industries that could be described as a “success” from the standpoint of investment, jobs and multiple benefits in the regional economy. The collaboration between the Port of Morrow and the city of Boardman is an important part of those successes. The port and city work together on water systems and uses and have an intergovernmental agreement relating to water. We also have an agreement on sanitary sewer services. These agreements allow both entities to avoid duplication in certain utility services, getting maximum benefit with the least amount of cost to the entities and the users.

The port and city share expertise in personnel, and have worked together on road improvements and building new roads in the city. In June 2013, the port completed development of the SAGE Center, an education facility that shares information about our natural resource-based economy, the technology involved today and the conservation that is incorporated in our industries and agriculture practices. The center also shares information about the region’s energy diversity. The history of the development of our region and the

Port of Morrow is displayed as well. The city of Boardman has supported this important facility in water delivery along with sharing in road improvements to the SAGE Center.

More recent collaboration between the city and the port has included a new road project along with water and sewer line extensions in the city that have opened up new property for housing needs in the community.

In addition, there is a partnership with the city of Boardman, Morrow County and the Port of Morrow in the local enterprise zone board. The three partners negotiate enterprise zone agreements and collaborate on how to utilize resources to help enhance livability in Morrow County.

Over the years, the Port of Morrow has helped all of our communities achieve strategic projects that were needed but could not be accomplished without collaboration. These projects include housing subdivisions in Heppner and Ione, a water system upgrade in Lexington, and street and sidewalk design and improvements as well as ball fields in Irrigon.

All of the communities and citizens in Morrow County are important partners to the Port of Morrow, but with the main operations located in Boardman, the ongoing collaboration carries a larger and more strategic role as we continue our ongoing plans. ■

Business Retention & Expansion at the Community Level

By Elizabeth Peters, Marketing & Communications Manager, SEDCOR

In communities across the U.S., citizens and local leaders often think about—and talk about—what they want their community to become. The tough part is getting there: working together with others in the community to influence their future.

In the Mid-Willamette Valley, a new multi-year initiative has been launched that gives communities the framework and technical research to effectively create their own economic development plans. The program, endorsed by the International Economic Development Council, was launched in 2014 by Strategic Economic Development Corporation (SEDCOR), the lead economic development organization for Marion, Polk and Yamhill County.

The program brings together business leaders, local government and education officials, professional economic developers and interested citizens to systematically create a plan for the benefit of existing local businesses and the community. It's a method that has been practiced in the Midwest and East Coast states for decades, but is relatively new to the West Coast.

In a nutshell, SEDCOR comes alongside communities to facilitate the process of researching, prioritizing and implementing a targeted economic development plan for each community.

A Collaborative Plan

The Business Retention & Expansion (BR&E) program is a multi-faceted initiative that results in an effective economic development plan and stronger dialogue between businesses and local community leaders.

SEDCOR starts by working with community members to bring together local chambers of commerce, city officials, leaders in education, and community leaders to create a leadership team. This team, acting as a sort of steering committee, is charged with making sure the program gets executed. The team begins by scoping the project—selecting three industry segments in which to work (most have chosen tourism, manufacturing, agriculture and general business), and deciding how many companies to interview.

Following this initial scoping phase, the leadership team selects community interviewers who, working in teams of two, will visit local businesses using confidential, structured surveys. These surveys are designed to gather information that facilitates a better understanding of the issues, opportunities and/or concerns of companies in the community. Interviews are conducted over a two-week period, so the number of interviewees needed is based on how many companies the

leadership team feels they can visit over the short period of time.

Selection of the leadership team and interviewers is critical to the success of the project because every community is like a fingerprint, with a different shape, features, assets and challenges from any other. The leadership team and interviewers, therefore, should be active in the community, but not have served in an official capacity, where they would have pre-conceptions about potential survey results. Interviewees must go through a two-hour training course before they go into a business to discuss the survey.

During the process of conducting the surveys of businesses, community leaders demonstrate concern and support for local businesses and work to help solve immediate issues or red flags.

Data That Guides Good Decisions

The data from these surveys—held in the strictest confidence—is then collected and analyzed by SEDCOR to identify commonalities and trends among the companies. Using all of this collective information gleaned from the interviews, SEDCOR works with the leadership team to develop prioritized lists of issues, opportunities and concerns so they can be addressed to the satisfaction of the community and its businesses.

From the prioritized list, a strategic plan for economic development is then created for each community, and a broad-based coalition is formed to sustain growth and development. The summary data can be used very effectively for decision makers to focus on real solutions to real problems in their community.

Studies have shown that business retention and expansion programs encourage local businesses to stay and grow in a community. The technical assistance provided through this type of program can help businesses increase competitiveness, help with expansions that add jobs, keep a company from relocating, and help a company survive economic difficulties. BR&E is especially good at connecting businesses to local networks they may not be aware of.

Longer-Term Perspective

Over the long term, the goal of the Mid-Willamette Valley BR&E program is to increase local business' ability to compete in the global economy by creating county-wide and region-wide coordinated economic development plans and address

Photos courtesy of SEDCOR



SILVERTON



INDEPENDENCE

issues at the local level. The program ultimately will uncover common issues and opportunities among businesses across the region, and efforts to address business needs in the region can be more targeted and effective.

The data and intelligence gleaned from the program can also help attract new companies to a community, and foster the creation of new businesses. This type of data effectively identifies the assets and competitive strengths and weaknesses of a local area. It can also be effective at informing public policy decisions that can impact the local business climate.

SEDCOR Business Retention and Expansion Manager Nick Harville spearheaded the effort in Marion County and is currently working with five cities that are in the process of developing their leadership teams. AJ Foscoli, who recently joined SEDCOR to lead BR&E efforts in Polk and Yamhill County, reports that communities in both Polk and Yamhill Counties have expressed interest in starting the program as well.

SEDCOR expects that the initiative will help with local business retention efforts. By evaluating and addressing key needs and concerns of companies at the local level, companies become more competitive. Businesses that stay competitive are more likely to remain and expand. By addressing common business concerns, citizens and public officials will support a healthier future for their community.

“I think the best outcome will be building relationships between community leaders and our local businesses,” said Keith D. Campbell, city administrator for the city of Stayton. “I hope that the BR&E program develops collaborative relationships, provides an understanding for the needs of our local businesses, and opens up communication for available resources to assist said business,” he said. “BR&E has proved to be successful and I am happy that the community is focusing on this program.”

For more information about the Mid-Willamette Valley business retention and expansion initiative, contact Nick Harville at (503) 837-1802 or nharville@sedcor.com. ■



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Rediscovering the Falls

A Project that Could Transform Downtown Oregon City

By Nick Christensen, Senior Public Affairs Specialist, Metro

When the Blue Heron Paper Co. locked the gates and filed for bankruptcy in 2011, it was a punch to the gut of downtown Oregon City.

But it was no time to stay down on the mat.

“I went to see Jim Desmond within two days of that closure,” said former Oregon City Mayor Doug Neeley, referring to the then-director of Metro’s Sustainability Center.

The meeting kicked off a partnership that has grown and pressed forward into perhaps the most exciting brownfield redevelopment project in the state today.

Blue Heron wasn’t your run-of-the-mill paper plant. It filled the south bank of Willamette Falls, one of the largest plunges in North America, and the birthplace of modern Oregon.

It was at the falls that mills began operating in the 1820s. The falls were the end of the Oregon Trail, the start of Oregon City, the site of the first long-distance power transmission in the world. Buildings were placed on basalt outcroppings, then on top of other buildings, industry supporting the economy of Clackamas County for generations.

And while the closure of Blue Heron was a cruel twist of the Great Recession for workers at the plant, it also marked a new beginning for public access to the falls and for the economy of Oregon City.

Developer George Heidgerken bought the mill out of bankruptcy in 2014, and plans to redevelop the site. As part of the deal, he turned over an easement to a consortium of Oregon City, Clackamas County, Metro and the governor’s Regional Solutions Teams to manage a riverfront walkway. Portland General Electric (PGE), which operates the country’s third-oldest hydroelectric project at the falls, also contributed an easement for the Riverwalk.

The Riverwalk, projected to cost nearly \$40 million, will at last let the public experience Willamette Falls up close and personal. The falls’ two main public viewpoints today—off Highway 99E and Interstate 205—only view the falls from above.



Photo courtesy of Metro

“To get close to the falls and see the magnitude and the beauty of the river and the falls is impressive. It’s unfortunate that so few citizens have had the opportunity to experience it. I’m very interested and excited about opening that area of the river up to people so they can experience the falls themselves.”

West Linn Mayor Russ Axelrod



Photos courtesy of Metro

Left to right – Gladstone Mayor Dominick Jacobellis; Rep. Brent Barton, D-Clackamas County; West Linn Mayor Russ Axelrod; former Oregon Governor Barbara Roberts; Rep. Jeff Reardon, D-Happy Valley; Oregon Governor Kate Brown; Oregon City Mayor Dan Holladay; Clackamas County Commissioner Martha Schrader; Metro Councilor Carlotta Collette



Left to right – Oregon Governor Kate Brown; former Oregon Governor Barbara Roberts; Metro Councilor Carlotta Collette

In May, Governor Kate Brown announced that the team of Snøhetta, Mayer-Reed and Dialog will design the Riverwalk project. The Riverwalk will open up public access to the falls while enhancing habitat along the Willamette for fish and other wildlife. Metro is contributing \$5 million from its natural area bond program to support the project.

A handful of tours a month venture onto PGE's dam at the falls, onto the so-called "dance floor" platform at the eastern edge of the horseshoe-shaped falls.

"It's amazing," said West Linn Mayor Russ Axelrod. "To get close to the falls and see the magnitude and the beauty of the river and the falls is impressive. It's unfortunate that so few citizens have had the opportunity to experience it. I'm very interested and excited about opening that area of the river up to people so they can experience the falls themselves."

Axelrod's West Linn is on the northern side of the falls. He envisions a tourist district across the Arch Bridge from downtown Oregon City, bringing visitors from around the state—and the world—to Clackamas County. He also would like to see more public access to the West Linn Paper Co. site on the falls' northern bank.

Tourism will play a role on Oregon City's side of the falls, but Mayor Dan Holladay says the redevelopment will also play a huge roll in his city's ongoing downtown renaissance.

Downtown Oregon City is booming—coffee shops, restaurants, boutiques and even a brewpub line Main Street north-east of the falls. But the old Blue Heron site—now called the Willamette Falls Legacy Project—could effectively add another eight blocks of development to the area, extending Main Street past Highway 99E.

The Legacy Project says the site's new development could have as much as \$220 million in assessed value. Holladay said he thinks the site could have three times as much development.

"I foresee, easily, 1,000 jobs down there," Holladay said.

The development plan could include homes, offices, craft industrial space, shops and perhaps a hotel. The Legacy Project estimates it will generate \$14 million annually in visitor spending, and \$2.3 million in local property taxes each year.

"This has the potential to transform our existing downtown," said Tony Konkol, director of Oregon City's Community Development Department. He said the city was on a positive course, but the falls speed up the pace of development in the area.

"It's another piece of the puzzle to make it a vibrant regional center," Konkol said. "We've got The Cove, the north end, and now this opportunity comes along to add multiple blocks to your downtown. It's an important piece and it'll be wonderful to have."

Early on, project leaders established four "core values" to guide development—public access, historic and cultural interpretation, economic development, and healthy habitat.

Those values add up to an experience that's hard to put into words.

"When you're going there and the river's at full, it's awe-inspiring," Holladay said. "The power of that much water that close to you—I just don't have an adjective for it." ■

Springfield's Steps to Revitalization

By Courtney Griesel, Management Analyst, Springfield

Every city has likely come across the opportunity to revitalize and redevelop. It can be an exciting time to collaborate with those you serve. It can also be daunting if you don't understand community values, where to fit in, where to lead, and how to embrace the journey along the way. At the city of Springfield, through a lot of listening and learning, we've developed 10 steps to revitalization that have led to success time and again.

Provide a Plan

Developers and private business owners want to know how their investments will be protected. They consider, "If I invest in this redevelopment, what can I expect the neighboring investment to look like?" A city can answer by developing refinement plans within redevelopment areas which create a sense of certainty for the overall form; helping the redevelopment community understand how you plan to support and protect their investment.

Explain Your Sphere of Influence

Understand the interests and concerns of the private sector and be clear with them and yourself about what you can actually influence. Areas of actual influence are where we focus our resources. For example: lead by focusing on infrastructure investments, completing environmental assessments and due diligence, and streamlining your permitting processes.

Get Your "Tax" Together

The city of Springfield is part of TEAM Springfield, a cooperative board made up of leaders of the major taxing entities

in Springfield including the city, school district, park district, and utility board. The TEAM Springfield model creates an official relationship between each entity, aligning priorities and projects. This cooperative allows entities to approach voters with a reduced risk of competition from another taxing entity's initiative. It also provides the ability for all taxing entities to agree on the prioritization of specific redevelopment areas, creating more opportunities for incentives and creative redevelopment solutions.

Get Comfortable with Community Discomfort

Every city has a topic, industry, or unofficial "fun fact" which makes them uncomfortable for one reason or another. Face these adversities head on and strategically. Where discomfort exists, so too does dialogue and opportunity. Remember, if you don't seize the opportunity, someone else will, and you will have less control over shaping the ultimate message and outcome.

Balance the Large Vision with Little Victories

It is easy to become hyper-focused on long-range plans and visioning processes. Remember to reach for the "do it now" victories from time to time. Business advertising programs, requested downtown sidewalk repairs, filled potholes, graffiti abatement, and tree trimmings are projects which cost very little in comparison to other capital projects and can greatly improve the relationship between your city and the business owners currently operating in your redevelopment areas. These near-term victories help to reassure your business owners that you're invested in their success, even as you're looking to future redevelopment.



Photo courtesy of the city of Springfield

Downtown 20th Century Fox *Simpsons* Mural

Education, Not Regulation

Interactions with current and prospective business owners should rarely use the word "no." Instead the word should be "why." Asking "why" communicates to the business owner that you're interested in learning about their industry and how your city fits with that industry. When we ask "why" enough, we're often able to get to a fundamental agreement on which we are able to build.



Drawing courtesy of the city of Springfield

Glenwood Refinement Plan Sketch

Don't Reinvent the Wheel

When identifying a service gap or project need, ask yourself these questions: “Does one of our partners already provide this service?” and, “Can we really do it better?” Creating and strengthening relationships with partners is an effective way to leverage resources and improve the quality of services provided. Instead of breaking into a new service area, which is costly and risky, invest in your partners who are already refining the service area. This approach also offers the chance to work with new partners who provide the needed service already.

Stand By Staff

While we are each servants to our resident populations, we are asked to serve by lending our staff expertise to the process of making technical decisions. In some cases this will mean knowing when the data leads to a decision or investment that seems to fly in the face of popular opinion. These are the tough projects. These are also, often, the most successful projects in the end. When faced with these decisions, ask yourself: “Are we trying to propose a new solution with this project? Is there anything like this in our community or nearby region that uses this solution or something similar?” If what you’re attempting could be thought of as innovative and new to your community and surrounding region, you have an opportunity to rely on staff expertise to make data-driven decisions. These decisions become easier over time as staff and decision-makers find confidence in testing expertise against new ideas.

Stay Flexible

Invest in creating certainty of form and environment in your redevelopment area. Remember industry will change dramatically in relatively short time frames. In the early 90s, Sony Manufacturing was investing heavily in their compact disc manufacturing facilities, one of which was located in north Springfield. Just 10 years later, discs were all but obsolete and these “new” facilities were closing their doors. Create plans and zoning districts focused on building forms that are universally attractive and appealing over the long term and with low impact to neighboring businesses. This will allow these spaces to be flexible, accommodating and responsive to shifting and new markets and industry. The one-time expansive Sony disc manufacturing facility in Springfield is now the home of an international software firm which employs more than 1,400 people at the Springfield site alone.

Learn the Industry You Want to Impact

Don't expect your local industry to care about what you'd like from them just because you'd like it. Become an expert in their industry first, understand and then speak their language. Speak to what drives their decisions, not your own, and seek alignment when possible.

Revitalization is a journey. The cities that work to understand the needs of those they serve, remain flexible and collaborative, and embrace the experience, will see ideas become reality. ■

Tax Increment Financing and Urban Renewal

By Elaine Howard

Tax increment financing, which follows the creation of an urban renewal area by a city or county, is an invaluable tool for helping create economic vitality in communities throughout Oregon. This type of financing is authorized under state law, implemented locally, and allows for the concentrated use of property tax revenues to facilitate economic growth in certain designated areas of a city or county. These areas can have a variety of deficient conditions, including infrastructure that is in need of upgrading; buildings that could benefit from storefront improvements or more full renovation; or low property values, which indicate the necessity of additional efforts to facilitate development.

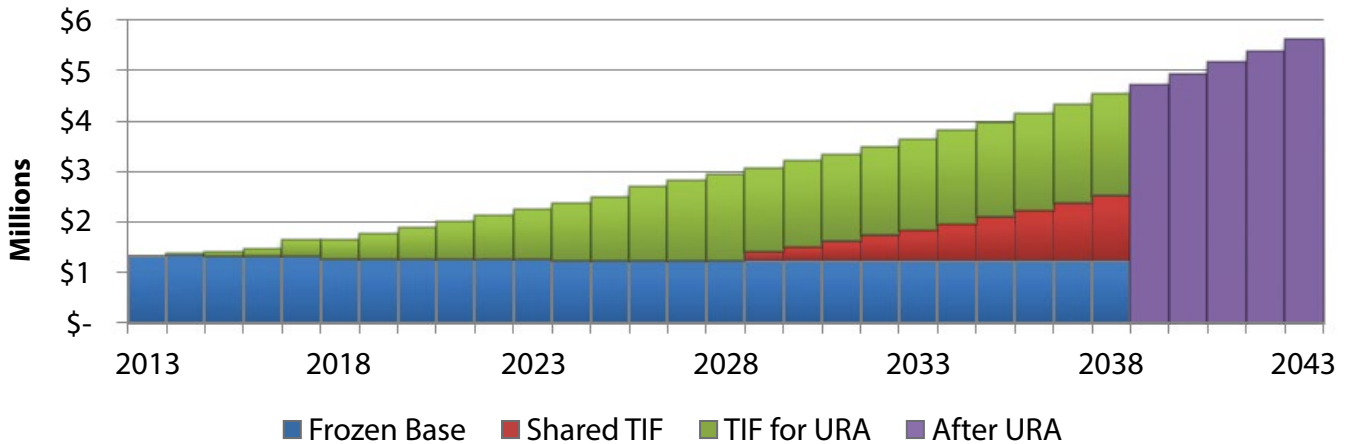
The underpinning theory of urban renewal is that if these properties and the surrounding infrastructure are upgraded, they will contribute more substantially to the local economy and to the property taxes which support all of the taxing jurisdictions.

How Does Tax Increment Financing Work?

Urban renewal is unique in that it has its own funding source: tax increment financing (TIF). At the time an urban renewal plan is adopted, a county assessor calculates the total tax assessed value of the area and establishes this value as the “frozen base” for the area. Growth above the base is called the “increment.” Tax increment revenues are the property tax revenues generated off the increase in the assessed values over the frozen base. These taxes from the growth in the urban renewal area go to the urban renewal agency for use within the urban renewal area. Taxes off the frozen base continue going to all of the taxing jurisdictions.

The amount of funds an urban renewal area may use is determined by setting a maximum indebtedness. This is the total amount of money that can be used on projects, programs and administration of the urban renewal area. It is based on

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“ Tax increment revenues are the property tax revenues generated off the increase in the assessed values over the frozen base. ”

balancing the project needs in the area with the timeframe desired for use of the tax increment tool. Typical new urban renewal plans are for 20-25 years. Interest on any borrowing (bonds, lines of credit) is not counted towards the maximum indebtedness. Urban renewal plans adopted after 2009 have the potential for revenue sharing when certain thresholds of tax increment generation are met. This potential is indicated in the chart on the previous page.

What Types of Programs or Projects are Eligible Under Urban Renewal?

Urban renewal agencies can do certain projects or activities under an adopted urban renewal plan. These activities generally include:

- Construction or improvement of public facilities including streets and utilities.



The Barber Street extension project in Wilsonville bridges the Coffee Creek wetlands and connects approximately 2,500 planned units of new residential development in the Villebois neighborhood of Wilsonville to transit services at South Metro Area Rapid Transit’s (SMART) Central station and the Westside Express Service commuter rail station, located on the east side of the wetlands. By providing alternative routes for vehicle traffic, this urban renewal-funded project will improve fire department access to Villebois, school bus access to Lowrie Primary School, and reduce traffic congestion on Wilsonville Road. Additionally, this connection improves bike and pedestrian connectivity within the city and will tie into a future phase of the Tonquin Trail.

- Development of parks, way-finding signage and other public uses.



The Garden of Surging Waves in Astoria, a park that commemorates Chinese heritage in the community, was funded through a variety of sources, including tax increment financing. It is directly adjacent to the downtown core and within blocks of the recently renovated Liberty Theater, both projects key in bringing economic vitality and livability to Astoria.

- Participation with developers for property improvement, or the creation of jobs and housing.



The Face Rock Creamery was a project of the Bandon Urban Renewal Agency and a private developer. At present they have 15 new permanent full-time employees and four

(continued on page 24)

seasonal employees plus additional work for delivery transportation and milk truck drivers as well as the temporary jobs for construction. The business serves as a key tourist attraction at the north portal to Bandon.



The La Grande McLean Family Dental property was partially funded through an urban renewal grant. The project added jobs in the urban renewal area and services to the community.

- **Rehabilitation of existing buildings**



Sandy has an innovative storefront program, bringing in an architect to design the new exterior façade in keeping with a theme established for the downtown core.

How Does Tax Increment Financing Affect Overlapping Taxing Districts?

Financially and through improvements.

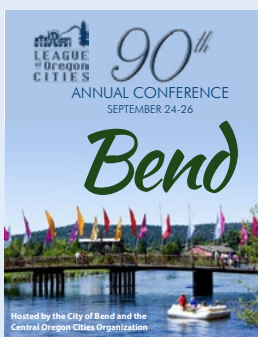
Taxing jurisdictions are impacted by tax increment financing both directly through the division of taxes for the urban renewal agency, but also impacted due to the positive impacts of urban renewal projects. Urban renewal agencies gain revenues through the collection of property taxes. Property tax increases come through new development and the statutory limit of 3 percent increase in assessed values on existing real property. During the use of tax increment financing, the permanent rate property taxes on the growth in assessed value in the urban renewal area are allocated to the Urban Renewal Agency and not the taxing district. The taxing jurisdictions still are able to collect the property tax revenues from the assessed value of the frozen base, but increases in revenues are allocated to the Urban Renewal Agency for use within the urban renewal area. In many urban renewal areas, that growth from new investment would not have occurred but for the use of urban renewal which has stimulated the growth. Shared TIF as shown in the chart above refers to meeting thresholds as defined in ORS 457 where TIF revenues must be shared with overlapping taxing jurisdictions. The impacts on schools and education serviced districts are more indirect, as they are funded through the State School Fund that is comprised of other sources of revenues including property taxes.

Once an urban renewal area is terminated, there generally will be an increase in property tax revenues to all taxing jurisdictions. This increase of property tax revenue is a result of the ability to concentrate funding in a specific area, encouraging the area to develop properly.

Many urban renewal projects improve infrastructure to allow for new development, both creating new jobs and housing

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for the community. These infrastructure projects are often helpful to the local fire districts as they provide water service or improved roads. This infrastructure also encourages business growth, and encouraging the growth of local businesses supports surrounding neighborhoods as well as provides job opportunities within the community. Other projects help increase the livability in a city by developing much needed public facilities. Employment opportunities and livability are key in families making decisions to move to or remain in communities, providing students for the schools. Since schools are funded on a per-pupil basis, the retention and growth of families in a community is a vital component to supporting schools. The improvement of buildings in a community help in the visual appearance but often help in addressing fire and life safety issues, key issues for fire districts.

How Does Tax Increment Financing Affect Property Tax Payers' Tax Bills?

Most property tax payers will not see an increase in property taxes as a result of a new urban renewal area. If there is an increase, it is due to bond or local option levies which were adopted prior to October of 2001 and are still collecting revenues. There are very few local option levies still in existence that were issued prior to October 2001. These impacts are typically VERY small. However, once an urban renewal plan is adopted in an urban renewal area, tax payers within that area will see a line item on their property tax statements for urban renewal. This can be quite confusing because even if you are not physically located in the area, you will see an indication of the impact of urban renewal on your property tax bill. Your overall tax bill does not increase, but the allocation of revenues received from your payment is changed as a portion of that payment now goes to urban renewal. This is called "division of taxes" and is the administrative way that assessors must show the calculation of the tax increment revenue.

For More Information

The Association of Oregon Redevelopment Agencies (AORA) has a website, www.orurbanrenewal.org, that contains additional information and publications on urban renewal, including a Best Practices Manual for AORA members. AORA is presently working on a video presentation to tell the stories of successful projects. Check back on the website in the fall. ■

Learn more about urban renewal at the 90th LOC Conference, September 24-26 in Bend.

Consultant Elaine Howard will be presenting a concurrent session on urban renewal and enterprise zones, followed by a tour of the city of Redmond's downtown revitalization efforts.

For more information, check out the conference guide contained in this issue of *Local Focus*.



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Regional Solutions – Working at the Local Level

By Annette Liebe, Regional Solutions Director

On April 21, Governor Brown met with Regional Solutions committee conveners, coordinators and state agency directors to voice her support for their work and the Regional Solutions program. Economic development for all of Oregon is a priority for Governor Brown. Regional Solutions is an integral part of her strategy for retaining and creating jobs in all regions of the state.

The Regional Solutions approach to community and economic development recognizes the unique needs of each Oregon region, and the importance of working locally to identify priorities, coordinate state action, solve problems, and seize opportunities to get projects done. Since 2011, state resources have been strategically aligned throughout Oregon to accomplish these goals through Regional Solutions Advisory Committees, teams and centers. In February 2014 the Legislature adopted HB 4015 establishing the Regional Solutions program into law.

How the Program Works

Each region’s boundary is strategically aligned with the 11 federally designated Economic Development Districts. Each region is represented by advisory committees appointed by the governor to represent the region’s private, public and philanthropic sectors. More than 100 local elected officials, business representatives, foundation representatives, and citizens serve on the advisory committees. These 11 committees establish the regional priorities unique to their region; connect Regional Solutions Teams to local resources; and consider, review and recommend regional projects.

Regional Solutions teams are also in each region to support their committee and align investments in support of the region’s priorities. Team members consist of a coordinator from the governor’s office and staff from five core state agencies—the departments of transportation (ODOT), land conservation and development (DLCD), environmental quality (DEQ), housing and community services (OHCS), and business development (OBDD/Business Oregon). The teams are located in centers throughout the state and they work together to complete regional priority projects and serve as quick response problem solvers.

Regional Solutions is also connected to the Oregon Solutions Network. The network links the resources of Oregon Solutions (Oregon’s statewide collaborative implementation program) and Oregon Consensus (Oregon’s statewide dispute resolution program) to the Regional Solutions program to provide additional capacity to address regional priorities.



The results are impressive. Since the inception of the Regional Solutions program, more than \$640 million collectively has been invested in priority community and economic development projects. Overall, the state’s investment of more than \$142 million, when aligned with \$499 million county, municipal, private, philanthropic and other funds, contributed significantly to the vitality of our state. With these investments, significant progress has been made to address infrastructure needs; industrial lands readiness; workforce housing needs; and to support local businesses through loans, grants and incentives. Additionally, although not quantified as dollars invested, state agencies have invested to integrate and align permitting requirements, remove barriers to business retention and expansion, and quickly respond to issues.

Highlighting Areas of Success

Regional Solutions Teams have provided regulatory assistance by:

- Addressing wetland issues on available industrial lands in the cities of Gresham, Hillsboro and The Dalles—and Clackamas, Columbia, Benton, Linn, Lane and Lincoln counties—and establishing wetland mitigation “banks” in Douglas County and south of Seaside;
- Streamlining and funding permitting for dredging at small ports along Oregon’s coast;
- Reducing restrictions on economic development and reducing air pollution by funding wood stove replacements, and energy efficiency measures and home weatherization in Klamath and Lake Counties; and
- Developing a state plan to address threats to sage grouse on private, state and federal lands to avoid an Endangered Species Act listing.

Regional Solutions Teams have supported industrial lands readiness by:

- Certifying sites as “shovel-ready”;
- Investing in infrastructure needed to support private sector investment;



Left – On March 27, Governor Kate Brown announced a landmark agreement that will encourage ranchers and other landowners in Central Oregon to protect and enhance habitat for greater sage-grouse.

Right – Governor Brown discusses Pendleton workforce housing (in a Pendleton Heights home) with Pendleton Mayor Phillip Houk.

“ Regional Solutions is an integral part of [Governor Brown’s] strategy for retaining and creating jobs in all regions of the state. ”

- Providing technical assistance to address wetlands; and
- Working with communities to re-zone land for economic development in Arlington, Prineville, Redmond, Vale, Nyssa and Ontario.

Working with private and philanthropic partners, Regional Solutions has supported entrepreneurship and work force training by:

- Supporting the establishment of OSU Cascades in Bend;
- Funding the Regional Accelerator Innovation Network (RAIN) in the Willamette Valley;
- Investing in the Innovation and Learning Center in Lakeview to support distance learning in Klamath and Lake Counties; and
- Funding the Job Growers network in the mid-Willamette Valley.

Regional Solutions teams have supported rural communities by:

- Working to improve forest health and secure access to timber resources through stewardship contracts and forest collaboratives;
- Providing technical assistance and funding to upgrade water and wastewater treatment systems;
- Supporting the development of work force housing in the Gorge, Boardman and Pendleton and upgrading manufactured housing in Curry County; and
- Providing opportunities for highway access along Highway 101 for commercial development along the coast.

Regional Solutions recognizes the unique needs of each region in the state and works at the local level to identify priorities,

solve problems, and seize opportunities to get specific projects completed. This community-based strategy has been very well received by both local governments and the business community.

To get involved or learn more about Regional Solutions, please visit our website at www.regionalsolutions.oregon.gov. ■

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Industrial Lands Readiness – Helping Oregon Compete Globally

*By Sierra Gardiner, Industrial Lands Specialist, and Gary Van Huffel, Lands Manager, Business Oregon;
and Annette Liebe, Regional Solutions Director, Governor's Office*

As noted in the previous article, the state's Regional Solutions Teams (RSTs) have supported industrial lands readiness by: certifying sites as "shovel-ready"; aligning state investments in infrastructure needed to support private sector investment; providing technical assistance to address regulatory requirements for wetlands on identified sites; and working with communities to protect employment-zoned land for economic development in Arlington, Prineville, Redmond, Vale, Nyssa, Portland and Ontario.

For many years, the RST agencies (Business Oregon, Oregon Department of Land Conservation & Development, Oregon Department of Transportation, Oregon Department of Environmental Quality, and Oregon Housing and Community Services) have worked on building and maintaining a development-ready supply of industrial and employment lands in Oregon. This supply is important to Oregon's competitiveness in the global marketplace. Current and prospective businesses need to know there are sites available that meet their development needs, and that those needs will be met within a particular time frame. Shovel-ready certification of industrial

lands—which is the rigorous process of verifying that a site can be developed within 180-days or less—is perfectly suited for the work of RSTs. It requires coordination among multiple agencies and local governments to address issues such as transportation improvements, sewer/water system upgrades, land use actions, wetlands mitigation, power, historic preservation, and environmental clean-up.

Bringing Stakeholders Together

The Metro Area Industrial Lands Readiness Initiative is a recent example of how an RST brings together multiple stakeholders to identify and study the challenges, costs and benefits associated with the development of large industrial sites to accommodate the expansion and recruitment of traded-sector companies. The RST was tasked to partner with local governments to have three large undeveloped industrial sites in the Portland metro region Shovel-Ready Certified in one year: the Gresham Vista Industrial Park, the Clackamas Industrial Area Opportunity and the North Hillsboro Industrial Area.

Not only did the Metro RST meet their goal, they ended up

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RST Member Janet Hillock of Business Oregon IFA surveys a Clackamas County industrial site

certifying five industrial land sites within one year. There were many challenges and variables to consider—transportation, wetlands, water infrastructure, power lines, historic preservation, stormwater, environmental clean-up, land use, and of course, funding. Credit for success goes to the dedication of the local partners, state agency team members, and the U.S. Army Corps of Engineers. The Metro area initiative is now being used as a model for industrial lands readiness in other parts of the state. Business Oregon is gathering strategic sites from each region in order to create action plans to bring the most promising sites to the employment market by assigning deliverables and considering funding options.

In phase one of the Metro project, the inventory and market-readiness of large lot industrial sites in the Metro Urban Growth Boundary (UGB) and selected urban reserves were identified. Detailed site assessments for 12 diverse industrial sites were developed in phase two; this included site development concepts, development costs and timelines, and economic benefits of development. Phase one and two findings reinforced the limited number of 50-99 and 100+ acre industrial sites in the region and the challenges associated with developing Tier 2 and Tier 3 industrial sites.

A Statewide Readiness Inventory

This summer, the RSTs will continue to play an important role assisting Business Oregon with the statewide inventory of industrial sites in 2015 that will inform regions of their sites' "readiness"—a process whereby sites are tiered by their development potential. This is based on costs, development constraints and marketability. This inventory assists local governments with land use planning and marketing of industrial sites; helps evaluate statewide demand for assessment, clean-up, and infrastructure development costs; and assists the state and RSTs in prioritizing industrial sites for development and future business opportunities including shovel-ready certifica-

tion, site zoning protection designation, regional infrastructure priorities, and business recruitment strategies.

The first phase of the statewide inventory—identifying industrial sites and collecting basic information—has been completed by Business Oregon (excluding Washington and Clackamas Counties who have completed recent inventories). To date, more than 500 industrial sites totaling more than 33,000 acres have been identified and sorted by county and regions. Nearly 300 of the sites identified have only minimal information. Additional site information will be collected over the next four months through research in Oregon Prospector, calls or visits with local government staff, meetings with RSTs, and site visits by Business Oregon staff. Once completed, the data and GIS maps will be accessible to RSTs.

For more info please visit www.oregon4biz.com/Oregon-Business/Infrastructure. ■

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Resources for Rural Community Economic Development in Oregon

By Chris Marko

Resources are essential to help support economic development, sustaining local capacity for economic development, access to capital for business development, and more. This article is a brief summary of some programs organizations, and initiatives to support local economic development in rural communities of Oregon.

FEDERAL AGENCIES

USDA Rural Development

A multi-faceted agency with many programs for rural community economic development and local business. Core programs include Rural Business-Cooperative Service, Rural Housing Service, and Community Programs including Rural Utilities Service programs. The agency recently announced \$30 million available for Food Entrepreneurs and Agriculture Producers to develop new products.

Contact: Jill Rees – (503) 414-3302 or jill.rees@or.usda.gov

On the Web: www.rd.usda.gov/or

U.S. Department of Housing and Urban Development (HUD), U.S. Environmental Protection Agency (EPA), and U.S. Department of Transportation (DOT) Sustainable Communities Partnership

This partnership coordinates federal housing, transportation, and other infrastructure investments to protect the environment, promote equitable development, and help address the challenges of climate change.

On the Web: www.sustainablecommunities.gov

STATE AGENCIES

Oregon Business Development Department (“Business Oregon”)

Business Oregon serves as an economic development agency and includes the Infrastructure Finance Authority (IFA) which administers the Community Development Block Grant (CDBG) program in Oregon. Innovative finance programs and resources for business development include:

- Oregon Business Development Fund (OBDF);
- Oregon Capital Access Program (CAP);
- Oregon Credit Enhancement Fund (CEF);
- Oregon Industrial Development Bonds (IDB);
- Entrepreneurial Development Loan Fund (EDLF);
- Oregon New Market Tax Credit; and
- Brownfields

On the Web: www.oregon4biz.com

Oregon Housing and Community Services Department

Offers many programs for homeownership, farmworkers, and resources for affordable housing in Oregon.

On the Web: www.oregon.gov/OHCS

Oregon Main Street Program

Works with communities to develop comprehensive, incremental revitalization strategies based on a community’s unique assets, character and heritage.

On the Web: www.oregon.gov/oprd/HCD/SHPO

Governor’s Office of Regional Solutions

An innovative, collaborative approach to community and economic development in Oregon. Eleven Regional Solutions Centers throughout Oregon integrate state agency work and funding to ensure projects are finished as quickly and cost-effectively as possible.

Contact: Annette Liebe – (541) 610-7215 or Annette.Liebe@oregon.gov

Contact: Liebe@oregon.gov

On the Web: www.regionalsolutions.oregon.gov

ORGANIZATIONAL RESOURCES

Oregon Small Business Development Center Network (OSBDCN)

Provides advising, training, online courses and resources for businesses throughout the state. A well-established partnership between 17 Oregon community colleges, two state universities, the U.S. Small Business Administration and the Oregon Business Development Department (Business Oregon).

On the Web: www.bizcenter.org

Rural Community Assistance Corporation (RCAC)

A private non-profit organization serving 13 western states with training, technical assistance and financing in the areas of environmental infrastructure, affordable housing and community development finance.

Contact: Chris Marko – (503) 228-1780 or (503) 459-7769 or cmarko@rcac.org

Rural Development Initiatives (RDI)

Provides leadership training, economic development and Wealth Works Northwest.

Contact: Heidi Khokhar – (541) 986-2542 or hkhokhar@rdiinc.org

The Oregon Consortium and Oregon Workforce Alliance

Relies on a network of partners to ensure workforce development services are provided to job seekers in a way that is responsive to the needs of workers, employers and communities. Services include career counseling, training and search assistance.

On the Web: www.tocowa.org

EDUCATIONAL INSTITUTIONS

University of Oregon

The department of Planning Public Policy and Management (PPPM) provides students to work on planning projects. The Resource Assistance for Rural Environments (RARE) program places graduate and post-graduate individuals in rural communities to work on projects.

Contact: Megan Smith – (541) 346-3881

Oregon State University (OSU)

The Rural Studies program supports a variety of community economic development initiatives. OSU Extension Service supports agriculture and natural resource related projects for community economic development.

Contact: Mallory Rahe – mallory.rahe@oregonstate.edu

Eastern Oregon University (EOU) and Northeast and Greater Eastern Regional Solutions Center

Supporting local community economic development in Eastern Oregon through internships.

Contact: Randy Jones, Regional Solutions Team in La Grande – (541) 962-3983 or Jones.Randy@deq.state.or.us

FOUNDATIONS

Ford Family Foundation

The Ford Family Foundation supports a wide range of activities to help rural communities focusing on children, education, arts, leadership, economy and community.

On the Web: www.tfff.org

Meyer Memorial Trust

The Meyer Memorial Trust supports arts, culture and the humanities; conservation and the environment; health; and human services.

On the Web: www.mmt.org

For a more detailed version of this article, visit the “Economic Development” page in the A-Z Index on the LOC website, www.orcities.org.

Editor’s Note: Mr. Marko is a rural development specialist for Rural Community Assistance Corporation (RCAC). He also serves as vice president of the Community Development Society (CDS), which bridges educational research and best practices in community development worldwide. Contact him at (503) 228-1780 or cmarko@rcac.org. ■



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COLUMBIA CITY Veterans Park Dedication

Columbia City officially dedicated its new Veterans Park to all American veterans and their families with a special ceremony on Memorial Day, May 25.

The event kicked off with a fly-by performed by bi-winged planes and a dramatic bagpiper entrance. Senator Betsy Johnson (D-Scappoose) welcomed the crowd of more than 400. Those in attendance witnessed the Young Marines of the Oregon Cascade Unit raise the colors, and uniformed representatives of the Army, Marine Corps, Navy, Air Force, Coast Guard, and Merchant Marines were on hand to raise each of their branch flags and unveil individual branch monuments.

“As we honor and show our gratitude to the men and women of the armed forces on this Memorial Day,” said Columbia City Parks Committee Chair Sally Ann Marson prior to unveiling the park dedication plaque. “We also proudly pay homage to the families”

As the park was dedicated to veterans and their families, Gene Hester of the Veterans of Foreign Wars Post 1440 said, “It is so often overlooked the hardships and sacrifices military families endure at home in the absence of their service members as they serve and fight for our great nation.”

Marcia Kay Whitelock of the Pioneer District, Oregon State Federation of Garden Clubs, led the unveiling of the Blue Star Byway Marker.

“All veterans have sacrificed so much for the freedom we enjoy this day,” said Mayor Cheryl Young prior to unveiling a monument honoring all American veterans. “With courage, pride, determination, selflessness, and dedication to duty and integrity, they have served a cause greater than one’s self.”

High school student Brendan Fugere read an essay, which took first place in an American Legion Post 42 contest about the meaning of Memorial Day and the American flag. A wreath was placed below the flag pole by the St. Helens Garden Club, and emotions ran high when local talent Keenan Turner played “Taps.” The closing remarks were delivered by retired U.S. Coast Guard Captain Patrick Trapp. When the bagpiper exited the park, the event adjourned to a light luncheon, compliments of the Daughters of the American Revolution, Mt. St. Helens chapter.



The dedication of the Columbia City Veterans Park marks the culmination of more than two years of diligent work by the city’s Parks Committee, city staff and a lengthy list of volunteers. The park was funded by two separate Veterans and War Memorial Grants from the Oregon State Historic Preservation Office and a very long list of private, public and corporate sponsors. The proceeds from the sale of nearly 300 engraved bricks will be used to maintain the park.

“This has, by far, been the most meaningful project of my career in local government,” said City Administrator Leahnette Rivers.

Submitted by – City of Columbia City

Have City News to Share?

Email us your copy (500 words max.) detailing your city’s notable achievement (i.e., a project, initiative, award or individual honor), preferably with an image.

Contact: Kevin Toon, ktoon@orcities.org

SALEM

Bridge Ceremony

The city held a groundbreaking ceremony at Riverfront Park May 21 for the Peter Courtney Minto Island Bridge. Decades in the making, the bridge will connect Minto Brown Island Park and Riverfront Park.

“What started as a dream 40 years ago is now a reality and another example of why we are the collaborative capital,” Mayor Anna Peterson said. “Businesses, city councilors, community partners and the residents of Salem were all instrumental in getting this done.”

The ceremony’s keynote speakers include Mayor Peterson, Interim Salem City Manager Kacey Duncan, City Councilor Chuck Bennett, Hazel Patton of Friends of Two Bridges, and Oregon Senate President Peter Courtney (D-Salem), for whom the bridge is named. The Confederated Tribes of Grand Ronde also provided a blessing and a drum song.

For several years, the city and its urban renewal agency have been working toward a long-standing community vision of connecting three major urban parks, and more than 20 miles of trails via two pedestrian bridges over the Willamette River. In 2009, part of this goal was realized with the renovation of the historic Union Street Railroad Bridge, connecting West Salem’s Wallace Marine Park with downtown’s Riverfront Park. Completion of the Peter Courtney Minto Island Bridge and the adjoining multimodal trail is the last critical link to downtown parks connections. This project has been strengthened by the city’s recent acquisition of 307 additional acres of Minto Island and the purchase of a four-acre parcel adjacent to Riverfront Park.

Construction preparation began March 23, and in May foundation drilling got underway for the bridge structure. Foundation drilling will likely continue until next fall. A construction camera is filming construction activity and images are being uploaded to www.cityofsalem.net/mintobridge.



The Peter Courtney Minto Island Bridge construction site



Left to right: Senator Peter Courtney, Mayor Anna Peterson, Governor Kate Brown

In addition, signs are posted in Minto Brown Park and Riverfront Park with more information about the project, and the city is providing regular email updates to residents who sign up to receive them.

The bridge is scheduled to be completed in fall 2016 at a cost of about \$10 million.

Sources/photos – City of Salem; *Statesman Journal*

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WEST LINN CFO of the Year Honoree

West Linn Chief Financial Officer Richard Seals was named by *The Portland Business Journal* as CFO of the Year for 2015 in the nonprofit category.

The annual awards program honors financial professionals in Oregon for outstanding performance in their role as corporate financial stewards. Seals received the award at the *Journal's* May 15 luncheon in Portland.

The event is an annual celebration of the region's top financial stewards and opened with a keynote address from Oregon Treasurer Ted Wheeler.

In February 2011, the city of Milwaukie entered into an intergovernmental agreement with the city of West Linn to have Seals serve as finance director for both cities. Sharing service arrangements such as this are an innovative step in the evolution of how public agencies can continue to provide services to their constituents within today's budget realities. This successful arrangement lasted more than three years.

In December 2014, the city of Damascus also entered into an intergovernmental agreement with West Linn for Seals to provide financial and information technology management services for both cities. This arrangement continues the



innovative step in the evolution of how public agencies share services to their constituents within today's budget realities.

Seals has served as West Linn's chief financial officer for the past six-and-a-half years. Prior to that, he served 10 years with the city of Lake Oswego.

Source – City of West Linn

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EUGENE

Working City TV Video Wins Award

A video produced by Metro Television with the city of Eugene for the Working City program has earned a 2015 Telly Award. These awards are the video industry's premier competition for recognition of exemplary video work. This is the sixth Telly Award for Metro TV.

The video is titled "Public Works – Safer Crossing." It was created in conjunction with public works engineering staff as a segment of the Working City series produced by the city of Eugene. The four-and-a-half minute video highlights the partnerships between the public works department, neighborhood groups and the local school community that resulted in the construction of a pedestrian-activated crossing light on a busy street near a grade school.

The video received the Bronze award for its outstanding production quality in the Governmental Relations category. Award-winning productions illustrate the value of community TV and provide support for the retention of community TV channels in the city's franchise negotiations with Comcast. Public, Education and Government (PEG) channels and an additional internal-only Fire Training are provided at no capital cost in Eugene, Springfield and Lane County through a



provision in Comcast's cable TV public rights of way use franchise agreement with the city's telecommunications program. Municipalities provide the operational costs for the community channels and Lane Council of Government's Metro TV staff produce government programming in conjunction with jurisdictional staff. Programming is aired on local Comcast channel 21 and webcast.

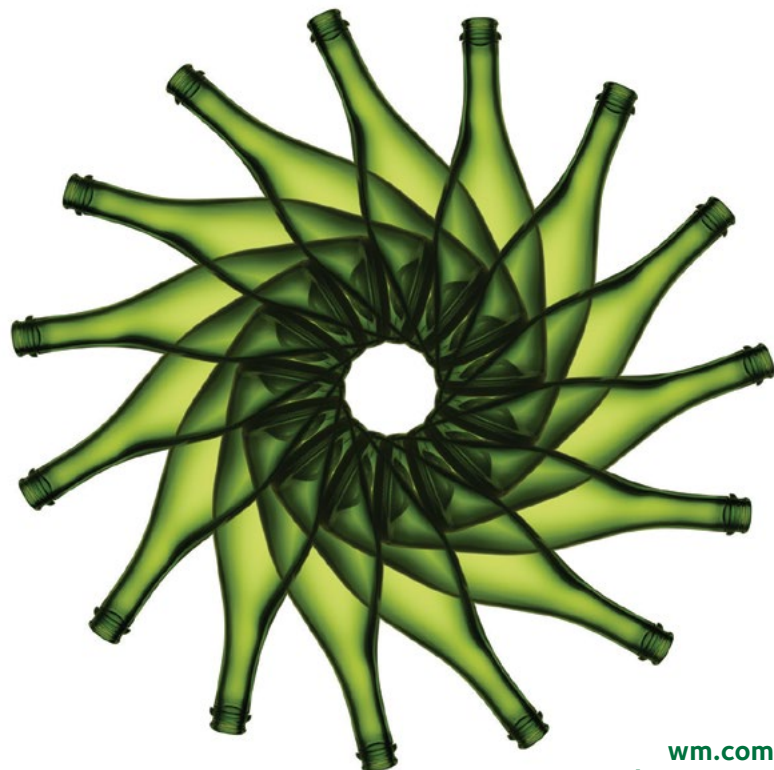
The video can be viewed at www.vimeo.com/112422483. More information about Telly awards is at www.tellyawards.com.

For additional information, please contact Eugene Public Works Public Affairs Manager Eric Jones at (541) 682-5523 or Telecommunications Program Manager Pam Berrian at (541) 682-5590.

Submitted by – City of Eugene ■

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Release or Not The Bagley Decision

By Paul Elsner

Every day public officials are faced with circumstances which hold the possibility of tort liability for their agency. It seems to be “the nature of the beast”—public agencies provide services that are by their very nature full of risk. Fire and police services, road construction, provision of potable water ... all of these and more services the public expects be done effectively and efficiently with what seems to be increasingly smaller dollars and larger expectations.

The law is not blind to this conundrum; in fact Oregon’s Tort Claims Act (OTCA) is built in large measure on the recognition of this reality for government and offers public entities, its officials, employees and agents a number of statutory immunities from tort liability which many private sector industries are not able to take advantage of. Damages limits, discretionary immunity, and immunity for actions taken under the taxing powers: each results in a limit on how and when a public agency, their officials, employees and agents can be held for an action taken or which they failed to take.

Notwithstanding the over-arching nature of OTCA and its limits on tort liability, there is still an ongoing desire by many officials (and their lawyers) to go a bit further and find other avenues to limit tort exposure for public agencies, and it is because of this need/desire that the use of agreements or contracts which release one party from liability for injuries another party may suffer while using the services of the first party have developed and flourished. These liability contracts are referred to as “anticipatory releases.”¹

This past December, the Oregon Supreme Court weighed in on the use of these contracts, and although the case did not involve the actions of a public agency but rather Mt. Bachelor Ski and Summer Resort, the decision is instructive on the use of devices.

The plaintiff, Myles Bagley, was an 18-year-old self-described “advanced expert” snowboarder when he signed a release that was made part of his 2006 season ski pass.² He used the resort’s snowboard facilities extensively over the course of the 2005-2006 snow season, but in February 2006 he was seriously injured—paralyzed—after using a human-made jump in Mt. Bachelor’s “air chamber.”

1 “Anticipatory releases” are agreements that attempt to immunize one party from liability for its wrongful conduct before an injury occurs.

2 The Court of Appeals said the release was as clear and unequivocal expression of Mt. Bachelor’s intent to disclaim liability as could be imagined.



Mr. Bagley sued Mt. Bachelor for negligence in all aspects of the jump: its design, construction, maintenance and inspection. The resort answered and said it was not liable for the plaintiff’s injuries as a result of the release agreement he signed to get his season pass. Myles responded that under the circumstances, the release was contrary to public policy and was unconscionable. The trial court and court of appeals agreed with the defendant, holding the release to be valid and neither unconscionable nor against public policy.

The Oregon Supreme Court took review of the case and reversed. It began by noting it had not dealt with the whole

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topic of exculpatory releases in some time and that it was well aware its decision in this case had broad implications as it “was at the intersection of two traditional common law domains—tort and contract.”

The court said that the right to contract is part of the liberty of citizenship and it is critically important for courts to enforce contracts validly made between competent parties. However, the court also noted contracts don’t exist in a vacuum and their enforceability is subject to the larger “common interest,” an interest manifested in part by tort law which functions both as a way to compensate injured parties as well as a preventative against future harms, i.e., identifying the wrong and admonishing the wrongdoer.

The court examined the obvious tension between the right to contract and the obligation not to harm that is the core of an anticipatory release by examining the way society has expressed the over-arching “common interest” as it is found in the constitution, statutes and case law. The court saw seven factors as guiding its examination of whether an anticipatory release should be treated as illegal, with three as central:

- Whether enforcement of the release causes a harsh or inequitable result;
- Whether a defendant’s business operation serves an important public interest; and
- Whether the release disclaimed liability for more serious misconduct than ordinary negligence.

The court weighed the three factors it saw as important and after acknowledging the clarity of the language of the release in the case, the fact that it disclaimed only Mt. Bachelor’s own ordinary negligence and nothing more serious it saw that the relative bargaining positions of the parties, the take-it-or-leave premises the release relied on (i.e., use our facilities only if agree not to hold us liable for our own negligence) and the fact that Mt. Bachelor was in the far better position to control the condition of its property than any particular user and overcame the sustainability of the release.

The court went on to note that anticipatory releases like the one here could also be a vehicle—intended or otherwise—to allow for not greater care but less than society has said is appropriate.

So what are the takeaways for public agencies?

The first is that anticipatory releases are not the “safe liability harbor” we all may have thought they were. They are—in cases involving delivery of critical public services like police, fire and utility services—likely not going to insulate the agency from negligence in the services’ delivery.

But that being said, they are still useful—very useful. In many situations public bodies find that they themselves are not integral to public service delivery, such as where the potential user of a public service or item may have alternative sources for its provision.

In any case, public officials should always discuss the use of these anticipatory releases with their legal counsel and risk managers so their use is effective and sustainable.

Mr. Elsner is a partner with Beery Elsner & Hammond LLP ■

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City Events

July

- 9-12 **Elgin** – Stampede Rodeo (www.elginstampede.com)
- 9-12 **Philomath** – 62nd Annual Frolic & Rodeo (www.philomathrodeo.org)
- 11 **Donald** – Hazelnut Festival (www.donaldhazelnutfestival.com)
- 11-13 **McMinnville** – Turkey-Rama Festival (www.downtownmcminnville.com)
- 11-14 **Sisters** – 40th Annual Sisters Outdoor Quilt Show (www.sistersoutdoorquiltshow.org)
- 15-19 **St. Helens** – Columbia County Fair and Rodeo (www.columbiacountyfairgrounds.com)
- 16-18 **The Dalles** – Fort Dalles Days Pro Rodeo (541-296-2231)
- 17-18 **La Grande** – Crazy Days (www.lagrandemainstreet.org)
- 17-18 **North Bend** – July Jubilee (www.julyjubilee.com)
- 17-19 **West Linn** – Old Time Fair (503-557-4700)
- 18 **Troutdale** – Summerfest (503-669-7473)
- 23-25 **Myrtle Creek** – Summer Festival (541-863-3171)
- 23-26 **Dallas** – Summerfest (503-623-2564)
- 23-26 **Milwaukie** – The Moving Vietnam Wall (www.tmwvmuseum.com)
- 23-26 **Newberg** – Old Fashioned Festival (www.newberggoldfashionedfestival.com)
- 25 **Milwaukie** – Military Celebration Parade (503-786-7503)
- 24-26 **Paisley** – Mosquito Festival (www.cityofpaisley.net)
- 25 **North Powder** – Huckleberry Festival (541-786-8006)
- 25 **Stayton** – Santiam Summerfest (503-769-3464)
- 25-26 **Bonanza** – Oregon State Chili Cook-Off (541-545-6566)
- 29-8/2 **Reedsport** – DuneFest (541-662-1902)

August

- 1 **Wilsonville** – 15th Annual Fun in the Park Festival (www.funinthepark.com)
- 4 **Reedsport** – National Night Out (541-662-1902)
- 7 **Condon** – Music in the Park (www.cityofcondon.com)
- 7-8 **Huntington** – Pioneer Days (541-869-2529)
- 7-8 **Joseph** – 19th Annual Bronze Blues & Brews (www.bronzebluesbrews.com)
- 7-9 **The Dalles** – Cruise the Gorge (541-296-2231)

- 7-9 **Vernonia** – Friendship Jamboree & Logging Show (www.vernoniafriendshipjamboree.com)
- 8 **Aurora** – Colony Days (www.auroracolony.org)
- 8 **Eagle Point** – Music at the Mill (541-826-4212)
- 8 **Klamath Falls** – Brats, Brews & Blues Festival (www.klamathsunriserotary.org)
- 8 **Union** – Grassroots Festival (541-786-1492)
- 14-15 **Dufur** – Dufur Threshing Bee (www.dufurthreshingbee.org)
- 14-16 **Milton-Freewater** – Muddy Frogwater Festival (541-938-5563)
- 14-16 **Sutherlin** – 28th Annual Blackberry Festival (www.sutherlinbbfest.org)
- 15 **Cove** – Cherry Festival (www.coveoregon.org)
- 15 **Culver** – Crawdad Festival (cityhall@cityofculver.net)
- 15-16 **Silverton** – Fine Arts Festival (www.silvertonarts.org)
- 15-16 **Sumpter** – 5th Annual Music in the Meadows (www.musicinthemeadow.wordpress.com)
- 21-22 **McMinnville** – Dragging the Gut Festival (www.draggingthegut.com)
- 22-23 **La Grande** – 8th Annual Celtic Festival (541-975-3952)
- 23-24 **Coos Bay** – Blackberry Arts Festival (541-269-5312)
- 29-9/7 **Canby** – Annual Dahlia Festival (www.dahlias.com)

Send your city event to
Julie Oke at jmoke@orcities.org.



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Bend Mayor Jim Clinton



COCO Chair and Mayor of Prineville Betty Roppe

On behalf of the city of Bend and Central Oregon Cities Organization (COCO), welcome to Central Oregon and the League of Oregon Cities' 90th Annual Conference. Central Oregon is known for both its outdoor pursuits and pristine beauty and we love to share its amenities with those who visit. So plan to join us this September 24 – 26 at the Riverhouse Hotel and Convention Center, which is nestled along the banks of the beautiful Deschutes River.

Bend has a strong tradition of hosting great conferences. Our community is known for welcoming each group with warm hospitality.

The LOC Conference is the largest gathering of city officials in Oregon. It's an opportunity to share experiences, learn from one another and come away with new ideas and renewed energy to better serve our communities.

We suggest you also take in some of the scenery in Central Oregon while you're here for the conference. Whether it's a leisurely hike along the river, a round of golf at one of the many spectacular courses in the area, a visit to the Cascade Lakes, or shopping and dining out, Central Oregon offers some wonderful experiences that should enhance your stay.

We look forward to seeing you.

Jim Clinton
Mayor, Bend

Betty Roppe, COCO Chair
Mayor, Prineville



Photo by Pete Alport/Visit Bend

New for 2015

In response to member feedback, this year’s awards dinner honoring the Exceptional Service Award winners will take place on Friday, September 25. This means the conference will wrap up Saturday afternoon following the luncheon and closing keynote speaker.

But wait . . . there’s more! City tours will be offered on Thursday **and** Friday. Plus, more education opportunities will be added to Thursday’s schedule so attendees can choose from eight concurrent sessions that afternoon. Attendees are advised to arrive in Bend early to take advantage of the great educational opportunities available.

Keynote Speakers



Ross Dawson Futurist

Friday Opening Keynote

Ross Dawson is globally recognized as a leading futurist, keynote speaker, entrepreneur and authority on business strategy. He is the chair of the Advanced Human Technologies group of companies, including the leading future

research and strategy firm Future Exploration Network.

Strong global demand has seen Mr. Dawson speak about the future to government and business leaders in 27 countries and lead executive education programs at top universities worldwide. He is a best-selling author, including the prescient book *Living Networks*, which foresaw the social networking revolution, as well as *Trends in the Living Networks*, ranked as one of the top business blogs in the world.

Mr. Dawson’s frequent media appearances include segments on CNN, Bloomberg TV, SkyNews, ABC TV, the “Today” and “Sunrise” shows, and appearances in the *Washington Post* and many other outlets.



Brent Walth Author

Saturday Closing Keynote

Brent Walth is an author, teacher and Pulitzer Prize-winning journalist. A 1984 graduate of the University of Oregon, Mr. Walth covered politics, from the Oregon Legislature to Washington, D.C., where he was a

correspondent for *The Oregonian*. He spent nearly a decade as senior investigative reporter for *The Oregonian*, where in 2001 he shared the Pulitzer Prize for Public Service. He most recently served as managing editor for news at *Willamette Week*, Portland’s alternative newsweekly. He’s also the author of *Fire at Eden’s Gate: Tom McCall and the Oregon Story*.

Mr. Walth has taught journalism at Portland State University and Harvard University, where he was a 2006 Nieman fellow. This fall, he will become an assistant professor in the University of Oregon School of Journalism and Communication.

Registration Opens July 1 – www.orcities.org

Thursday Workshops

Additional fee; box lunch included



Councilors Workshop

9:00 a.m. – 12:00 p.m.

Building a Great Team with Your City Manager and Colleagues

Jan Carothers CPC

Succeeding as a memorable leader in local government takes more than good will

and intentions. Building a truly effective council/staff team takes solid, well-practiced communication tools, and the commitment and skill to disagree, recover and make decisions and implement solutions together. In this interactive session you'll explore how to enliven, support and bring out the best in these people. Learn how to meet the goals for your community together.



Mayors Workshop

8:30 a.m. – 12:00 p.m.

Mayors Open Forum and Legislative Advocacy

The first half of the fall workshop will be the Mayors Open Forum where mayors can discuss multiple topics that impact their cities at facilitated roundtables. The

second portion will focus on preparing for the 2017 legislative session and the roles mayors can play to influence legislation.

Managers Workshop

8:30 a.m. – 12:00 p.m.



OCCMA
Oregon City/County
Management Association
A State Affiliate of ICMA

The Oregon City/County Management Association (OCCMA) is committed to providing affordable workshops for local government professionals, and its Professional Development Committee is preparing an exceptional training for this fall workshop. Details will be posted at www.orcities.org/conference as they are made available.



Welcome Reception & Trade Show

Join us for this kick-off event and enjoy an evening of networking, hors d'oeuvres and a chance for your city to win prizes at the 2015 Trade Show. Discover innovative products and services for local governments, engage with old friends and learn how vendors can help make your city a great place to live and work.



90th
LEAGUE
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Photo by Rick Schafer Photography

City Tours

Additional fee required

BEND PARK AND RECREATION DISTRICT – Bond Projects Near the Deschutes River

In 2012, voters passed a bond enabling the Bend Park and Recreation District to construct new facilities, parks and trails. Four projects along the Deschutes River will provide vital river trail and water trail connections, upgraded park spaces and new recreation facilities to park users in Bend. These include the Simpson Pavilion, the Bend Whitewater Park, the Colorado Undercrossing and the McKay Park renovation.

SISTERS – Building a Vibrant Economy in a Rural Community

This tour is a must for small- and medium-sized communities looking to increase their economic vitality! Judy Trego, executive director of the Sisters Area Chamber of Commerce, will lead a tour of the city's newly-renovated downtown Sisters. Participants will learn the history of this western-themed town and how business, private and public sectors worked together to minimize the impact on business during the \$6 million downtown renovation project. Additional tour stops include the Sisters Area Chamber of Commerce and Visitors Center and the new Three Creeks Brewery.

BEND – Affordable Housing – Responding to a Housing Crisis

Like many communities in Oregon, Bend is experiencing a housing crisis, with more than one-half of all renters classified as rent-burdened and with home prices only affordable to one quarter of citizens. It is a top city council priority to develop affordable and workforce housing strategies, and the city has taken action to adopt a density and building height bonus and a cottage housing development code, while also pursuing a systems development charge exemption for affordable housing developments. This tour will visit community partners to explore how the city of Bend is working to meet housing needs in its community.

REDMOND – Staying the Course – Leveraging Urban Renewal Towards Downtown Revitalization and Community Economic Development

In 1995, the Redmond City Council adopted the city's Downtown Urban Renewal Plan, and the city has been systematically and methodically implementing it ever since. Urban renewal investments in infrastructure, streets, façade rehabilitations, private development, parks and parking have all led to a revitalized downtown. In 2011, Redmond successfully passed a substantial amendment to the Downtown Urban Renewal Plan, with 94 percent support from overlapping taxing districts. Join this downtown revitalization tour to learn more about how one community has made a commitment to leverage urban renewal towards a shared long-term vision of transforming a highway district into a city center. Plan to attend the Urban Renewal and Enterprise Zones concurrent session offered in tandem with this tour.

BEND – Reed Market Road

At an estimated cost of \$18.3 million, Reed Market Road is easily the largest and most complex project in the city's GO bond program. As such, it was broken into two different phases and several stages of work. The entire corridor from Third Street to 27th Street has been re-designed and upgraded to include two travel lanes, a continuous center turn lane, shoulder/bike lanes and sidewalks separated by a landscaped stormwater swale. Learn about the coordination with other infrastructure projects, how to build support for a general obligation bond and the community outreach efforts made in conjunction with the projects.

MADRAS – Growing Through the Economic Downturn

The country's most recent economic downturn made it increasingly difficult for communities to sustain economic growth and development, especially smaller, more rural communities. In an effort to pull through these economic challenges, the city of Madras strategically prioritized its funding and staff to seek outside resources. As a result, Madras not only maintained, but grew the overall economic vitality of its community. This tour visits several community amenities which resulted from the city's efforts, including the newly constructed Erickson Aircraft Museum, featuring the rare and fascinating Warbird aircrafts from World War II.



Conference Program

Thursday, September 24

- 8:30 a.m. - 12:00 p.m. Mayors Business Meeting & Workshop
- 8:30 a.m. - 12:00 p.m. Managers Workshop & Business Meeting
- 8:30 a.m. - 5:00 p.m. Attorneys Legal Issues Workshop & Lunch
- 9:00 a.m. - 12:00 p.m. Councilors Workshop
- 9:00 a.m. - 5:00 p.m. OCPDA Board Meeting & Commissioner Training
- 12:00 p.m. - 1:00 p.m. Box Lunch for Mayors, Managers, Councilors Workshops & City Tour Participants
- 1:00 p.m. - 4:00 p.m. City Tours
- 1:00 p.m. - 2:30 p.m. Concurrent Sessions
- 2:45 p.m. - 4:15 p.m. Concurrent Sessions
- 4:30 p.m. - 6:30 p.m. Welcome Reception with Trade Show
- 4:30 p.m. - 6:30 p.m. LOC Board Nominating Committee Meeting

Friday, September 25

- 7:00 a.m. - 8:45 a.m. Breakfast with Trade Show
- 8:00 a.m. - 2:00 p.m. U.S. Congressional Offices
- 9:00 a.m. - 10:30 a.m. Opening Ceremonies & Keynote Speaker Ross Dawson
- 10:30 a.m. - 12:30 p.m. Visit with State Agency Directors
- 10:45 a.m. - 12:15 p.m. Concurrent Sessions
- 12:30 p.m. - 2:00 p.m. Lunch with Trade Show
- 1:30 p.m. - 4:30 p.m. City Tours • *NEW! Added to Friday* •
- 2:15 p.m. - 3:45 p.m. Concurrent Sessions
- 4:00 p.m. - 5:30 p.m. Concurrent Sessions
- 5:45 p.m. - 6:45 p.m. CIS Reception and Safety Awards
- 6:45 p.m. - 9:00 p.m. Awards Dinner • *NEW day* •

Saturday, September 26

- 8:00 a.m. - 10:00 a.m. Breakfast, Annual Membership Meeting & City Awards
- 10:15 a.m. - 11:45 a.m. Concurrent Sessions
- 12:00 p.m. - 2:00 p.m. Luncheon and Closing Keynote Speaker Brent Walth • *NEW* •



Concurrent Sessions – A Preview

These 90-minute workshops are designed to deliver hands-on training, practical tools and best practice case studies for attendees. This year the topics will include:

- Nuts and Bolts Ethics
- Marijuana
- Diverse Housing Options
- Property Taxes
- Water Supply and Drought Conditions
- Sharing Staff Between Governments
- Tourism
- Finance and Economic Development Tools
- 2015 Legislative Session Recap
- Homelessness
- Natural Disaster Planning
- Telecommunications and Right-of-Way Management
- Nuisance and Code Enforcement
- Healthy Communities
- Infrastructure Finance Work Session
- Effective Utility Management
- The Media
- Understanding Generational Differences
- Latino Voices – Including Everyone
- And more – check www.orcities.org/conference for titles, descriptions and speakers, updated regularly



Conference Lodging

The Riverhouse Hotel & Convention Center is the headquarters hotel for this year's conference. Room reservations will open at all hotels on **July 1, 2015**.

When making lodging reservations, please reference the League of Oregon Cities to get the conference room rate. Complimentary parking is available at all hotels. The cut-off date for making lodging reservations is **August 28, 2015**.

HEADQUARTERS HOTEL

The Riverhouse Hotel & Convention Center
3075 US 97 Business
Bend, OR 97701
866-453-4480
541-389-3111

On July 1, cities can reserve up to five (5) rooms under the city name. Attendee names must be assigned to those rooms within 21 days of the reservation. Reservations for more than five rooms will need to be booked through the League. Contact Ginger Harville at gharville@orcities.org.

OVERFLOW HOTELS

Fairfield Inns & Suites
1626 NW Wall
541-318-1747
www.bendsuites.com

TownePlace Suites
755 SW 13th Place
541-382-5006
www.bendsuites.com

Shilo Inn Suites Hotel
3105 O.B. Riley Road
541-389-9600
www.shiloinns.com

Holiday Inn Express & Suites
20615 Grandview Drive
541-317-8500
www.hiexpress.com

Red Lion Inn & Suites
1415 NE Third Street
541-382-7011
www.redlion.com/bend

Quality Inn
20600 Grandview Drive
541-318-0848 (ask for Kathy)
www.bendqualityinn.com

Bend Inn & Suites
15 NE Butler Market Road
541-388-4114
www.bendinnsuites.com



Register Online Beginning July 1

www.orcities.org/conference

LOC Conference registration will be available online starting July 1 at www.orcities.org/conference. Other online resources will include session descriptions and speakers, tour details and scholarship information.

Pricing

Registration fees include admission to all conference sessions, except Thursday morning workshops, and all meals except the Friday Awards Dinner. Tours require an additional fee.

REGISTRATION

- \$295** Member Attendee *(before August 7)*
- \$325** Member Attendee *(after August 7)*
- \$265** First-Time Member Attendee *(before August 7)*
- \$300** First-Time Member Attendee *(after August 7)*
- \$500** Non-Member Attendee *(before August 7)*
- \$650** Non-Member Attendee *(after August 7)*
- \$100** Spouse/Guest *(not required for tour- or awards dinner-only attendance)*

ADDITIONAL FEES

- \$70** Mayors Workshop & box lunch
- \$70** Managers Workshop & box lunch
- \$70** Councilors Workshop & box lunch
- \$95** Legal Issues Workshop & lunch
- \$45** Friday Awards Dinner

CITY TOURS

- \$30-\$35** Thursday and Friday tours

Conference registration closes on September 14. After September 14, registration must be done on-site and will cost an additional \$50.

Scholarships Available

The League of Oregon Cities Foundation is offering scholarship funds to help city officials attend the 2015 LOC Conference. Up to 10 full conference scholarships are available. It's a simple process to apply—for details, visit www.orcities.org/Conference.

Register by August 7 and Save!



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LOC Awards Program

Deadline Approaches for Nominations

The League has a long history of recognizing the great leaders and great projects in Oregon's cities. For 35 years, cities have submitted their nominations for the prestigious Exceptional Service Awards and City Awards. Cities of all sizes are encouraged to nominate their "best of the best" for award consideration in 2015.

The League's **Exceptional Service Awards** are given to individuals who have made outstanding contributions to their communities. The four awards are:

James C. Richards Memorial Award – given to an **elect**ed city official. The award was created in 1980 in memory of Jim Richards, a former city councilor in Bay City and administrative officer for Tillamook County.

Herman Kehrli Award – presented to a city **employee**. The first award was given to Herman Kehrli in 1988 in recognition of his outstanding public service career from 1933 to 1966.

Mark O. Hatfield Statesmanship Award – honors an individual from the public or private sector. The award was established in 1996 in appreciation of Senator Hatfield's many years of public service.

Civic Education Award – acknowledges educators who show an ongoing commitment to teaching civic responsibility in Oregon schools. The award was first presented in 1998.

The League's **City Awards** celebrate the progressive and innovative city programs and projects around the state. The two awards are:

Award for Excellence – given to cities that improve their community's quality of life, enhance municipal services and create efficiencies.

Helen and Alan Berg Good Governance Award – highlights city programs that reconnect citizens to their community by reaching out and/or educating citizens.

Visit www.orcities.org/awards for additional information and entry forms. Awards will be presented at the League's 90th Annual Conference in Bend, September 24 -26.

Submission Deadline: Friday, July 17

Contact: Ginger Harville, Training and Conference Planner, gharville@orcities.org or (503) 588-6550



citycounty insurance services
www.cisoregon.org

CIS to Recognize Safe Cities

CIS (Citycounty Insurance Services) and the League will again team up to sponsor the annual Employee Safety Awards Program for Oregon cities. This program was initiated in 1974 to stimulate interest and participation in loss prevention programs by providing recognition to cities with low accident frequency rates. Safety Awards are awarded in categories according to the number of regular employees and full-time equivalent volunteer hours.

Additional information is available at www.cisoregon.org/awards.

Submission Timeline: July 1 – August 14

Contact: John Zakariassen, CIS Senior Risk Management Consultant – jzakariassen@cisoregon.org or (503) 763-3852



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