



Randy Lauer, *Mayor*

David Ripma

Alison Caswell

Geoffrey Wunn

Glenn White

Jordan Wittren

Sandy Glantz

# Agenda

## February 27, 2024

### Regular Meeting | 7:00 p.m.

Troutdale Police Community Center – Kellogg Room  
234 SW Kendall Ct, Troutdale, OR 97060

- 1. Pledge of Allegiance, Roll Call, Agenda Update**
- 2. Public Comment:** Public Comment on non-agenda and consent agenda items is welcome at this time. *Public comment on agenda items will be taken at the time the item is considered. Public comments should be directed to the Presiding Officer and limited to matters of community interest or related to matters which may, or could, come before Council. Each speaker shall be limited to 5 minutes for each agenda item unless a different amount of time is allowed by the Presiding Officer, with consent of the Council. The Council and Mayor should avoid immediate or protracted responses to citizen comments.*
- 3. Consent Agenda:**
  - 3.1 Minutes:** January 9, 2024 City Council Regular Meeting; January 16, 2024 City Council Special Meeting; and January 23, 2024 City Council Regular Meeting.
  - 3.2 Resolution:** A resolution approving an amended and restated Intergovernmental Agreement with the Regional Water Providers Consortium.
- 4. Request:** A request from Mt. Hood Community College for the City of Troutdale to be a sponsor for the 2024 Mt. Hood Jazz Festival. – *Dan Davey, MHCC Director of Jazz Studies & Festival Director, Mt. Hood Jazz Festival*
- 5. Request:** A request from the Troutdale Arts Center for the City of Troutdale to be a sponsor for the 2024 Troutdale Arts Festival. – *Shannon Chisom, Troutdale Arts Festival*
- 6. Presentation:** A presentation on the Troutdale Destination Strategy plan. – *Erika Palmer, Community Development Director, and Marlee Boxler, Economic Development Coordinator*
- 7. Report:** Gresham Fire and Emergency Services Report on Fire Services. – *Chief Lewis, Gresham Fire and Emergency Services*
- 8. Update:** Public Safety Services Delivery Working Group. – *Ray Young, City Manager*
- 9. Staff Communications**

## 10. Council Communications

## 11. Adjournment



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Randy Lauer, Mayor

Dated: February 21, 2024

## Meeting Participation

The public may attend the meeting in person or via Zoom. Please email [info@troutdaleoregon.gov](mailto:info@troutdaleoregon.gov) by **5:00pm on Monday, February 26<sup>th</sup>** to request Zoom meeting access credentials. You may also submit written public comments via email to [info@troutdaleoregon.gov](mailto:info@troutdaleoregon.gov) no later than **5:00pm on Monday, February 26<sup>th</sup>**. City Council Regular Meetings are broadcast live on Comcast Cable Channel 30 (HD Channel 330) and Frontier Communications Channel 38 and replayed on the weekend following the meeting - Friday at 4:00pm and Sunday at 9:00pm.

Further information and copies of agenda packets are available at: Troutdale City Hall, 219 E. Historic Columbia River Hwy. Monday through Friday, 8:00 a.m. - 5:00 p.m.; on our Web Page [www.troutdaleoregon.gov/meetings](http://www.troutdaleoregon.gov/meetings) or call Sarah Skroch, City Recorder at 503-674-7258.

The meeting location is wheelchair accessible. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to: Sarah Skroch, City Recorder 503-674-7258.

**MINUTES**  
**Troutdale City Council – Regular Meeting**  
**Troutdale Police Community Center – Kellogg Room**  
**234 SW Kendall Court**  
**Troutdale, OR 97060**

**Tuesday, February 27, 2024 – 7:00PM**

**1. PLEDGE OF ALLEGIANCE, ROLL CALL, AGENDA UPDATE**

Mayor Lauer called the meeting to order at 7:00pm.

**PRESENT:** Mayor Lauer, Councilor Ripma, Councilor Caswell, Councilor Wunn, Councilor White, Councilor Wittren and Councilor Glantz.

**ABSENT:** None.

**STAFF:** Ray Young, City Manager; Sarah Skroch, City Recorder; Ed Trompke, City Attorney; Erika Palmer, Community Development Director; Travis Hultin, Public Works Director and Marlee Boxler, Economic Development Coordinator.

**GUESTS:** See Attached.

Mayor Lauer asked for agenda updates.

Ray Young, City Manager, replied there are no updates.

**2. PUBLIC COMMENT:** Public comment on non-agenda and consent agenda items is welcome at this time.

Paul Wilcox read from a self-prepared statement (attached as Exhibit A).

**3. CONSENT AGENDA:**

**3.1 MINUTES:** January 9, 2024 City Council Regular Meeting, January 16, 2024 City Council Special Meeting and January 23, 2024 City Council Regular Meeting.

**3.2 RESOLUTION:** A resolution approving an amended and restated Intergovernmental Agreement with the Regional Water Providers Consortium.

**MOTION:** Councilor White moved to approve the consent agenda. Seconded by Councilor Wittren  
**Motion Passed 7-0.**

**4. REQUEST:** A request from Mt. Hood Community College for the City of Troutdale to be a sponsor for the 2024 Mt. Hood Jazz Festival.

<0:06:08>

Dan Davey, MHCC Director of Jazz Studies & Festival Director, Mt Hood Jazz Festival, presented a PowerPoint to Council (attached as Exhibit B).

Councilor Wittren stated that last Council had asked to try to get more Troutdale events rather than Gresham. He asked what is going to be different this year versus last year for Troutdale specifically.

Dan Davey replied that Troutdale Station is a partner and there will be music there this year. He stated he would love other locations and he's open to suggestions.

Councilor Glantz asked about ticket prices.

Dan Davey stated the headliners are \$30 and tickets go from \$10 to \$30. A weekend pass is around \$60.

**MOTION: Councilor Wunn moved to sponsor the Mt. Hood Jazz Festival in the amount of \$6500.00. Seconded by Councilor Wittren.**

**VOTE: Councilor Ripma – Yes; Councilor Caswell – Yes; Councilor Wunn – Yes; Mayor Lauer – Yes; Councilor White – No; Councilor Wittren – Yes and Councilor Glantz – Yes.**

**Motion passed 6-1.**

**5. REQUEST:** A request from the Troutdale Arts Center for the City of Troutdale to be a sponsor for the 2024 Troutdale Arts Festival.

<0:34:30>

Shannon Chism, Troutdale Arts Festival, stated that last year it was discussed to move the event to the highway, and it went fantastically well. It was very successful and there was a record attendance. Shuttles brought people in to see art, eat and shop in the stores. There was no outside food brought in except for ice cream and the restaurants loved it. Artists sold well and they're getting a good response for returning. The galleries had good attendance as well. She stated Cascadia Arts Association is the non-profit that puts this project together. They came together very quickly when it was transitioning from the Chamber. One of the things that Cascadia did this year is they came under the umbrella of the Center for the Arts Foundation which is a much larger and longer terms arts organization. She stated she is asking for support again and hoping the City will be able to do \$15,000 again this year.

Councilor Glantz stated she thought that last year some of the issues were also around the hours. She thought she heard some unhappy feedback from some of the restaurants downtown that while the hours were still open, people shut down and left.

Shannon Chism stated she didn't hear that feedback but did with a different downtown event during the summer. She could try to increase hours.

Councilor Ripma asked when the event is.

Shannon Chism replied it's the first full weekend in June and it's tied into First Friday.

Councilor Glantz asked what the total budget is for the event and where most of the money goes.

Shannon Chism replied it's a slim budget. The money goes into shuttles, marketing, signage, artists pay a fee and help with jurying, port-a-potties, garbage, overnight security, fees and in-kind donations to help offset, and there is a paid consultant and a data entry person with all other positions being volunteers.

**Mayor Lauer opened public comment at 7:49pm.**

Jeanie Linn, Artistree NW, stated last years event was a very productive event for her. She was very happy about the turnout.

Mallorie Goody, Norris and Stevens, stated Norris and Stevens lease the Columbia Gorge Outlet Center and they will be taking over the marketing functions for the center. She would be happy to host and be a part of any events Troutdale needs.

**Mayor Lauer closed public comment at 7:51pm.**

**MOTION: Councilor Ripma moved the City sponsor the 2024 Troutdale Arts Festival in the amount of \$15,000.00. Seconded by Councilor White.**

**VOTE: Councilor Ripma – Yes; Councilor Caswell – Yes; Councilor Wunn – Yes; Mayor Lauer – Yes; Councilor White – Yes; Councilor Wittren – Yes and Councilor Glantz – Yes.**

**Motion passed 7-0.**

**6. PRESENTATION: A presentation on the Troutdale Destination Strategy Plan.**

<0:52:36>

Marlee Boxler, Economic Development Coordinator, and Erika Palmer, Community Development Director introduced the consultant team of Kristin Dahl of Crosscurrent Collective and Holly MacFee with Lookout Co.

Kristin Dahl and Holly MacFee presented a PowerPoint to Council (attached as Exhibit C).

Councilor Glantz stated she sees a lot of definitions in the PowerPoint, but she didn't see how a visitor is defined. She looked through the presentation and she sees budgets and things like cyclists on one page as top priority and another one there is 20 to 30-year-olds coming in couples. She doesn't see anything about TikTok when that is 20 to 30-year-olds primary social media. She thinks there should be some other metric to be doing things other than likes and follows. She's concerned about doing too much with too little and trying to be everything to somebody rather than something for everyone.

Holly MacFee stated in the longer marketing plan they identify specific target audiences that they will be going after. There are 3 major target audiences: couples without kids, families and retirees. There is another whole section that intersects with that which are niches like, river recreators and hikers, etcetera. There will also be geographies targeted based on the amount of money available for advertising.

Kristin Dahl explained that the definition of a visitor is someone that travels more than 50 miles away.

Councilor White stated he read about getting more public transportation, Troutdale is about to lose their bus to Glenn Otto which ties to the river and Sugar Pine. He asked if Council should fight to keep that bus.

Marlee Boxler stated when TriMet looks at their ridership numbers they compare Troutdale to Portland and Troutdale will never compare when it comes to ridership levels. Many people don't know that they can take a bus to Glenn Otto Park to go to the river where there are lifeguards. TriMet is centered on job centers and not outdoor recreation. She stated she applied for a grant for a Sandy River Shuttle Feasibility Study to get a feasibility analysis. It will be studied for the next year and partners with ODOT, the Forest Service and State Parks.

### **Mayor Lauer opened public comment at 8:36pm.**

Taney Staffenson, Troutdale resident, commented about losing bus service in Troutdale and he pointed out that the citizens pay significantly more than other cities in the region, and it gets 1.5 bus lines and TriMet wants to scale that back. He thinks Troutdale should look at either more service or cutting that funding.

### **Mayor Lauer closed public comment at 8:38pm.**

Kristin Dahl stated she wants to recognize Marlee. She is an asset to Troutdale with great leadership in planning and marketing.

## **7. REPORT: Gresham Fire and Emergency Services Report on Fire Services**

<1:39:08>

Chief Scott Lewis, Gresham Fire and Emergency Services, stated it hasn't been announced worldwide yet that the Gresham Fire and Emergency Services name has been changed to Gresham Fire Department. Chief Lewis gave a brief overview of the presentation in the packet.

TROUTDALE CITY COUNCIL MINUTES

4 of 9

February 27, 2024

Exhibit A – Statement by Paul Wilcox

Exhibit B – MHCC Jazz Festival PowerPoint by Dan Davey

Exhibit C – Troutdale Destination Strategy PowerPoint by Marlee Boxler & Kristin Dahl

Chief Lewis gave a brief overview of AMR response times and what is next. AMR cannot hire paramedics fast enough, there is a vast shortage throughout the country. Oregon is 1 of 3 states that requires you to have an associate degree to be a paramedic. The state decided that counties will assign ambulance service areas. That privilege goes to the county. As a charter city, Gresham could not start their own ambulance company or 911 calls unless the county said you could. Without enough paramedics, the number of the ambulances they can put on the street is reduced. Something that didn't exist a couple years ago is a code called LZ which is level zero which is how often there was no ambulances available. AMR can't meet the contractual requirements and the county is thus far unwilling to change those requirements. There's a shortage of paramedics which means there's not enough ambulances on the road which means there are longer response times for the sheriff's department and for Gresham Fire. The City of Portland and the City of Gresham met with Commissioner Meieran and she made a proposal that the County Chair change the rule requiring 2 paramedics on a temporary basis. Both cities passed those resolutions last week and Fire District 10 passed a similar resolution on Saturday. Dr. Jonathan Jui, the medical director, has the authority under the ambulance code to make a change for an emergency situation. He chooses not to do so. The next person that can make a change is Chair Vega Pederson as the Chief Employment Executive for the County, she can tell Dr. Jui to change it and she also chooses not to do so. What's next is a resolution that Commissioner Meieran has drafted but that agenda item has not been brought to the Board yet.

Mayor Lauer stated that himself, Ray and the 3 other City Managers and Mayors sat down and had a meeting yesterday with regards to the resolution and they were working on a joint resolution from the 3 Cities for the rest of the County and working on the language and having something available for Troutdale's Council meeting on March 12<sup>th</sup>.

Ray Young stated he has been in communication with AMR, and they agree 100% with Chief Lewis. The County Chair is misleading the public in terms of the need and the studies that claim to show that it is necessary to have 2 paramedics. He stated he has done a Google search, and he has found studies directly on the JEMS that says there is no outcome difference between having 1 paramedic or 2 paramedics.

Councilor Glantz stated she listened in on the Gresham Council's work session last week and one of the things said was how the maps are drawn in terms of service areas and the example given was the West Hills of Portland were getting some really slow response rates, so the map was redrawn to include downtown Portland to bring it in for everybody. She asked how the maps are drawn currently for Troutdale as opposed to Fairview as opposed to Gresham in terms of response times.

Chief Lewis stated when the County redid their ambulance plan, they narrowed the number of zones they had. They had 6 and now they're down to 4 zones. Gresham Fire is in the east zone. If you dilute numbers over a bigger pool, you can get a different answer. Their proposal was to have only 3 zones which would have homogenized Gresham's response time in East County in with the City of Portland up to about 205 or 82<sup>nd</sup>. The further out you get, you're at the far edge on the east side, it takes longer for those ambulances to do return trips.

Councilor Glantz stated in looking at Troutdale, Fairview and Gresham, she's guessing there may be some trends like, rescues at the Sandy River and things like retirement centers and places that get more calls than would be expected as the norm and she remembers a conversation a long time ago about Troutdale opening up to more retirement and nursing centers and there were Councilors at the time that turned it down because they said those centers use the fire department as a way to lift someone who has fallen so they don't have liability issues. She asked if there is a process in place to help control people who might be abusing the system.

Chief Lewis stated that's a good conversation for somebody closer to it than he is. He stated there are people who know staffing rules for care centers better than he does. If it's true nursing care they are supposed to have somebody there to provide nursing care 24/7. Assisted living is different levels of assistance. There have been conversations about should there be a fee. It's hard to build in a fee that you're going to charge the elderly, the sick and the infirmed.

Chief Lewis stated that the Gresham Fire Department had a tough year last year. On February 3<sup>rd</sup> Firefighter Brandon Norbury was at the training center doing training and had a cardiac arrest, collapsed at the feet of his coworkers. They were unable to save Brandon. In April of last year, Brian Flowers was feeling sick and not getting better. He was found to have acute myeloid leukemia. In Oregon there is a cancer presumption law for firefighters that says if you come to work, and you don't have cancer and you work for a fire department for 5 years and you develop a specific cancer that firefighters get at more than twice the rate of the general public then it comes under cancer presumption for workers comp. They lost 2 firefighters last year. The union contract expired in July and it's still in negotiations now. The Gresham City Manager left in December of last year. Their levy failed in May. It's been a tough year for the fire department.

Mayor Lauer stated he appreciates the work Gresham Fire does for the community of Troutdale.

Councilor White asked if traffic congestion is creating problems for response times.

Chief Lewis replied traffic is a bigger problem now, but some traffic light integration has helped. There are some neighborhoods in Rockwood where it gets really crowded. Impacts from the State rules on parking are just starting so they haven't really seen that yet.

Ray Young stated with the new parking rules coming down from the State that the City is still fighting, he asked if there's an impact on fire service when there is no onsite parking.

Chief Lewis stated they know they will have difficulties. Just because there's a sign saying no parking doesn't mean they won't park there. On the plus side, most of the complexes will be multi-story.

Mayor Lauer asked what can Troutdale and neighboring cities do to help support firefighters.

Chief Lewis stated he's never seen firefighters in a grocery store where people haven't said thank you, and it means a lot. He thinks they feel appreciated but maybe less when it comes to budgets and revenues. He's a big advocate for sharing the service delivery model.

**Mayor Lauer opened public comment at 9:47pm.**

None.

**Mayor Lauer closed public comment at 9:47pm.**

## **8. UPDATE: Public Safety Services Delivery Working Group**

<2:48:24>

Ray Young stated the Public Safety Services Delivery Working Group (PSWG) met on February 5<sup>th</sup> and there were several guests, including Captain Asboe and retired Hillsboro Chief Carey Sullivan. The meeting focused on law enforcement services and the group had 2 tasks that they accomplished quite well. One was to determine an appropriate budget size for the needs of a potential Troutdale Police Department recreation. They were given good direction. Jensen Strategies was hired to come up with a budget to reconstitute the Troutdale Police Department and to see what the expected average annual cost to run the department would be. It is expected there will hopefully be a response by June to get an estimate on cost to recreate and run a Troutdale Police Department that is comparable to the current coverage. The PSWG looked at what changes the City would like to see to the current FTE's if we go back to MCSO. The contract determined its cost originally of \$2.7 million based upon a listing of positions and FTE's and how many were necessary to come up with that cost. In looking at that list, there was only 2 changes that were directed to be made to go back to Multnomah County. One was in the current contract Troutdale gets .66 of an FTE of a police chief but they are also given a full-time job at the County in addition to being Troutdale's chief of police, so it was impossible for them to be able to be in Troutdale 2/3 of the time doing city work. In talking to other cities in the metro area who contract outside of Multnomah County, one thing that they suggest is they have a full time 1 FTE police chief and they do not have any significant duties with the sheriff's office. It would give much more contact between the citizens and the council and police coverage. The second one was currently in the FTE there is a .5 beach patrol which was supposed to generally model having 2 resource deputies that had the summers off to go down to the beach. That's an over resourced need because there are many days in the summer where there aren't a lot of people down at the park or it's raining. Based on the contract, they're basically locked in the park. It was modified so they didn't feel like they were locked in the park on a rainy day. The committee decided to take that .5 FTE for a beach deputy and make it a 1 FTE second resource deputy to go along with the current resource deputy, Nick Bohrer. There was also talk about having a full time chief with direct supervision over resource deputies and the code compliance officer. Staff is going to ask MCSO to work up a bid for those adjustments. Next Monday is the next meeting and fire services will be discussed.

Councilor White stated there was talk about getting a security guard at Glenn Otto.

Ray Young stated he doesn't like asking for FTE's come budget time. He would like to have either a 2<sup>nd</sup> code enforcement officer or park ranger. Staff was thinking that the better time to ask for that would be in the following year's budget.

Councilor White stated he noticed there were changes made to the committee and he would really like to have the Mayor back on it.

Mayor Lauer stated if Council wants to do that, they could do an actual vote for his appointment on March 12<sup>th</sup>.

**Mayor Lauer opened public comment at 9:59pm.**

None.

**Mayor Lauer closed public comment at 10:00pm.**

**9. STAFF COMMUNICATIONS**

<3:00:48>

Ray Young provided the following staff communications:

- Community Garden plots open at 8am at City Hall on March 1st
- Planning Commission meeting on March 13th and they will be discussing an indoor Pickleball court being put in at the Troutdale Marketplace
- Committee Recruitments open March 1st

**10. COUNCIL COMMUNICATIONS**

<3:03:18>

Councilor Wunn stated it was brought to his attention that the words he had said about the Public Safety Working Group not doing their job were poorly worded. He meant to say that he felt like the group didn't have ample time to do what they were required to do. Their work wasn't unnoticed. He felt like 2 committees working concurrently would get the most amount of work done in the least amount of time. He apologized to the group members.

Councilor Glantz stated that last week the Gresham Work Session on February 20<sup>th</sup> was recorded, and it was all about how they purchase and their plans on how they budget for fire trucks and AMR, and it was really informative. She stated she is having a hard time tracking the Governor's housing bill. She asked if Council should be reaching out to Zach or Chris on the bill. She's concerned about Multnomah County taking away some property taxes in the form of offering credits for new developments.

Councilor White stated he reached out to Senator Gorsek's office about the transportation update because he's concerned about the freight route on 257<sup>th</sup>. Senator Gorsek asked Council to write him a letter to look into it more closely. It would be a good idea to get it on an agenda.

**11. ADJOURNMENT**

**MOTION:** Councilor Wittren moved to adjourn. Seconded by Councilor Ripma.  
Motion passed unanimously.

Meeting adjourned at 10:07pm.



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**Randy Lauer, Mayor**  
**Dated: April 10, 2024**

**ATTEST:**



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**Kenda Rimes, Deputy City Recorder**

# CITY OF TROUTDALE

City Council – Regular Meeting  
7:00PM

Tuesday, February 27, 2024

## PLEASE SIGN IN

Name – Please Print	Address	Phone #
Holly Macfee		503 830 6191
Dan Dawley	2840 SE Elans Ave	617-291-7464
Carol Allen		
Shannon Chisom	2573 SE Oak Mt Dr	503 752 3785
Kristin Dahl		
Marianne Freborn		707.487.9896
Tammy Stephenson		503-319-7734

## February 27, 2024 City Council Regular Meeting - Zoom Guests

Name (Original Name)	User Email	Join Time	Leave Time	Duration (Minutes)
Troutdale Conferencing	troutconf@troutdaleoregon.gov	2/27/2024 18:38	2/27/2024 22:07	210
MetroEast		2/27/2024 18:38	2/27/2024 22:07	210
speaker table		2/27/2024 18:38	2/27/2024 22:07	210
Testimony Table		2/27/2024 18:38	2/27/2024 22:07	209
Troutdale Conferencing	troutconf@troutdaleoregon.gov	2/27/2024 18:41	2/27/2024 22:07	206
Paul Wilcox		2/27/2024 18:50	2/27/2024 22:07	197
Randy Lauer		2/27/2024 18:50	2/27/2024 22:07	197
Kristin Dahl, Crosscurrent (she/her)		2/27/2024 18:51	2/27/2024 20:36	105
Frank Stevens		2/27/2024 18:51	2/27/2024 20:38	107
Adrian Koester		2/27/2024 18:51	2/27/2024 22:07	196
Sandy Glantz		2/27/2024 18:52	2/27/2024 22:07	196
Mallorie Goody		2/27/2024 18:52	2/27/2024 20:45	114
Travis Hultin		2/27/2024 18:52	2/27/2024 19:05	13
Carol Reynolds		2/27/2024 18:53	2/27/2024 22:07	195
Dan Davey		2/27/2024 18:53	2/27/2024 19:34	41
Stephen Elgart		2/27/2024 18:54	2/27/2024 20:41	107
Geoffrey Wunn		2/27/2024 18:54	2/27/2024 22:07	193
Alison Caswell		2/27/2024 18:56	2/27/2024 22:07	191
Troutdale Conferencing	troutconf@troutdaleoregon.gov	2/27/2024 18:59	2/27/2024 20:30	92
Terra Lingley, ODOT (she/her)		2/27/2024 19:01	2/27/2024 20:38	98
Jordan Wittren		2/27/2024 19:01	2/27/2024 22:07	186
Loree Harrell		2/27/2024 19:02	2/27/2024 22:07	185
Jeanie Linn		2/27/2024 19:03	2/27/2024 22:07	185
Elissa VanArsdall		2/27/2024 19:07	2/27/2024 19:28	21
Nic Granum		2/27/2024 19:19	2/27/2024 22:07	168
Mom's iPhone SE		2/27/2024 19:42	2/27/2024 20:02	21
Shelby Staffenson		2/27/2024 20:07	2/27/2024 22:07	121
Troutdale Conferencing	troutconf@troutdaleoregon.gov	2/27/2024 20:36	2/27/2024 20:52	16
Troutdale Conferencing	troutconf@troutdaleoregon.gov	2/27/2024 20:59	2/27/2024 22:07	69

## Exhibit A

February 27, 2024 Council Meeting Minutes

Mayor and Councilors,

This will be my third and final review of City Charter Chapter 7, and Section 27 in particular, What Creates a Vacancy.

I'm not going to address all the itemized reasons for why a vacancy on Council would occur, as most of those are shared in one form or another by other Oregon cities, although some specific items are included in some but not in others.

What I'm addressing is simply a single word that occurs in Troutdale's Charter language that I've found in no other city charter among 20 that I reviewed in the Metro area. That is the word "may" under Section 27, subsection B, which reads in full: "In addition, the office of mayor or councilor "may" be declared to be vacant by the council if the incumbent:", then goes on to enumerate various reasons for a vacancy. The insertion of the word "may" makes the declaration of vacancy for any of the listed reasons optional. However, at least some of those reasons, such as "ceases to reside in the city" are basically absolutes. For example, that one in particular is included in Section 13, Qualifications for Elective Office, which states "No officer elected or appointed may continue to serve if he or she ceases to be a resident of the city." Another vacancy reason that is in the "optional" section is "Is convicted of a felony or crime pertaining to the incumbent's office." This could also fall under "Ceases to be an elector under state law." since incarceration results in the loss of voting rights. It is common among cities for there to be two levels of vacancy, level one being more or less self-evident and therefore automatic, such as a death or resignation, and level two requiring a declaration by Council due to a disqualifying action taken by the incumbent. However, no other cities make level two causes an optional basis by inserting the word "may".

Submitted by:

Paul Wilcox

Troutdale

2/27/24

## **CHAPTER VII. - VACANCIES IN OFFICE**

### **SECTION 27. WHAT CREATES A VACANCY.**

A. The office of the mayor or councilor becomes vacant if the incumbent:

1. Dies;
2. Is adjudged to be incompetent;
3. Is recalled from office; or,
4. Resigns.

B. In addition, the office of mayor or councilor may be declared to be vacant by the council if the incumbent;

1. Is convicted of a felony or crime pertaining to the incumbent's office;
2. Fails to qualify for the office within ten days after the term for the office is supposed to begin;
3. Ceases to reside in the city;
4. Ceases to be a qualified elector under state law;
5. Is absent from the city for more than thirty consecutive days without consent of the council; or,
6. Is absent from three consecutive regular meetings of the council without consent of the council.

# Exhibit B


February 27, 2024 Council Meeting Minutes



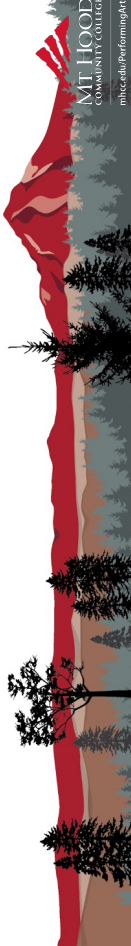
1



2




# About the Festival



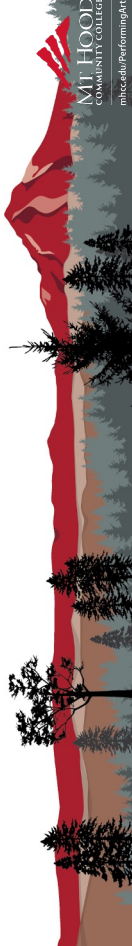
MT HOOD  
COMMUNITY COLLEGE  
nhcc.edu/performingarts

3




# MHJF History

The Mt. Hood Jazz Festival began at Mt. Hood Community College in 1982 and was produced by the Gresham/Mt. Hood Jazz Association (GMHJA) which was a non-profit, public-benefit corporation whose goal was to "promote the appreciation of jazz as a unique American art form."




MT HOOD  
COMMUNITY COLLEGE  
nhcc.edu/performingarts

4



## MHJF History

At its height, the festival drew crowds of 30,000 people to listen to the top performers in the jazz industry, including Sonny Rollins, Dave Brubeck, Tito Puente, Arturo Sandoval and B.B. King. After moving off-campus in the early part of this century, the festival was last held in downtown Gresham in 2014.



5




## Northwest Jazz Band Festival

- For 42 years, the college has hosted an educational festival on campus, which continues today.
- This festival attracts over 75 high school and middle school jazz ensembles along with their families, friends, and educators.
- School jazz ensembles perform before a panel of adjudicators, receive feedback on their performance, and earn ratings that place them among other bands from across the Pacific Northwest.
- They attend masterclasses with professionals and have access to all of the performances at the festival.



6




## The New Format

- In 2019, the former Mt. Hood Jazz Association Board signed over the use of the festival name to the Music Program at MHCC.
- The return to the college births a new image and format for the festival and will secure the longevity of the festival's existence.
- Combines the professional festival history with the educational festival.
- Educates and inspires the jazz audience and musicians of today and tomorrow.
- With its return to MHCC, we have created a scaffolding effect for students attending the festival that allow them to see the road from MS to Professional.
- This festival engages the community by bringing world class artists to the East County and the greater community to our businesses and institution.

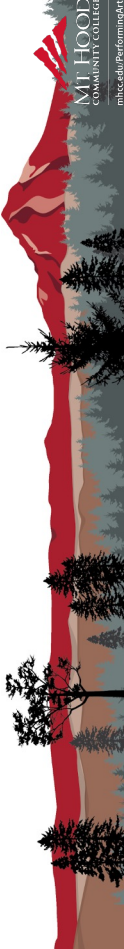


7



## The New Format

- The new format for the festival was set to launch in May of 2020, however....COVID
- In 2021, we launched a live-streamed festival (viewable on our YouTube page)
- In 2022, we finally launch a small version of the festival, observing guidelines for COVID precautions



8



# The 2022 Festival

9



## 2022 Community Sponsors

Thank you to our sponsors!

Presenting Sponsor



Gold Sponsors



Silver Sponsors



Bronze Sponsors



10




## Additional Support

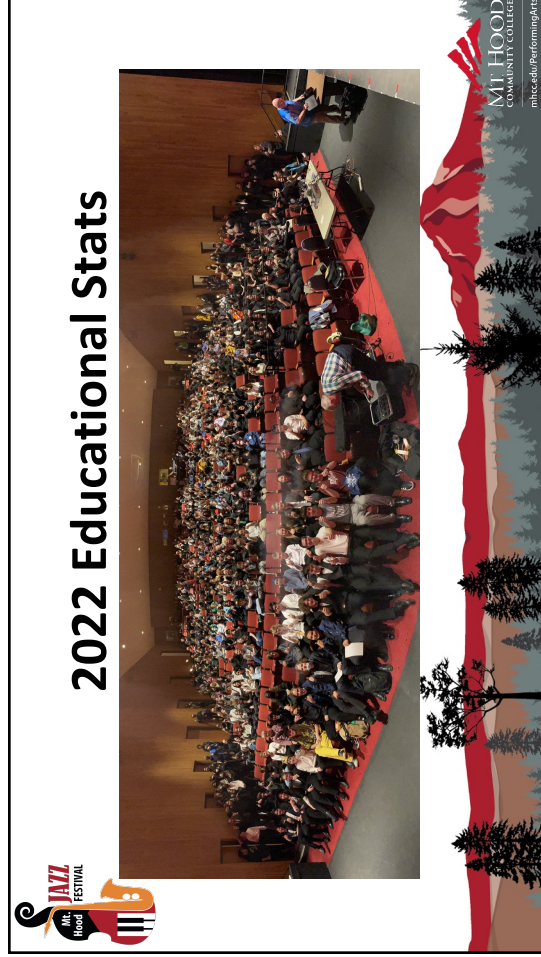

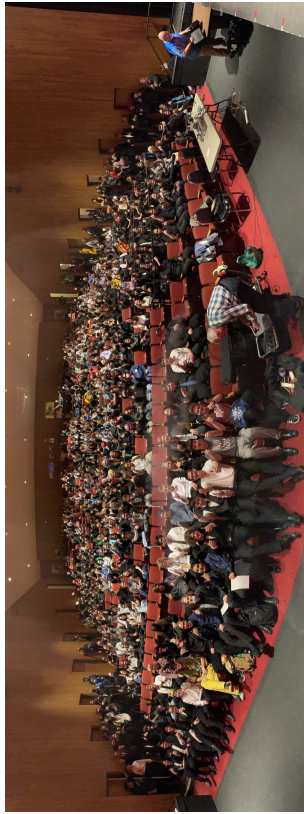
- KMHD 89.1 Jazz Radio
- Montavilla Jazz Festival
- PDX Jazz Festival
- New Deal Distillery
- Beacock Music
- Wally's Music
- Troutdale Barber Chicks
- Bandits Bar and Grill
- State Farm Rob Henrickson
- The Hoppy Brewer
- RedFred Productions
- Tone Proper Productions




11



## 2022 Educational Stats





12




## 2022 Educational Stats

- 10 middle school big bands
- 33 high school big bands
- 11 high school jazz combos
- 39 band directors plus several student teachers
- Approximately 800-1000 students, and potentially as many family/friends in attendance
- **Note:** This is less than in 2019 due to the pandemic. We limited the number of ensembles per room to allow time for the space to air out. In a normal year, we would have 75 performing ensembles and a healthy waitlist in case a band canceled.

## 2022 Pro Stage Stats

- 15 performances
- 84% of tickets sold
- Attendance was lower than ticket sales, possibly due to weather, rising illness in the community, or accessibility of the Yoshida Estate for this type of event.
- Connections/collaborations/sponsorships with 35 businesses or municipalities
- Grant supported by City of Gresham Arts and Culture Grant
- Live stream views: approximately 1000, from as far as Lisbon





## 2022 Social Media Stats

- Facebook page reach: 20,000 people
- Instagram reach: 822 people
- 1 sponsored ad reaching 8,198 people




15



## Festival Glimpse




16




## The Community Value

- This festival has and will continue to play an important role in the story of our community.
- It supports musicians of all ages and abilities and brings international exposure to our community.
- It supports local businesses and deepens the cultural experience of our community.
- It brings world-renown musicians to the people of our community and the people of our community to our local businesses!



17




## The Social Justice Importance

Jazz is born out of the oppression and racist cruelty that no person deserves and a level of discrimination that should never have existed.

This music is about overcoming injustice and rising above challenges. Jazz serves as the perfect vehicle for education and harmony on social justice issues. It teaches us how to work together for the common good.

We take pride in bringing music of these values to our community through live performances and education at our annual Mt. Hood Jazz Festival.



18

**2023 Artists**  
**May 5 - 7, 2023**

Ignacio Berroa Trio • Bill Chartlap Trio  
 Michael Dease • Esthesis Quartet  
 Soul Vaccination • Mark Zaleski Quartet  
 Dan Balmer Group • Mt. Hood Jazz Collective  
 Portland Jazz Composers Ensemble  
 and more!

**Mt. Hood JAZZ FESTIVAL**  
PRESENTED BY CONN SELMER

TICKETS ON SALE

[www.mhcc.edu/JazzFestival](http://www.mhcc.edu/JazzFestival)

**Thank you!**

**Mt. Hood JAZZ FESTIVAL**  
PRESENTED BY CONN SELMER

**MT. HOOD**  
 COMMUNITY COLLEGE  
mhcc.edu/performingarts

# CROSSCURRENT COLLECTIVE

## THE TEAM



**Kristin Dahl**  
Project Lead  
Designer / producer



**Kate Harbour**  
Project Manager



**Holly MacFee**  
Destination Brand +  
Marketing Strategy  
Lookout



**Laura Soltysiak**  
Administrative Assistant

## Exhibit C

February 27,  
2024 Council  
Meeting  
Minutes

# CROSSCURRENT COLLECTIVE

## THE TEAM



**Mark Buckley**  
Research Lead  
EConorthwest



**Alicia**  
Research Manager  
EConorthwest



**Dan Clasen**  
Research Specialist

# TROUTDALE LEADERSHIP

## PROJECT ADVISORY TEAM

**Convener: Marlee Boxler, City of Troutdale**

Jeanie Linn, Artistree NW

Corey Rust, Envi Adventures

Sam Purvis, Good Coffee

Mel Jensen, McMenamins

Renee Rank, McMenamins

Lizzie Keenan, Mt. Hood Gorge Regional DMO

Ryan Domingo + Emily Cafazzo, Sugarpine Drive-In

Loree Harrell, Troutdale Arts Center

Stephen Elgart, U.S. Forest Service, CRGNA



# A DESTINATION STRATEGY

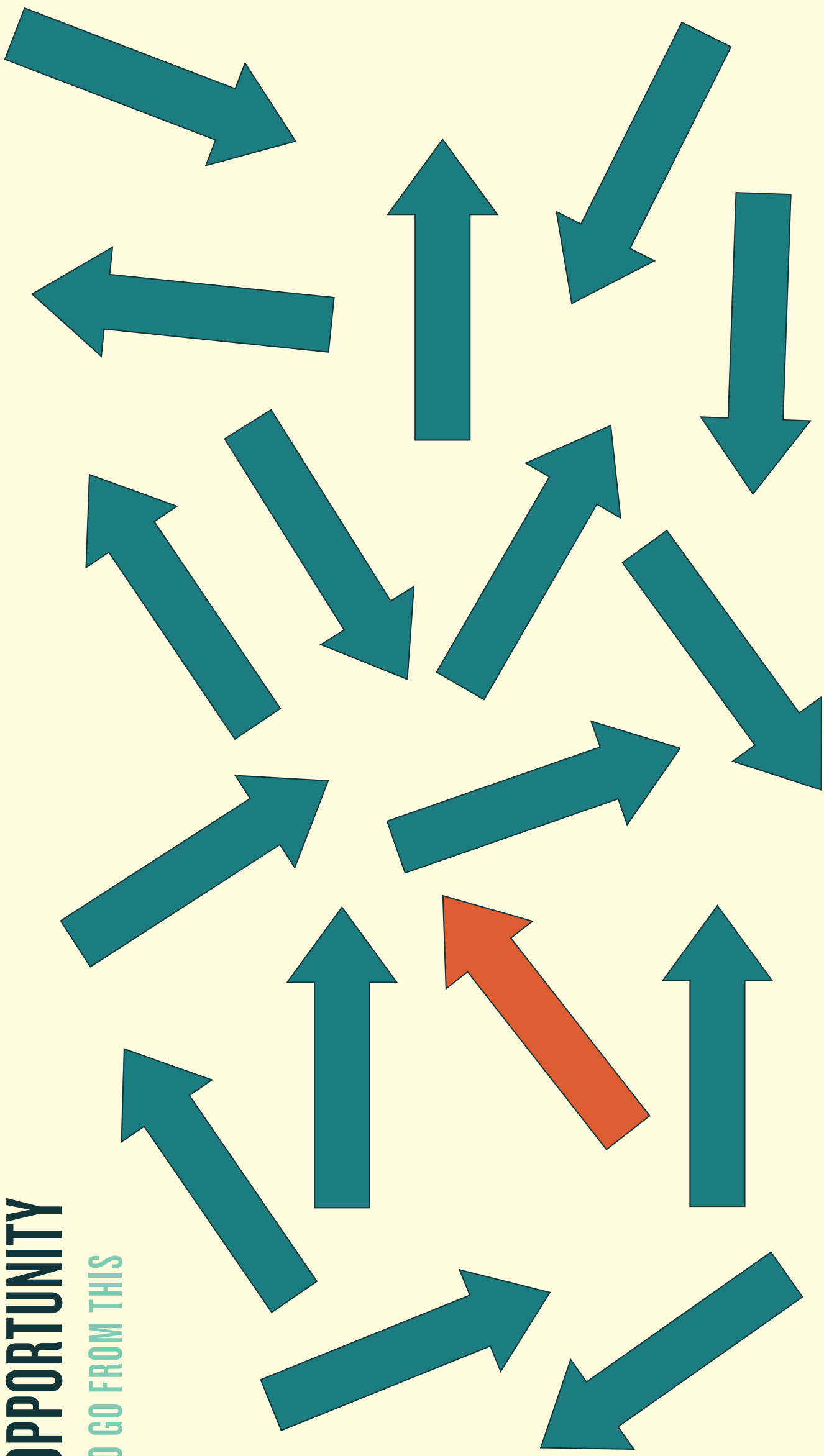
## THE ROAD MAP

Managing for sustainable tourism in a destination is a complex activity. A road map is necessary in order to get diverse stakeholders to align for impact. A destination strategy is exactly that – a vision and a road map that clarifies where a community wants to go, and how they're going to get there. A strategy may contain direction on management, development, marketing and stewardship activities.



**OPPORTUNITY**

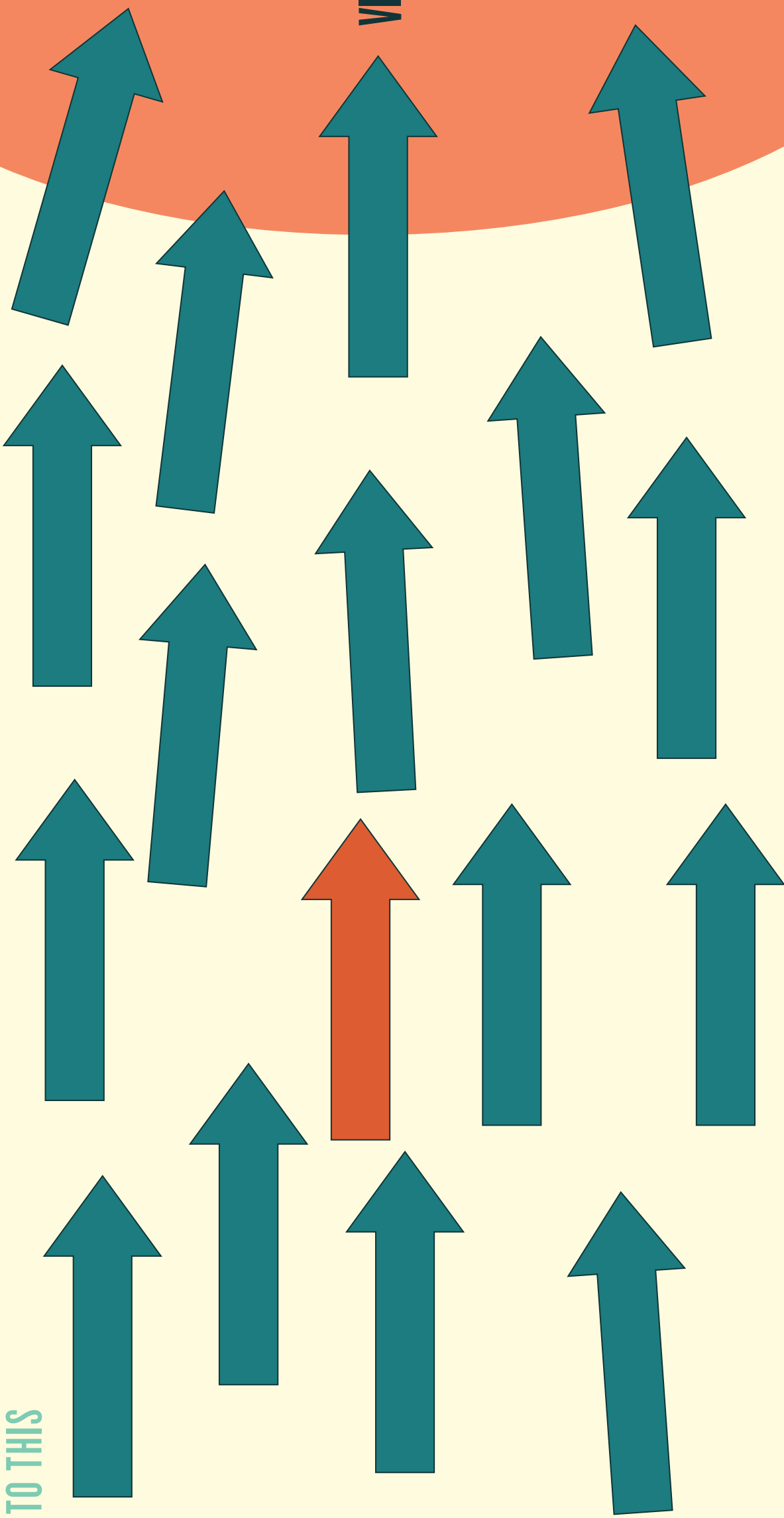
TO GO FROM THIS



**VISION**

**OPPORTUNITY**

TO THIS



# TOURISM IS BIG BUSINESS IN OREGON

2022 AS COMPARED WITH 2019 (NOT ADJUSTED FOR INFLATION)

**\$13.9 BILLION**  
VISITOR  
SPENDING  
**+8.5%**

**117,360**  
TOURISM JOBS  
STATEWIDE  
**-9%**

**\$643 MILLION**  
STATE + LOCAL  
TAX RECEIPTS  
**+7.7%**

# COMPONENTS OF A STRATEGY

## TERMS DEFINED

**Destination development** is the act of improving the experience within a destination for visitors and residents.

**Destination marketing** is the act of raising awareness, attracting visitors and building long-term relationships through branding, communications, and promotion.

**Destination stewardship** is the act of protecting ecosystems, landscapes and cultures that define a place.

**Destination management** is the act of coordinating activities across multiple agencies and organizations to manage visitor impacts and improve livability.



CROSSCURRENT  
COLLECTIVE

Definitions by Crosscurrent Collective, 2022



# DESTINATION MANAGEMENT

- Leadership provided through a collaboration of diverse organizations
- Responsible for creating and implementing a destination strategy
- Focus is on systems for communication, coordination + collaboration

## DESTINATION DEVELOPMENT

- Community engagement + communications
- Experience development
- Visitor management
- Investing in innovation

## DESTINATION MARKETING

- Domestic + international
- Earned + paid media
- Visitor communications
- Sales

## DESTINATION STEWARDSHIP

- Carbon neutral
- Protecting natural systems
- Protecting culture
- Giving back

---

# Sustainable Tourism as a Baseline

“Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.”

- U.N. World Tourism Organization, 2002

---

## 3 Transformational Opportunities

### 1. DESTINATION ALIGNMENT

Aligning the public, private and civic sectors drives destination performance

### 2. SUSTAINABLE DEVELOPMENT

Destination and product development should marry people, planet, profit and policy

### 3. VALUES BASED MARKETING

Community values, goals and energy are the new competitive advantage

# DESTINATION STRATEGY

## KEY COMPONENTS

- Visitor + stakeholder research
- 15-year vision of success narrative
- Community values
- Strategic areas of focus (2-4)
  - Medium term outcomes (~ 5 years)
  - Short-term outcomes (1-2 years)
- KPIs
  - Priority projects (1-2 years)
- Leadership structure identified

## CORDOVA'S DESTINATION VISION NARRATIVE

### 15-YEAR COMMUNITY VISION FOR SUSTAINABLE TOURISM (2036)

**[This Place]** Ancestral homeland to Eyak, Chugach Region People, Tlingit and Athabaskan peoples, Cordova is a small, gritty Alaskan fishing community brimming with artists, scientists and hard-working individuals shaped and sustained by the landscape. Situated at the confluence of Prince William Sound, the northern Gulf of Alaska and the Copper River watershed, the region is full of highly productive ecosystems rich in fish and wildlife resources that span boreal forests, complex wetlands, tidewater glaciers, rocky intertidal shorelines and coastal barrier islands. The 700,000-acre delta at the mouth of the Copper River comprises the largest continuous wetland on the Pacific Coast of North America. The Copper River flows into the northern Gulf of Alaska, a waypoint on the great ocean conveyor belt, which creates what has become known as the "World's Richest Waters." Home to Copper River salmon, the delta is also an important stopover on the Pacific Flyway for millions of migrating shorebirds and waterfowl.

**[Our Culture]** Our deep love of this place compels us to graciously welcome visitors and share our unique history and way of life, including our traditions, artistry, science and fishing. We're down to earth, easy to talk to and can help provide a deeper understanding of this landscape through our stories and activities. There's a buzz as visitors get to directly experience our way of life and why we live here. We've found a way to share our culture in a way that strengthens and uplifts our core community values.

**[The Outdoors]** Adventurers seeking off-the-beaten-path mountaintop to ocean adventures kayak our way across the seasons. Motivated by easy access to world-class resources an

**[Vibrant Services]** Vibrant services and gear rentals (from kayaking to a bustling downtown) are a part of the Cordova experience. The Cordova Community is thriving as a result of businesses supporting one another and finding new ways to be complementary.

**[Marketing]** The industry is thriving as a result of businesses supporting one another and finding new ways to be complementary.

**[Community Livability]** The industry is thriving as a result of businesses supporting one another and finding new ways to be complementary.

STRATEGIC FOCUS AREA	(A) IMPROVE THE VISITOR EXPERIENCE + SUPPORT BUSINESS GROWTH	(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND
5-YEAR OUTCOMES	<ul style="list-style-type: none"> <li>• We have robust outfitting and guide services that support hiking, cycling, kayaking and boating.</li> <li>• We have a thriving downtown with an appealing aesthetic where there is a healthy mix of complementary businesses serving locals and visitors alike.</li> <li>• Our business community is thriving as a result of businesses supporting one another and finding new ways to be complementary.</li> </ul>	<ul style="list-style-type: none"> <li>• Chamber and businesses are putting out consistent and targeted destination marketing throughout year.</li> <li>• Businesses are coordinated to promote Cordova with one voice, with the tools to do so.</li> <li>• Our demand is consistent and at a level that transportation service providers can expand service to Cordova and surrounding PWS communities.</li> </ul>
1- TO 2-YEAR OUTCOMES	<ul style="list-style-type: none"> <li>• New and emerging businesses are supported with resources and information including:                             <ul style="list-style-type: none"> <li>○ How to capitalize on the visitor economy</li> <li>○ What visitor services are needed in our community</li> <li>○ City requirements + insurance requirements</li> <li>○ Opportunities for how they can work together with existing businesses</li> </ul> </li> <li>• We have at least one business offering guided kayak trips and kayak rentals.</li> <li>• New visitor experiences exist providing opportunities to take part in things we do in this community – foraging, making jam, making art, learning about kelp farms. These</li> </ul>	<ul style="list-style-type: none"> <li>• More businesses would be extended to a year-round model, with high levels of satisfaction.</li> <li>• Festival and event attendees are returning to Cordova for repeat visits as a result of targeted marketing.</li> <li>• Visiting friends and relatives are returning to Cordova for repeat visits as a result of targeted marketing.</li> </ul>

**CONNECTIONS**  
**OUR COMMUNITY**  
**[CONNECTED]** We connect  
**[GRIT]** We're fishing, we're  
**OUR ANCESTRAL** and we connect  
**[NATURE AREA]** through fishing

# WHAT WOULD SUCCESS LOOK LIKE?

## AT THE END OF THIS PROCESS

- We have a solid roadmap for the future
- The community moves forward *together*
- Everyone is aligned around a common set of priorities so we can get things done
- Build off existing/past work and augment complementary efforts
- Information is flowing
- People are working together in new ways to accomplish bigger results



# DESTINATION STRATEGY DEVELOPMENT PROCESS

## AT A GLANCE

**PHASE 1: BUILD THE FOUNDATION**  
Apr. - Sep. 2023

GROUNDTRUTH,  
RESEARCH,  
DESIGN

PROJECT ADVISORY  
TEAM

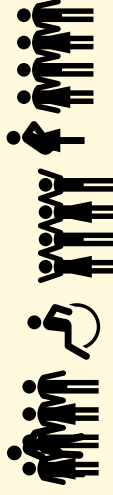


5 MONTHS

**PHASE 2: ENGAGE THE COMMUNITY**  
Aug. - Nov. 2023

COMMUNITY  
WORKSHOP

DIVERSE STAKEHOLDERS

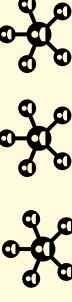


3 MONTHS

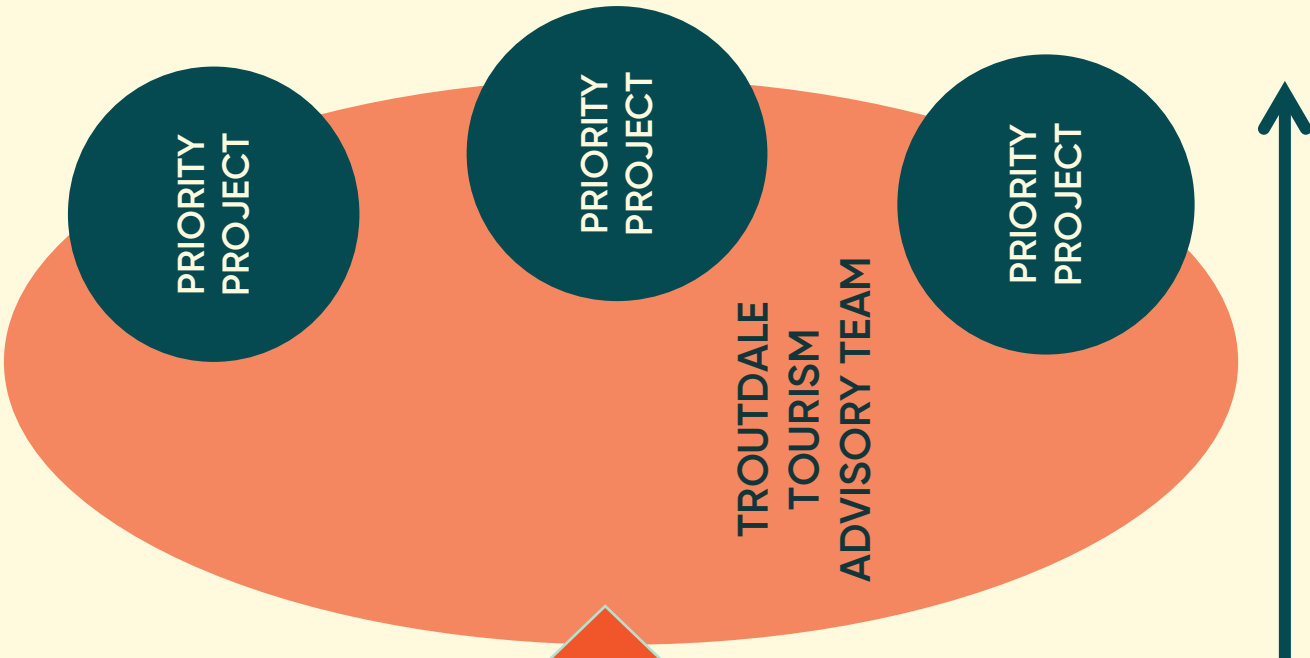
**PHASE 3: MOVE INTO ACTION**  
Nov. - Dec. 2023

DEVELOP  
STRATEGY +  
LEADERSHIP TEAM

PROJECT ADVISORY  
TEAM +  
STAKEHOLDERS



2 MONTHS



PRIORITY  
PROJECT

PRIORITY  
PROJECT

PRIORITY  
PROJECT

TROUTDALE  
TOURISM  
ADVISORY TEAM



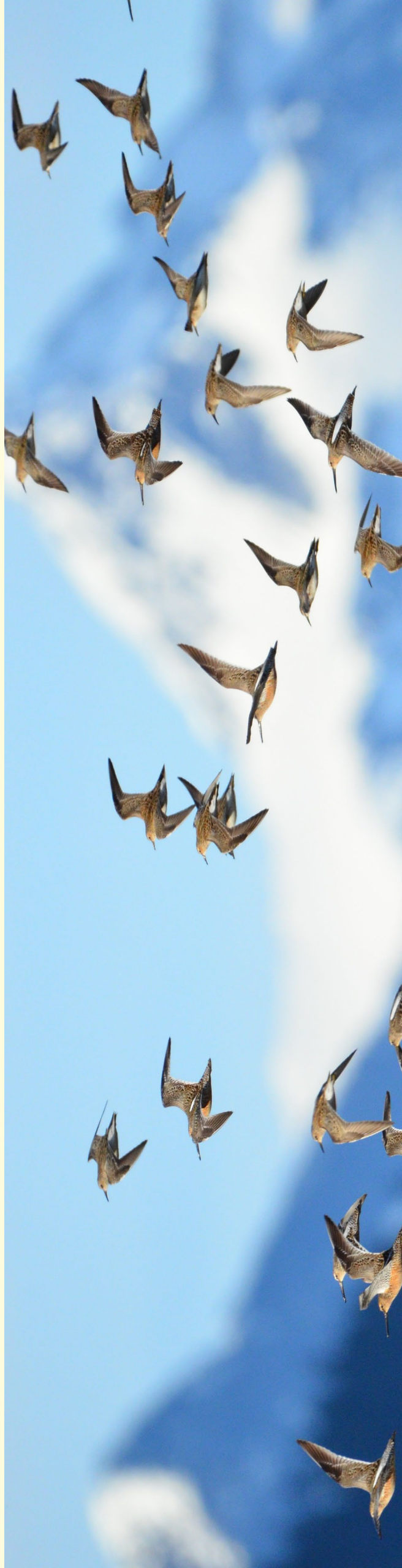
# COMMUNITY VALUES

WHAT DO WE WANT TO PROTECT?

# COMMUNITY VALUES

## THE IMPERATIVES

Community values are core to any destination – they're the invisible backbone to a community's culture. If we want to celebrate and retain a community's culture, it is important to first gain clarity on the commonly held, yet not often discussed, values. These values can be used as an internal compass or communicated with visitors directly.



# TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

culture housing cute connection  
maintain portland  
welcoming  
cleanliness streets  
premium  
unique  
community  
warm quality natural experience people beauty  
walkable  
small town feel  
environment value accessible  
shops friendly clean protecting  
nature  
businesses  
live work  
development safety local  
sustainable preservation restaurants  
caring tourism safe



# COMMUNITY VALUES

## TROUTDALE'S COMMUNITY VALUES

Community values are core to any destination – they're the invisible backbone of a community's culture. If we want to celebrate and retain a community's culture, it is important to first gain clarity on its commonly held, yet not often discussed, values. These values can be used as an internal compass or communicated with visitors directly.



*What we're committed to protecting:*

### **SMALL-TOWN CHARACTER**

Our small, clean and well-cared-for historic town provides a place to gather, connect and develop a sense of closeness.

### **CARE FOR OTHERS**

Caring for one another in both our current community and our past cultures translates into welcoming others and creating safe places for all to enjoy.

### **STEWARDSHIP**

We honor the natural resources our community resides within and work to ensure these places thrive, for nature's sake and for all to enjoy.

### **THOUGHTFUL, HUMAN-SCALE DEVELOPMENT**

We value thoughtful design and quality development that connects people with both people and place. Our community design facilitates all forms of mobility: bikers, walkers, riders and more.

### **LOCAL PRIDE**

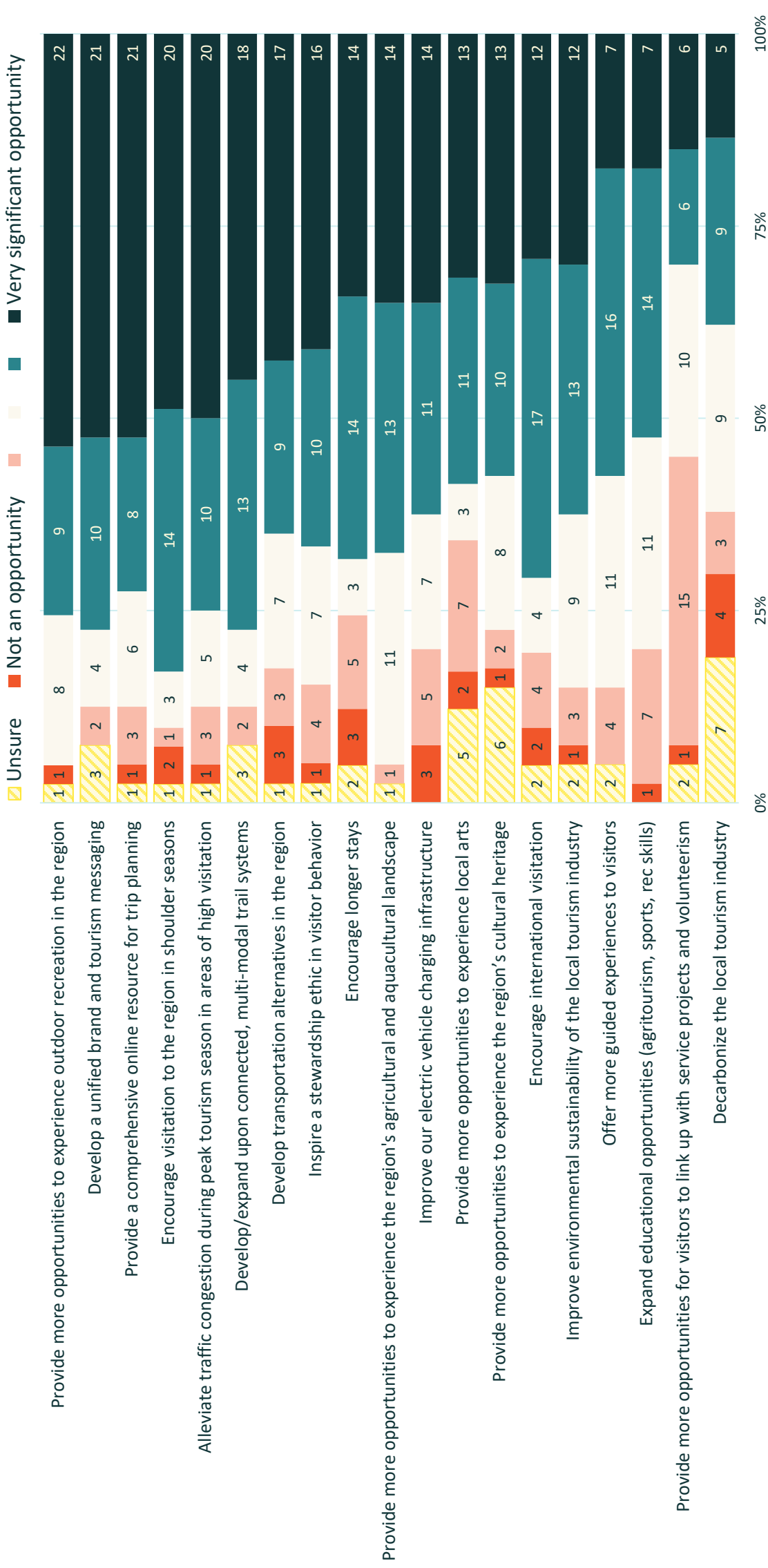
We support locally owned businesses, as well as locally grown and made products, because this creates a stronger community and a richer local economy.

# **15-YEAR VISION OF SUCCESS**

**WHAT DO WE WANT THIS PLACE TO BE LIKE?**

# OPPORTUNITIES - RANKING

## 17. What do you believe are the best tactical OPPORTUNITIES to advance the positive impact of local tourism



## 15-YEAR VISION OF SUCCESS

A vision is like a community's North Star. It should paint a vivid picture of where community members would like to be in the future. A clearly articulated and inspiring narrative of what a community sees for itself will help individuals and organizations envision what's possible and allow them to direct their energy and resources toward achieving it.



*What this visitor destination will look like in 2038:*

### **GATEWAY TO GREATER ADVENTURES**

Troutdale has become THE jumping-off point for embarking on a world-class Columbia River Gorge recreation experience or an adventure on the Historic Columbia River Highway State Trail. Troutdale is uniquely positioned to increase its standing as a “basecamp” for outdoor recreation in the Columbia Gorge and Mt. Hood.

We take strong pride in the infrastructure and connections we've built within multiple transportation systems to offer revolutionary car-free travel for Gorge visitors – including seamless links to the Portland metro area for residents and visitors alike. Our commitment to this work has elevated our status as a gateway community and has also helped reduce congestion and traffic in our treasured National Scenic Area and nearby natural areas.

This focus on accessibility has spurred an emerging cluster of businesses that cater to the needs of adventure-seekers through services and amenities. Existing downtown businesses are also capturing the benefits of this new stream of visitors.



## QUAINT, VIBRANT DOWNTOWN

Troutdale is a destination in its own right, drawing explorers who seek a taste of authentic small-town life surrounded by phenomenal natural riches, all just a stone's throw from Portland. Troutdale's renown draws both day-trippers and overnight visitors.

Troutdale's comfortable scale and walkable nature invite visitors and residents to slow down and savor their surroundings. Along the streets, diverse businesses spark visitor interest and further exploration. Our pedestrian-friendly community makes it easy for people of all ages to explore with a sense of safety, inviting them to discover businesses and amenities beyond their initial point of interest.

The scale and design of our quaint, historic downtown has shaped thoughtful development, creating and connecting new amenities to the broader community. Our downtown draws visitors and residents of all ages to businesses, services and events. Because locals are embracing and caring for downtown, it remains a vibrant and authentic community to visit. In Troutdale, everyone can feel what it's like to live in a small town – even if it's only for a weekend.

## THE RIVER CONNECTS US ALL

The Wild and Scenic Sandy River is the natural centerpiece of our community. River stewardship is paramount; it's our responsibility to ensure it thrives for generations to come. To mitigate human impact, we're pursuing collaborative solutions to manage river use and ease parking-congestion issues. We've invested in walkable connections between downtown and the river, providing safe access to the river as well as new, sustainable revenue for more businesses in town.

## GROWING AND CONNECTED TOURISM ECOSYSTEM

We're building on the established Explore Troutdale brand, reinforcing a strong shared identity as a destination. Our community and business leaders are aligned in recognizing the value of tourism. This shared emphasis keeps our development trajectory in sync with other community efforts, connecting to and complementing other regional and statewide initiatives.

# UNDERSTANDING OUR VISITORS

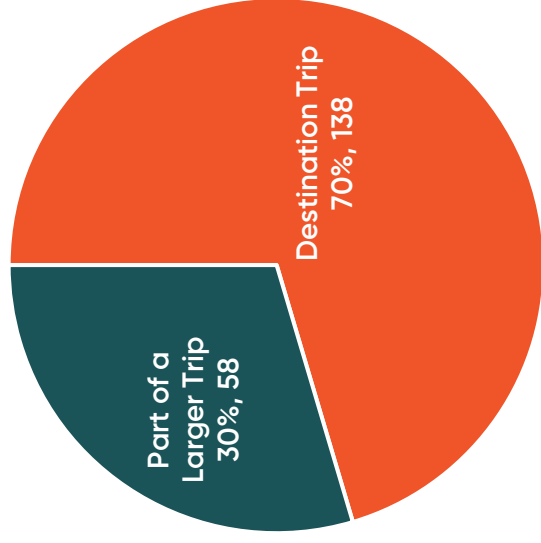
VISITOR OPPORTUNITY STUDY

# VISITATION SUMMARY

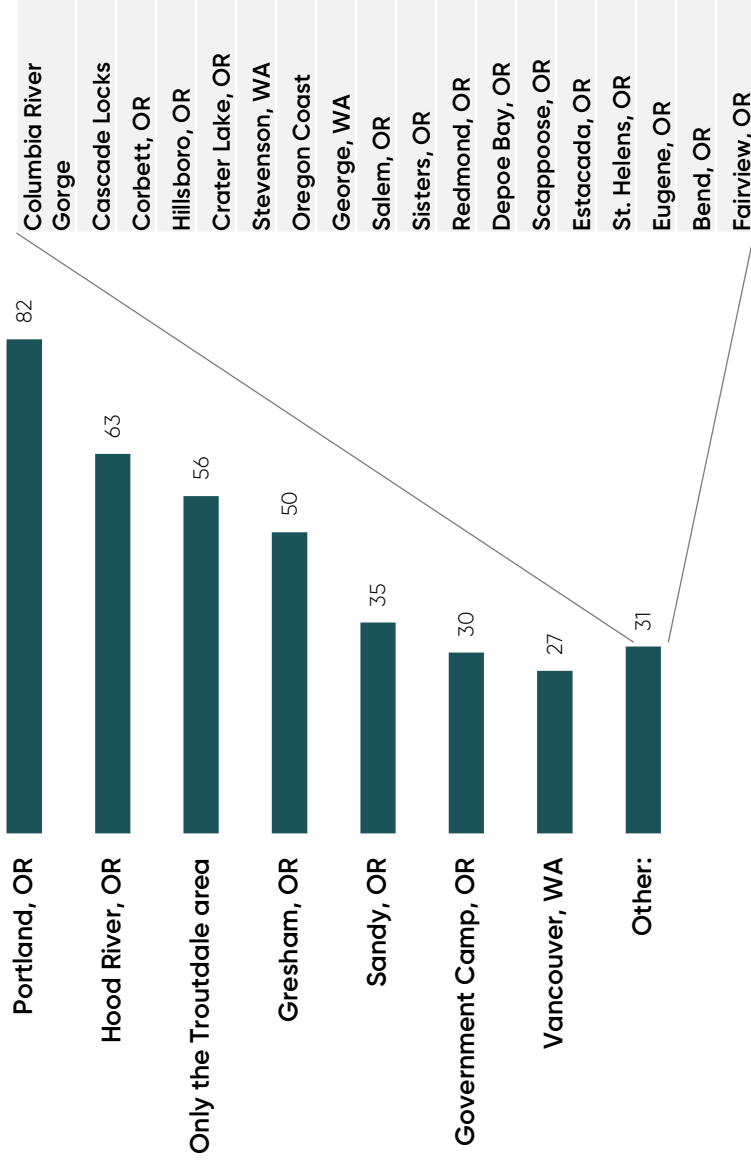
## Visitor Profile – Type of Trip

Seventy percent of respondents visited Troutdale as their primary destination, while almost one-third of respondents visited as part of a larger trip.

### TYPE OF TRIP TO TROUTDALE



### OTHER DESTINATIONS VISITED



Respondents that marked Troutdale as being part of a larger trip (30%), listed these locations as other places visited, including Troutdale as the primary destination.

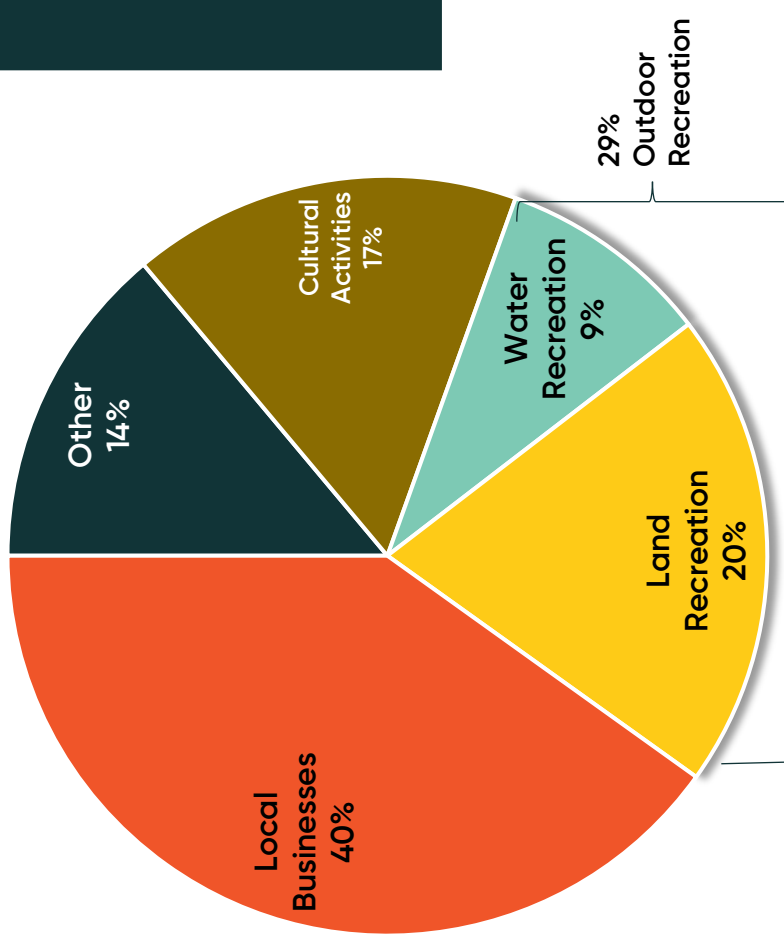
# VISITOR EXPERIENCE

## Primary Motivator for Visiting Troutdale

Almost half (40%) of the respondents listed an activity of visiting various local businesses as their primary motivation for visiting the Troutdale area. Types of activities in the local business category for primary motivator included:

- Visiting restaurants/cuisine
- Visiting a local guide/outfitter
- Shopping
- Visiting an outdoor gear store/bike shop
- Visiting a brewery
- Visiting a cidery
- Visiting a distillery
- Visiting a winery/wine tasting room

## PRIMARY MOTIVATOR FOR VISITING

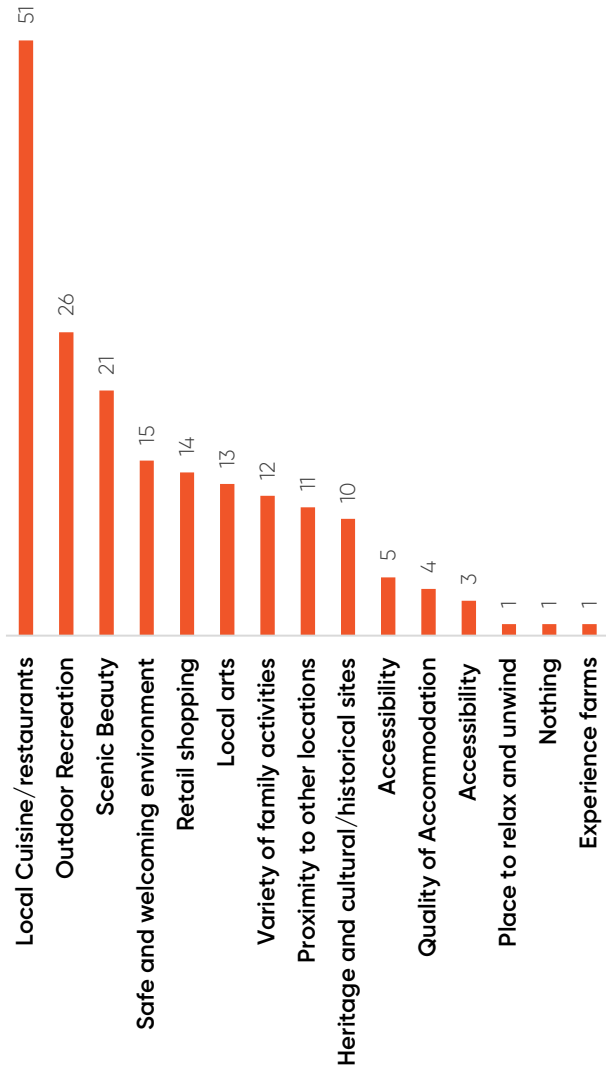


# VISITOR EXPERIENCE

## Most Enjoyed Experience While Visiting

The most enjoyed experiences were coded to factors for visitation to identify patterns in the relationship of importance and satisfaction of the factors. The most enjoyed experiences fell into three factors for visitation, Local Cuisine/Restaurants, Outdoor Recreation and Scenic Beauty.

### ENJOYED EXPERIENCES BY FACTORS FOR VISITATION



## SUGARPINE DRIVE-IN

26 Mentions



## SCENERY

19 Mentions



## SANDY RIVER

13 Mentions



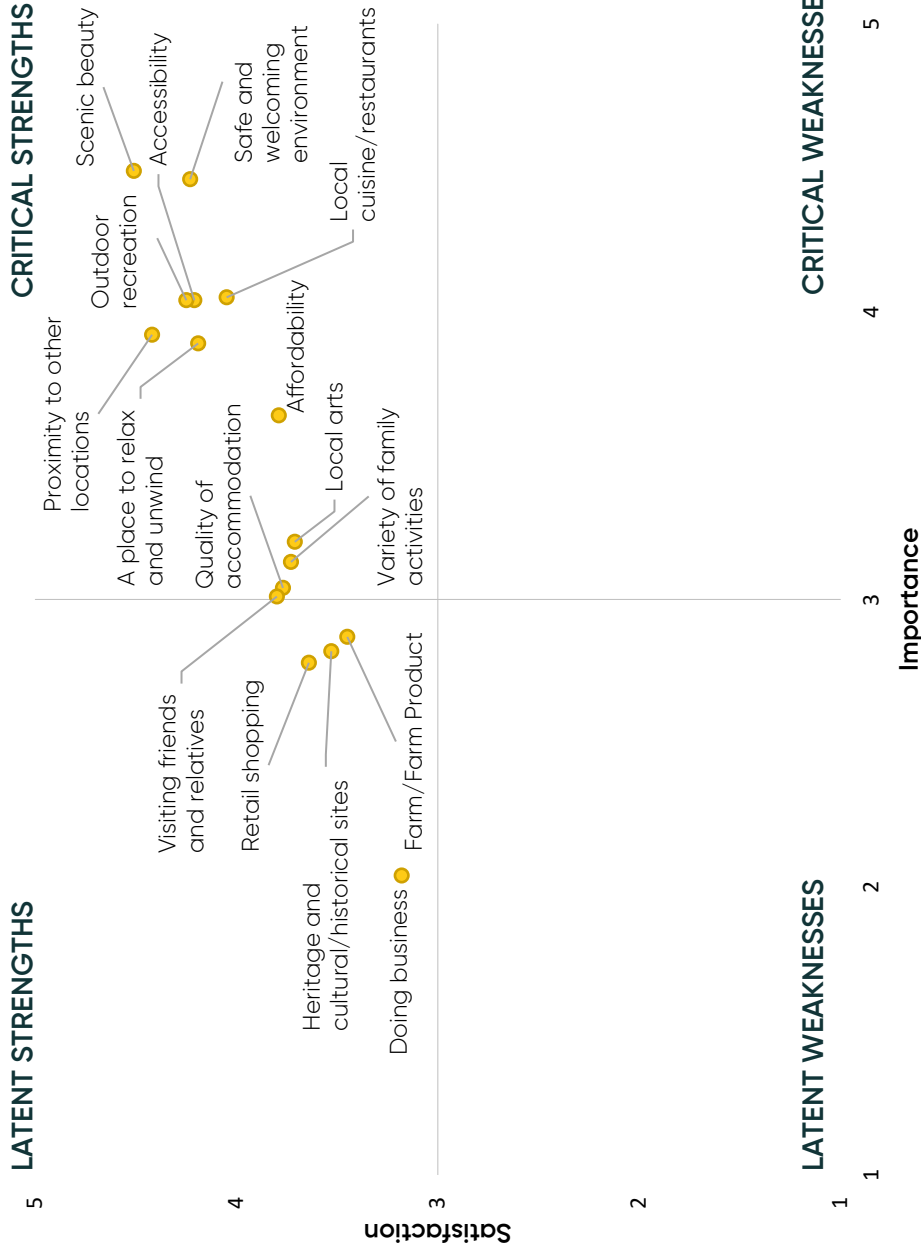
## LOCAL CUISINE

13 Mentions

# VISITOR EXPERIENCE

## Importance and Satisfaction Factors for Visiting the Troutdale Area

### IMPORTANCE AND SATISFACTION MATRIX



### DEFINITIONS

Respondents rated importance and satisfaction on a scale from 1 to 5, where 3 is neutral, less than 3 is latent, and greater than 3 is critical.

**LATENT WEAKNESSES** are factors of comparatively low importance and low satisfaction. These factors are a low priority.

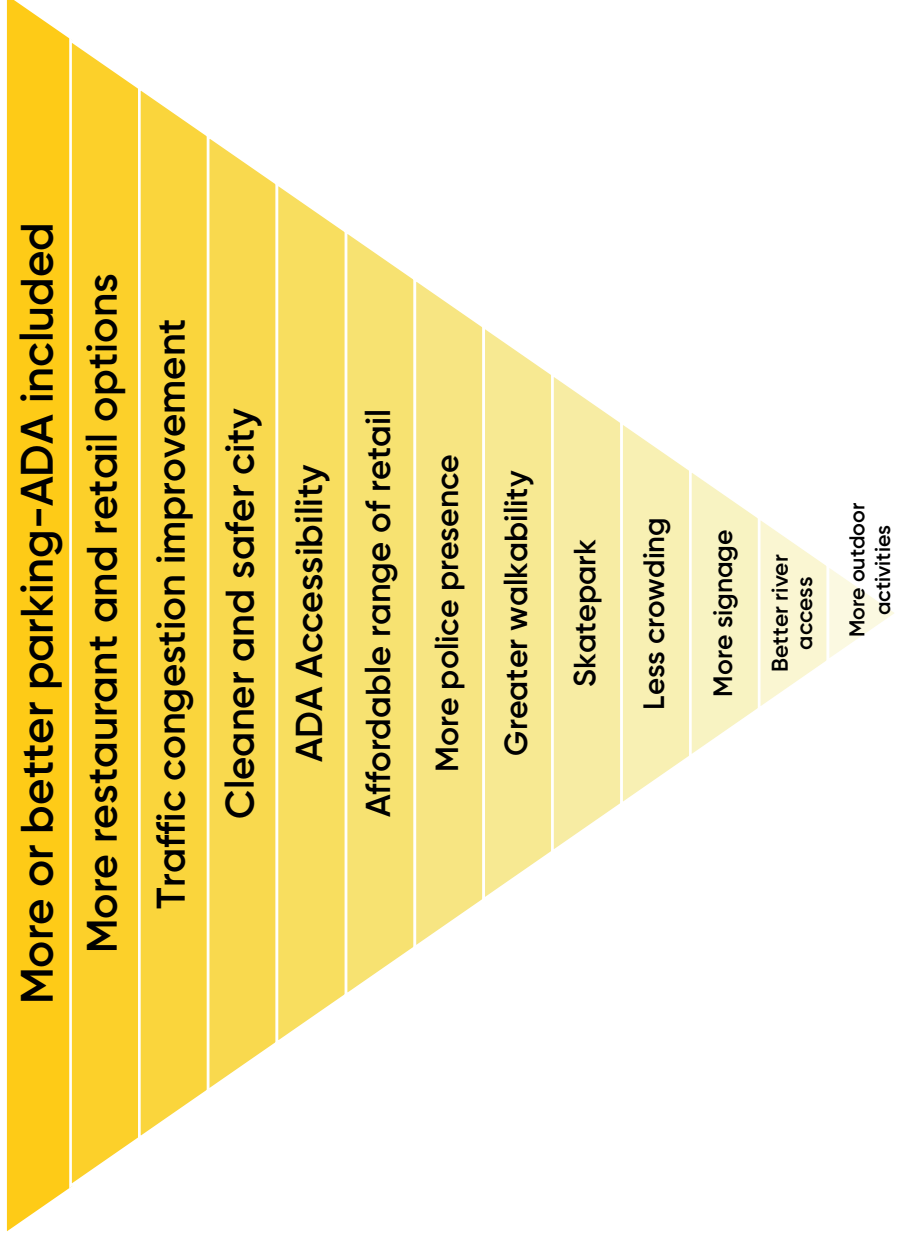
**CRITICAL WEAKNESSES** are factors of comparatively high importance and low satisfaction. These factors should be prioritized.

**LATENT STRENGTHS** are factors of low importance and high satisfaction. Due to their high performance, these factors are also a low priority.

**CRITICAL STRENGTHS** are factors of both high importance and high satisfaction. Continued strong performance in these areas is a top priority.

# VISITOR EXPERIENCE

## Suggested Improvements



The following is a list of suggested improvement themes that were generalized from an open-ended question asking what would have improved the respondents' visit to Troutdale.

Most reported improving or providing more parking, including ADA accessible parking and general ADA access. Traffic flow, congestion, and confusing intersections were noted frequently.

A theme of inviting a greater range and choice of restaurants and retail, was among the top listed. A greater range of affordability in retail shops was suggested by a few.

Many did not have a strong sense of safety because of the lack of enforcement present, unclean and unmaintained areas in the city, and negative encounters with houseless folks.

Consistently mentioned throughout the comments was lack of access to the river, bike trails, and outdoor activities. Some reported increasing signage and improving/creating trails-access from downtown to surrounding areas would improve walkability.

**DESTINATION STRATEGY**

**STRATEGIC IMPACT AREAS**

# STRATEGIC IMPACT AREAS

## WHERE WE WILL FOCUS

Where should Troutdale focus over the next 5 years?

**A. BECOME THE GATEWAY TO THE COLUMBIA RIVER GORGE AND BASECAMP FOR CAR-FREE TRAVEL**  
be a solution provider

**B. INCREASE CONNECTIVITY WITH THE WILD + SCENIC SANDY RIVER WHILE PROTECTING ITS ECOLOGICAL VALUES**  
harness the power of the river

**C. IMPROVE THE VIBRANCY OF OUR QUAINT DOWNTOWN BY EVOLVING OUR VISITOR EXPERIENCE**  
develop a center of gravity in town

**D. CONNECT + BUILD OUR TOURISM ECOSYSTEM**  
accelerate connections between people working in the tourism economy

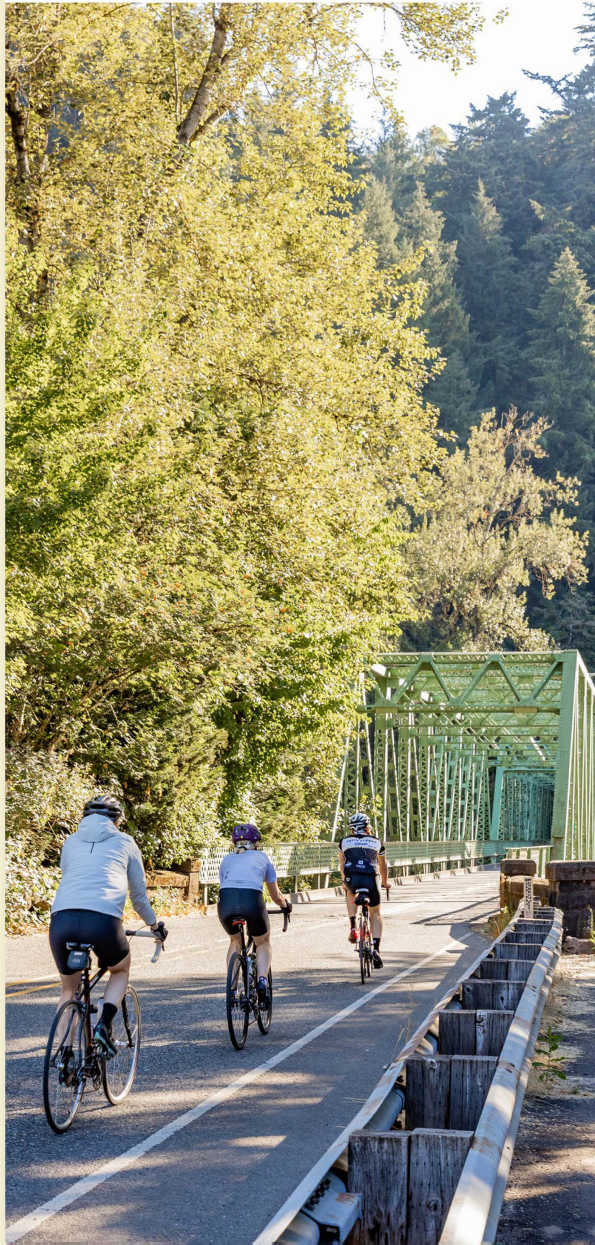
<b>IMPACT AREA A</b> Become the Gateway to the Columbia River Gorge and a Basecamp for Car-Free Travel	<b>IMPACT AREA B</b> Increase Connectivity with the Wild and Scenic Sandy River While Protecting its Ecological Values	<b>IMPACT AREA C</b> Improve the Vibrancy of our Quaint Downtown by Evolving the Visitor Experience	<b>IMPACT AREA D</b> Connect and Build Our Tourism Ecosystem
<p><b>Develop Gateway Services, Amenities, Experiences</b> Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway.</p> <p><b>Foster Greater Transportation Connectivity</b> Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel.</p> <p><b>Build Relationships</b> Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions.</p> <p><b>Architect Wayfinding and Signage</b> Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.</p> <p><b>Communicate with Visitors</b> Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.</p>	<p><b>Foster Coordination and Collaboration</b> Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River.</p> <p><b>Develop the Sandy River Recreation Experience</b> Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences.</p> <p><b>Develop Town-to-River Connections</b> Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.</p> <p><b>Communicate with Visitors</b> Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences.</p>	<p><b>Develop the Visitor Experience in Downtown Troutdale</b> Evolve and diversify the visitor experience in downtown to build upon existing strengths.</p> <p><b>Develop and Connect Surrounding Visitor Experiences to Downtown</b> Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experiences in a way that will draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.</p> <p><b>Communicate with Visitors</b> Strengthen visitor information messaging to encourage visitor movement through the whole community.</p>	<p><b>Develop Destination Leadership Capacity for Troutdale</b> Cultivate a broader network of local tourism leaders and partners to implement the destination vision.</p> <p><b>Communicate with Your Tourism Ecosystem</b> Develop consistent and relevant industry-facing communication in order to engage and support Troutdale's tourism ecosystem.</p> <p><b>Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem</b> Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.</p> <p><b>Build City Staff Capacity for Tourism Development and Marketing</b> Ensure staff has capacity to deliver on destination strategy and marketing plan.</p> <p><b>Increase Funding for Building the Tourism Economy</b> Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.</p>

**BECOME THE GATEWAY TO THE COLUMBIA RIVER GORGE AND  
A BASECAMP FOR CAR-FREE TRAVEL**

**IMPACT AREA A**

# IMPACT AREA A:

## BECOME THE GATEWAY TO THE COLUMBIA RIVER GORGE AND A BASECAMP FOR CAR-FREE TRAVEL



Troutdale is strategically positioned to be THE jumping-off point for experiencing the Columbia River Gorge National Scenic Area and the soon-to-be-completed Historic Columbia River Highway State Trail (HCRHST). Troutdale can leverage its proximity to these premier destinations by supporting seamless transit connections and car-free access to visitor attractions throughout the Gorge and Mt. Hood. Once complete, the world-class HCRHST will bring a new wave of visitors interested in walking, hiking and biking. There is an opportunity to attract this new audience of overnight visitors and to invite existing day-trippers to rethink how they access recreation in the Gorge. With foresight and intentional planning, Troutdale can develop needed visitor services that cater to adventure travelers visiting the Gorge and Mt. Hood, including shuttles to key recreation trailheads, guide services, outdoor shops, gear rentals, easy-to-pack groceries and to-go meals.

### SHORT-TERM OUTCOMES (1-2 YEARS)

- More visitors are beginning their trips (any mode) in Troutdale
- Troutdale’s priority destination objectives are integrated in local and regional recreation and transportation plans
- Visitor messaging and collateral shows how trips can originate from Troutdale
- More private and public transit services are originating trips in Troutdale
- The Columbia Gorge Express is better integrated within the community of Troutdale

### MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Troutdale has increased its number of outbound trips to the Columbia River Gorge and inbound transportation from the Portland metro area via public and private transit
- The City of Troutdale is actively pursuing the development of transportation infrastructure, including a park-and-ride, comprehensive parking strategy, and improved bus stops to complement Gorge-serving transit
- Troutdale sees an increase in overnight stays due to HCRHST usage/visitation
- Additional/new recreation amenity businesses and services are locating in Troutdale

### KEY MEASURES

- Number of transit and shuttle routes originating in Troutdale
- Number of Gorge Passes sold at the Visitor Center
- Number of businesses that support the outdoor recreation experience located in Troutdale
- Number of Columbia Gorge Express trips originating in Troutdale

**STRATEGIES SUMMARY**

There is strong momentum toward developing a car-free Columbia Gorge and Mt. Hood experience that Troutdale can capitalize on. The Historic Columbia River Highway State Trail is near completion, and the transportation system connecting the Gorge to the Portland metro area is improving each year. It’s up to Troutdale to secure its place as the “gateway” to Mt. Hood and Gorge experiences by delivering the services travelers need. We recommend beginning with strategies that further develop Troutdale’s identity as a gateway to the Columbia Gorge, Historic Highway and Mt. Hood while building partnerships to continue advancing the transportation and

recreation development work already underway. Critical to this regional transportation system’s success is a comprehensive parking strategy to manage visitor vehicles.

In the medium term, strategies focus on completing and streamlining these transportation connections; continuing to build out amenities and infrastructure to cater to a growing audience of overnight adventure travelers; and better integrating recreation offerings with lodging partners and local businesses.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p><b>A1: Develop Gateway Services, Amenities, Experiences</b>                      Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway.</p>	<ul style="list-style-type: none"> <li>• Develop support services for outdoor recreation by soliciting and incentivizing outdoor recreation service providers in the realm of shuttles, outdoor stores and gear rentals</li> <li>• Work with existing businesses to understand outdoor recreation-based travelers’ needs; encourage businesses to provide appropriate food, gear and services</li> <li>• Cultivate new guide services originating from the City of Troutdale</li> <li>• Improve accessibility of high-use recreation sites and tourism-related businesses for all abilities</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to incentivize outdoor recreation service providers to locate in the City of Troutdale</li> <li>• Conduct front-line staff familiarization tours to build local awareness of outdoor recreation and transit opportunities</li> <li>• Encourage the growth of bike storage capacity on existing transit</li> <li>• Develop local bike storage options with lodging partners</li> <li>• Continue work of improving accessibility for all users</li> </ul>
<p><b>A2: Foster Greater Transportation Connectivity</b>                      Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel.</p>	<ul style="list-style-type: none"> <li>• Strengthen integration with existing outbound transit options (public and private)</li> <li>• Convene partners connected to possible park-and-ride facility and visitor hub</li> <li>• Identify short-term parking options</li> <li>• Begin looking at local transit options that fill gaps and create connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop and enhance outbound connections, including Mt. Hood</li> <li>• Strengthen inbound connections to Troutdale from the Portland metro area, including PDX Airport (TriMet and private shuttles)</li> <li>• Develop a comprehensive parking strategy to include outdoor recreationist parking</li> <li>• Pursue capital for park-and-ride facility</li> </ul>

## STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p><b>A3: Build Relationships</b> Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions.</p>	<ul style="list-style-type: none"> <li>• Become a partner in key trail initiatives</li> <li>• Build relationships with guides, outfitters and tour operators operating in the region to become a stop on tours *</li> </ul>	<ul style="list-style-type: none"> <li>• Continue involvement in regional initiatives</li> </ul>
<p><b>A4: Architect Wayfinding and Signage</b> Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.</p>	<ul style="list-style-type: none"> <li>• Develop a wayfinding and signage plan for Troutdale and surrounding area, including the HCHST, the Columbia Gorge, Mt. Hood, and their associated Scenic Byways</li> </ul>	<ul style="list-style-type: none"> <li>• Implement wayfinding and signage strategy, including improved HCRHST/ Byway gateway signage*</li> <li>• Invest in streetscape improvements to develop the sense of arrival to Troutdale</li> </ul>
<p><b>A5: Communicate with Visitors</b> Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.</p>	<ul style="list-style-type: none"> <li>• Develop Columbia Gorge Visitor Map*</li> <li>• Develop HCRHST-specific itineraries</li> <li>• Develop Columbia Gorge itineraries*</li> <li>• Develop Mt. Hood itineraries</li> <li>• Develop messaging targeted at re-educating existing local recreationists on car-free travel</li> </ul>	<ul style="list-style-type: none"> <li>• Continue short-term strategies</li> <li>• Work with trail partners and key messengers to educate the public about new transit and recreation links</li> <li>• Develop messaging to attract overnight stays to Troutdale based on unique lodging opportunities and recreation access*</li> </ul>

\* Denotes a strategy that references the [Explore Troutdale Strategic Marketing Plan](#), November 2023. This plan was developed in tandem with this Destination Strategy.



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# Strategic Marketing Plan

## City Council Highlights

# What Challenges do we have that we can address with our Marketing Strategy?

- We want to be the visitor “Gateway,” instead we get bypassed on the way to the Gorge
- Troutdale lacks a distinctive VISITOR-facing brand focused on inspiring the behavior we want to see
  - Externally: No consistent messaging/story; confused with Portland
  - Internally: No brand in town (lacking signage, wayfinding, maps)
- We lack best practices-based visitor communication channels, advertising & collateral materials
- We’re under-resourced & lack a toolkit / partnerships so that others can market Troutdale on our behalf

# Overall Marketing Objective:

Establish Troutdale as an easy, “must-visit” destination for Columbia River Gorge visitors. Like Hood River, Vista House and Multnomah Falls, Troutdale becomes synonymous with an outstanding Gorge experience.



# Messaging: Short Term vs. Medium Term

## Short Term (1-2 years)

What action do we want our audiences to take?



### Message:

**Make Troutdale a day trip, or A MUST STOP on their trip to the Gorge**

**Why?** Limited unique lodging options makes it a challenge to inspire significant overnight stays; city not currently collecting taxes from STRs, limiting our marketing budget

## Medium Term (3-5 years)

What action do we want our audiences to take?



### Message:

**Make Troutdale a BASE for exploring the Gorge and Portland (Gateway concept)**

**Why?** With new lodging and increased funding, we can expand our messaging to make Troutdale a basecamp, which will further increase revenues and funding base

# Marketing Strategies

**REFRESH BRAND** – make Troutdale synonymous with outstanding Gorge experience

**BUILD DESTINATION AWARENESS** – put Troutdale in front of ideal target audiences

**BUILD SOCIAL FOLLOWING & ENGAGEMENT** – maximize effectiveness of channels with organic & paid social

**CREATE IMPACTFUL CONTENT** – make it easy for visitors to include Troutdale in trip (map, itineraries + stories)

**LEVERAGE LOCAL BUSINESS PARTNERSHIPS** – toolkit + market Troutdale through partner channels

**GROW ATTENDANCE TO SIGNATURE EVENTS FROM PDX METRO SUBURBS**

**IMPLEMENT INDUSTRY COMMUNICATIONS**

**CONNECT AND BUILD OUR TOURISM ECOSYSTEM**

**IMPACT AREA D**

## IMPACT AREA D:

### CONNECT AND BUILD OUR TOURISM ECOSYSTEM

Visionary plans for a complex tourism economy are only possible through collaboration and collective impact. Projects in this Destination Strategy must be pursued deliberately and consistently over time. Because tourism touches so many sectors, solutions require a breadth of partners. Creating this strong network of local tourism partners requires care and cultivation. While Troutdale's current dedicated capacity for tourism is modest, it has the potential to grow and better leverage local, regional and statewide networks.

#### SHORT-TERM OUTCOMES (1-2 YEARS)

- Tourism ecosystem stakeholders are meeting and communicating regularly
- The city is leading additional tourism-related projects
- The city has added staff capacity to support the implementation of this strategy

#### MEDIUM-TERM OUTCOMES (2-5 YEARS)

- The community sees increased funding for tourism development, marketing and stewardship projects
- Local tourism stakeholders have increased engagement in industry trainings and events

#### KEY MEASURES

- Number of partners in our tourism ecosystem
- Number of destination strategy tactics pursued
- Continuity and engagement of local Destination Leadership Team members



**STRATEGIES SUMMARY**

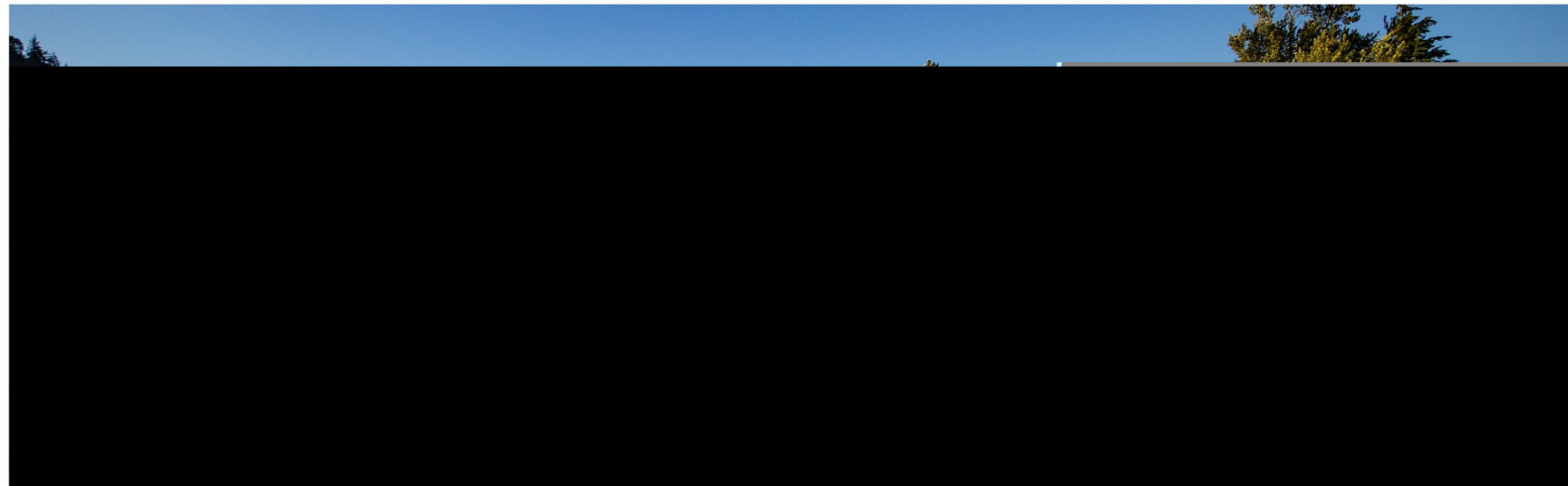
Short-term strategies should prioritize building a strong foundation for the local tourism ecosystem and identifying where the city can partner with regional and statewide partners, rather than reinventing the wheel. As the

local tourism ecosystem matures, Troutdale can collectively pursue more ambitious tourism initiatives and advocacy.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p><b>D1: Develop Destination Leadership Capacity for Troutdale</b>                      Cultivate a broader network of local tourism leaders and partners to implement the destination vision.</p>	<ul style="list-style-type: none"> <li>• Solidify the structure of and regularly convene a local Destination Leadership Team</li> <li>• Develop stronger relationships with key strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen leadership network</li> </ul>
<p><b>D2: Communicate with Your Tourism Ecosystem</b>                      Develop consistent and relevant industry-facing communication in order to engage and support Troutdale’s tourism ecosystem.</p>	<ul style="list-style-type: none"> <li>• Solidify industry email list</li> <li>• Produce quarterly industry e-news*</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to produce and evolve industry communications</li> </ul>
<p><b>D3: Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem</b>                      Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.</p>	<ul style="list-style-type: none"> <li>• Assess needs and barriers tourism partners face</li> <li>• Build a photo asset and story library</li> <li>• Develop journalist relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Create “Tourism 101” one-pager for new businesses/partners</li> <li>• Develop funding opportunity to supplement technical assistance and professional development training</li> </ul>

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p><b>D4: Build City Staff Capacity for Tourism Development and Marketing</b>                      Ensure staff has capacity to deliver on the destination strategy and marketing plan.</p>	<ul style="list-style-type: none"> <li>• Assess needs and options for augmenting staff capacity and resources for tourism development and marketing</li> <li>• Transition management of city events to another position, either internal or contracted</li> </ul>	<ul style="list-style-type: none"> <li>• Consider creating a standalone destination management and marketing organization, 501(c)(3) or otherwise</li> </ul>
<p><b>D5: Increase Funding for Building the Tourism Economy</b>                      Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.</p>	<ul style="list-style-type: none"> <li>• Ensure short-term rental (STR) taxes in Troutdale are being collected and STRs are properly licensed</li> <li>• Continue to seek grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage cooperative marketing opportunities with local partners</li> <li>• Explore new funding sources</li> </ul>





# THANKS

FOR QUESTIONS OR MORE  
INFORMATION ABOUT  
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