



Malynda Wenzl, Mayor

Mariana Valenzuela, Council President
Angel Falconer, Councilor
Donna Gustafson, Councilor

Michael Marshall, Councilor
Karen Martinez, Councilor
Brian Schimmel, Councilor

[TVCTV Livestream](#)

[Zoom Webinar](#) Meeting ID: 850 7572 2488 Passcode: 97116

CITY COUNCIL WORK SESSIONS

No public comment will be taken. The Council will take no formal action.

5:30 Parks & Recreation Assessment and Fee Study

Staff: Anne Lane, Parks & Recreation Director

6:15 Urban Reserve Planning Area

Staff: Daniel Riordan, Senior Planner

CITY COUNCIL MEETING

A. 7:00 Call to Order

1. Roll Call
2. Land Acknowledgement
3. Pledge of Allegiance
4. Arts and Humanities Month Proclamation

B. Public Comment: Time provided for anyone wishing to speak to City Council on an item not on the agenda or on the agenda but not scheduled for a public hearing. Comments are limited to 2 minutes unless additional time is granted by the Presiding Officer. The public comment period shall not exceed 30 minutes unless a majority of Councilors present vote to extend the time. Zoom attendees may use the "Raise Hand" option to be called on.

1. Written Public Comment

C. Consent Agenda: Items under the Consent Agenda are considered routine and will all be adopted with a single motion, without separate discussion. Councilors who wish to remove an item from the Consent Agenda may do so prior to the motion. Any item(s) removed will be discussed and acted upon following the approval of the remaining item(s).

1. Approve New Liquor License
2. Monthly Building Report - August
3. **RESOLUTION 2025-54 CONSENTING TO BOARD AND COMMISSION APPOINTMENT TO CITY OF FOREST GROVE ADVISORY BOARDS, COMMITTEES AND COMMISSIONS**

D. Additions/Deletions

1. City Manager
2. Proposed by Councilors

E. Presentations: The Council will hold questions until the end of each presentation. A two-minute reminder will be given to the presenter to conclude remarks.

1. 7:15 **Washington County Sheriff's Office Update**
Caprice Massey, Washington County Sheriff
2. 7:30 **Summer Parks Intern Update**
Nasya Rebb, Parks & Recreation Intern
3. 7:40 **East Side Park Update**
Miguel Camacho Serna from PLACE, LLC
4. 7:55 **Public Arts Commission Annual Report**
Dana Eytzen, Co-Chair, Emily Lux, Co-Chair

F. Public Hearings, Ordinances, and Resolutions

1. 8:10 **ORDINANCE 2025-03 AMENDING FOREST GROVE CODE OF ORDINANCES TITLE III (ADMINISTRATION), CHAPTER 34 (TAXES AND FEES), §34.26 (TAX IMPOSED) AND §34.38 (ADMINISTRATION) INCREASING THE LOCAL TRANSIENT LODGING TAX RATE FROM 2.5% TO 3.5%**
Staff: Bryan Pohl, Community Development Director

G. 8:20 Council Communications:

1. Councilor Reports
 - a. Mariana Valenzuela (LC, CDBGPAB)
 - b. Angel Falconer (HLB, JWC, CCESC, Chamber of Commerce)
 - c. Donna Gustafson (PAC, RWPCB, WCCCA)
 - d. Michael Marshall (CFC, P&R)
 - e. Karen Martinez (FGRFPD, SCC, FGSCC)
 - f. Brian Schimmel (CCE, EDC, TVHSC)
2. City Manager's Report

3. Mayor's Report (WCCC, R1ACT, MMC, WCC&MG, WCMG, MYAC)

H. 8:45 Adjournment

CITY COUNCIL WORK SESSION

No public comment will be taken. The Council will take no formal action.

8:45 Streetlight Fee

Staff: Jesse VanderZanden, City Manager

Americans with Disabilities Act (ADA) Notice: The City is committed to providing equal access to public meetings. Requests for accommodation can be submitted to the City Recorder at least 48 hours before the meeting at: mwoods@forestgrove-or.gov or 503-992-3235

STAFF REPORT TO CITY COUNCIL

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: September 22, 2025

PROJECT TEAM: Anne Lane, Parks & Recreation Director

SUBJECT TITLE: Parks & Recreation Cost Recovery Plan

ACTION REQUESTED: ☐ Ordinance ☐ Order ☐ Resolution ☒ Informational

2040 VISION PLAN

Goal: Healthy & Active Community

Outcome: Increase safe and accessible recreation opportunities

Action: Identify and reduce barriers to participation

Action: Increase access to recreation opportunities

BACKGROUND

FISCAL IMPACT

RECOMMENDATION

ATTACHMENT/S:

- 9.22.25 Parks & Recreation Cost Recovery Plan PowerPoint
- 9.8.25 Parks & Recreation Cost Recovery Plan PowerPoint
- City Code Chapter 34 Sections 34.01, 34.02, 34.03
- Service Categories
- Cost Recovery Plan Continuum
- Cost Recovery Plan Final Report

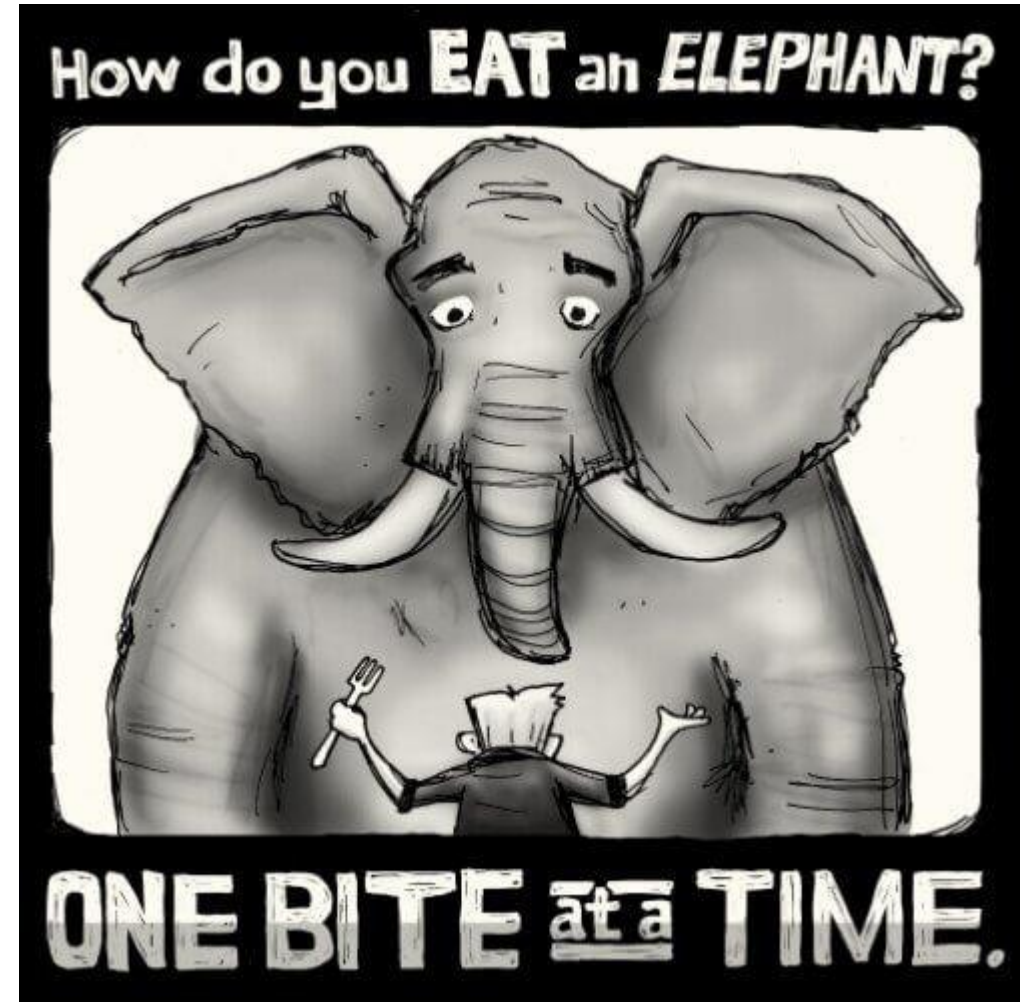


Parks & Recreation Assessment & Fee Study

Anne Lane | Parks & Recreation Director
City Council Work Session September 8, 2025

City of Forest Grove

AGENDA



VISION 2040 PLAN

3



2040 GOAL STATEMENT:

Healthy & Active Community

2040 OUTCOME:

Increase safe and accessible recreation opportunities

2040 ACTION:

Identify and reduce barriers to participation
Increase access to recreation opportunities

CITY COUNCIL GOALS & VALUES

4

Adopted by City Council for 2024 and 2025

Goal: Enhance recreation opportunities for all

Objective: Complete the Parks & Recreation cost recovery plan

Outcomes: Increased quality of life for a happy and healthy community
Fiscal sustainability for maintenance and operations
Accessible recreation opportunities for all ages and abilities

§ 34.01 ADJUSTMENT OF FEES AND CHARGES.

The intent of § 34.01 through § 34.03 is to provide the City Council with a rational process for setting fees and charges. The philosophy is to base user fees on cost-of-service so the city will be able to recover the costs associated with delivering a service to an individual or group. By recovering the cost of providing a service, the rest of the community is not subsidizing services benefitting individuals.

(Prior Code, § 2.600) (Ord. 1989-04, passed 2-13-1989)

§ 34.02 LICENSES, PERMITS, FEES, AND CHARGES.

(A) Licenses, permits, fees, and charges will be adjusted by Council resolution in July each year.

(B) Licenses, permits, fees, and charges subject to § 34.01 through § 34.03 shall be reviewed with a cost-of-service study every five years.

Following completion of each cost-of-service study and its review and/or amendment by the Council, the Council shall designate by resolution the cost of all licenses, permits, fees, and charges subject to § 34.01 through § 34.03. Subsequent adjustments prior to completion of the next required cost-of-service study shall be made in accordance with § 34.03. Unless specifically exempted, all city licenses, permits, fees, and charges are subject to § 34.03.

(Prior Code, § 2.601) (Ord. 1989-04, passed 2-13-1989)

§ 34.03 BASIS FOR ANNUAL ADJUSTMENT.

(A) Adjustments to fees and charges shall be based on the Consumer Price Index (CPI) or the percentage of the general wage adjustment for city employees. Fees and charges may be adjusted by the Portland Area Consumer Price Index for all urban consumers, as compiled and published by the U.S. Department of Labor, Bureau of Labor Statistics.

(B) If the CPI is used for the annual adjustment, changes will be equal to the percentage change in the Portland Area CPI for all urban consumers in one 12-month period. The comparison month will be January of each year.

(C) Fees and charges may be adjusted by the fiscal year general wage adjustment. The amount will be equal to the percentage adjustment in wages for the same fiscal year of the fee increase.

(Prior Code, § 2.605) (Ord. 1989-04, passed 2-13-1989)

HISTORY

6

2023



2024



2025

- Consultant hired
- Fee study completed

- 2 joint work sessions with Council and Commission
- Stakeholder workshop
- Partner workshop
- Draft cost recovery model
- Council work session
- Commission work session

- Commission work session
- Commission recommendation
- Youth sports stakeholder meeting
- 2 Council work sessions

CHECK IN

7



SERVICE CATEGORIES

Service Categories

The development of categories which include services that are alike in "purpose" is important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance.

The benefits of this type of approach are two-fold. First, it is inefficient for the department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

Forest Grove Parks and Recreation provides many services annually to the community. The following Service Categories represent the department's service menu and include Service Category definitions as well as example services.

Excerpt from Final Report

SERVICE CATEGORY DEFINITIONS

9

1. Open Access

Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *Examples: Parks, Playgrounds*

2. Community Events

Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event*

3. Drop-in Activities

Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require specific instruction. *Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use*

4. Beginner Level Skill Based Activities

Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons*

5. Education & Enrichment

Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and lifelong learning. *Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class*

6. Intermediate/Advanced Skill Based Activities

Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class*

7. Special Events

Events designed for a target market, market niche, or a specific interest. *Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event*

8. Rentals

Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals*

9. Personalized Services

Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *Examples: Private Swim Lessons*

10. Food, Beverage & Merchandise Sales

Sale of merchandise and food and beverage items. *Examples: Vending Items, Concession Items, Gift Certificates*

Excerpt from Final Report

COMMON GOOD VS. EXCLUSIVE BENEFIT ¹₀

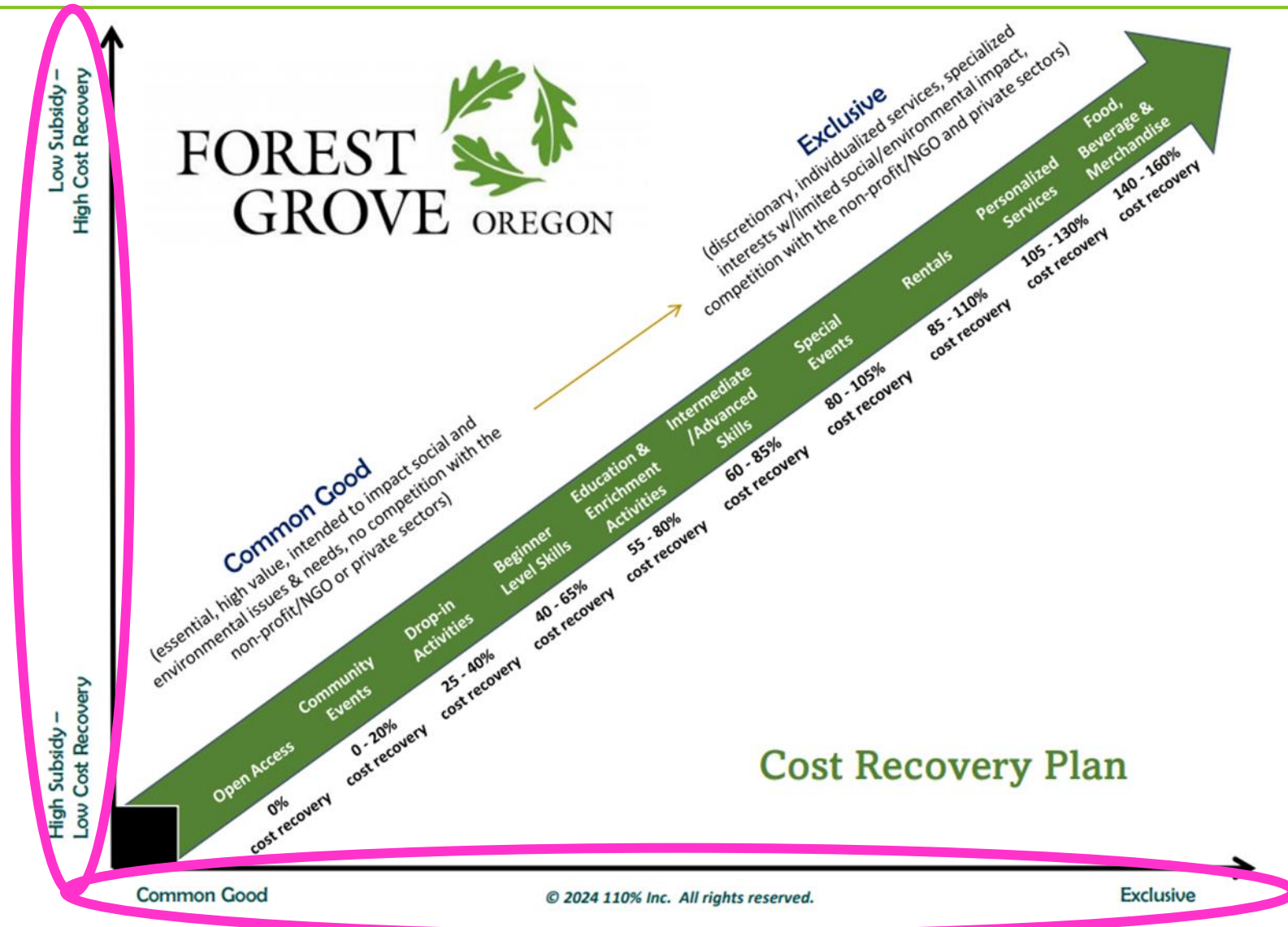
Common Good Services (justification for greater subsidy investment)

- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience
- Services contribute to greater equity, cultural awareness, and make EVERYONE in Forest Grove's life better

Exclusive Benefit Services (justification for greater cost recovery expectation)

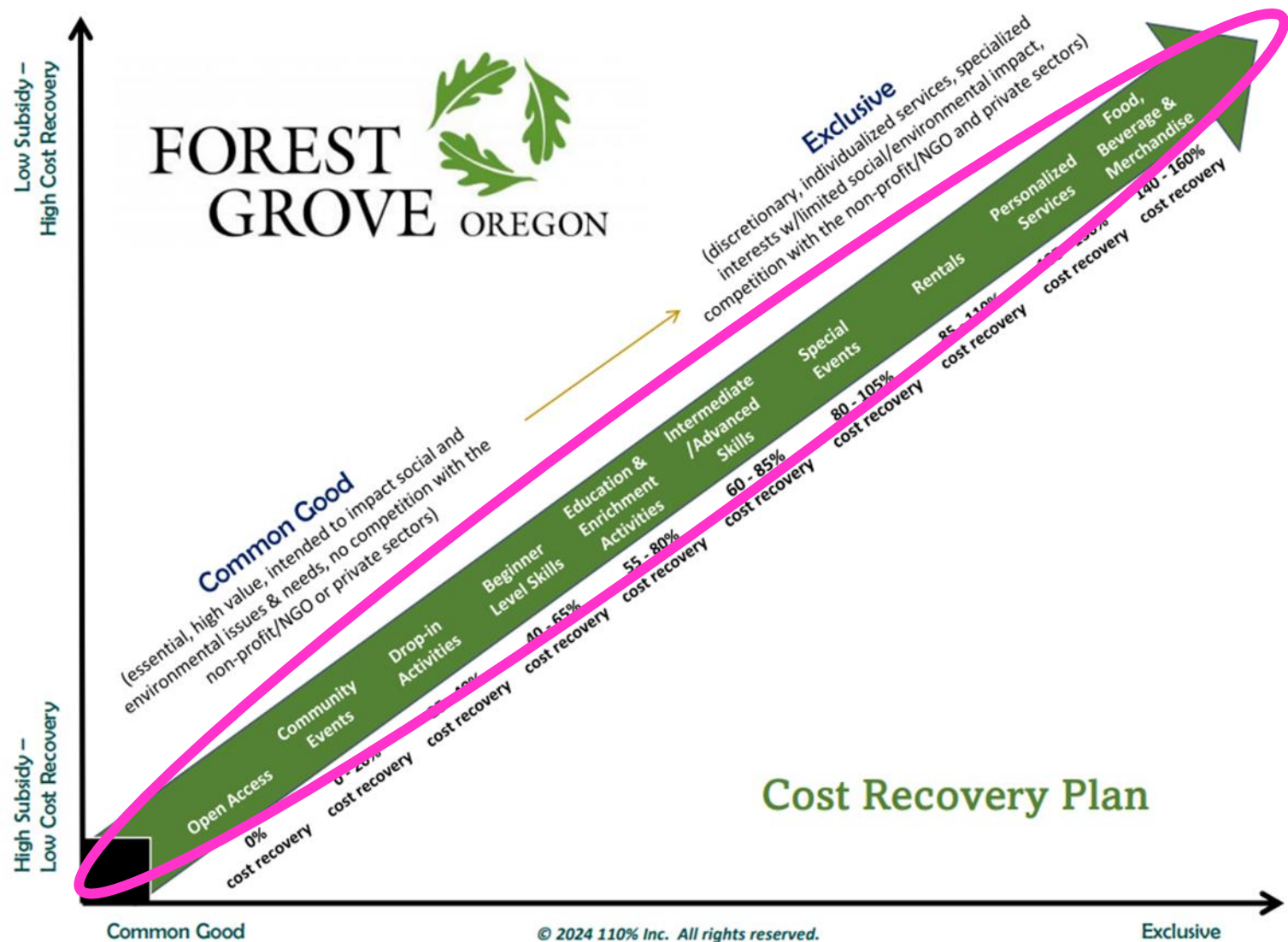
- Individualized, special interest
- Requires higher competency/ability level to participate
- Specialized activities
- Individualized services are often accessible outside of the Forest Grove parks and recreation system

COMMON GOOD VS. EXCLUSIVE BENEFIT



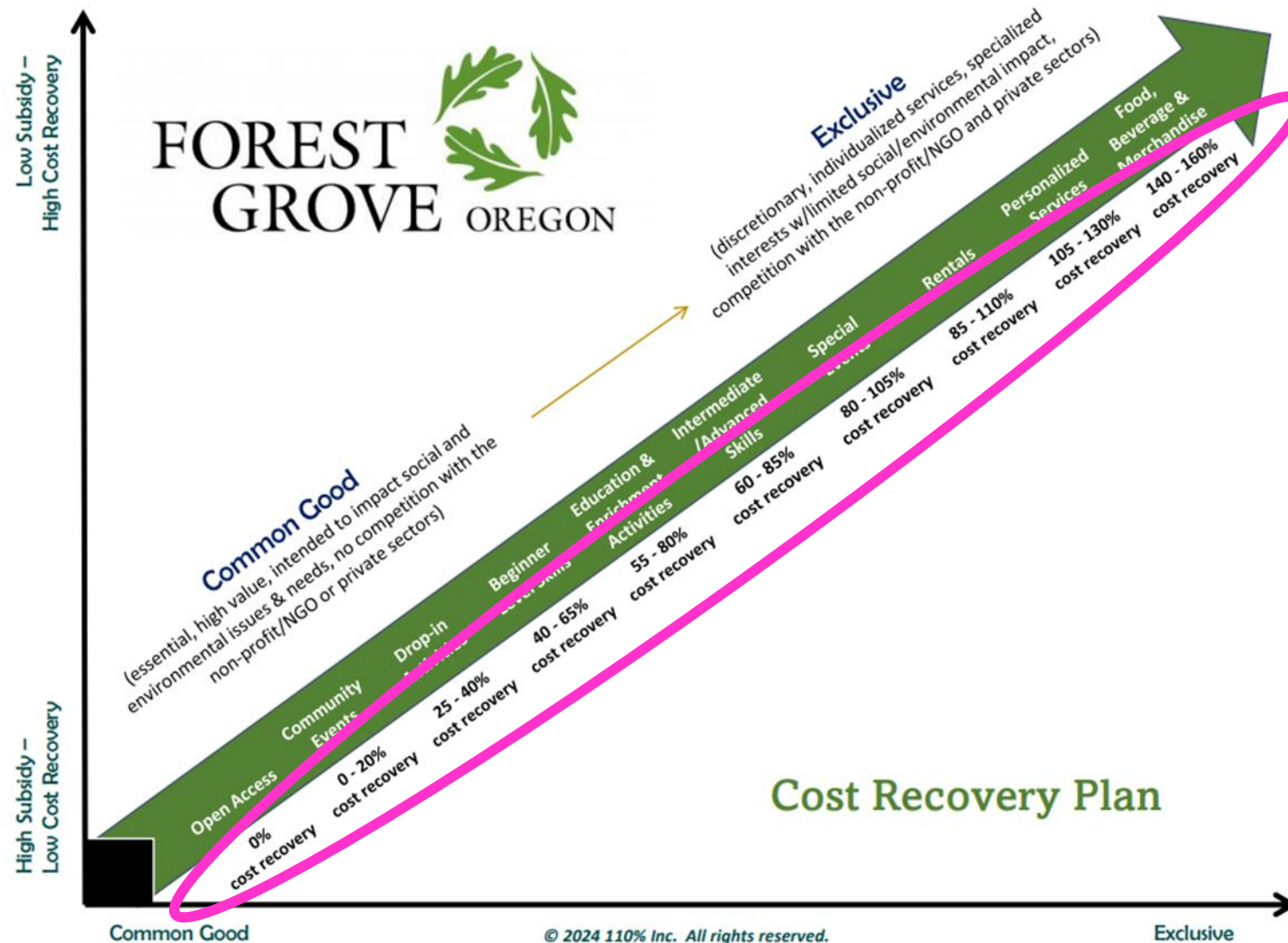
COST RECOVERY CONTINUUM

1
2



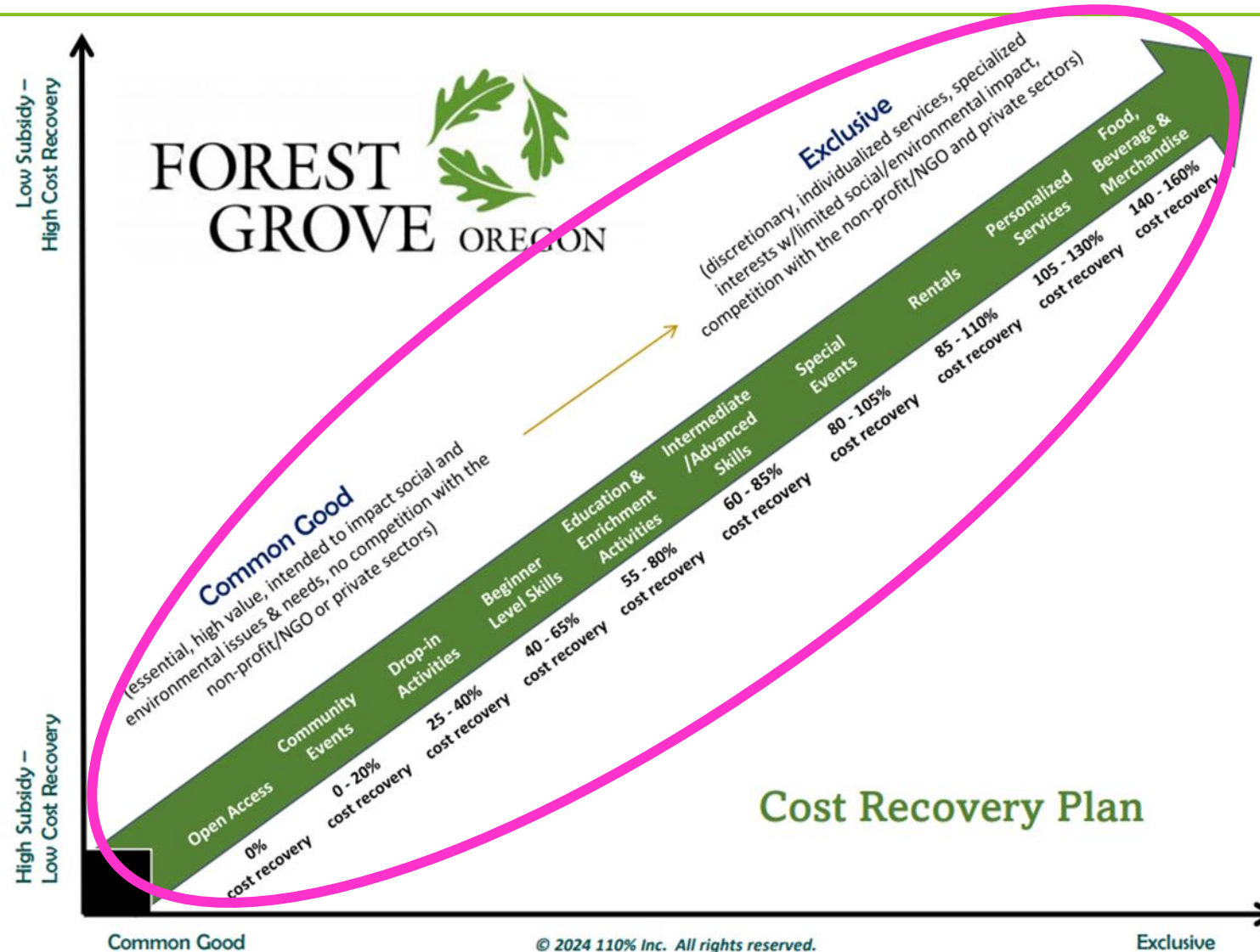
COST RECOVERY CONTINUUM

1
3



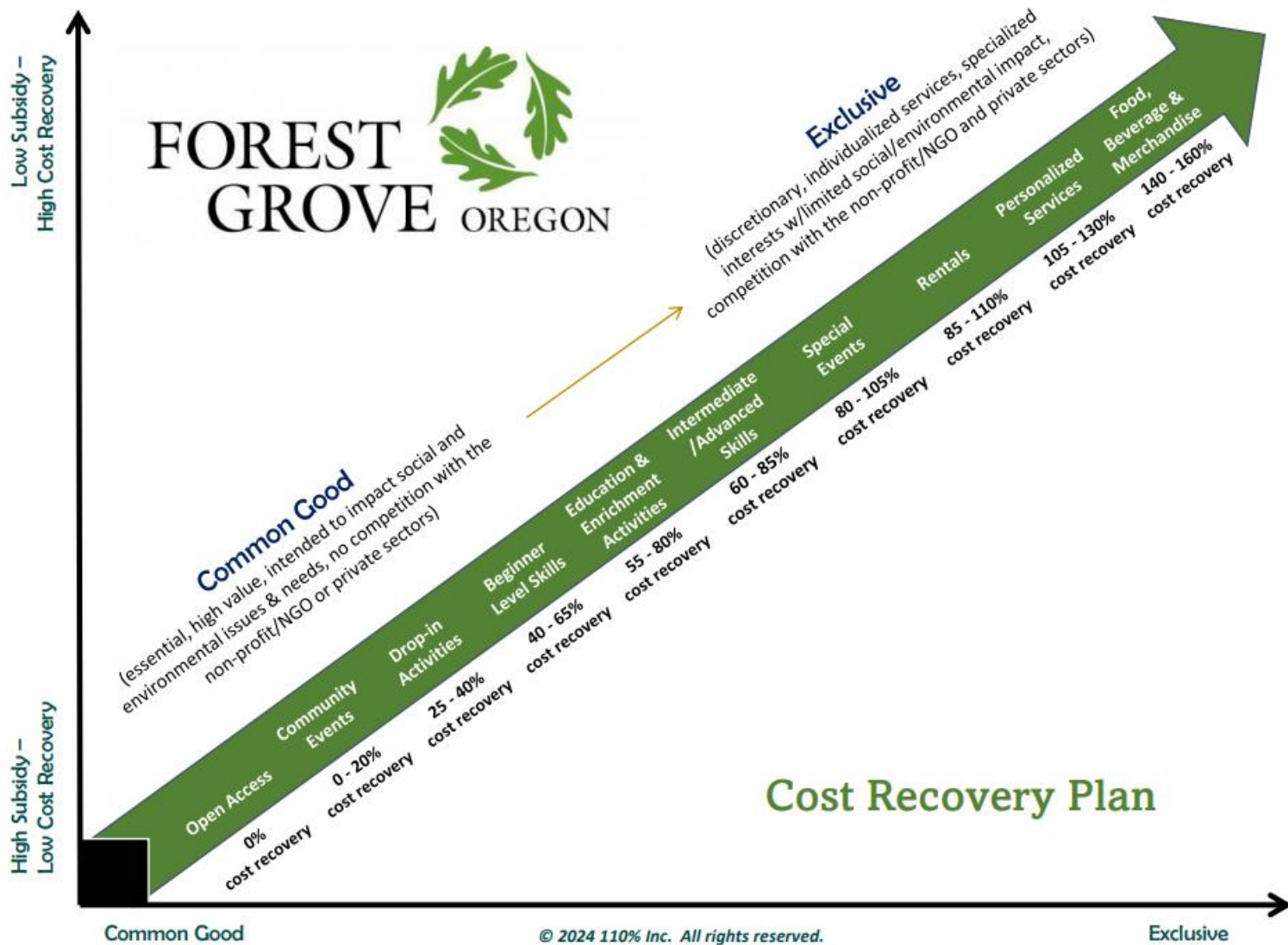
COST RECOVERY CONTINUUM

1
4



COST RECOVERY PLAN

1
5



SERVING THE PARK & RECREATION INDUSTRY

Prepared for:
Forest Grove Parks and Recreation Department
Forest Grove, OR

110%
believe in possibility

Cost Recovery Plan Project

Final Report

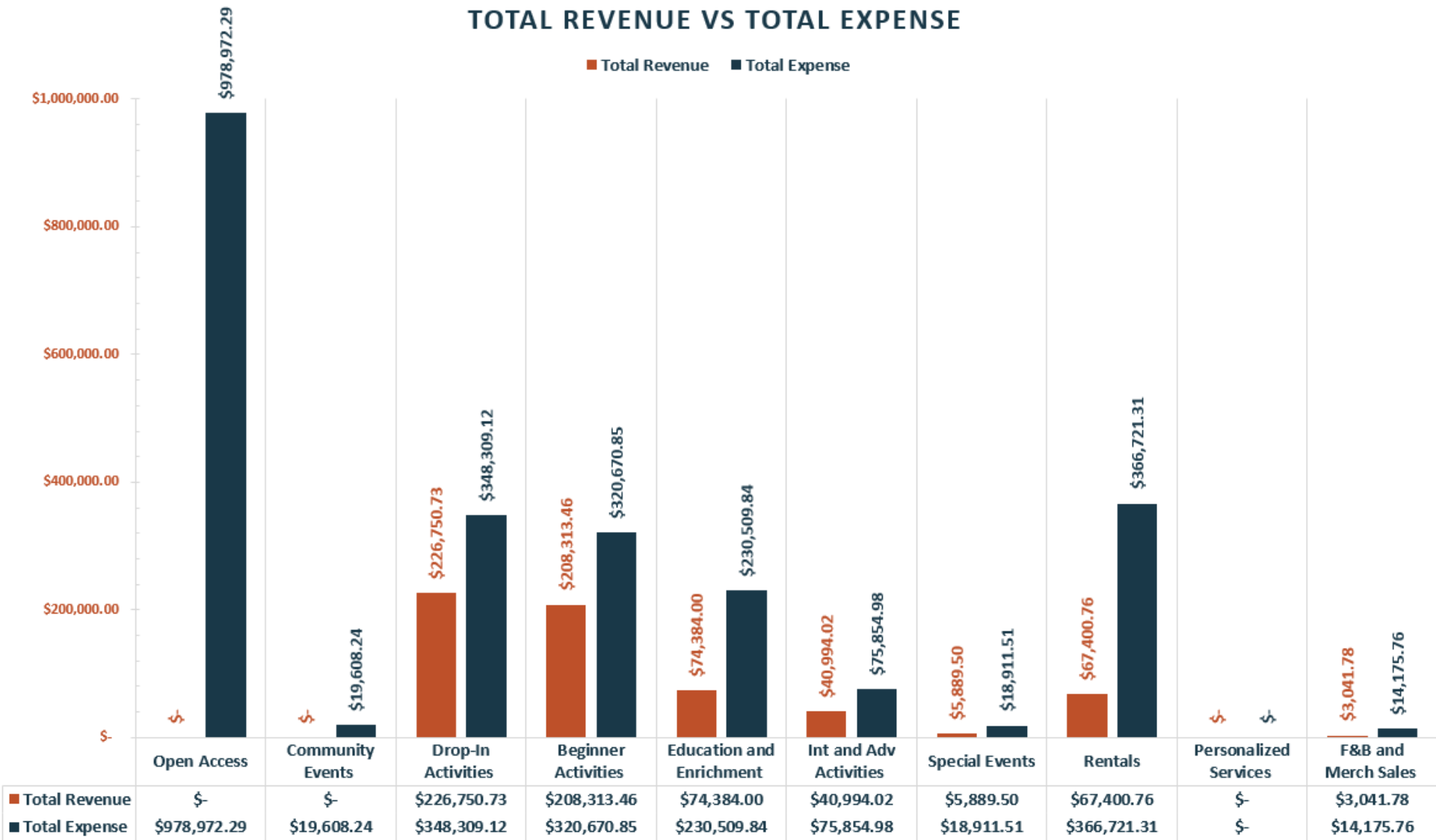
2024

CHECK IN

1
6

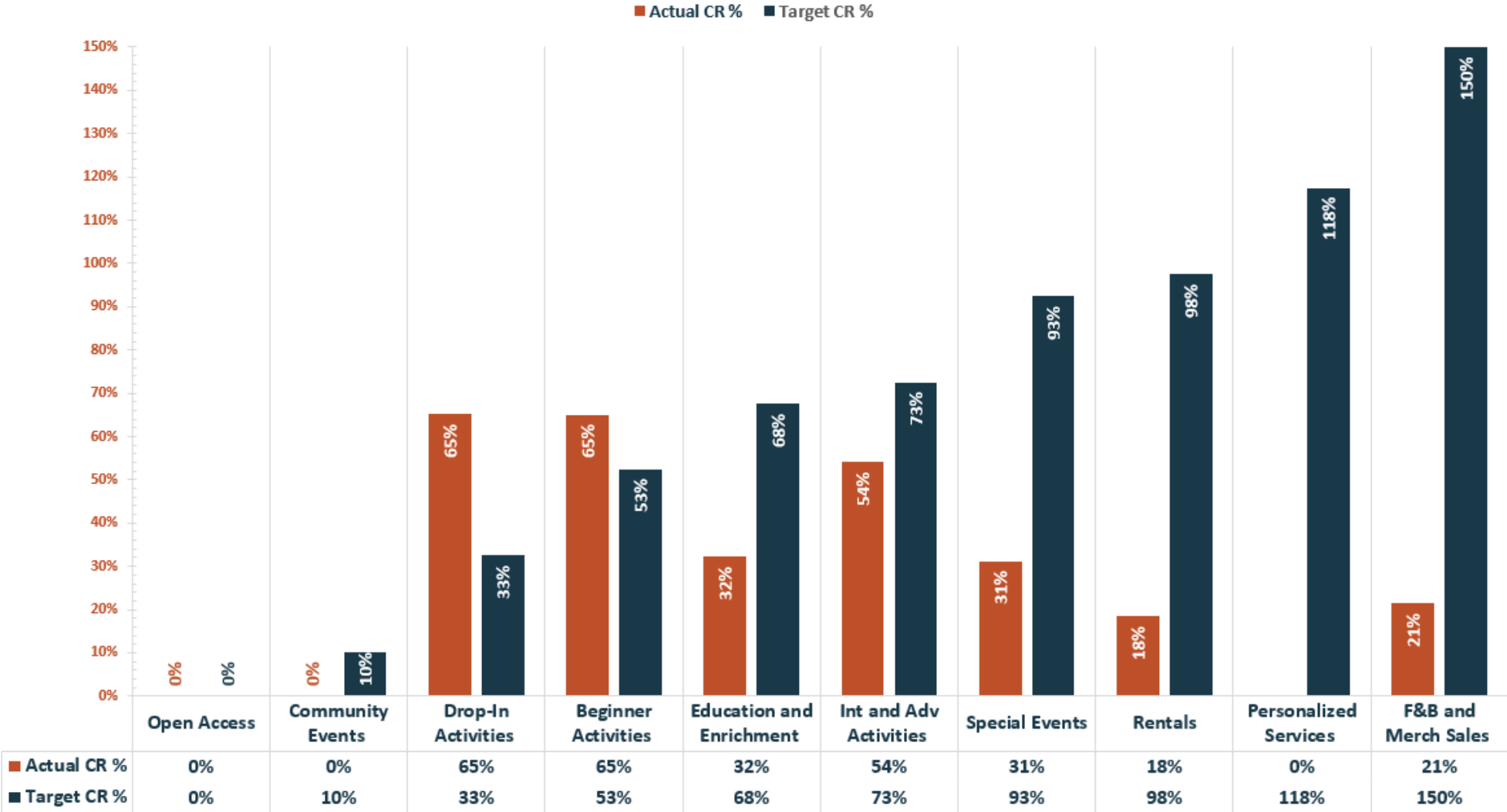


FISCAL YEAR 2023-24



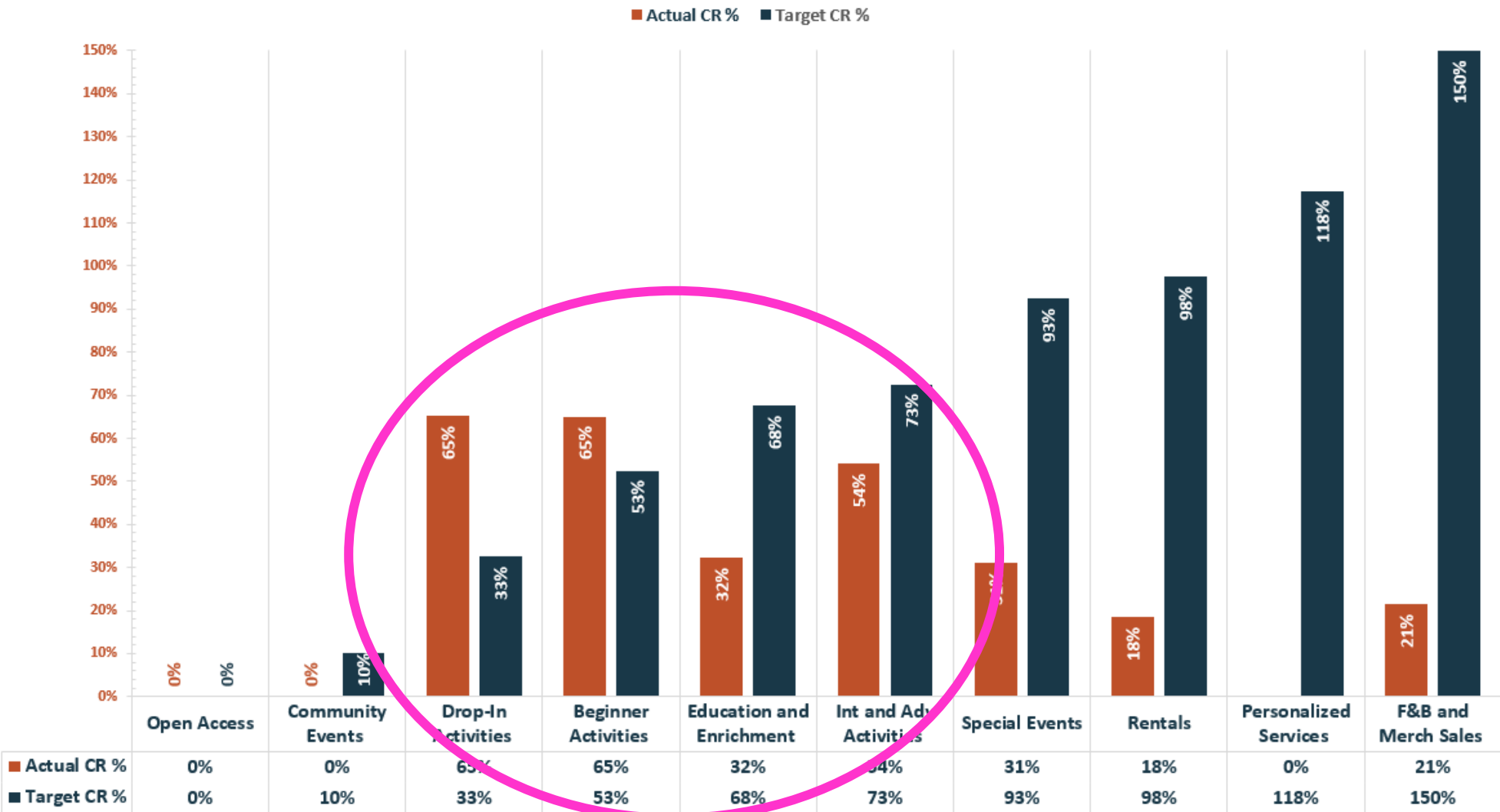
FISCAL YEAR 2023-24

ACTUAL TO TARGET COST RECOVERY %



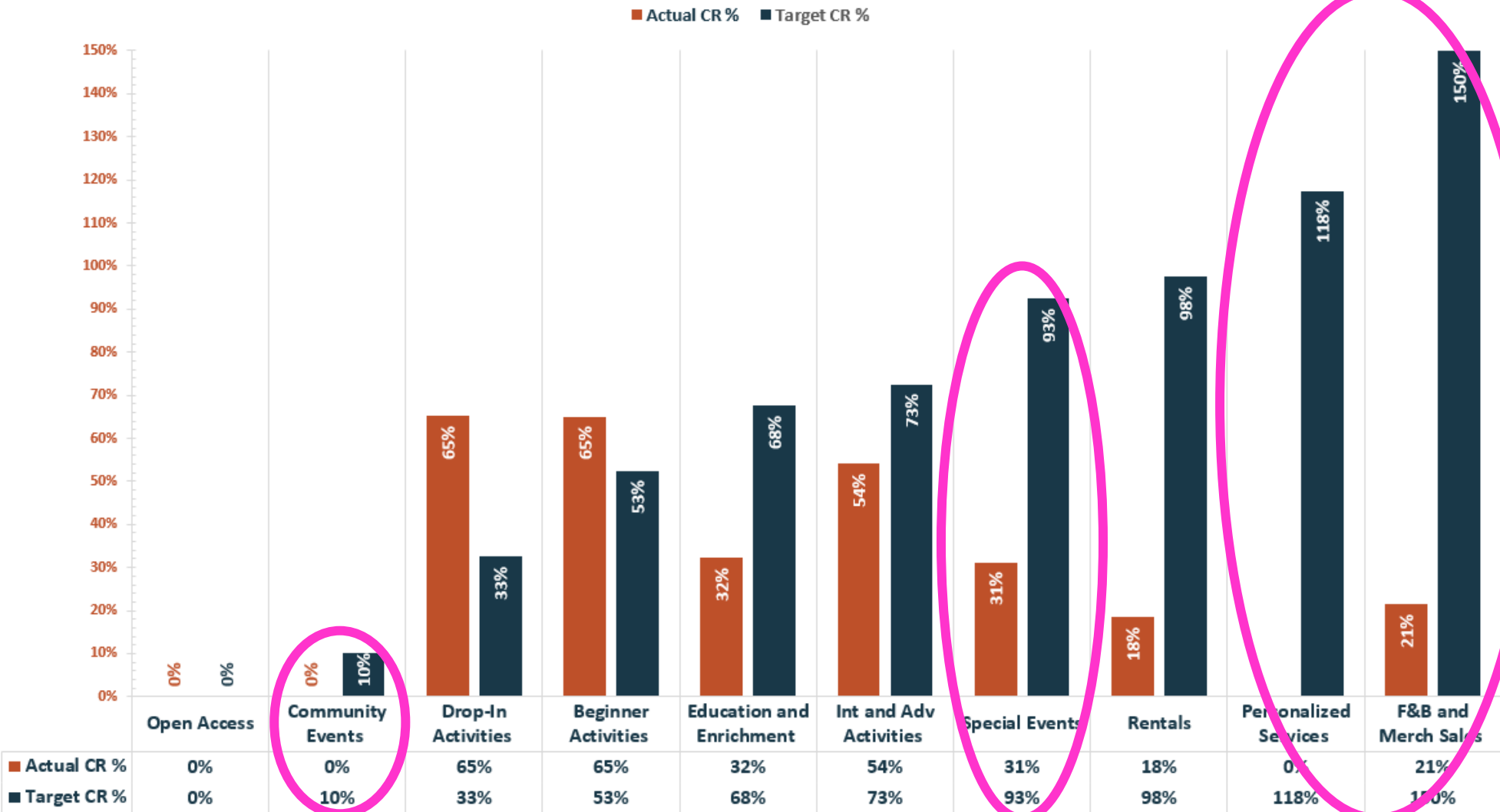
FISCAL YEAR 2023-24

ACTUAL TO TARGET COST RECOVERY %

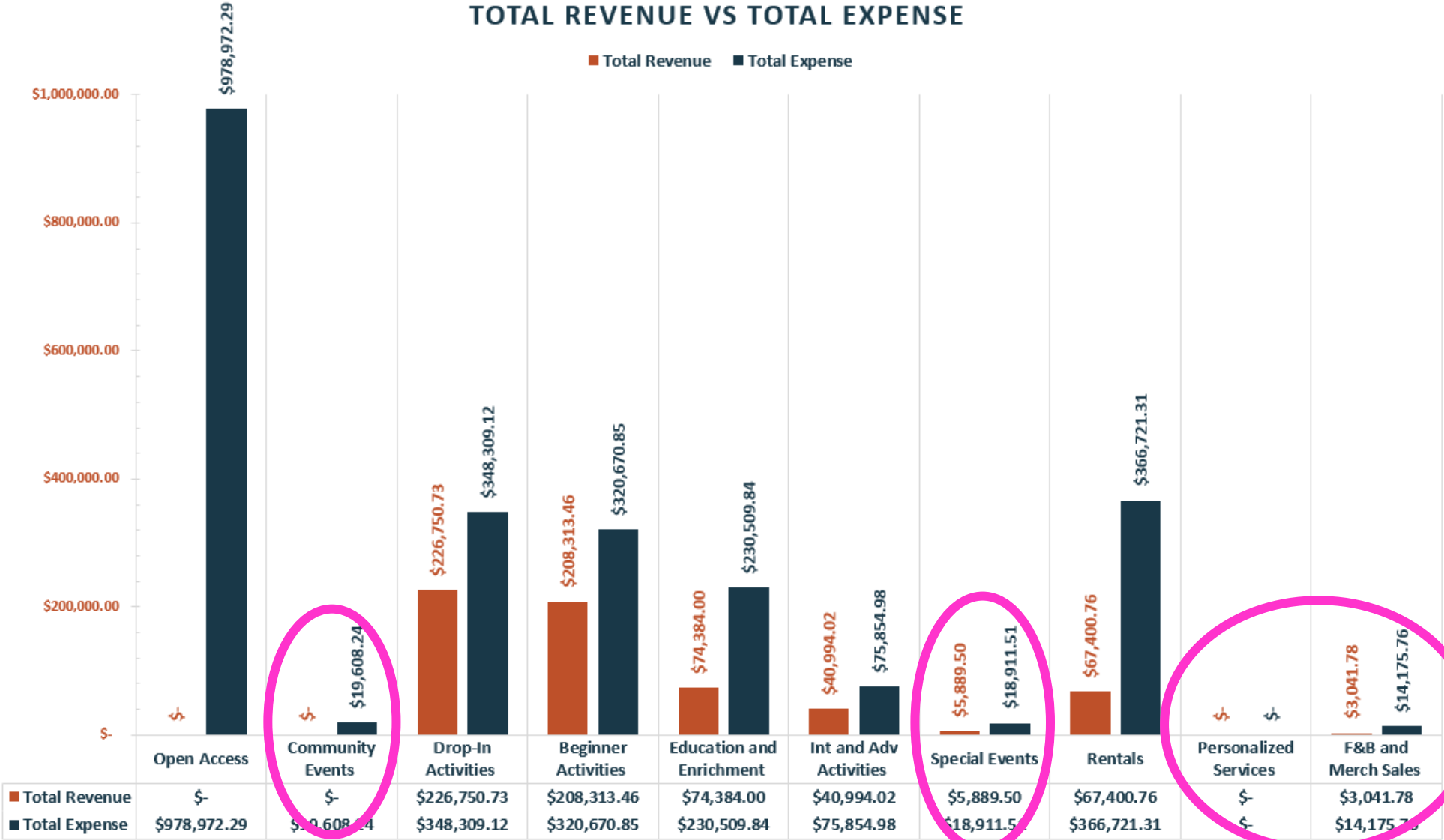


FISCAL YEAR 2023-24

ACTUAL TO TARGET COST RECOVERY %



FISCAL YEAR 2023-24



CHECK IN

2
2



WORKSHEET

2
3

PART A

PART B

PART C

PART D

FOREST GROVE OREGON

ACTIVITY PRICING WORKSHEET PREPARED FOR
Forest Grove, OR

10%
DISCOUNT

PART A | ACTIVITY INFORMATION

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goal. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goal established for the service category. For best results, enter activity information and details as accurately as possible. DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.

WORKSHEET LEGEND

☐ Data needed ☐ Optional data input (e.g., notes or overrides) ☐ Data needed in a cell (same section) ☐ Data needed in a cell (different section) ☐ Call populated by user (overrides possible) ☐ Calculated value based input (no overrides)

Service Area Activity Title Minimum # of Participants Maximum # of Participants

Service Category Short Program Description Minimum Participant Age Maximum Participant Age

Cost Recovery Goal Other Notes

PART B | ACTIVITY DETAIL (DATES, TIME, AND LOCATION)

Date Range Days of the Week Facility Location Misc. Facility Cost per Hour Enter Fee Enter Hourly Rate

Total # of Sessions (Times met) Start Time End Time Set-Up Time per Session Activity Time Per Session (Hour) Total Time/Session Enter Start/End Time

Clean-Up Time per Session Set-up/Clean-up Time per Session Total Activity Time (Hour) Enter Set-Up & Clean-Up Time

PART C | DIRECT EXPENSES

This section calculates the direct expense of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The facility expense is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The staffing expense section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each time is set to 1. These values can be overridden as needed. Supplies/Materials/Equipment may be entered as an itemized list with unit costs or the quantity needed or as a whole total amount with a quantity of one. Additional Line Items: Use the check boxes below to access additional space to enter in additional facility, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E. To ensure that the Total Expense calculation in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

EXPENSE	Cost/Item or Cost/Hour (\$)	Total Hours Needed	Quantity	Total Cost	Notes
FACILITY EXPENSE					
Misc.					
☐ Check box if additional facility required					
STAFFING EXPENSE					
Part-Time Staff 1					
Part-Time Staff 2					
☐ Check box if additional staff required					
SUPPLIES/MATERIALS/EQUIPMENT EXPENSE					
Supplies/Materials/Equipment					
☐ Check box if additional supplies required					
OTHER/MISC EXPENSE					
Unbudgeted Misc/Misc Expenses					
TOTAL DIRECT EXPENSES				Missing Info	
INDIRECT EXPENSES					
Indirect Expense Adjustment (% added to total Direct Expenses): 62%				Missing Info	
Total Expenses				Missing Info	

PART D | COST RECOVERY & FEE PLANNING

Select Service Category:

The default fee recommendations are based on the service category, minimum and maximum participants, facility location, and expenses. If you did not select a Service Category in Section A, you can select one from the dark orange box in the top gray bar of this section. The participant data has been pulled from Section B. You can override the minimum and maximum participants immediately below.

Use this section to determine how many participants are required to meet the cost recovery goal for a specific proposed fee. Once you enter the proposed fee, the minimum number of participants (recommended) needed to meet the cost recovery goal will be calculated based on the service category, facility location, and expense.

FEE RECOMMENDATION

	RESIDENT FEE (Standard Fee)	Non-Res Fee Adjustment (25%)
HIGH		
MIDPOINT		
LOW		

PARTICIPANTS REQUIRED

	HIGH	MIDPOINT	LOW
Cost Recovery Goal			
Participants Required			

Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

24



Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

WORKSHEET: PART A

2
5

PART A | ACTIVITY INFORMATION

[Reset Part A Information](#)

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goals. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goals established for the service category. For best results, enter activity information and details as accurately as possible. **DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.**

WORKSHEET LEGEND

Data needed Optional data input (e.g., notes or overrides) Data needed in a cell (same section) Data needed in a cell (different section) Cell populated by user (overrides possible) Calculated value based input (no overrides)

Service Area		Activity Title		Minimum # of Participants		Maximum # of Participants	
Service Category		Short Program Description		Minimum Participant Age		Maximum Participant Age	
Cost Recovery Goal	↑ Enter a Service Category			Other Notes			

WORKSHEET

2
6

PART A

PART B

PART C

PART D

Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

FOREST GROVE OREGON

ACTIVITY PRICING WORKSHEET PREPARED FOR
Forest Grove, OR

10%
DISCOUNT

PART A | ACTIVITY INFORMATION

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goals. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goals established for the service category. For best results, enter activity information and details as accurately as possible. DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.

WORKSHEET LEGEND

☐ Data needed ☐ Optional data input (e.g., notes or overrides) ☐ Data needed in a cell (same section) ☐ Data needed in a cell (different section) ☐ Call populated by user (overrides possible) ☐ Calculated value based input (no overrides)

Service Area Activity Title Minimum # of Participants Maximum # of Participants

Service Category Short Program Description Minimum Participant Age Maximum Participant Age

Cost Recovery Goal Other Notes

PART B | ACTIVITY DETAIL (DATE, TIME, AND LOCATION)

Date Range Days of the Week Facility Location Misc. Facility Cost per Hour Enter Fee Enter Hourly Misc. Facility Fee

Total # of Sessions (Times met) Start Time End Time Set-Up Time per Session Activity Time Per Session (Hour) Total Time/Session Enter Start/End Time

Clean-Up Time per Session Set-up/Clean-up Time per Session Total Activity Time (Hour) Enter Set-Up & Clean-Up Time

PART C | DIRECT EXPENSES

This section calculates the direct expense of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The facility expense is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The staffing expense section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each time is set to 1. These values can be overridden as needed. Supplies/Materials/Equipment may be entered as an itemized list with unit costs or the quantity needed or as a whole total amount with a quantity of one. Additional Line Items: Use the check boxes below to access additional space to enter in additional facility, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E. To ensure that the Total Expense calculation in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

EXPENSE	Cost/Item or Cost/Hour (\$)	Total Hours Needed	Quantity	Total Cost	Notes
FACILITY EXPENSE					
Misc.					
☐ Check box if additional facility required					
STAFFING EXPENSE					
Part-Time Staff 1					
Part-Time Staff 2					
☐ Check box if additional staff required					
SUPPLIES/MATERIALS/EQUIPMENT EXPENSE					
Supplies/Materials/Equipment					
☐ Check box if additional supplies required					
OTHER/MISC EXPENSE					
Unaddressed Misc/Misc Expenses					
TOTAL DIRECT EXPENSES				Missing Info	
INDIRECT EXPENSES					
Indirect Expense Adjustment (% added to total Direct Expenses): 62%				Missing Info	
Total Expenses				Missing Info	
FEE RECOMMENDATION	RESIDENT FEE (Standard Fee)	Non-Res Fee Adjustment (25%+)			
HIGH					
MIDPOINT					
LOW					

WORKSHEET: PART B

PART B | ACTIVITY DETAIL (DATES, TIME, AND LOCATION)

Reset Part B Information

Date Range		Days of the Week		Facility Location	Misc.	Facility Cost per Hour	Enter Fee →	Enter Hourly Misc. Facility Fee >	
Total # of Sessions (times met)		Start Time	: :	Set-Up Time per Session		Activity Time Per Session (Hour)	←Enter Start & End Time	Total Time/Session	←Enter Start/End Time
		End Time	: :	Clean-Up Time per Session		Set-up/Clean-up Time per Session	←Enter Set-Up & Clean-Up Time	Total Activity Time (Hour)	←Populate Orange Boxes

WORKSHEET

2
8

PART A

PART B

PART C

PART D

Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

FOREST GROVE OREGON

ACTIVITY PRICING WORKSHEET PREPARED FOR
Forest Grove, OR

10%
DISCOUNT

PART A | ACTIVITY INFORMATION

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goal. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goal established for the service category. For best results, enter activity information and details as accurately as possible. DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.

WORKSHEET LEGEND

☐ Data needed ☐ Optional data input (e.g., notes or overrides) ☐ Data needed in a cell (same section) ☐ Data needed in a cell (different section) ☐ Call populated by user (overrides possible) ☐ Calculated value based input (no overrides)

Service Area: Activity Title: Minimum # of Participants: Maximum # of Participants:

Service Category: Short Program Description: Minimum Participant Age: Maximum Participant Age:

Cost Recovery Goal: Other Notes:

PART B | ACTIVITY DETAIL (DATE, TIME, AND LOCATION)

Date Range: Days of the Week: Facility Location: Misc.: Facility Cost per Hour: Enter Fee: Enter Hourly Misc. Facility Fee:

Total # of Sessions (Times met): Start Time: Set-Up Time per Session: Activity Time Per Session (Hour): Total Time/Session: Enter Start/End Time:

End Time: Clean-Up Time per Session: Set-up/Clean-up Time per Session: Total Activity Time (Hour): Enter Set-Up & Clean-Up Time:

PART C | DIRECT EXPENSES

This section calculates the direct expense of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The facility expense is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The staffing expense section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each time is set to 1. These values can be overridden as needed. Supplies/Materials/Equipment may be entered as an itemized list with unit costs or the quantity needed or as a whole total amount with a quantity of one. Additional Line Items: Use the check boxes below to access additional space to enter in additional facility, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E. To ensure that the Total Expense calculation in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

EXPENSE TYPE	Cost/Item or Cost/Hour (\$)	Total Hours Needed	Quantity	Total Cost	Notes
FACILITY EXPENSE					
Misc.					
☐ Check box if additional facility required					
STAFFING EXPENSE					
Part-Time Staff 1					
Part-Time Staff 2					
☐ Check box if additional staff required					
SUPPLIES/MATERIALS/EQUIPMENT EXPENSE					
Supplies/Materials/Equipment					
☐ Check box if additional supplies required					
OTHER/MISC. EXPENSE					
Unaddressed Misc./Misc. Expenses					
TOTAL DIRECT EXPENSES				Missing Info	
INDIRECT EXPENSES					
Indirect Expense Adjustment (% added to total Direct Expenses): 62%				Missing Info	
Total Expenses				Missing Info	
FEE RECOMMENDATION	RESIDENT FEE (Standard Fee)			Non-Res Fee Adjustment (25%)	
	MIDPOINT	MIDPOINT	LOW		
Optional: Overwrite Min/Max Participants (1)					
Cost Recovery Goal					
Optional: Overwrite Min/Max Participants (2)					
Optional: Overwrite Min/Max Participants (3)					
Optional: Overwrite Min/Max Participants (4)					
PARTICIPANTS REQUIRED	PROJECTED FEE (Resident)				
	MIDPOINT	MIDPOINT	LOW		
Cost Recovery Goal					
Participants Required					

WORKSHEET: PART C

2
9

PART C | DIRECT EXPENSES

Reset Part C Information

This section calculates the direct expenses of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The **facility expense** is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The **staffing expense** section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each rate is set to 1. These values can be overridden as needed. **Supplies/Materials/Equipment** may be entered as an Itemized list with unit costs x the quantity needed or as a whole (total amount with a quantity of one). **Additional Line items:** Use the check boxes below to access additional space to enter in additional facilities, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

⚠ Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E. To ensure that the Total Expense calculation in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

FACILITY EXPENSE

Misc.

↗Enter Facility Fee

↑Enter Time Info

1

←Enter Details

☐ Check box if additional facility required

STAFFING EXPENSE

Part-Time Staff 1

1

←Enter Details

Part-Time Staff 2

1

←Enter Details

☒ Check box if additional staff required

SUPPLIES/MATERIALS/EQUIPMENT EXPENSE

Supplies/Materials/Equipment

N/A

1

←Enter Details

☒ Check box if additional supplies required

OTHER/MISC EXPENSE

N/A

←Enter Details (opt)

☒ Uncheck to hide Misc. Expenses

TOTAL DIRECT EXPENSES

Missing Info

INDIRECT EXPENSES

Indirect Expense Adjustment (% added to total Direct Expenses): 62%

Missing Info

Total Expenses

Missing Info

Page 33 of 222

WORKSHEET

3
0

PART A

PART B

PART C

PART D

Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

FOREST GROVE OREGON

ACTIVITY PRICING WORKSHEET PREPARED FOR
Forest Grove, OR

10%
DISCOUNT

PART A | ACTIVITY INFORMATION

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goals. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goals established for the service category. For best results, enter activity information and details as accurately as possible. DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.

WORKSHEET LEGEND

☐ Data needed ☐ Optional data input (e.g., notes or overrides) ☐ Data needed in a cell (same section) ☐ Data needed in a cell (different section) ☐ Call populated by user (overrides possible) ☐ Calculated value based input (no overrides)

Service Area: Activity Title: Minimum # of Participants: Maximum # of Participants:

Service Category: Short Program Description: Minimum Participant Age: Maximum Participant Age:

Cost Recovery Goal: Other Notes:

PART B | ACTIVITY DETAIL (DATES, TIME, AND LOCATION)

Date Range: Days of the Week: Facility Location: Misc.: Facility Cost per Hour: Enter Fee: Enter Hourly Misc. Facility Fee:

Total # of Sessions (Times met): Start Time: Set-Up Time per Session: Activity Time Per Session (Hour): Total Time/Session: Enter Start/End Time:

End Time: Clean-Up Time per Session: Set-up/Clean-up Time per Session: Total Activity Time (Hour): Enter Set-Up & Clean-Up Time:

PART C | DIRECT EXPENSES

This section calculates the direct expense of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The facility expense is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The staffing expense section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each time is set to 1. These values can be overridden as needed. Supplies/Materials/Equipment may be entered as an itemized list with unit costs or the quantity needed or as a whole total amount with a quantity of one. Additional Line Items: Use the check boxes below to access additional space to enter in additional facility, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E. To ensure that the Total Expense calculation in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

EXPENSE TYPE	Cost/Item or Cost/Hour (\$)	Total Hours Needed	Quantity	Total Cost	Notes
FACILITY EXPENSE					
Misc.					
☐ Check box if additional facility required					
STAFFING EXPENSE					
Part-Time Staff 1					
Part-Time Staff 2					
☐ Check box if additional staff required					
SUPPLIES/MATERIALS/EQUIPMENT EXPENSE					
Supplies/Materials/Equipment					
☐ Check box if additional supplies required					
OTHER/MISC EXPENSE					
Unaddressed Misc/Misc Expenses					
☐ Unaddressed Misc/Misc Expenses					
TOTAL DIRECT EXPENSES				Missing Info	
INDIRECT EXPENSES					
Indirect Expense Adjustment (% added to total Direct Expenses): 62%				Missing Info	
Total Expenses				Missing Info	
FEE RECOMMENDATION	RESIDENT FEE (Standard Fee)			Non-Res Fee Adjustment (25%)	
	MISC	MIDPOINT	LOW		
Optional: Overwrite Min/Max Participants (1)					
Cost Recovery Goal					
Optional: Service Category					
Missing Info					
Optional: Staff Fee					
Optional: Facility Fee					
Optional: Misc Fee					
PARTICIPANTS REQUIRED	PROJECTED FEE (Resident)				
	MISC	MIDPOINT	LOW		
Cost Recovery Goal					
Participants Required					

31

Reset Part D Information

Use this section to determine how many participants are required to meet the cost recovery goals for a specific proposed fee. Once you enter the proposed fee, the minimum number of participants (residents) needed to meet the cost recovery goal will be calculated based on the service category, facility location, and expenses.

PARTICIPANTS REQUIRED	PROJECTED FEE (Resident)→	Cost Recovery Goal		
		HIGH	MIDPOINT	LOW
		↑Select SERVICE CATEGORY	↑Select SERVICE CATEGORY	↑Select SERVICE CATEGORY
		↑Enter Fee	↔Enter Fee	↔Enter Fee

CHECK IN

3
2



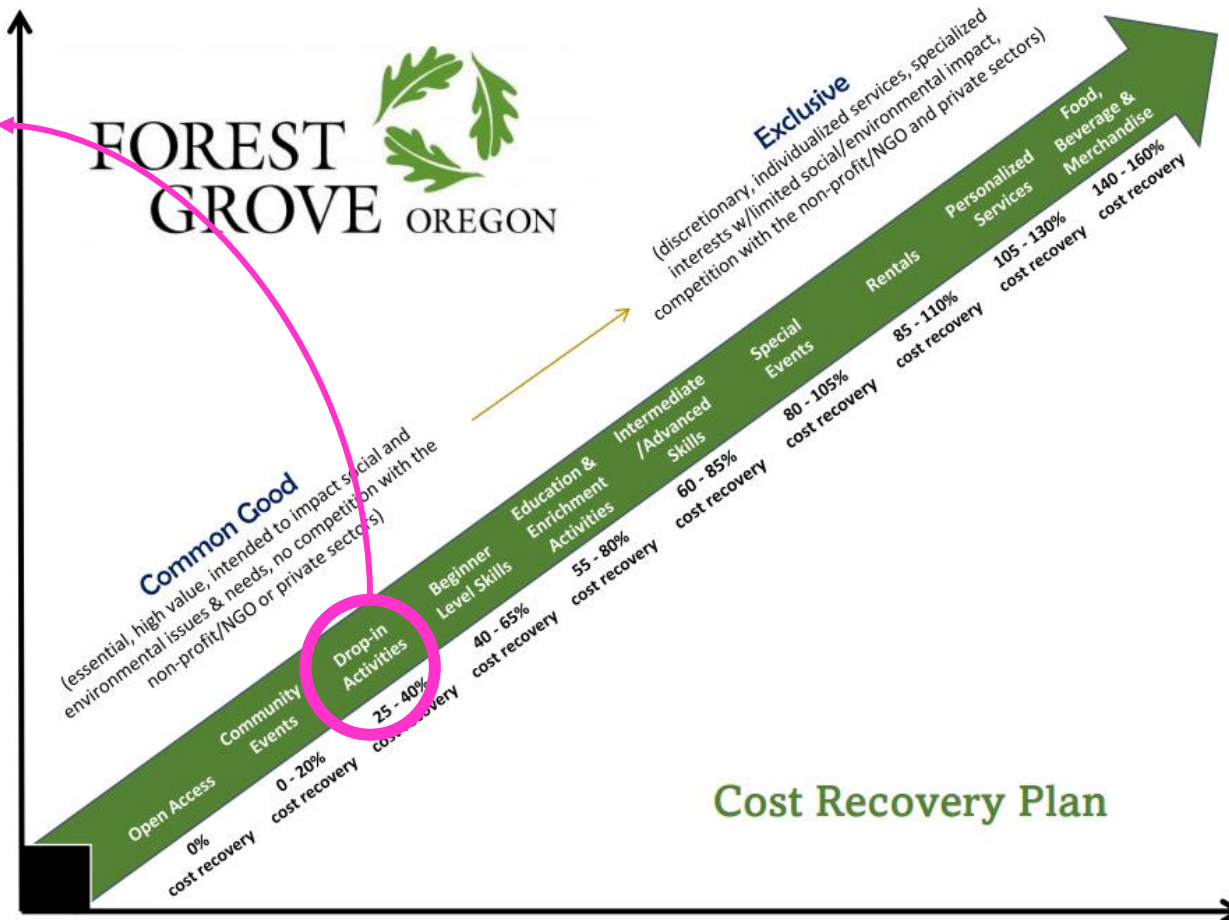
FEE SCHEDULE & CONTINUUM

3
3

PARKS AND RECREATION

ADOPTED FEES JULY 2025

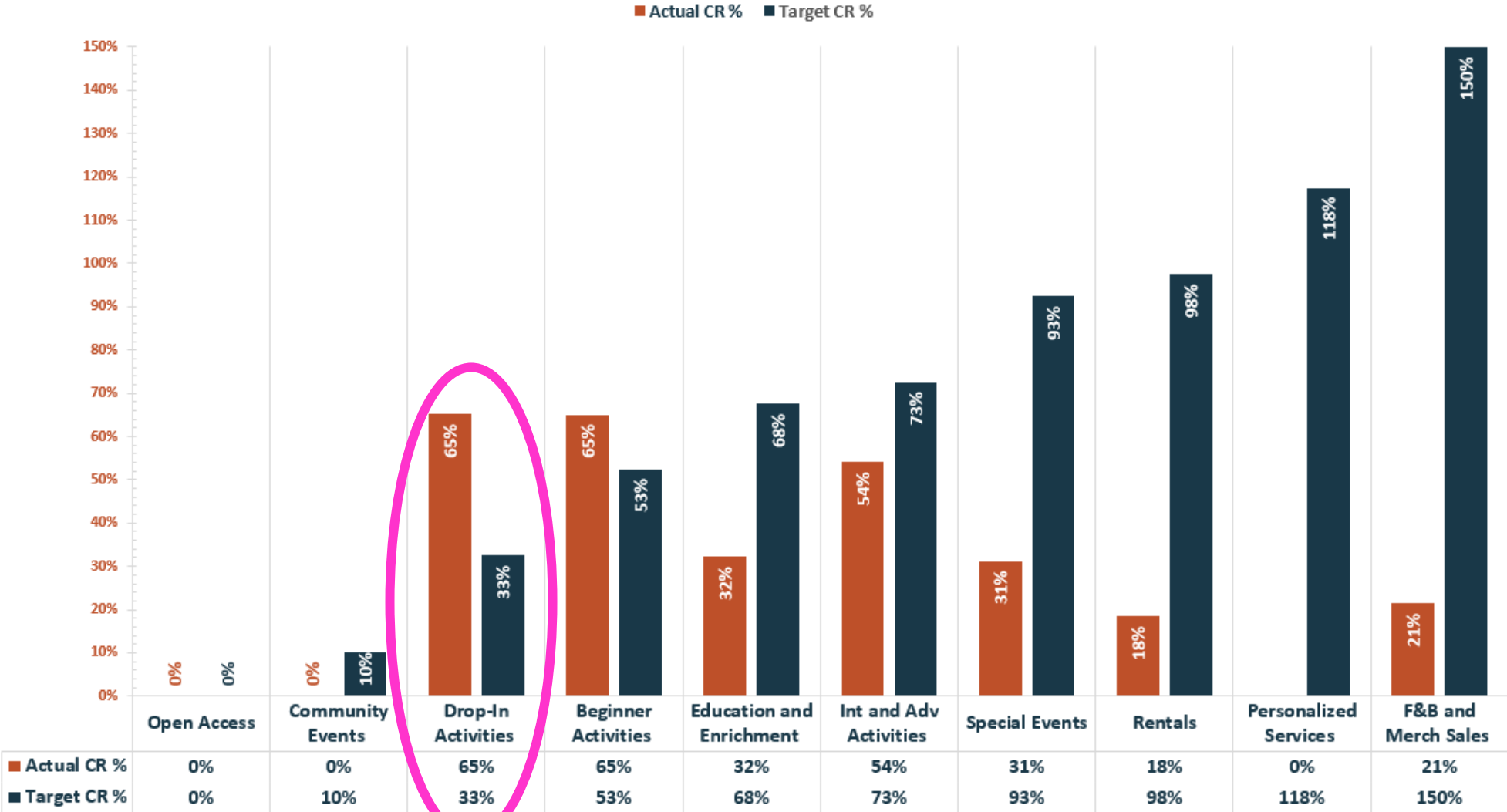
		<i>In-City</i>	<i>Out-of-City</i>
Public and Fitness Swim			
Under 2 Years		\$0.00	\$0.00
2-17 Years		\$5.50	\$7.25
18-64 Years		\$7.75	\$10.00
Senior/Disabled/Veteran*		\$5.50	\$7.25
Family**		\$17.00	\$22.00
Drop-in Aerobic Fee		\$10.25	\$13.25
Pool Rental (per hour)			
1-60 People		\$177.50	\$230.75
61-100 People		\$207.25	\$269.50
101-200 People		\$247.50	\$321.75
ASPU - Pacific University (per month)		\$1,735.50	
Classroom Rental (per hour)		\$32.50	
Lifeguard (per hour)		\$32.50	
Aquatic Center Membership			
Annual	Family**	\$636.25	\$827.25
	Individual	\$321.25	\$417.75
	Senior / Disabled / Veteran*	\$195.25	\$253.75
9 Month	Family**	\$504.75	\$656.25
	Individual	\$255.25	\$331.75
	Senior / Disabled / Veteran*	\$154.75	\$201.25
6 Month	Family**	\$355.25	\$461.75
	Individual	\$179.50	\$233.25
	Senior / Disabled / Veteran*	\$109.25	\$142.00
3 Month	Family**	\$187.25	\$243.50
	Individual	\$94.50	\$122.75
	Senior / Disabled / Veteran*	\$57.50	\$74.75
Parks Facility Rentals			
Park Shelter	Rental (per 2 hours)	\$63.75	\$83.00
Spray Park	Rental (per 2 hours)	\$174.50	\$226.75
Lincoln Park Stadium and Turf Field	Lights (per hour)	\$61.25	\$61.25
Bond Field	Lights (per hour)	\$61.25	\$61.25
Sherman Field	Lights (per hour)	\$31.00	\$31.00
Lincoln Park Practice Soccer Field	Lights (per hour)	\$31.00	\$31.00
Thatcher Park Soccer Field	Lights (per hour)	\$61.25	\$61.25
Thatcher Park Softball Field #1	Lights (per hour)	\$31.00	\$31.00
Thatcher Park Softball Field #2	Lights (per hour)	\$31.00	\$31.00
Recreation Programs***		Prices initially set under the authority of Parks and Recreation Director and subject to final approval by City Manager	



FISCAL YEAR 2023-24

3
4

ACTUAL TO TARGET COST RECOVERY %



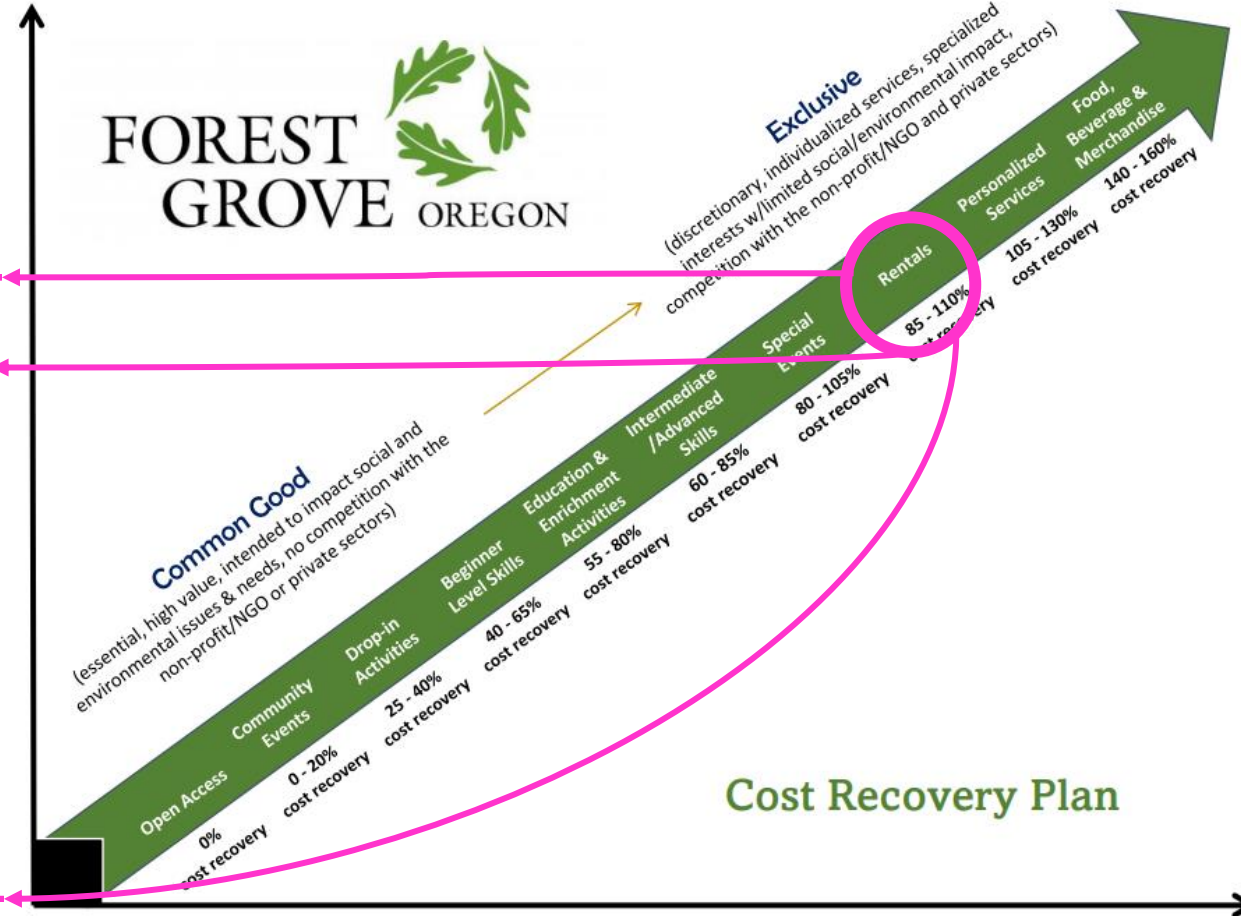
FEE SCHEDULE & CONTINUUM

3
5

PARKS AND RECREATION

ADOPTED FEES JULY 2025

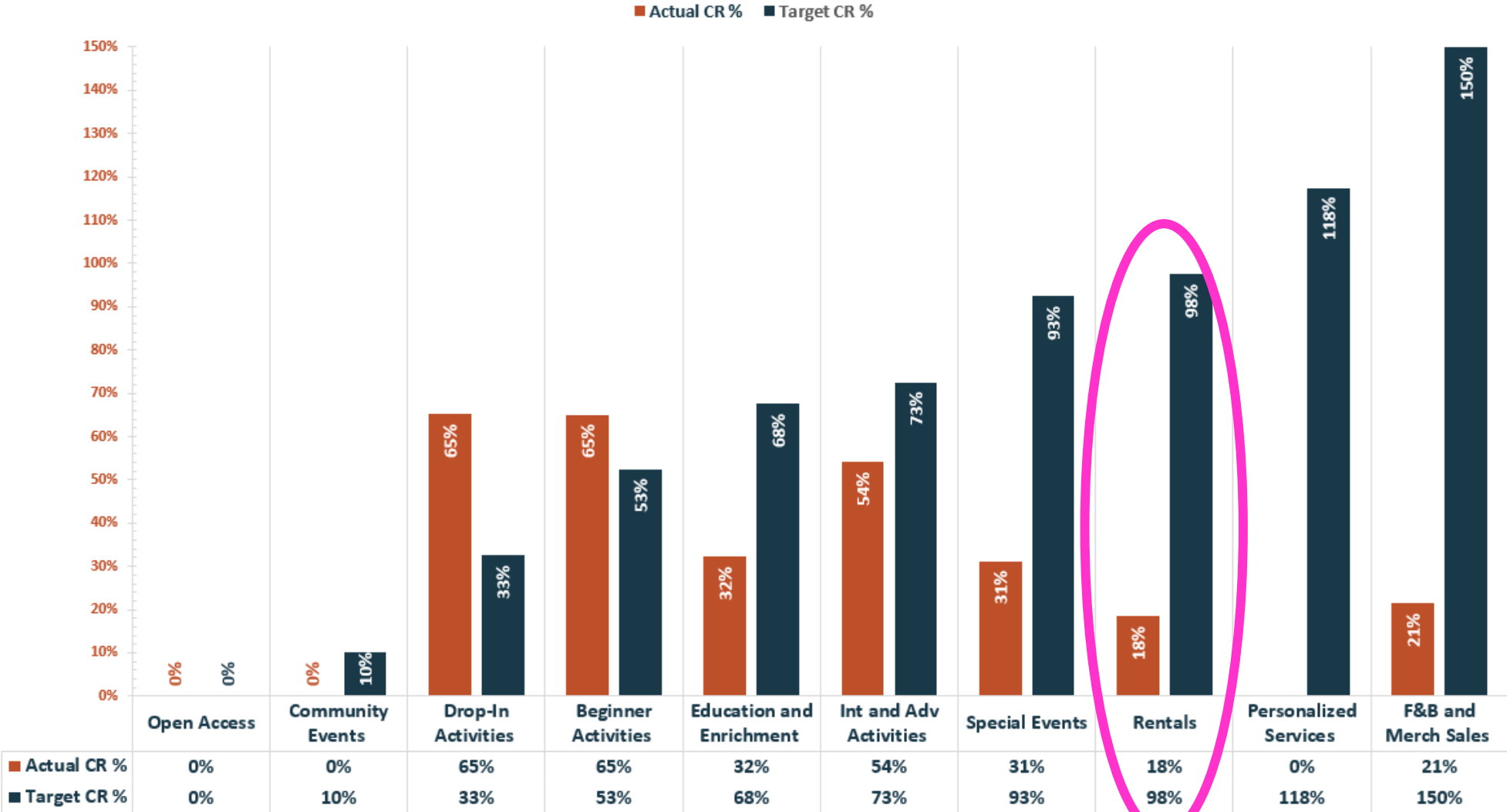
		<i>In-City</i>	<i>Out-of-City</i>
Public and Fitness Swim			
Under 2 Years		\$0.00	\$0.00
2-17 Years		\$5.50	\$7.25
18-64 Years		\$7.75	\$10.00
Senior/Disabled/Veteran*		\$5.50	\$7.25
Family**		\$17.00	\$22.00
Drop-in Aerobic Fee		\$10.25	\$13.25
Pool Rental (per hour)			
1-60 People		\$177.50	\$230.75
61-100 People		\$207.25	\$269.50
101-200 People		\$247.50	\$321.75
ASPU - Pacific University (per month)		\$1,735.50	
Classroom Rental (per hour)		\$32.50	
Lifeguard (per hour)		\$32.50	
Aquatic Center Membership			
Annual	Family**	\$636.25	\$827.25
	Individual	\$321.25	\$417.75
	Senior / Disabled / Veteran*	\$195.25	\$253.75
9 Month	Family**	\$504.75	\$656.25
	Individual	\$255.25	\$331.75
	Senior / Disabled / Veteran*	\$154.75	\$201.25
6 Month	Family**	\$355.25	\$461.75
	Individual	\$179.50	\$233.25
	Senior / Disabled / Veteran*	\$109.25	\$142.00
3 Month	Family**	\$187.25	\$243.50
	Individual	\$94.50	\$122.75
	Senior / Disabled / Veteran*	\$57.50	\$74.75
Parks Facility Rentals			
Park Shelter	Rental (per 2 hours)	\$63.75	\$83.00
Spray Park	Rental (per 2 hours)	\$174.50	\$226.75
Lincoln Park Stadium and Turf Field	Lights (per hour)	\$61.25	\$61.25
Bond Field	Lights (per hour)	\$61.25	\$61.25
Sherman Field	Lights (per hour)	\$31.00	\$31.00
Lincoln Park Practice Soccer Field	Lights (per hour)	\$31.00	\$31.00
Thatcher Park Soccer Field	Lights (per hour)	\$61.25	\$61.25
Thatcher Park Softball Field #1	Lights (per hour)	\$31.00	\$31.00
Thatcher Park Softball Field #2	Lights (per hour)	\$31.00	\$31.00
Recreation Programs***		Prices initially set under the authority of Parks and Recreation Director and subject to final approval by City Manager	



FISCAL YEAR 2023-24

3
6

ACTUAL TO TARGET COST RECOVERY %



CHECK IN

3
7



DIRECTION

Bring back options...

8. Rentals

Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public.

Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals

- Option 1: No change to current continuum model. Manage reoccurring rentals outside of continuum under individual agreements.
- Option 2: Refine definition of “Rentals” as one time occurrence. Add “Reoccurring Rentals” category near “Common Good” end of continuum and assign a lower cost recovery target.
- Option 3: Add “Non-Profit Rentals” category to current continuum model near “Common Good” end of continuum and assign a lower cost recovery target.

EXPLORE OPTION #1

3
9

No change to current continuum model. Manage reoccurring rentals outside of continuum under individual agreements.

Things to consider:

- Staff time to manage reoccurring individual rental agreements
- Creating a system for individual rental agreements
- If a fee will be assessed, how is it determined and how much
- Reservation parameters

EXPLORE OPTION #2

4
0

Refine definition of “Rentals” as one time occurrence. Add “Reoccurring Rentals” category near “Common Good” end of continuum and assign a lower cost recovery target.

Things to consider:

- Cost recovery range for the new category
- Definition of “Reoccurring Rentals” and refined definition of “Rentals”
- Creating a system for reoccurring rentals
- If a fee will be assessed, how is it determined and how much
- Reservation parameters

EXPLORE OPTION #3

4
1

Add “Non-Profit Rentals” category to current continuum model near “Common Good” end of continuum and assign a lower cost recovery target.

Things to consider:

- Cost recovery range for the new category
- Definition of “Non-Profit Rentals”
- Verification of non-profit status added to reservation process

HOW MUCH DOES IT COST? EXAMPLE

4
2

Location	Expense Per Hour
Reservable Park Spaces:	
Athletic Fields	\$48.23

Cost Recovery Target: 85%

85% of \$48.23 = \$41.00 fee to renter

15% of \$48.23 = \$7.23 subsidized by General Fund

Cost Recovery Target: 15%

15% of \$48.23 = \$7.23 fee to renter

85% of \$48.23 = \$41.00 subsidized by General Fund



HOW MUCH DOES IT COST? EXAMPLE

4
3

Location	Expense Per Hour	Notes
----------	------------------	-------

*Main Pool (MP) Breakdown:

AC - (MP All Lap Lanes) **\$74.52** 67% of Main Pool

Cost Recovery Target: 85%

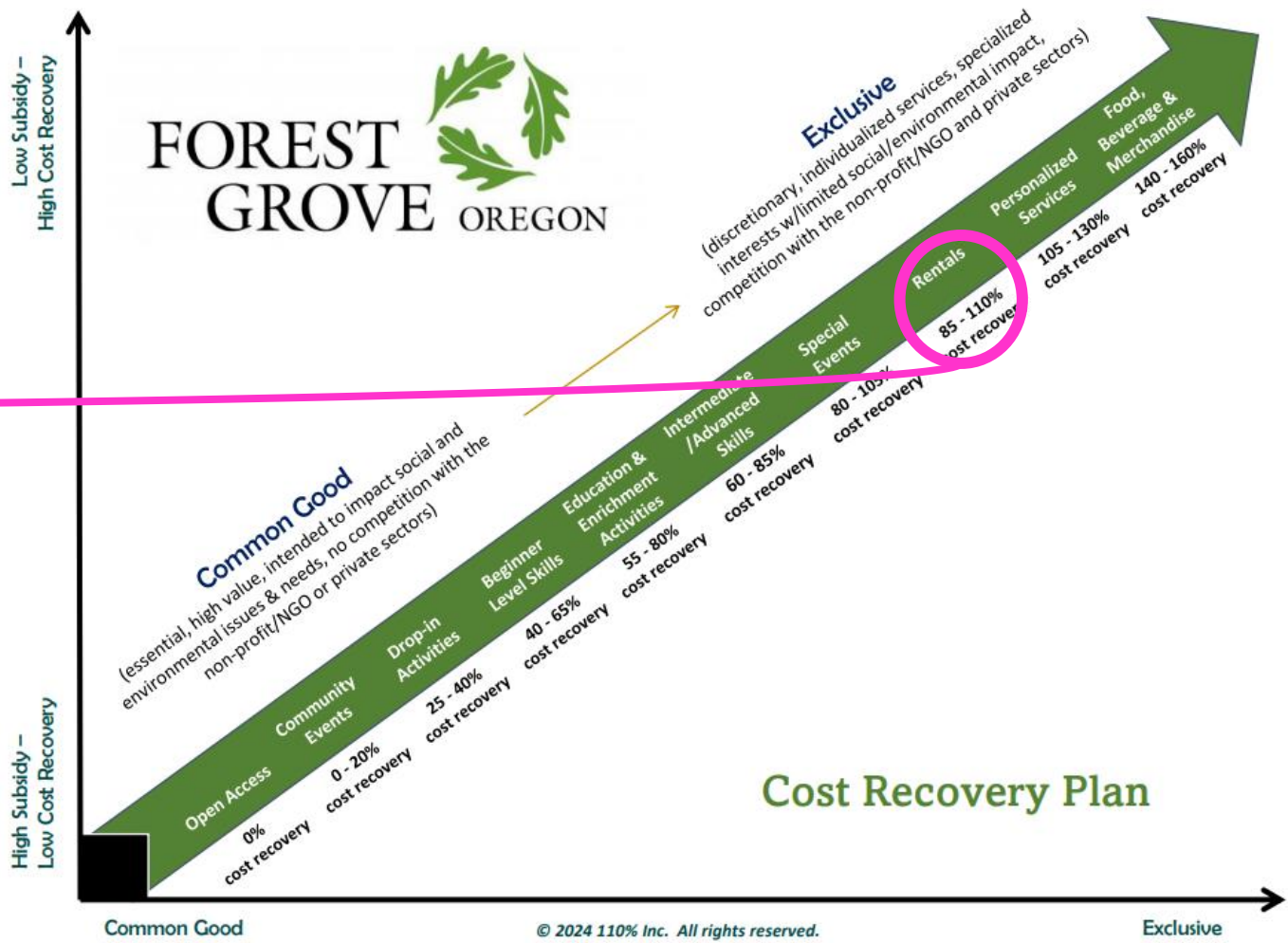
85% of \$74.52 = \$63.34 fee to renter

15% of \$74.52 = \$11.18 subsidized by General Fund

Cost Recovery Target: 15%

15% of \$74.52 = \$11.18 fee to renter

85% of \$74.52 = \$63.34 subsidized by General Fund



CHECK IN, DISCUSSION & NEXT STEPS

4
4



§ 34.01 ADJUSTMENT OF FEES AND CHARGES.

The intent of §§ 34.01 through 34.03 is to provide the City Council with a rational process for setting fees and charges. The philosophy is to base user fees on cost-of-service so the city will be able to recover the costs associated with delivering a service to an individual or group. By recovering the cost of providing a service, the rest of the community is not subsidizing services benefitting individuals. (Prior Code, § 2.600) (Ord. 1989-04, passed 2-13-1989)

§ 34.02 LICENSES, PERMITS, FEES, AND CHARGES.

(A) Licenses, permits, fees, and charges will be adjusted by Council resolution in July each year.

(B) Licenses, permits, fees, and charges subject to §§ 34.01 through 34.03 shall be reviewed with a cost-of-service study every five years. Following completion of each cost-of-service study and its review and/or amendment by the Council, the Council shall designate by resolution the cost of all licenses, permits, fees, and charges subject to §§ 34.01 through 34.03. Subsequent adjustments prior to completion of the next required cost-of-service study shall be made in accordance with § 34.03. Unless specifically exempted, all city licenses, permits, fees, and charges are subject to §34.03.

(Prior Code, § 2.601) (Ord. 1989-04, passed 2-13-1989)

§ 34.03 BASIS FOR ANNUAL ADJUSTMENT.

(A) Adjustments to fees and charges shall be based on the Consumer Price Index (CPI) or the percentage of the general wage adjustment for city employees. Fees and charges may be adjusted by the Portland Area Consumer Price Index for all urban consumers, as compiled and published by the U.S. Department of Labor, Bureau of Labor Statistics.

(B) If the CPI is used for the annual adjustment, changes will be equal to the percentage change in the Portland Area CPI for all urban consumers in one 12-month period. The comparison month will be January of each year.

(C) Fees and charges may be adjusted by the fiscal year general wage adjustment. The amount will be equal to the percentage adjustment in wages for the same fiscal year of the fee increase.

(Prior Code, § 2.605) (Ord. 1989-04, passed 2-13-1989)

Open Access

Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *[Examples: Parks, Playgrounds]*

Community Events

Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *[Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event]*

Drop-In Activities

Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require instruction. *[Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use]*

Beginner Level Skills

Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *[Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons]*

Education & Enrichment Activities

Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and/or lifelong learning. *[Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class]*

Intermediate/Advanced Skills

Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *[Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class]*

Special Events

Events designed for a target market, market niche, or a specific interest. *[Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event]*

Rentals

Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *[Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rental]*

Personalized Services

Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *[Examples: Private Swim Lessons]*

Food, Beverage & Merchandise

Sale of merchandise and food and beverage items. *[Examples: Vending Items, Concession Items, Gift Certificate]*



Financial Sustainability Continuum



Prepared for:

Forest Grove Parks and Recreation Department

Forest Grove, OR



Cost Recovery Plan Project

Final Report

2024

What's Inside *Your Final Report*

We are pleased to submit the following **Cost Recovery Plan Final Report** to the Forest Grove Parks and Recreation Department. This report provides a review of the comprehensive process.

The pages that follow provide an overview of the project, outlining the methodology and providing a summary of the deliverables produced.

- 3 Project Overview and Philosophy**
- 4 Education and Training**
 - Beneficiary of Service
 - Service Categories
- 6 Cost-of-Service Analysis**
 - Overview & Process
 - Summary of Results
 - Expense Insights
- 9 Provider Inventory and Network**
 - Summary
 - Network and Survey Questions
- 11 Strategies and Recommendations**
 - Cost Recovery Plan
 - Recommended Actions
 - Pricing | Fees & Charges
 - Insights into Action
- 18 Conclusion**



Our commitment

is to help your organization position itself for long-term financial resilience, strength, and vitality.

Forest Grove Parks and Recreation Department's Cost Recovery Plan

High-performing park and recreation agencies seek out and embrace responsible financial and service management practices. They actively understand the cost of doing business, identify cost savings, seek out partnerships that have reciprocal benefits, divest of services that do not align with mission or waste resources, and generate revenues when and where appropriate to reinvest in important and often underfunded services, maintain infrastructure, and relieve pressure on taxpayer resources. Ultimately, they possess a financial sustainability philosophy that provides a foundation from which all investment and spending decisions, and funding strategies are built.

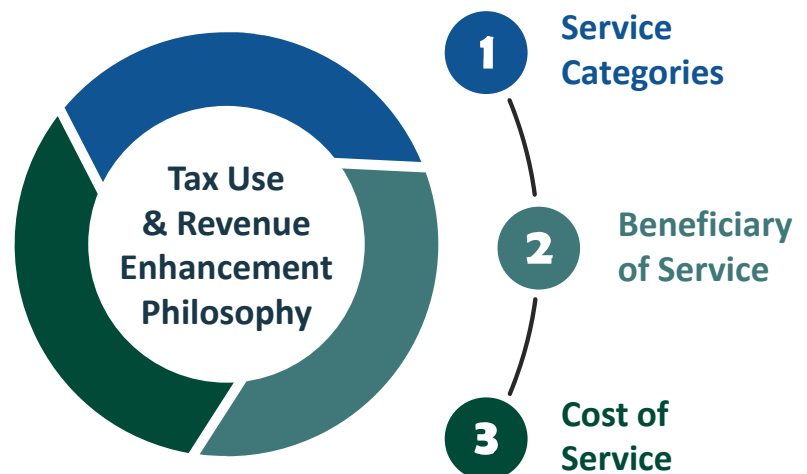
The Forest Grove Parks and Recreation Department chose to engage in the development of a Cost Recovery Plan to prepare and equip their team with solid financial management competencies, compel them to use data to inform decisions and cultivate fiscal responsibility at all levels of the agency.

Cost Recovery Plan

Parks & Reconomics®

Creating a financially sustainable organization begins by building upon the philosophy of Parks and Reconomics® - how parks and recreation agencies responsibly manage their finite financial resources.

The Forest Grove Parks and Recreation Department embraced this charge and the exercise of creating a cost recovery plan for its parks and recreation services by following the steps at right.





Education and Training



Service Categories

The development of categories which include services that are alike in "purpose" is important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance.



The benefits of this type of approach are two-fold. First, it is inefficient for the department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.



Forest Grove Parks and Recreation provides many services annually to the community. The following Service Categories represent the department's service menu and include Service Category definitions as well as example services.

Service Categories are listed in order from those perceived to be Common Good Services (#1) to those seen as providing a more Exclusive Benefit (#10) as ranked by Commission and Council representatives as well as department staff.

Common Good Services or cause and purpose driven services intend to impact social, economic, and environmental issues and needs and align with the fundamental purpose and mission of the department. Typically, there are no like services provided by the non-profit/Non-Governmental Organizations (NGO) or private sectors.

Exclusive Benefit Services or specialized services intend to serve personal interests. Typically, there is little if any competition from the non-profit/ Non-Governmental Organizations (NGO) and private sectors which offer like services.

Common Good Services (justification for greater subsidy investment)

- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience
- Services contribute to greater equity, cultural awareness, and make EVERYONE in Forest Grove's life better

Exclusive Benefit Services (justification for greater cost recovery expectation)

- Individualized, special interest
- Requires higher competency/ability level to participate
- Specialized activities
- Individualized services are often accessible outside of the Forest Grove parks and recreation system



Education and Training

Forest Grove Parks and Recreation Department Service Categories

1. Open Access

Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *Examples: Parks, Playgrounds*

2. Community Events

Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event*

3. Drop-in Activities

Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require specific instruction. *Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use*

4. Beginner Level Skill Based Activities

Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons*

5. Education & Enrichment

Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and lifelong learning. *Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class*

6. Intermediate/Advanced Skill Based Activities

Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class*

7. Special Events

Events designed for a target market, market niche, or a specific interest. *Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event*

8. Rentals

Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals*

9. Personalized Services

Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *Examples: Private Swim Lessons*

10. Food, Beverage & Merchandise Sales

Sale of merchandise and food and beverage items. *Examples: Vending Items, Concession Items, Gift Certificates*

*Equity Services

Services which focus on addressing community inequities providing improved access to leisure opportunities. *Future service examples may include Mobile Recreation, Adaptive Recreation*



Cost-of-Service Analysis

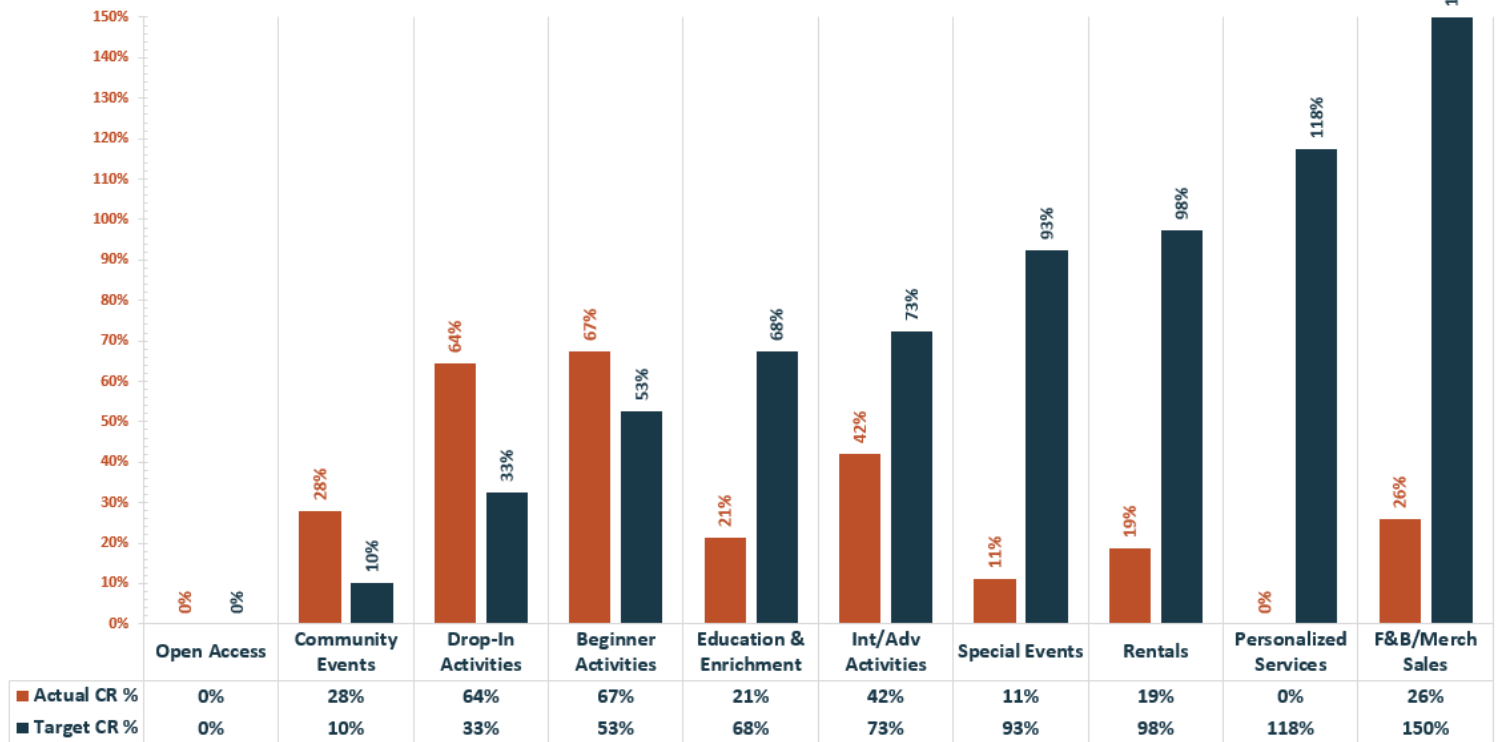


Cost-of-Service Analysis

Completion of an operational cost-of-service analysis allowed the department to understand its cost of doing business, ultimately revealing each service's cost recovery and subsidy investment level. Operational revenues (fees and charges, sponsorships, grants, donations), direct costs (expenses associated with the delivery of a service; without the service, the cost would not exist) and indirect costs (expenses that would exist with or without the provision of any one service) that the department provided were captured and attributed to all services as part of this work, providing several insights that would inform the design and development of the department's Cost Recovery Plan.

SERVICE CATEGORIES
ACTUAL TO TARGET COST RECOVERY %

Actual CR % Target CR %



Process

The consulting team worked closely with the Forest Grove Parks and Recreation Department team to ensure all expenses and services were identified, and to develop meaningful divisions, facility, and park areas to facilitate the appropriate attribution of expenses to services. The result is a clear picture of the total cost of service guiding the development of cost recovery/subsidy investment goals.



Cost-of-Service Analysis



Results

Results of the analysis provide a comprehensive review of fiscal year 2023, encompassing July 1, 2022 to June 30, 2023. The full results from the analysis and interactive features are available in the *Cost-of-Service Results* excel file provided separately. Selected results* from the analysis are included below.

Summary of Results by Service Category

Service Category	Stats		Expenses				Subsidy	Cost Recovery
	Participations/ Quantity Sold	Total Revenue	Direct - Service	Direct - Facility	Indirect	Total Expense	Subsidy Amount	Cost Recovery %
Open Access	-	\$ -	\$ -	\$ 691,196.84	\$ 231,793.37	\$ 922,990.21	\$ 922,990.21	0%
Community Events	17	\$ 357.00	\$ 878.38	\$ 83.46	\$ 322.55	\$ 1,284.38	\$ 927.38	28%
Drop-In Activities	8,642	\$ 174,206.42	\$ 93,229.07	\$ 109,384.17	\$ 67,946.50	\$ 270,559.74	\$ 96,353.32	64%
Beginner Activities	1,893	\$ 127,704.65	\$ 68,506.95	\$ 73,615.11	\$ 47,660.73	\$ 189,782.79	\$ 62,078.14	67%
Education & Enrichment	150	\$ 12,910.00	\$ 34,558.15	\$ 11,010.87	\$ 15,281.61	\$ 60,850.63	\$ 47,940.63	21%
Int/Adv Activities	445	\$ 30,902.55	\$ 34,860.51	\$ 20,070.61	\$ 18,421.19	\$ 73,352.31	\$ 42,449.76	42%
Special Events	176	\$ 780.00	\$ 5,011.96	\$ 250.37	\$ 1,764.73	\$ 7,027.05	\$ 6,247.05	11%
Rentals	1,023	\$ 61,456.38	\$ 78,884.19	\$ 166,116.27	\$ 82,161.08	\$ 327,161.55	\$ 265,705.17	19%
Personalized Services	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
F&B/Merch Sales	418	\$ 4,422.58	\$ 10,601.71	\$ 2,180.28	\$ 4,286.45	\$ 17,068.45	\$ 12,645.87	26%
Total	12,764	\$ 412,739.58	\$ 326,530.93	\$ 1,073,907.98	\$ 469,638.21	\$ 1,870,077.12	\$ 1,457,337.54	22%

Summary of Results by Service Area

Service Area	Stats		Expenses				Subsidy	Cost Recovery
	Participations/ Quantity Sold	Total Revenue	Direct - Service	Direct - Facility	Indirect	Total Expense	Subsidy Amount	Cost Recovery %
Admissions	8,642	\$ 174,206.42	\$ 93,229.07	\$ 109,384.17	\$ 67,946.50	\$ 270,559.74	\$ 96,353.32	64%
Aquatics	2,417	\$ 159,382.20	\$ 99,897.15	\$ 95,058.11	\$ 65,378.39	\$ 260,333.64	\$ 100,951.44	61%
Facility Rentals	416	\$ 31,574.30	\$ 62,577.06	\$ 112,093.21	\$ 58,575.80	\$ 233,246.08	\$ 201,671.78	14%
Outdoor Rentals	607	\$ 29,882.08	\$ 16,307.13	\$ 54,023.06	\$ 23,585.28	\$ 93,915.47	\$ 64,033.39	32%
Recreation	264	\$ 13,272.00	\$ 43,918.80	\$ 9,972.31	\$ 18,072.42	\$ 71,963.53	\$ 58,691.53	18%
Resale	418	\$ 4,422.58	\$ 10,601.71	\$ 2,180.28	\$ 4,286.45	\$ 17,068.45	\$ 12,645.87	26%
POST	-	\$ -	\$ -	\$ 691,196.84	\$ 231,793.37	\$ 922,990.21	\$ 922,990.21	0%
Total	12,764	\$ 412,739.58	\$ 326,530.93	\$ 1,073,907.98	\$ 469,638.21	\$ 1,870,077.12	\$ 1,457,337.54	22%



Cost-of-Service Analysis

Expense Insights

Expense insights provide context and a greater understanding of how the department expends its operational budget. Results below detail the division and category breakdown.

Expense Insights by Division

Division Summary	Amount	% of Total
Aquatics	\$ 779,744.64	41.70%
Parks	\$ 993,192.01	53.11%
Recreation	\$ 97,140.47	5.19%
Total Department	\$ 1,870,077.12	100.00%

Expense Insights by Category

Expense Category Summary	Amount	% of Total
Personnel	\$ 1,316,762.15	74.00%
Admin	\$ 69,555.32	3.91%
O&M	\$ 187,306.94	10.53%
Utilities	\$ 205,825.71	11.57%
Total Department	\$ 1,779,450.12	100.00%



Provider Inventory & Network



Provider Inventory & Network Summary

On Tuesday, March 19, 2024, 110% presented the “Provider Network Breakfast & Workshop” as part of the City’s Park & Recreation Assessment & Fee Plan project. The recreation and leisure industry service providers of Forest Grove were invited to be part of this unique opportunity that included an interactive discussion to understand what services are provided in the community and how the City and all providers can work together for the greater good. Providers were provided with the following items to expect from the workshop:

- Network with other Forest Grove service providers.
- Share the types of services each organization offers to the community.
- Learn what services other organizations are providing to the community.
- Consider opportunities that may exist for organizations to partner with others in the community.

A number of individuals representing various recreation and leisure industry service providers attended the workshop. The gathering began with an introduction of the workshop and its place as part of the City’s Park & Recreation Assessment & Fee Plan project. Then a brief educational overview of the types of sectors serving the recreation and leisure industry, service analysis and the MacMillian Matrix, and information on effective partnerships was covered.

During the workshop, attendees were prompted to scan a QR code, leading to a Providers Inventory survey, to answer a series of questions aimed to gather more information about each provider and a self-assessment of their services.

Lastly, attendees were provided with two interactive activities before the workshop closed. The first activity had attendees use Post-It Notes to represent their organizations and the types of services they offer on a large board presented to the group at large. Then each provider was asked to identify a prospective partner in the attendance and have a structured conversation to begin exploring a partnership.

The Provider Inventory & Network Summary Report (provided under separate cover) shares important information that was used to structure the workshop, as well as sharing the results from the gathering’s Providers Inventory survey.



Forest Grove Parks & Recreation Department Provider Network

- | | |
|---|--|
| 1. Friends of Historic Grove - NPO/NGO | 10. Forest Grove Youth Baseball - NPO/NGO |
| 2. Pacific University – NPO/NGO | 11. Clean Water Services - Public |
| 3. Jenn’s Dogs LLC – Private | 12. Forest Grove Little League - NPO/NGO |
| 4. Forest Grove School District – Public | 13. Washington County Parks - Public |
| 5. Gongaii Games – Private | 14. Friends of Historic Forest Grove - NPO/NGO |
| 6. The Companion Program - NPO/NGO | 15. Forest Grove Aikido - Private |
| 7. Forest Grove Youth Lacrosse - NPO/NGO | 16. Student Services FGSD-Adapted PE/Rec and Leisure
- Public |
| 8. Santos FC - NPO/NGO | 17. FC West Soccer Club - NPO/NGO |
| 9. West Truality Habitat for Humanity - NPO/NGO | 18. Artingales - Private |

Survey Questions

- | | |
|---------------------------------------|---|
| 1. Name, Address, Contact Information | 9. Funding Sources |
| 2. Sector | 10. Competition for funding |
| 3. Mission/Purpose | 11. Degree of competition for funding |
| 4. Services provided | 12. Existence of opportunities for partnership |
| 5. Target market | 13. Current partnerships |
| 6. Existence of competition | 14. Potential Partnerships |
| 7. Competitors | 15. Reciprocal benefit(s) with potential partners |
| 8. Degree of competition | |



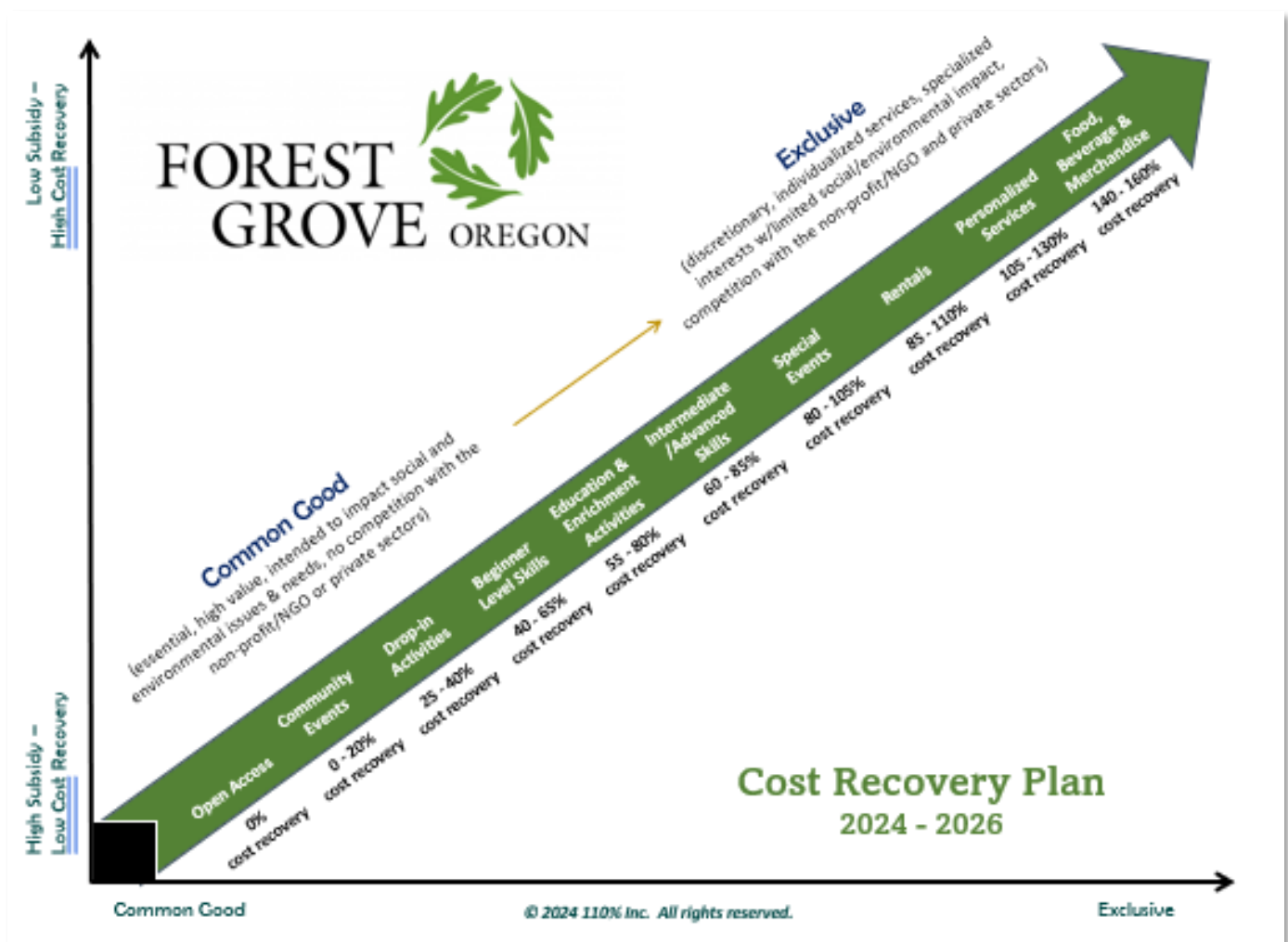
Strategies and Recommendations

Cost Recovery Plan

Forest Grove Parks and Recreation's Cost Recovery Plan Continuum presents the degree to which financial resources will be spent and expenses will be recovered and managed.

The Cost Recovery Plan Continuum acknowledges varying levels of service. This strategy shifts from one which suggests that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation, cost recovery goals and expectations with beneficiary of service.

The three-year Cost Recovery Plan includes the department's Service Categories and cost recovery goals and expectations. The continuum is a graphic representation of the department's tax use and revenue enhancement strategy and philosophy.





Strategies and Recommendations



Recommended Actions

Cost Recovery Plan Updates

While the recommended Financial Sustainability Strategy represents a three-year plan, service category cost recovery performance should be reviewed annually, and subsidy (tax dollar) investment goals should be analyzed and updated at least every five years or more frequently as necessary.

Seek Out Opportunities for Re-investment

When the department realizes increases in revenues from highly individualized services like most recreation offerings, it may begin to decrease demands on taxpayer resources thus alleviating pressure on the general fund (and freeing up resources for other services that must rely on subsidies). These new revenues may ultimately lead to opportunities for investment in improving service levels in areas such as asset/infrastructure maintenance, social equity initiatives (e.g., investing in infrastructure, enhancing reduced rates/scholarships).

Develop a Financial Sustainability Policy

A Financial Sustainability Policy supported and adopted by the Town Council will guide investment and spending decisions as the Town and department respond to economic realities, growth expectations, competing priorities, demographic shifts, evolving community needs and interests, and climate impacts.

Analyze Services

Starting with a small sampling of services, an analysis of existing recreation services and delivery practices should be conducted. This review should include characterization of the service including but not limited to the following six factors:

1. The service area to which the service belongs (e.g., parks, aquatics, youth services)
2. The service category to which the service belongs (e.g., community health and wellbeing)
3. Three-to-five-year participation trends
4. Cost recovery/subsidy investment performance level in comparison to cost recovery/subsidy investment goals (per the Financial Sustainability Strategy)
5. Identification of like providers (including number of providers)
6. The quality of service (levels of service including staff resources and competencies, facility quality, etc.)

A thoughtful analysis will provide guidance to the department specific to how to think about service provision and investments moving forward. Analysis results should offer service delivery strategies such as where it may make sense to explore partnerships, and where they may be opportunities to divest and redistribute resources in order to close service gaps or reinvest saved resources into the larger park and recreation system (e.g., infrastructure investment).

Recommended focus areas for preliminary analysis should include those services that are furthest from their cost recovery/subsidy investment goals.

Until a thorough analysis of the department's current service menu has been conducted for efficiency and effectiveness, there should be no new services added to the service menu (*exception: services that are intentionally designed to influence community inequities*).



Strategies and Recommendations

Evaluate Existing and Pursue New Partnership Opportunities

Partnerships are advantageous collaborations that position both the department as well as participating partner organization(s) to efficiently utilize resources leading to cost effective and efficient service delivery, bridging of markets, reductions in duplication of services and fragmentation of resources, and cooperative capital development and/or improvements.

A condition that must be met in order for the department to enter into a partnership agreement includes that of reciprocal benefit. To prevent the department from simply becoming a granting body to any organization, the department and its partner identify the value of the mutual contributions brought forth to the agreement and arrangement. There will be equal value and benefit to each organization resulting from any partnership ensuring that the department is receiving fair and just value on behalf of taxpayers in return for any resource investment and commitment.

Success Metrics

The adoption of success metrics can be used to evaluate whether each service complies with established cost recovery goals (as indicated on the Cost Recovery Plan Continuum) as well as other efficiencies and intended outcomes. In the event success metrics are not being met, items 1-6 outline example actions to address gaps.

1. **Financial Viability:** a service must meet its minimum tax dollar investment/cost recovery goal as noted on the Financial Sustainability Strategy Continuum.
2. **Operational Efficiency:** services should meet 75% or more of capacity (maximum) or realize a minimum increase of 10% usage during each service cycle to ensure efficiency of resource investment (*excl: events where capacity is difficult to establish*).
3. **Participant/Customer Satisfaction:** overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher (*per user surveys and evaluations*).
4. **Participant/Customer Impact:** alignment with service goals - impact on social connections, increases in activity levels, impacts on quality of life, school performance, etc. (*per user surveys and evaluations*).

Addressing gaps between existing cost recovery performance and target (goals)

1. Analyze success metrics for services not meeting their cost recovery goal.
2. Analyze direct and indirect costs of providing the service.
 - a. Measure ratio of direct and indirect cost.
 - b. Identify cost reduction opportunities and implement.
3. Suggest market increase commensurate with cost recovery goal.
 - a. Conduct market analysis of service.
 - b. Identify opportunities for capturing larger markets.
4. Identify potential sponsorship, donation, or pay-it-forward opportunities.
5. Identify potential partnership opportunities to continue to provide a service, however, in collaboration with another provider, reducing impacts on and dilution of department resources, avoiding unnecessary duplication of service, and responsibly utilizing finite taxpayer resources.
6. If services do not satisfy success metrics, consider divestment of service at the end of a four-year strategy term or sooner.



Strategies & Recommendations

Pricing | Fees & Charges



Several pricing methods are utilized by the department in order to establish fees and charges. The principal method for establishing services fees will be cost recovery pricing which is defined as determining a fee based on established cost recovery goals.

Other pricing methods may be utilized by the department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations be met. Common alternative pricing methods include the following options which can be used based upon market behaviors, the competition, and other relevant considerations.

Market (demand-based) pricing results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.

Competitive pricing establishes prices based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and setting the mid-point or lowest fee.

Value-based pricing is a pricing strategy in which the price of a product or a service is decided on the basis of perceived value or benefit it can provide to a customer. Value-based pricing is more evident in places or markets where exclusive products are offered which offer more value than generic or standard products.

Penetration pricing has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from the competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time,

however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect their position within the market.

Premium pricing establishes prices higher than that of the competition. Premium pricing is often most effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.

Bundle pricing allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers - essentially giving them something for a reduced rate.

Differential/Dynamic pricing follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the same service to different customers at different prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).



Strategies & Recommendations



Insights into Action: a Quick Guide to Help you Make Decisions

Cost Recovery Performance

Revenues for Adult Tennis are significantly lower compared to last year.



Is it due to the popularity of pickleball? Is this a longer-term trend beginning to impact programming? Are pickleball programs experiencing higher participation?

Based on answers to these questions you may decide to **capitalize** on pickleball's popularity and apply market pricing to generate additional **revenue**.

Revenue to Expense Comparison

Through the Cost of Service work it is revealed that your local youth sports group currently pays \$2500/season for field use, while these fields cost in excess of \$100k/year to maintain.



Can this position the organization to spend taxpayer resources on services that can have a more far-reaching impact on community "need" and "common good"?

These results give you the necessary **data** to share the math (youth sports organization receives \$97,500+/year in subsidy dollars) that can **justify and defend** a necessary **fee increase**.

Activity to Service Category Comparison

Private swim lessons are recovering 30% of their costs, however, they are an activity in the Private/Specialized Activities Service Category which has a 125% Cost Recovery target.



Do the costs attributed to this activity seem correct? If yes, you will need to consider increasing the fee, so it more accurately reflects fair and just pricing or reduce the cost to provide the service.

Consider any programmatic changes (day/time/location) or other considerations to generate more interest in the activity to boost revenues? Are there other providers in the area that offer a similar type of activity to consider a partnership?



Strategies & Recommendations

Insights into Action, cont.



Key Prompts for Taking Action

Begin with these four questions:

1. What is your reaction to this data?
2. Is it what you expected?
3. What's the story you can tell as a result of seeing this data?
4. What actions will you take in response?

Review the top performers and bottom performers of the organization in the Cost-of-Service Results file.
What opportunities exist?

Look for anomalies. Is anything way off?

Was data missing or a lack of confidence in the data collected? Are there opportunities to further refine the expense assignment?

Identify services that incur an excessive amount of cost.

Do these services “deserve” to incur a high level of expense given their placement in the continuum? What type of expense is it incurring (direct service or facility, or indirect)?

What changes can you consider to better position services not meeting cost recovery goals?

- Increase fees?
- Pursue partnership opportunities to work collaboratively with other providers and reduce costs?
- Consider other cost reduction opportunities – are there operational efficiencies that can be made?
- Maximize participation to generate additional revenue?

When considering fee increases, which pricing strategies make the most sense to employ (cost recovery, market, competitive, differential, bundling, premium, etc.)?

Are there opportunities for divestment so that you can re-direct savings towards increased investment in services that meet community “needs” or other areas that require attention?



Imagining the future on behalf of others is a *privilege.*

The Cost Recovery Plan project completed by Forest Grove Parks and Recreation represents a significant commitment to ensuring the long-term financial health and sustainability of the department. Through careful analysis and thoughtful planning, the department has developed a comprehensive strategy that aligns with goals and furthers work towards financial sustainability.

Thank you!

We would like to extend our thanks to the Forest Grove Parks and Recreation Department for partnering with 110%, Inc. on this important project. Your commitment to offering outstanding recreational opportunities for your community is commendable, and we feel honored to have played a role in supporting your mission. We look forward to continuing our partnership and assisting you in the future.

Sincerely,

The 110% Team



If you have any questions or need further assistance, please feel free to reach out. We look forward to continuing our great relationship in the future.



**Education,
Presentations,
& Trainings**



**Financial
Sustainability**



**Planning
Initiatives**



Parks & Recreation Assessment & Fee Study

Anne Lane | Parks & Recreation Director
City Council Work Session September 22, 2025

City of Forest Grove

AGENDA



DIRECTION FROM 9/8/25 WORK SESSION

3

- Explore adding “Non-Profit Rentals” category between 0-25% on cost recovery model
- Show potential impacts to non-profits
- Discussion about different pricing methods
 - Reciprocal Agreements
 - Individual Agreements
 - Reoccurring

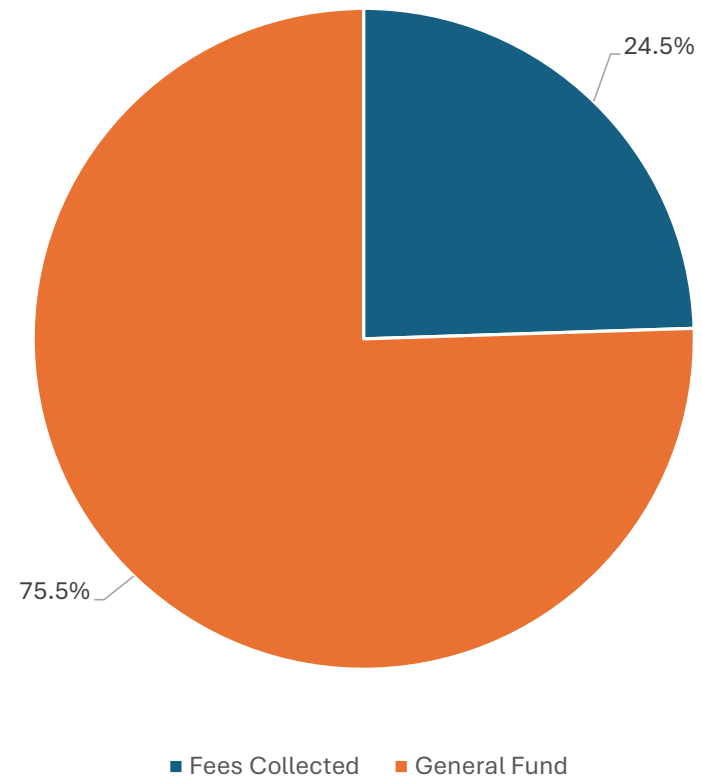
RATE MODEL OBJECTIVES

- Direction
- Consistency
- Foundation
- It is NOT to generate additional revenue

BACKGROUND

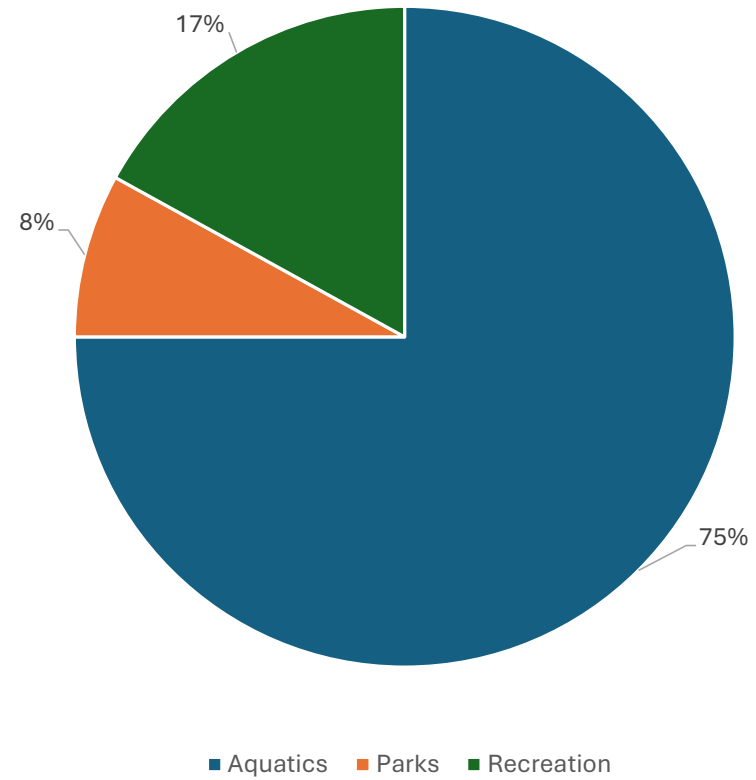
Parks & Recreation Operating Budget

5



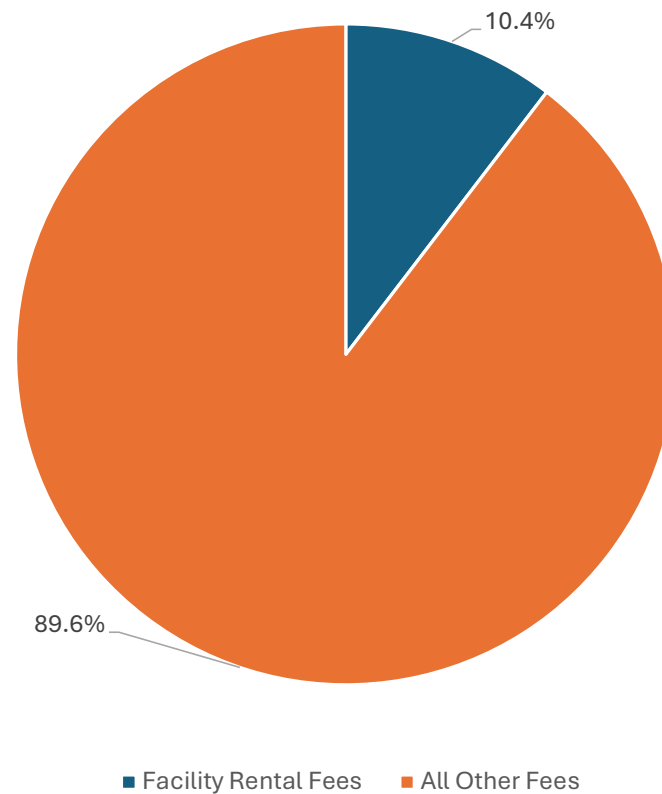
BACKGROUND

Parks & Recreation Fee Revenue



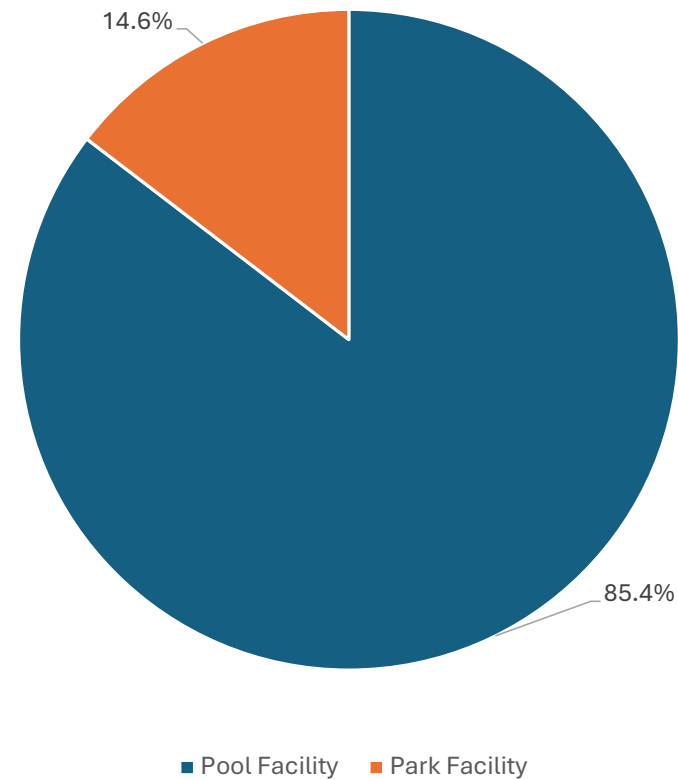
BACKGROUND

Facility Rental Fee Revenue vs. General Fee Revenue 7

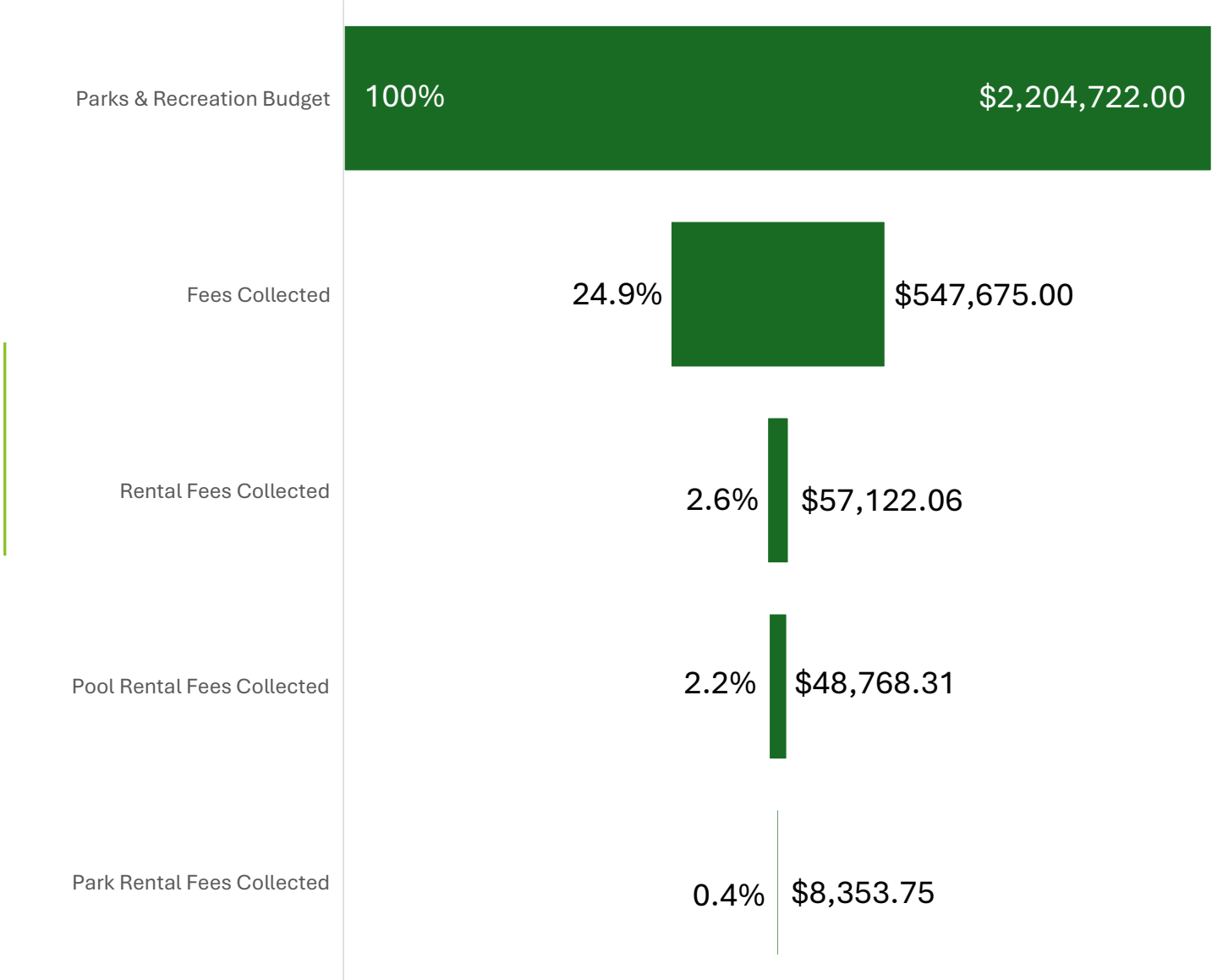


BACKGROUND

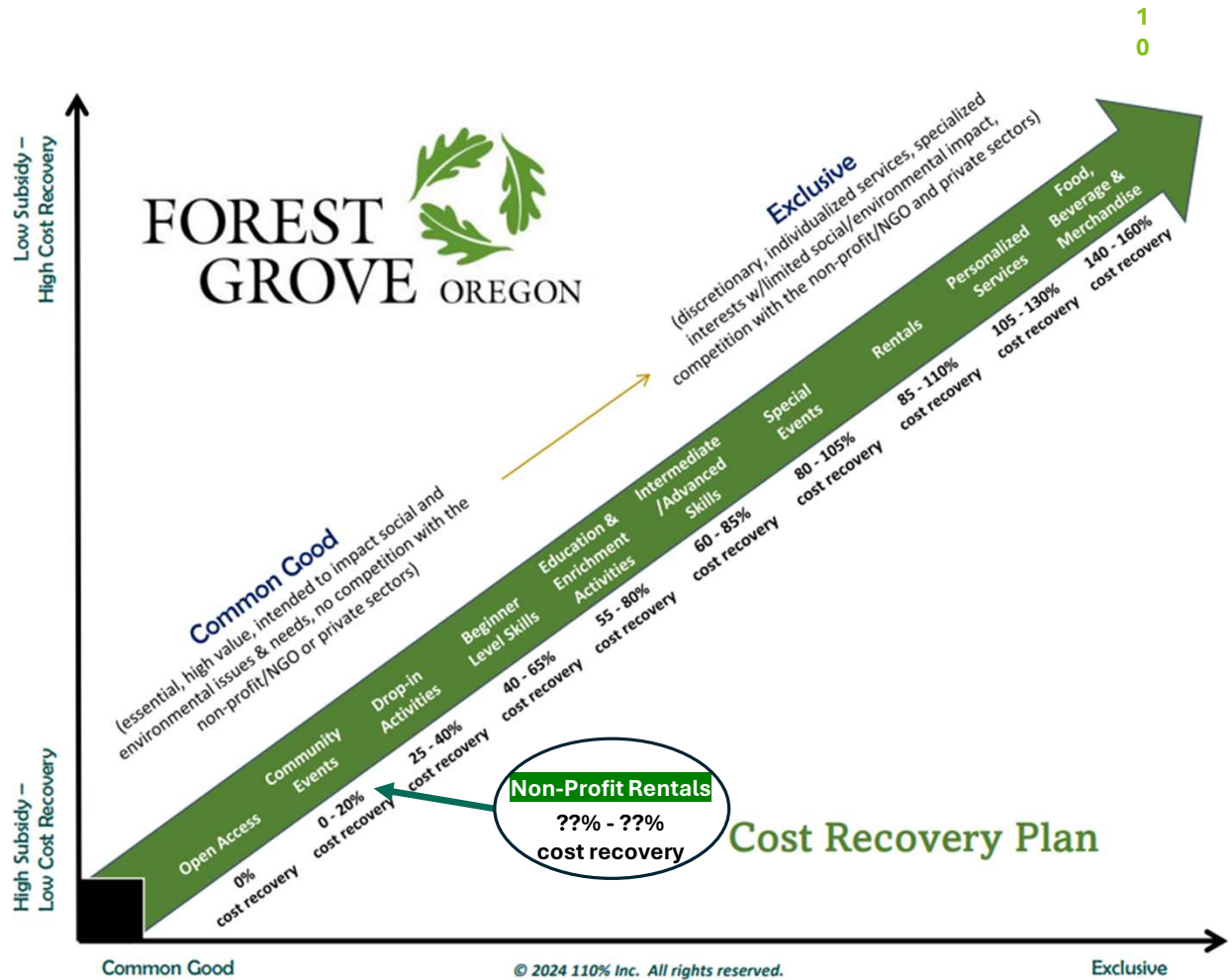
Rental Fee Revenue



BACKGROUND



COST RECOVERY CONTINUUM



OPERATING COSTS OF RENTAL SPACES

Location	Operating Expense Per Hour
<u>Reservable Park Spaces:</u>	
Athletic Fields	\$48.23
Shelters	\$7.58
Courts	\$9.67
<u>Reservable Aquatic Spaces:</u>	
AC - Activity Pool	\$31.61
AC - Main Pool*	\$111.21
AC - Party/Training Room	\$64.88
AC - Spray Park	\$34.80
<u>*Main Pool (MP) Breakdown:</u>	
AC - (MP All Lap Lanes)	\$74.52
AC - (MP Shallow End)	\$36.69
AC - (MP Lap Lane)	\$12.43
AC - All Pool Areas (1-60 pp)	\$343.91
AC - All Pool Areas (61-100 pp)	\$371.51
AC - All Pool Areas (101-200 pp)	\$399.12
AC - Entire Facility (1-60 pp)	\$381.19
AC - Entire Facility (61-100 pp)	\$408.79
AC - Entire Facility (101-200 pp)	\$436.40

1
1

EXAMPLE COST RECOVERY RATES FOR RENTAL SPACES

Location	Operating Expense Per Hour	Per Hour CR 5%	Per Hour CR 10%	Per Hour CR 15%	Per Hour CR 20%	Per Hour CR 25%	Notes
<u>Reservable Park Spaces:</u>							
Athletic Fields	\$48.23	\$ 2.41	\$ 4.82	\$ 7.23	\$ 9.65	\$ 12.06	
Shelters	\$7.58	\$ 0.38	\$ 0.76	\$ 1.14	\$ 1.52	\$ 1.90	
Courts	\$9.67	\$ 0.48	\$ 0.97	\$ 1.45	\$ 1.93	\$ 2.42	
<u>Reservable Aquatic Spaces:</u>							
AC - Activity Pool	\$31.61	\$ 1.58	\$ 3.16	\$ 4.74	\$ 6.32	\$ 7.90	
AC - Main Pool*	\$111.21	\$ 5.56	\$ 11.12	\$ 16.68	\$ 22.24	\$ 27.80	
AC - Party/Training Room	\$64.88	\$ 3.24	\$ 6.49	\$ 9.73	\$ 12.98	\$ 16.22	
AC - Spray Park	\$34.80	\$ 1.74	\$ 3.48	\$ 5.22	\$ 6.96	\$ 8.70	
<u>*Main Pool (MP) Breakdown:</u>							
AC - (MP All Lap Lanes)	\$74.52	\$ 3.73	\$ 7.45	\$ 11.18	\$ 14.90	\$ 18.63	67% of Main Pool
AC - (MP Shallow End)	\$36.69	\$ 1.83	\$ 3.67	\$ 5.50	\$ 7.34	\$ 9.17	33% of Main Pool
AC - (MP Lap Lane)	\$12.43	\$ 0.62	\$ 1.24	\$ 1.86	\$ 2.49	\$ 3.11	Per Lane - 6 Lanes
AC - All Pool Areas (1-60 pp)	\$343.91	\$ 17.20	\$ 34.39	\$ 51.59	\$ 68.78	\$ 85.98	
AC - All Pool Areas (61-100 pp)	\$371.51	\$ 18.58	\$ 37.15	\$ 55.73	\$ 74.30	\$ 92.88	
AC - All Pool Areas (101-200 pp)	\$399.12	\$ 19.96	\$ 39.91	\$ 59.87	\$ 79.82	\$ 99.78	
AC - Entire Facility (1-60 pp)	\$381.19	\$ 19.06	\$ 38.12	\$ 57.18	\$ 76.24	\$ 95.30	
AC - Entire Facility (61-100 pp)	\$408.79	\$ 20.44	\$ 40.88	\$ 61.32	\$ 81.76	\$ 102.20	
AC - Entire Facility (101-200 pp)	\$436.40	\$ 21.82	\$ 43.64	\$ 65.46	\$ 87.28	\$ 109.10	

EXAMPLE COST RECOVERY RATES FOR RENTAL SPACES

Location	Operating Expense Per Hour	Per Hour CR 5%	Per Hour CR 10%	Per Hour CR 15%	Per Hour CR 20%	Per Hour CR 25%	Notes
<u>Reservable Park Spaces:</u>							
Athletic Fields	\$48.23	\$ 2.41	\$ 4.82	\$ 7.23	\$ 9.65	\$ 12.06	
Shelters	\$7.58	\$ 0.38	\$ 0.76	\$ 1.14	\$ 1.52	\$ 1.90	
Courts	\$9.67	\$ 0.48	\$ 0.97	\$ 1.45	\$ 1.93	\$ 2.42	
<u>Reservable Aquatic Spaces:</u>							
AC - Activity Pool	\$31.61	\$ 1.58	\$ 3.16	\$ 4.74	\$ 6.32	\$ 7.90	
AC - Main Pool*	\$111.21	\$ 5.56	\$ 11.12	\$ 16.68	\$ 22.24	\$ 27.80	
AC - Party/Training Room	\$64.88	\$ 3.24	\$ 6.49	\$ 9.73	\$ 12.98	\$ 16.22	
AC - Spray Park	\$34.80	\$ 1.74	\$ 3.48	\$ 5.22	\$ 6.96	\$ 8.70	
<u>*Main Pool (MP) Breakdown:</u>							
AC - (MP All Lap Lanes)	\$74.52	\$ 3.73	\$ 7.45	\$ 11.18	\$ 14.90	\$ 18.63	67% of Main Pool
AC - (MP Shallow End)	\$36.69	\$ 1.83	\$ 3.67	\$ 5.50	\$ 7.34	\$ 9.17	33% of Main Pool
AC - (MP Lap Lane)	\$12.43	\$ 0.62	\$ 1.24	\$ 1.86	\$ 2.49	\$ 3.11	Per Lane - 6 Lanes
AC - All Pool Areas (1-60 pp)	\$343.91	\$ 17.20	\$ 34.39	\$ 51.59	\$ 68.78	\$ 85.98	
AC - All Pool Areas (61-100 pp)	\$371.51	\$ 18.58	\$ 37.15	\$ 55.73	\$ 74.30	\$ 92.88	
AC - All Pool Areas (101-200 pp)	\$399.12	\$ 19.96	\$ 39.91	\$ 59.87	\$ 79.82	\$ 99.78	
AC - Entire Facility (1-60 pp)	\$381.19	\$ 19.06	\$ 38.12	\$ 57.18	\$ 76.24	\$ 95.30	
AC - Entire Facility (61-100 pp)	\$408.79	\$ 20.44	\$ 40.88	\$ 61.32	\$ 81.76	\$ 102.20	
AC - Entire Facility (101-200 pp)	\$436.40	\$ 21.82	\$ 43.64	\$ 65.46	\$ 87.28	\$ 109.10	

EXAMPLE COST RECOVERY RATES FOR RENTAL SPACES

Location	Operating Expense Per Hour	Per Hour CR 5%	Per Hour CR 10%	Per Hour CR 15%	Per Hour CR 20%	Per Hour CR 25%	Notes
<u>Reservable Park Spaces:</u>							
Athletic Fields	\$48.23	\$ 2.41	\$ 4.82	\$ 7.23	\$ 9.65	\$ 12.06	
Shelters	\$7.58	\$ 0.38	\$ 0.76	\$ 1.14	\$ 1.52	\$ 1.90	
Courts	\$9.67	\$ 0.48	\$ 0.97	\$ 1.45	\$ 1.93	\$ 2.42	
<u>Reservable Aquatic Spaces:</u>							
AC - Activity Pool	\$31.61	\$ 1.58	\$ 3.16	\$ 4.74	\$ 6.32	\$ 7.90	
AC - Main Pool*	\$111.21	\$ 5.56	\$ 11.12	\$ 16.68	\$ 22.24	\$ 27.80	
AC - Party/Training Room	\$64.88	\$ 3.24	\$ 6.49	\$ 9.73	\$ 12.98	\$ 16.22	
AC - Spray Park	\$34.80	\$ 1.74	\$ 3.48	\$ 5.22	\$ 6.96	\$ 8.70	
<u>*Main Pool (MP) Breakdown:</u>							
AC - (MP All Lap Lanes)	\$74.52	\$ 3.73	\$ 7.45	\$ 11.18	\$ 14.90	\$ 18.63	67% of Main Pool
AC - (MP Shallow End)	\$36.69	\$ 1.83	\$ 3.67	\$ 5.50	\$ 7.34	\$ 9.17	33% of Main Pool
AC - (MP Lap Lane)	\$12.43	\$ 0.62	\$ 1.24	\$ 1.86	\$ 2.49	\$ 3.11	Per Lane - 6 Lanes
AC - All Pool Areas (1-60 pp)	\$343.91	\$ 17.20	\$ 34.39	\$ 51.59	\$ 68.78	\$ 85.98	
AC - All Pool Areas (61-100 pp)	\$371.51	\$ 18.58	\$ 37.15	\$ 55.73	\$ 74.30	\$ 92.88	
AC - All Pool Areas (101-200 pp)	\$399.12	\$ 19.96	\$ 39.91	\$ 59.87	\$ 79.82	\$ 99.78	
AC - Entire Facility (1-60 pp)	\$381.19	\$ 19.06	\$ 38.12	\$ 57.18	\$ 76.24	\$ 95.30	
AC - Entire Facility (61-100 pp)	\$408.79	\$ 20.44	\$ 40.88	\$ 61.32	\$ 81.76	\$ 102.20	
AC - Entire Facility (101-200 pp)	\$436.40	\$ 21.82	\$ 43.64	\$ 65.46	\$ 87.28	\$ 109.10	

EXAMPLE COST RECOVERY RATES FOR RENTAL SPACES

Location	Operating Expense Per Hour	Per Hour CR 5%	Per Hour CR 10%	Per Hour CR 15%	Per Hour CR 20%	Per Hour CR 25%	Notes
<u>Reservable Park Spaces:</u>							
Athletic Fields	\$48.23	2.41	\$ 4.82	\$ 7.23	\$ 9.65	\$ 12.06	
Shelters	\$7.58	\$ 0.38	\$ 0.76	\$ 1.14	\$ 1.52	\$ 1.90	
Courts	\$9.67	\$ 0.48	\$ 0.97	\$ 1.45	\$ 1.93	\$ 2.42	
<u>Reservable Aquatic Spaces:</u>							
AC - Activity Pool	\$31.61	\$ 1.58	\$ 3.16	\$ 4.74	\$ 6.32	\$ 7.90	
AC - Main Pool*	\$111.21	\$ 5.56	\$ 11.12	\$ 16.68	\$ 22.24	\$ 27.80	
AC - Party/Training Room	\$64.88	\$ 3.24	\$ 6.49	\$ 9.73	\$ 12.98	\$ 16.22	
AC - Spray Park	\$34.80	\$ 1.74	\$ 3.48	\$ 5.22	\$ 6.96	\$ 8.70	
<u>*Main Pool (MP) Breakdown:</u>							
AC - (MP All Lap Lanes)	\$74.52	\$ 3.73	\$ 7.45	\$ 11.18	\$ 14.90	\$ 18.63	67% of Main Pool
AC - (MP Shallow End)	\$36.69	\$ 1.83	\$ 3.67	\$ 5.50	\$ 7.34	\$ 9.17	33% of Main Pool
AC - (MP Lap Lane)	\$12.43	\$ 0.62	\$ 1.24	\$ 1.86	\$ 2.49	\$ 3.11	Per Lane - 6 Lanes
AC - All Pool Areas (1-60 pp)	\$343.91	\$ 17.20	\$ 34.39	\$ 51.59	\$ 68.78	\$ 85.98	
AC - All Pool Areas (61-100 pp)	\$371.51	\$ 18.58	\$ 37.15	\$ 55.73	\$ 74.30	\$ 92.88	
AC - All Pool Areas (101-200 pp)	\$399.12	\$ 19.96	\$ 39.91	\$ 59.87	\$ 79.82	\$ 99.78	
AC - Entire Facility (1-60 pp)	\$381.19	\$ 19.06	\$ 38.12	\$ 57.18	\$ 76.24	\$ 95.30	
AC - Entire Facility (61-100 pp)	\$408.79	\$ 20.44	\$ 40.88	\$ 61.32	\$ 81.76	\$ 102.20	
AC - Entire Facility (101-200 pp)	\$436.40	\$ 21.82	\$ 43.64	\$ 65.46	\$ 87.28	\$ 109.10	

EXAMPLE COST RECOVERY RATES FOR RENTAL SPACES

Location	Operating Expense Per Hour	Per Hour CR 5%	Per Hour CR 10%	Per Hour CR 15%	Per Hour CR 20%	Per Hour CR 25%	Notes
<u>Reservable Park Spaces:</u>							
Athletic Fields	\$48.23	\$ 2.41	\$ 4.82	\$ 7.23	\$ 9.65	\$ 12.06	
Shelters	\$7.58	\$ 0.38	\$ 0.76	\$ 1.14	\$ 1.52	\$ 1.90	
Courts	\$9.67	\$ 0.48	\$ 0.97	\$ 1.45	\$ 1.93	\$ 2.42	
<u>Reservable Aquatic Spaces:</u>							
AC - Activity Pool	\$31.61	\$ 1.58	\$ 3.16	\$ 4.74	\$ 6.32	\$ 7.90	
AC - Main Pool*	\$111.21	\$ 5.56	\$ 11.12	\$ 16.68	\$ 22.24	\$ 27.80	
AC - Party/Training Room	\$64.88	\$ 3.24	\$ 6.49	\$ 9.73	\$ 12.98	\$ 16.22	
AC - Spray Park	\$34.80	\$ 1.74	\$ 3.48	\$ 5.22	\$ 6.96	\$ 8.70	
<u>*Main Pool (MP) Breakdown:</u>							
AC - (MP All Lap Lanes)	\$74.52	\$ 3.73	\$ 7.45	\$ 11.18	\$ 14.90	\$ 18.63	67% of Main Pool
AC - (MP Shallow End)	\$36.69	\$ 1.83	\$ 3.67	\$ 5.50	\$ 7.34	\$ 9.17	33% of Main Pool
AC - (MP Lap Lane)	\$12.43	\$ 0.62	\$ 1.24	\$ 1.86	\$ 2.49	\$ 3.11	Per Lane - 6 Lanes
AC - All Pool Areas (1-60 pp)	\$343.91	\$ 17.20	\$ 34.39	\$ 51.59	\$ 68.78	\$ 85.98	
AC - All Pool Areas (61-100 pp)	\$371.51	\$ 18.58	\$ 37.15	\$ 55.73	\$ 74.30	\$ 92.88	
AC - All Pool Areas (101-200 pp)	\$399.12	\$ 19.96	\$ 39.91	\$ 59.87	\$ 79.82	\$ 99.78	
AC - Entire Facility (1-60 pp)	\$381.19	\$ 19.06	\$ 38.12	\$ 57.18	\$ 76.24	\$ 95.30	
AC - Entire Facility (61-100 pp)	\$408.79	\$ 20.44	\$ 40.88	\$ 61.32	\$ 81.76	\$ 102.20	
AC - Entire Facility (101-200 pp)	\$436.40	\$ 21.82	\$ 43.64	\$ 65.46	\$ 87.28	\$ 109.10	

CHECK IN

1
7



HOW ARE THE USER GROUPS IMPACTED

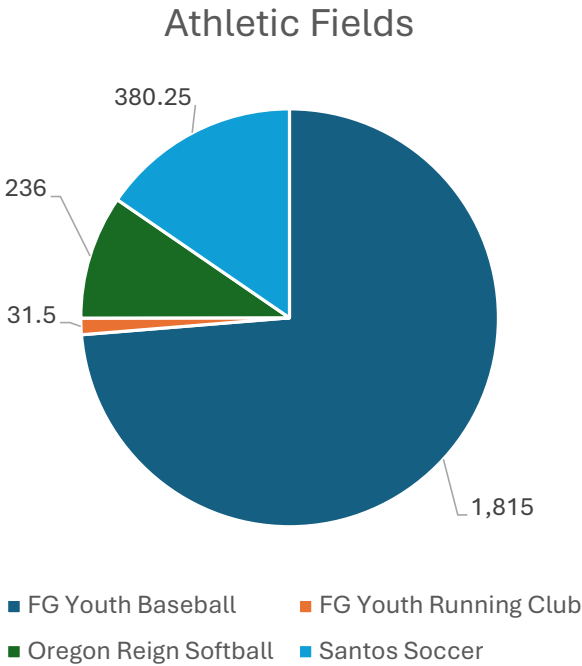
1
8



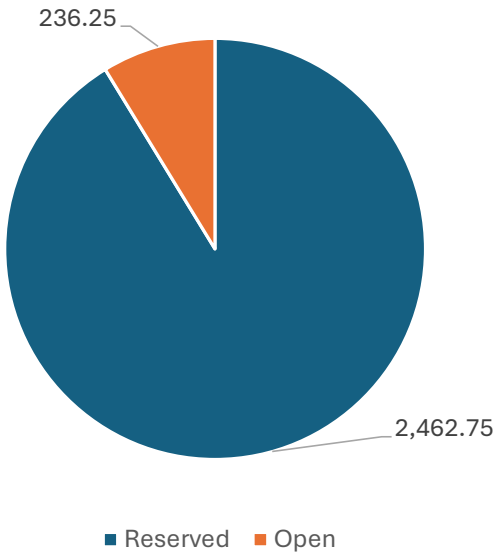
ATHLETIC FIELDS – HOURS RESERVED

19

User Group	Total Hours - Athletic Fields
FG School District	
Pacific University	
FG Swim Club	
FG Youth Baseball	1,815
FG Youth Running Club	31.5
Kraken Water Polo	
Oregon Reign Softball	236
Santos Soccer	380.25
Private Parties	



Athletic Field Usage Hours
(2,699 Available Annually)

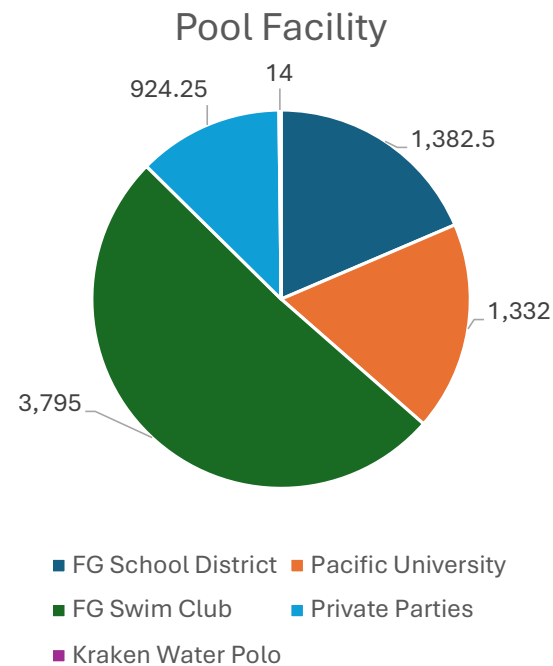


FY23-24 Data

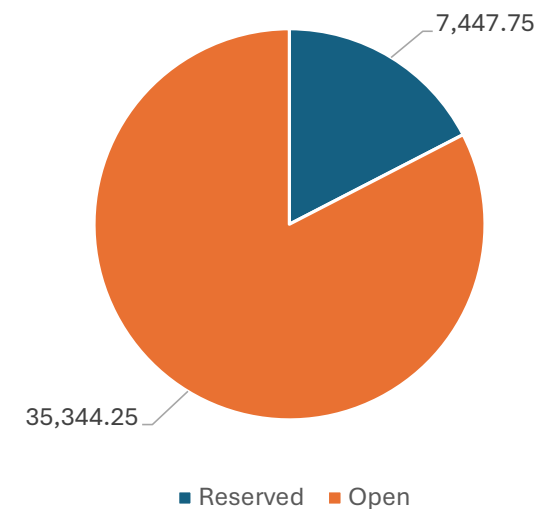
POOL FACILITY – HOURS RESERVED

2
0

User Group	Total Hours - Athletic Fields	Total Hours - Pool Facility
FG School District		1,382.5
Pacific University		1,332
FG Swim Club		3,795
FG Youth Baseball	1,815	
FG Youth Running Club	31.5	
Kraken Water Polo		14
Oregon Reign Softball	236	
Santos Soccer	380.25	
Private Parties		924.25



Pool Usage Hours
(42,792 Available Annually)



FY23-24 Data

RENTAL FEES COLLECTED

2
1

User Group	Total Hours - Athletic Fields	Total Hours - Pool Facility	Total Fees Collected
FG School District		1,382.5	\$8,899.26
Pacific University		1,332.00	
FG Swim Club		3,795	\$8,645.20
FG Youth Baseball	1,815		
FG Youth Running Club	31.5		
Kraken Water Polo		14	\$783.00
Oregon Reign Softball	236		
Santos Soccer	380.25		
Private Parties		924.25	\$45,561.00

FY23-24 Data

HOW ARE USER GROUPS IMPACTED?

2
2

User Group	Total Hours - Athletic Fields	Total Hours - Pool Facility	Total Fees Collected	5%	10%	15%	20%	25%	Total City Operating Expense
FG School District		1,382.5	\$8,899.26	\$3,947.59	\$7,895.18	\$11,842.77	\$15,790.36	\$19,737.94	\$78,951.78
Pacific University		1,332		\$1,062.92	\$2,125.85	\$3,188.77	\$4,251.69	\$5,314.61	\$21,258.45
FG Swim Club		3,795	\$8,645.20	\$3,738.90	\$7,477.81	\$11,216.71	\$14,955.61	\$18,694.51	\$74,778.05
FG Youth Baseball	1,815			\$4,376.87	\$8,753.75	\$13,130.62	\$17,507.49	\$21,884.36	\$87,537.45
FG Youth Running Club	31.5			\$75.96	\$151.93	\$227.89	\$303.85	\$379.81	\$1,519.25
Kraken Water Polo		14	\$783.00	\$266.83	\$533.67	\$800.50	\$1,067.33	\$1,334.17	\$5,336.66
Oregon Reign Softball	236			\$569.11	\$1,138.23	\$1,707.34	\$2,276.46	\$2,845.57	\$11,382.28
Santos Soccer	380.25			\$916.97	\$1,833.95	\$2,750.92	\$3,667.89	\$4,584.87	\$18,339.46

Pool Facility Use

Athletic Fields Use

FY23-24 Data

DISCUSSION

- “Non-Profit Rentals” category
- Pricing methods
 - Reciprocal Agreements
 - Individual Agreements
 - Reoccurring

CHECK IN, DISCUSSION & NEXT STEPS

2
4





DAVID HILL URBAN RESERVE PLANNING AREA

Bryan Pohl | Community Development Director

Dan Riordan | Senior Planner

City Council Meeting 9|22|25

AGENDA

Work Session Purpose

City Council Goal Objective

Vision 2040 Plan

What is an Urban Growth Boundary?

What is an Urban Reserve Area?

Planning History

David Hill Urban Reserve Area

Urban Reserve Concept Planning Process

What Other Cities Have Done

Recent State Legislation

Potential Next Steps Discussion

WORK SESSION PURPOSE

3

This work session provides an opportunity for City Council to learn about and discuss the David Hill Urban Reserve Planning Area (URPA).

CITY COUNCIL GOAL OBJECTIVE

4

CITY OF FOREST GROVE



2025 CITY COUNCIL GOALS + ACTION PLAN



SSW CONSULTING

2025 City Council Goal Objective 1.1:

- **Initiate policy discussions on an urban reserve growth strategy.**

VISION 2040 PLAN

5



2040 COMMUNITY GROWTH GOAL STATEMENT:

- **We envision a well-connected, safe and environmentally sustainable community with diverse, affordable housing; resilient, green infrastructure; efficient mobility options; and strong public safety-creating a vibrant, accessible, and climate-conscious community for all.**

2040 OUTCOME:

- **Increase the supply of diverse and affordable housing options to meet current and future needs.**

VISION 2040 PLAN

6



2040 ACTION ITEMS:

- **2.8: Update the City's Comprehensive Plan**
- **2.22: Keep all long-term infrastructure plans up to date**
- **1.4: Increase industrial business development**
- **1.2: Increase volume and diversity of commercial business development**

WHAT IS AN URBAN GROWTH BOUNDARY?

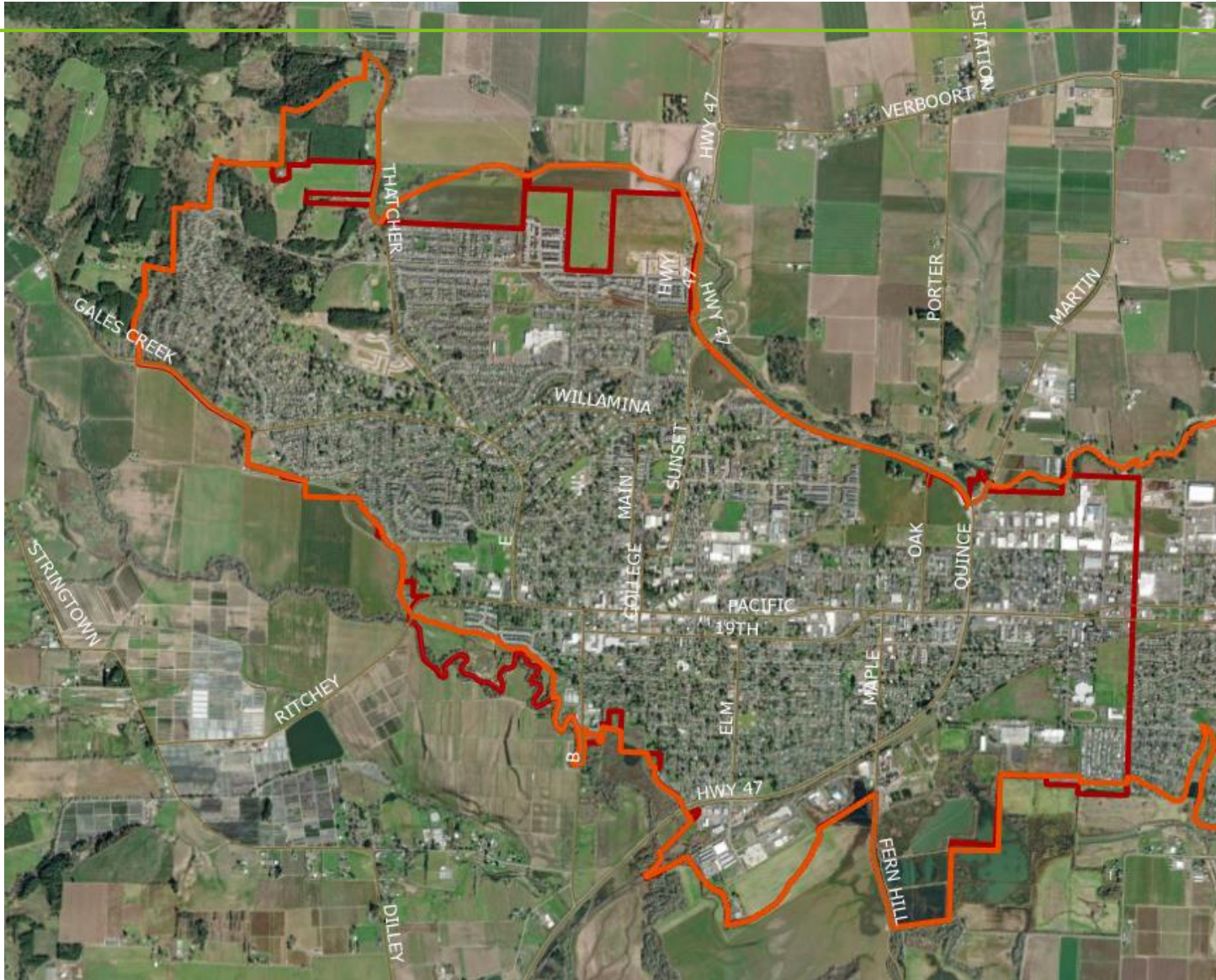
Oregon Revised Statutes Section 197.015:

“Urban Growth Boundary means an acknowledged urban growth boundary contained in a city or county comprehensive plan or adopted by Metro under ORS 268.390(3).”

An urban growth boundary is a line identified on a map that separates urban land from rural areas that could be urbanized.

An urban growth boundary is intended to include enough land to forecasted 20-year development needs for residential, commercial, employment and institutional uses.

WHAT IS AN URBAN GROWTH BOUNDARY?



- City Boundary
- Urban Growth Boundary

WHAT IS AN URBAN RESERVE?

9

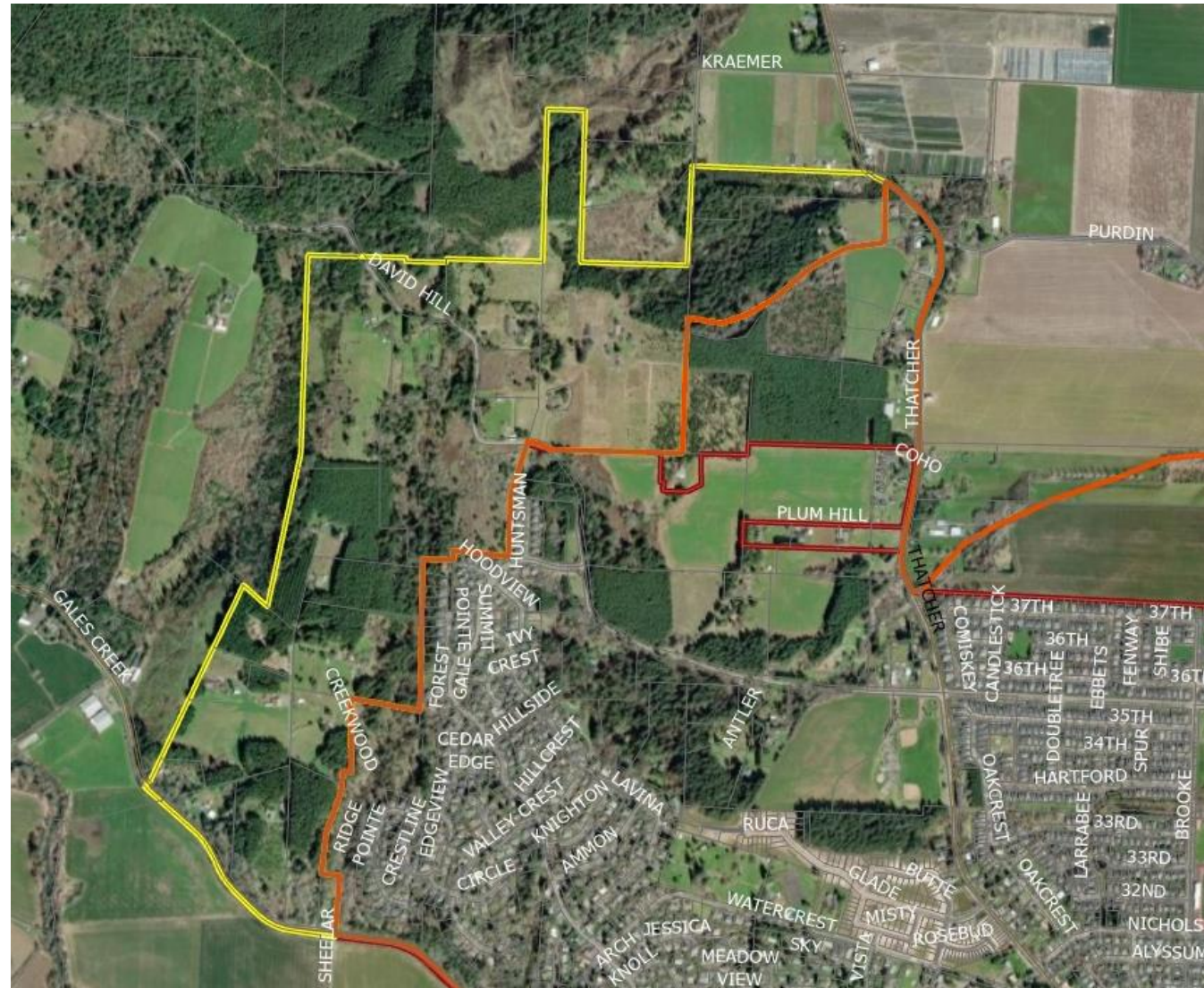
Established by state law and adopted by Metro for areas adjacent to the Portland urban growth boundary .

Oregon Administrative Rules Section 660-027-0010(11):

“Urban Reserve means lands outside an urban growth boundary intended for future expansion of the urban growth boundary over a long-term period and to facilitate planning for the cost-effective provision of public facilities and services when the lands are included within the urban growth boundary.”

“Urban Reserve Planning Area” (URPA) refers to the David Hill Urban Reserve Area.

URBAN RESERVE PLANNING AREA (URPA) ¹₀



- City Boundary
- Urban Growth Boundary
- Urban Reserve Planning Area Boundary

PLANNING HISTORY

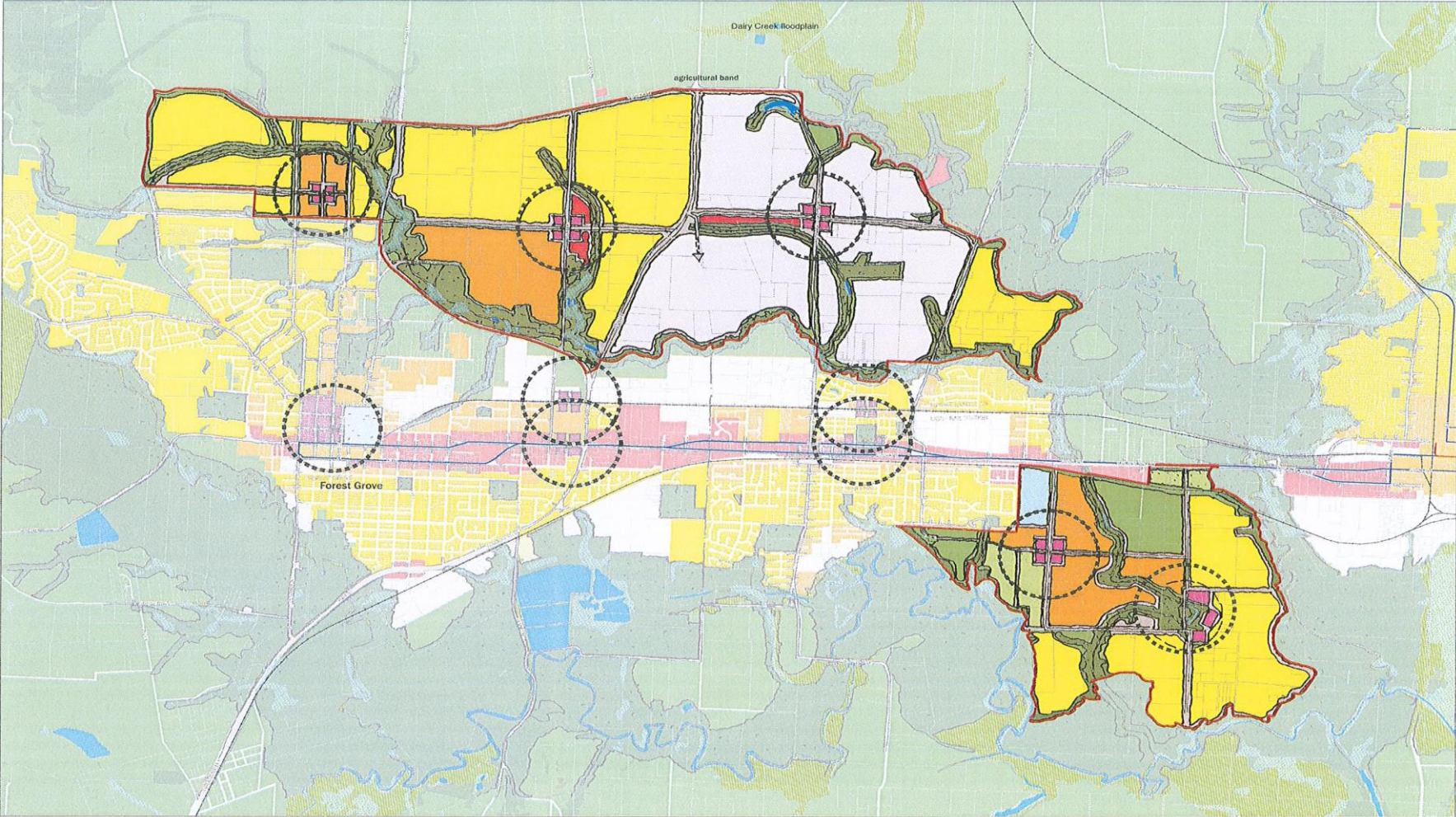
1
1

Long Range Planning Efforts Related to urban reserves:

- **Great Communities Planning Process (2006-2008)**
- **Washington County Urbanization Forum (2009)**
- **Regional Urban Reserve Planning Process (2009-2014)**
- **Portland State University David Hill Urban Reserve Concept (2011)**
- **Legislative Urban Reserve Grand Bargain (2014)**
- **Westside Refinement Plan for areas added to the urban growth boundary through the Grand Bargain (2017)**
- **Urban Planning Area Agreement with Washington County Update (2018)**
- **Water Master Plan Update (2021)**

PLANNING HISTORY

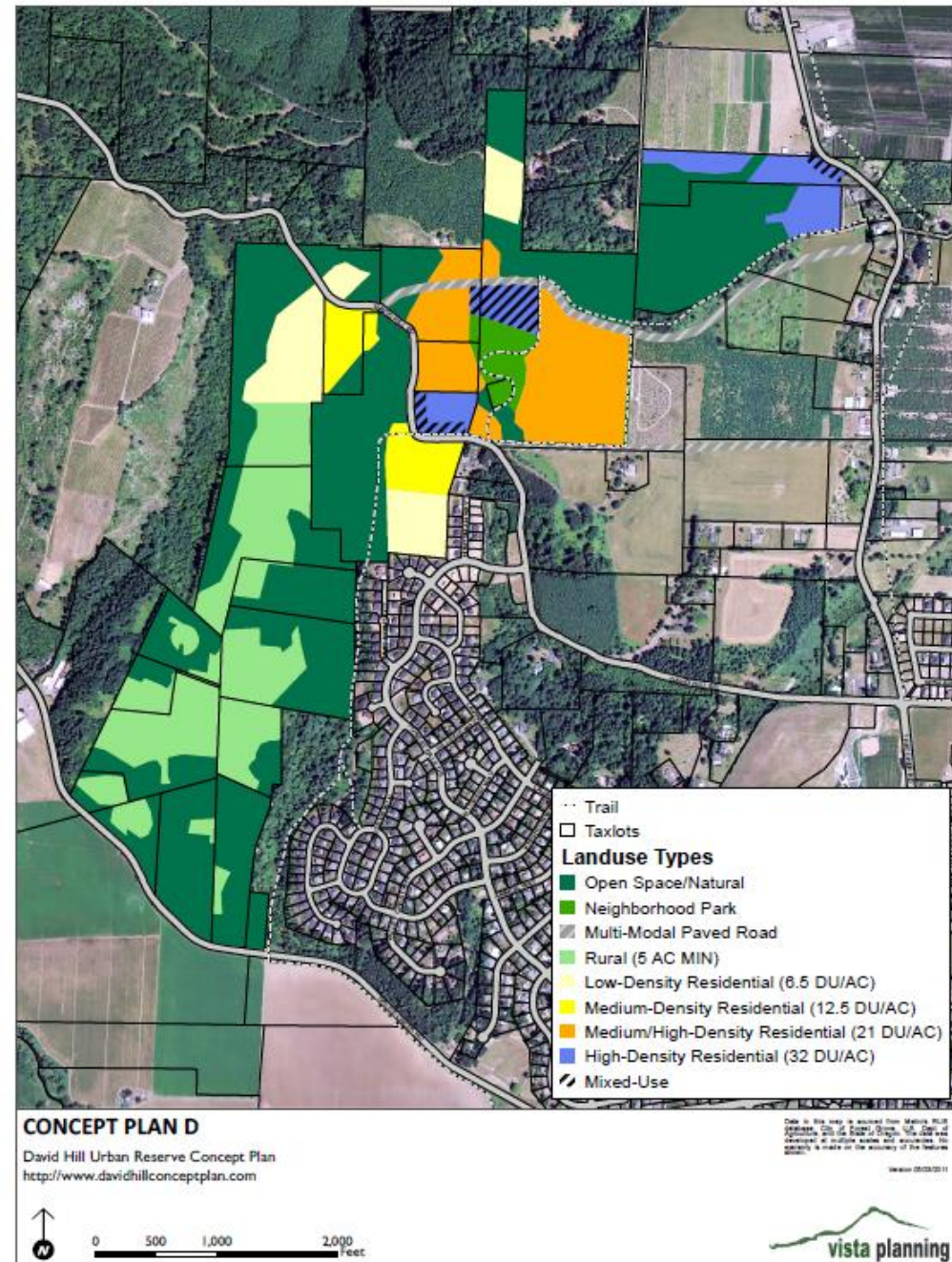
Great Communities Land Use Concept



Great Communities
Forest Grove / Cornelius Test Area Sketch Diagram

PLANNING HISTORY

Portland State University Concept David Hill Urban Reserve



WHY THE DAVID HILL URPA?

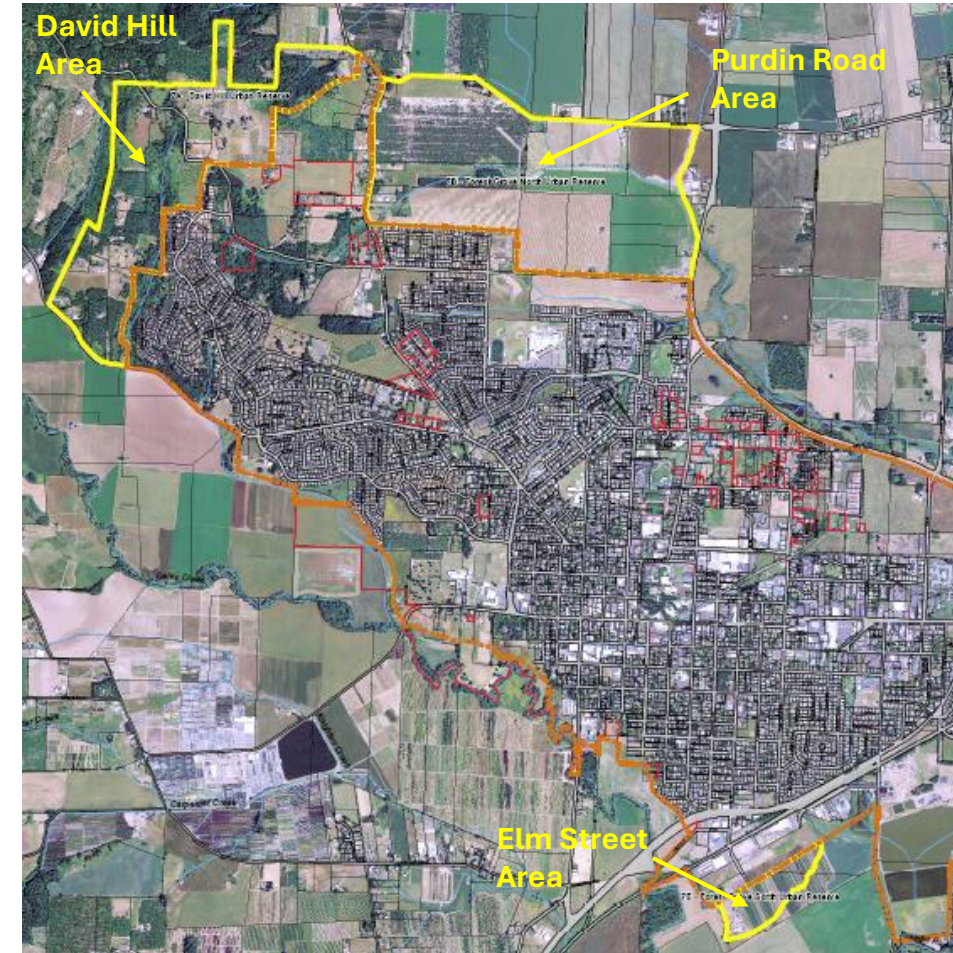
1
4

The David Hill URPA was part of an initial proposal that included the David Hill, Purdin Road, and Elm Street areas.

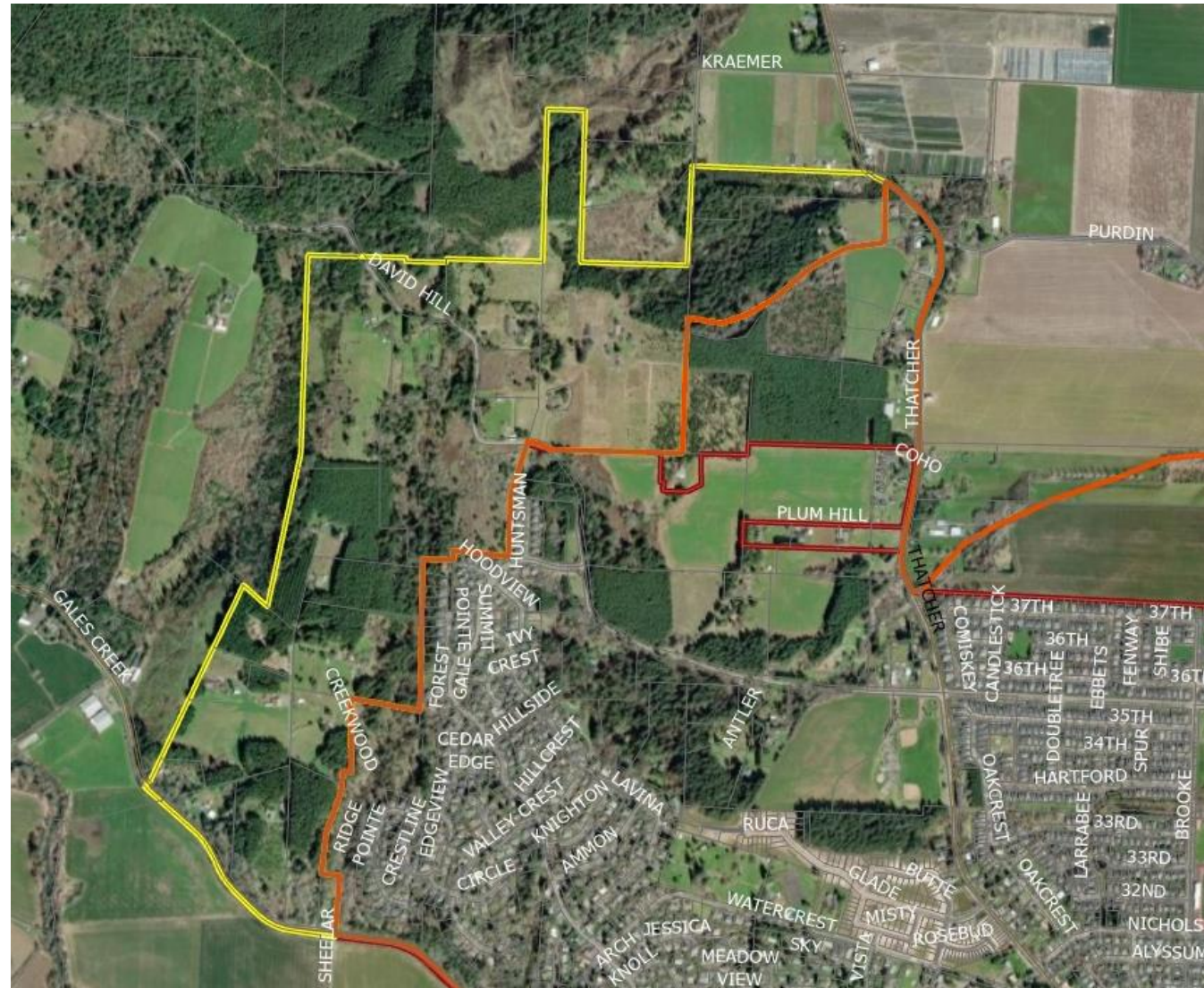
The combined area supported a variety of proposed land uses including residential, commercial and industrial.

The combined area also provided an opportunity for efficient public service delivery.

Including the David Hill area also allows for protection of natural resources after land is annexed into the City.



URBAN RESERVE PLANNING AREA (URPA) ¹₅

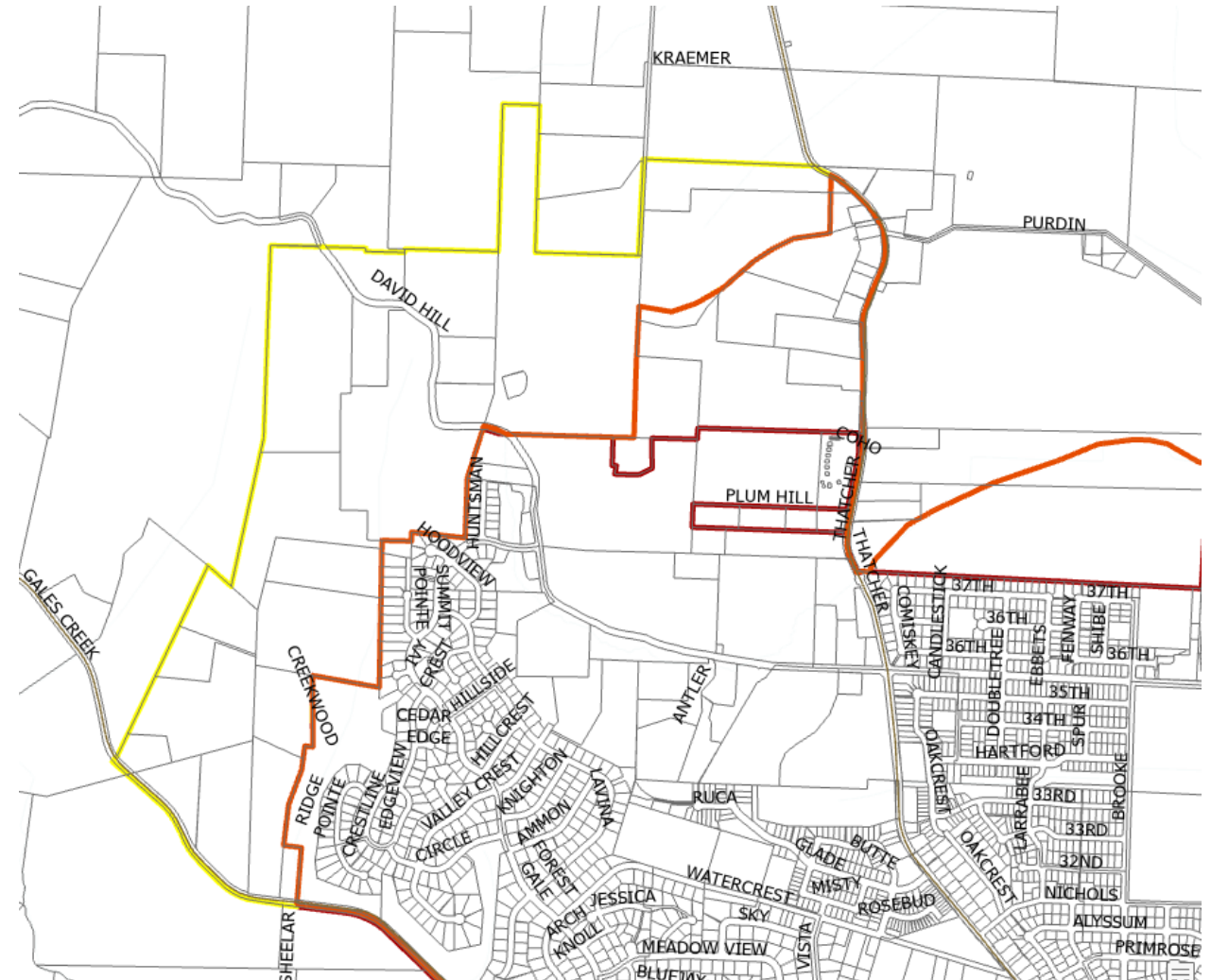


- City Boundary
- Urban Growth Boundary
- Urban Reserve Planning Area Boundary

URPA CHARACTERISTICS

1
6

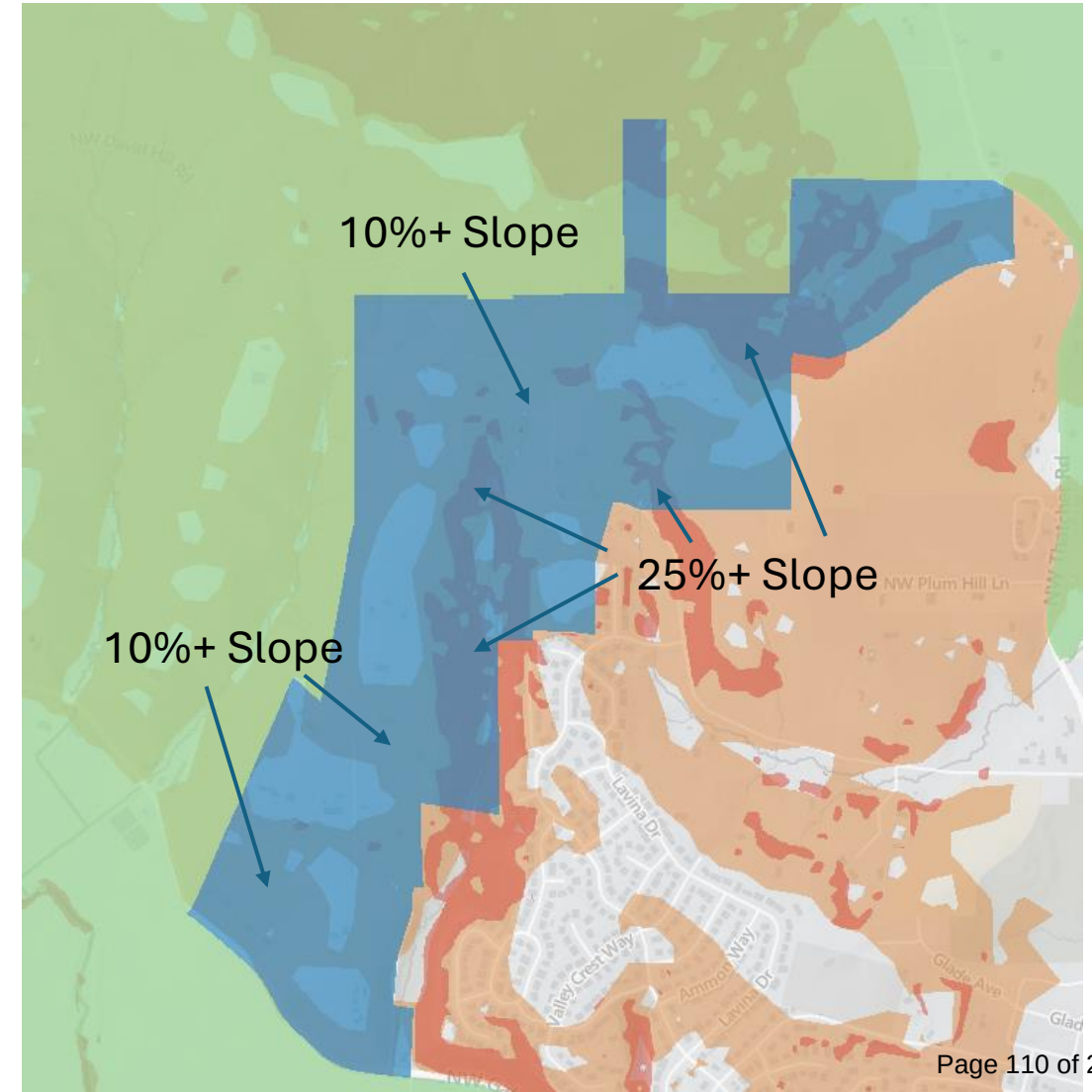
Land Ownership/Parcelization



URPA CHARACTERISTICS

1
7

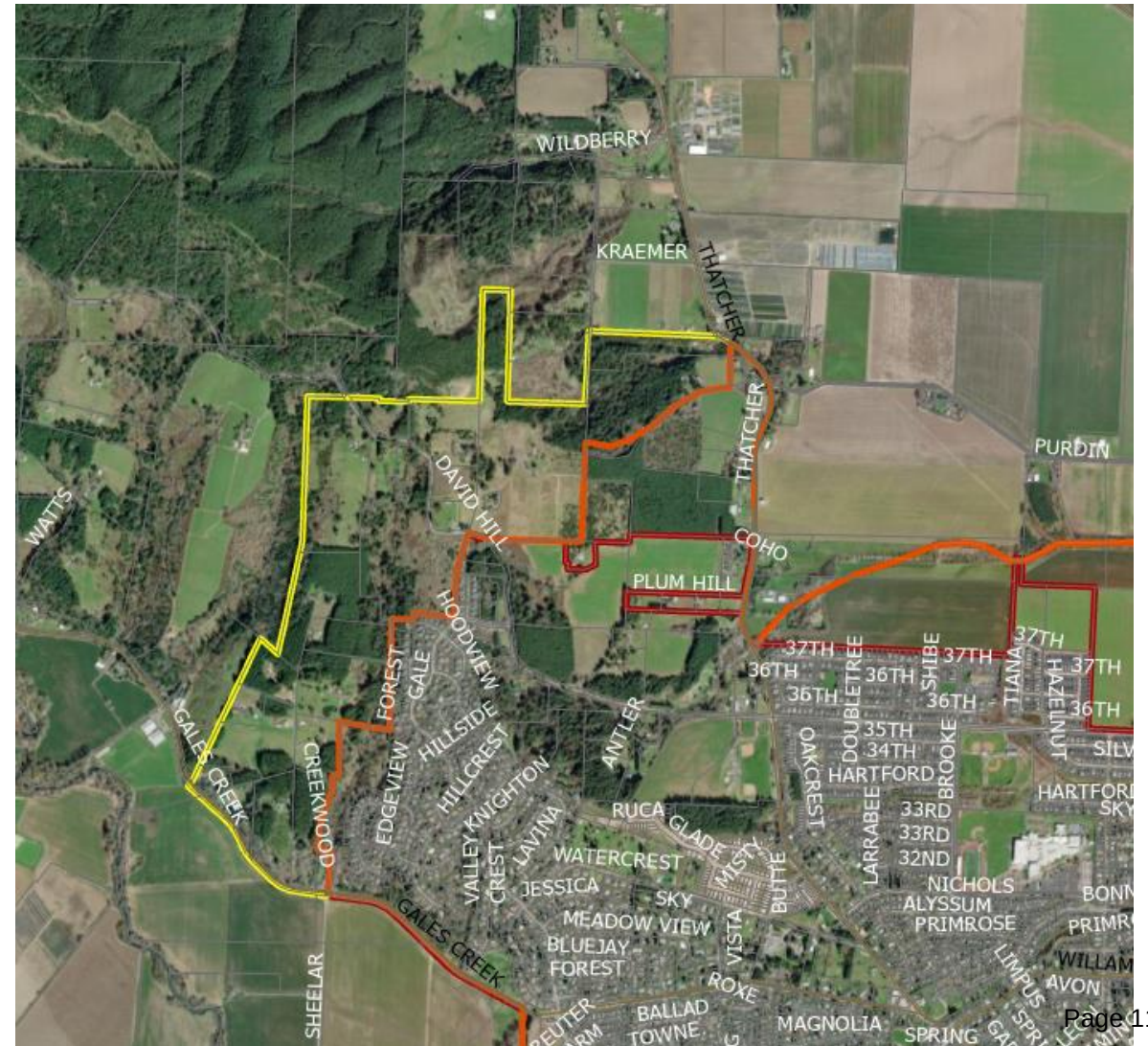
Topography



URPA CHARACTERISTICS

1
8

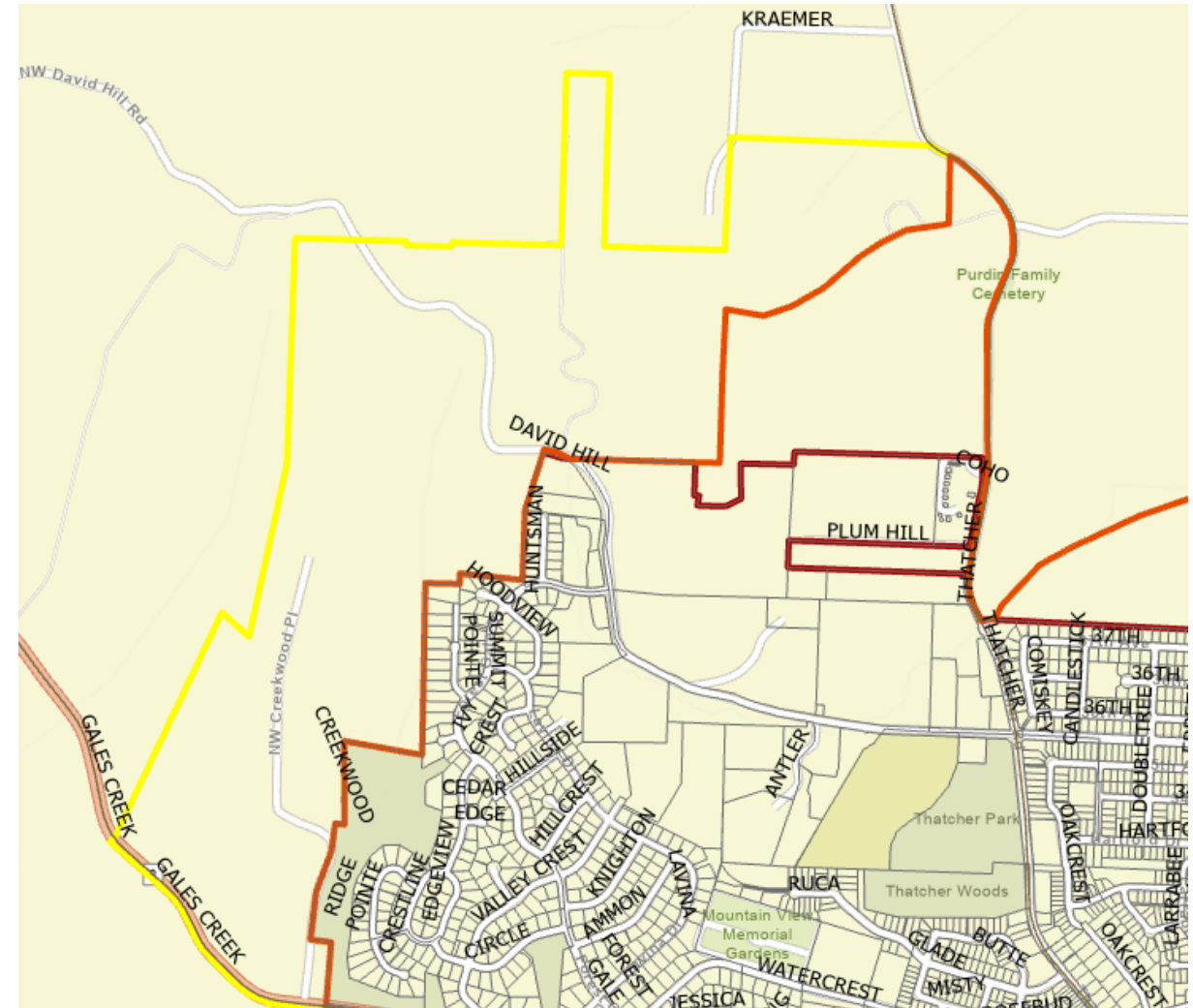
Urban/Wildland Interface



URPA CHARACTERISTICS

1
9

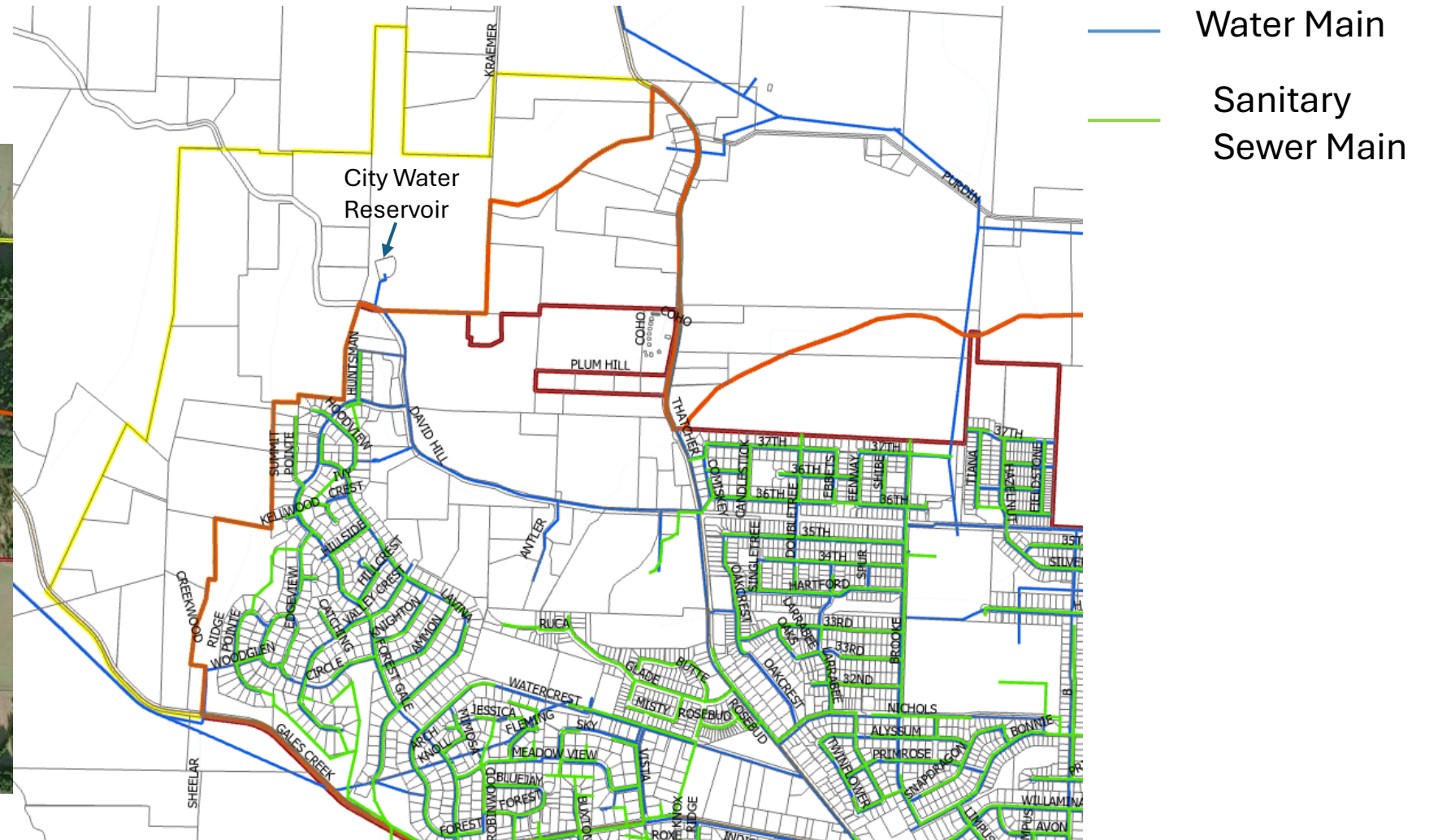
Transportation



URPA CHARACTERISTICS

2
0

Utilities



URPA CONCEPT PLANNING PROCESS

2
1

The City is responsible for developing a concept plan in consultation with the County for the URPA in coordination with Metro and appropriate service districts.

The process is governed by Title 11 of the Metro Urban Growth Management Functional Plan and the Urban Planning Area Agreement between the County and City.

URPA CONCEPT PLANNING PROCESS

2
2

The Metro Urban Growth Management Functional Plan requires long range planning for urban reserves to ensure that reserves added to the urban growth boundary are:

- **Urbanized efficiently,**
- **Become or contribute to mixed-use, walkable, transit-friendly communities,**
- **Supports the construction all types of needed housing including housing across the price spectrum.**

URPA CONCEPT PLANNING PROCESS

2
3

Candidate urban reserve areas proposed for addition to the urban growth boundary are generally considered by Metro on a 6-year cycle. The last review was completed in 2024.

State law allows for mid-cycle amendments to the urban growth boundary for land exchanges and modest expansions to the urban growth boundary.

URPA CONCEPT PLANNING PROCESS

2
4

The Metro Urban Growth Management Functional Plan requires:

- 1. The county and city to work together with Metro and appropriate service districts to prepare a detailed concept plan for the urban reserve area prior to addition into the urban growth boundary.**
- 2. The area subject to the concept plan and date for completion will be jointly determined by Metro, the county and the city.**

URPA CONCEPT PLANNING PROCESS

2
5

A concept plan must identify actions necessary to achieve the following outcomes:

- 1. Cost-effective and efficient provision of public facilities.**
- 2. A development pattern supportive of pedestrian and bicycle travel to retail, professional and civic services.**
- 3. A range of housing types, including rental and ownership at a variety of prices.**
- 4. A well-connected system of streets, bikeways, parks, recreational trails and public transit.**
- 5. Protection of natural features.**
- 6. Avoidance of minimization of adverse effects on farm and forest practices on nearby rural lands.**

URPA CONCEPT PLANNING PROCESS

2
6

A concept plan must:

- 1. Show locations for any residential, commercial, industrial, institutional and public uses proposed for the urban reserve area.**
- 2. Identify general locations for needed utilities with enough detail to allow for preparing cost estimates to determine feasibility.**
- 3. Propose methods for funding needed public utilities and the street network.**
- 4. Identify preliminary strategies to support desired plan outcomes.**
- 5. Indicate locations for water quality and habitat conservation resource areas located in the URPA.**
- 6. Be coordinated with the school district.**

URPA CONCEPT PLANNING PROCESS

2
7

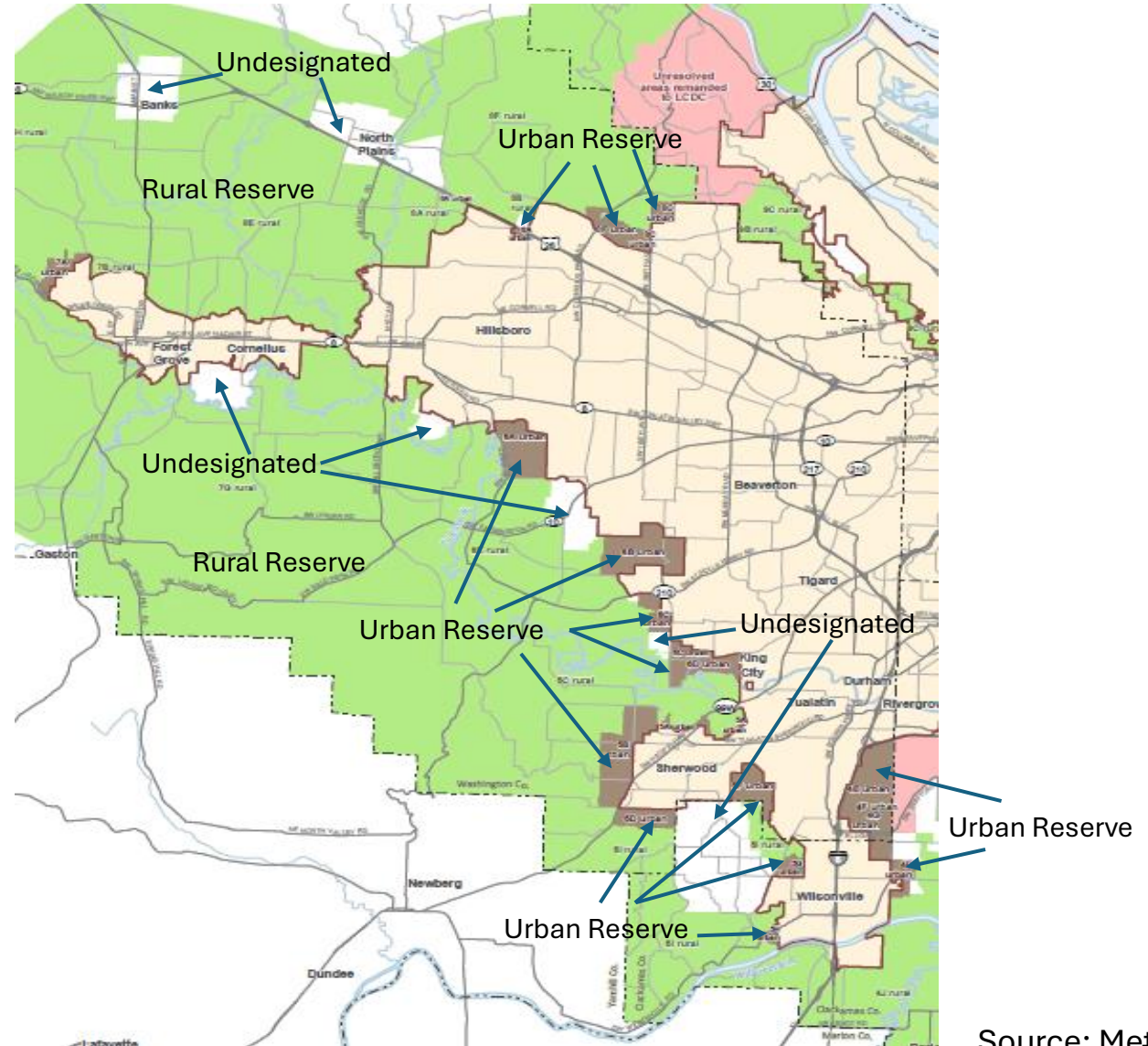
The Urban Planning Area Agreement (UPAA) between the City and Washington County also addresses requirements for the URPA including:

- **An agreement between the County and City regarding expectations for road funding and jurisdictional transfer.**
- **An agreement between the County and City that identifies that the City will be the likely provider of urban services.**
- **Acknowledgment of the URPA concept by the County.**

After adoption and acknowledgement, the URPA will be designated as part of the City's urban planning area shown in the UPAA.

WHAT OTHER CITIES HAVE DONE

Undesignated areas may be considered for designation as urban reserve after at least 75% of the existing urban reserve area is added to the urban growth boundary



RECENT STATE LEGISLATION

2
9

SB 4 (2023)

Provided authority to the Governor to add 373 acres of land into urban growth boundary for industrial development. The Governor considered the proposal but did not move forward. The legislation expired on December 31, 2024.

HB 3708 (2025)

Allows cities with a population of 20,000 or less to expand an urban growth boundary under a temporary program for affordable housing. The bill was in committee upon adjournment

RECENT STATE LEGISLATION

3
0

SB 1129 (2025)

Directs rulemaking by the Oregon Department of Land Conservation and Development to allow local governments to give lower priority to inclusion of lands in an urban reserve where providing urban services is not reasonable or cost effective due to topographical or other physical constraints.

HB 2316 (2025)

Allows the Oregon Department of Administrative Services to designate certain state and local lands within urban growth boundaries as “home start lands” for affordable housing and potentially exempting such lands from some land use laws and property taxes for a limited time. Signed by the Governor.

RECENT STATE LEGISLATION

3
1

SB 1136 (2025)

Requires the Land Development and Conservation Commission to adopt model ordinances for urban growth boundary amendments for cities outside of Metro with populations under 25,000. In committee upon adjournment.

HB 3758 (2025)

Allows cities to expand their urban growth boundaries to account for unbuildable land within their existing buildable land inventory. In committee upon adjournment.

RECENT STATE LEGISLATION

3
2

SB 958 (2025)

Allows cities and counties to designate certain lands outside of urban growth boundaries for residential or light commercial use and exempts such lands from statewide land use planning laws. In committee upon adjournment.

POTENTIAL NEXT STEPS

3
3

1. **Proceed with an initial feasibility analysis to determine the practicality of providing cost-effective public services and a range of housing types.**
2. **Apply for funding from Metro to prepare a formal concept plan for the entire URPA.**
3. **Apply for funding from Metro to prepare a formal concept plan for a specific portion of the URPA.**
4. **Defer moving forward with an urban reserve concept plan until after completion of the City's required Housing Capacity Analysis and Housing Production Strategy to be completed by the end of 2027 and 2028, respectively.**
5. **Work with neighboring cities, the County and Metro on possible reserve area legislation to address urban reserve limitations.**

DISCUSSION



PROCLAMATION

WHEREAS, for over two decades the month of October has been recognized across the county as National Arts and Humanities Month, a collective recognition of the importance of culture in America; and

WHEREAS, the purpose of National Arts and Humanities Month is to increase and support equitable access to and greater participation in the arts, and to raise awareness of the positive impact the arts and humanities have in our communities and lives; and

WHEREAS, the arts and humanities embody much of the accumulated wisdom, intellect, and imagination of humankind, and play a crucial role in promoting individual wellbeing, connecting cultures, highlighting inequities, and making communities stronger; and

WHEREAS, the arts and humanities represent the freedom of expression that empowers Americans to speak and think independently and creatively; and

WHEREAS, our artists, librarians, scholars, and museum professionals are vital to the prosperity of our society, serving to preserve historical memory, nurture empathy, provoke thought, and to help us all imagine better futures.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST GROVE DOES HEREBY PROCLAIM OCTOBER 2025, AS

ARTS AND HUMANITIES MONTH

In Forest Grove, Oregon and calls upon the people to join their fellow citizens across the United States in recognizing and participating in this special observance.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City of Forest Grove, Oregon, to be affixed this 22nd day of September, 2025.

Malynda H. Wenzl, Mayor, City of Forest Grove



PROCLAMACIÓN

CONSIDERANDO QUE, durante más de dos décadas el mes de octubre ha sido reconocido en todo el país como el Mes Nacional de las Artes y las Humanidades, un reconocimiento colectivo de la importancia de la cultura en Estados Unidos; y

CONSIDERANDO QUE, el propósito del Mes Nacional de las Artes y las Humanidades es aumentar y respaldar el acceso equitativo y la mayor participación en las artes, así como crear conciencia sobre el impacto positivo que las artes y las humanidades tienen en nuestras comunidades y en nuestras vidas; y

CONSIDERANDO QUE, las artes y las humanidades encarnan gran parte de la sabiduría, el intelecto y la imaginación acumulados de la humanidad, y desempeñan un papel crucial en la promoción del bienestar individual, la conexión de culturas, la puesta de relieve de las desigualdades y la creación de comunidades más fuertes; y

CONSIDERANDO QUE, las artes y las humanidades representan la libertad de expresión que permite a los estadounidenses hablar y pensar de manera independiente y creativa; y

CONSIDERANDO QUE, nuestros artistas, bibliotecarios, académicos y profesionales de los museos son vitales para la prosperidad de nuestra sociedad, ya que contribuyen a preservar la memoria histórica, fomentar la empatía, provocar la reflexión y ayudarnos a todos a imaginar futuros mejores.

AHORA, POR LO TANTO, EL AYUNTAMIENTO DE LA CIUDAD DE FOREST GROVE POR LA PRESENTE PROCLAMA A OCTUBRE DE 2025, COMO

Mes de las Artes y las Humanidades

En Forest Grove, Oregon, y hace un llamado a la gente de Forest Grove a unirse a sus conciudadanos de todo Estados Unidos para reconocer y participar en esta celebración especial.



EN TESTIMONIO DE LO CUAL, he suscrito la presente y he hecho que el sello de la Ciudad de Forest Grove, Oregon, se emplace en este día 22 de septiembre de 2025.

Malynda Wenzl, Alcalde, Ciudad de Forest Grove

Mariah Woods

From: noreply@civicplus.com
Sent: Wednesday, September 10, 2025 11:29 AM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Scott
Last Name	Crowell
City	Forest Grove
State	Oregon
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	Hi Mayor & Council, On behalf of Forest Grove Youth Baseball, thank you for your continued support of youth in our community. I watched the work session on cost recovery this week and appreciate the thoughtful discussion. My takeaway is that creating a new "service category" may add complexity without solving the core question: how the City can fairly and consistently support local non-profit groups that expand access to recreation. There's a simpler, more transparent approach that can be a win for the City, Parks & Recreation, and the non-profits serving Forest Grove families: Establish a "Preferred Community Partner" program. Local 501(c) non-profits (youth sports, arts and culture, outdoor/environmental education, adaptive recreation, etc.) could apply for 1–2 year partner status through a public process reviewed and decided by the elected City Council or by the Parks & Recreation Commission if delegated by Council. Partners would complement, not duplicate, City programming, extending capacity, improving equity, and keeping decisions consistent for staff and

residents.

Importantly, policy decisions including awarding or renewing partner status, and defining eligibility standards should rest with the Council (or Commission, if delegated), which is charged with representing the community. City staff would then administer the program within that policy framework: managing intake, applying the published rubric, ensuring compliance, and making recommendations without holding final approval authority.

Why this works

- Simple & fair: One published process and rubric for all non-profits.
- Mission-aligned: Partners fill gaps so Parks & Rec can focus on core programs.
- Accountable: Clear expectations, annual reporting, and renewals based on results.
- Consistent for staff: A standard framework replaces case-by-case decisions.
- Democratic oversight: Final decisions remain with Council/Commission; staff implements and enforces adopted policy.

I've included a draft application below. It reflects stewardship, safety, and inclusion, while staying easy to complete and straightforward to review.

I would welcome the opportunity to discuss this proposal and, if helpful, work with staff and the Commission to refine the application and a scoring rubric.

Forest Grove Parks & Recreation – Preferred Community Partner Application (Draft)

Purpose: Forest Grove Parks & Recreation (FGPR) partners with local non-profit organizations that complement rather than duplicate the City's core recreation programs.

Partners expand equitable access to youth recreation, arts, and outdoor education while upholding safety, inclusion, and stewardship standards.

Who should apply: 501(c) non-profits serving Forest Grove residents (e.g., youth sports, arts/culture, outdoor/environmental education, adaptive/special recreation).

Term: 1–2 years, with an annual check-in.

Instructions: Required fields are marked with *. Keep responses concise (bulleted or short paragraphs). You may add pages if needed.

1) Organization Information

Organization (legal name):

DBA (if applicable):

Non-profit status: ☐ 501(c)(3) ☐ Other 501(c) ____ ☐ Not a 501(c)

EIN: _____ Year founded: _____

Website: _____

Social media: _____

Primary contact* (name & title):

Email* _____ Phone*

Secondary contact (optional):

Email _____ Phone

Mission statement*:

Vision statement:

Core values:

Individuals served annually* (most recent full year): _____

Approx. % Forest Grove residents*: _____ %

Program summary* (100–200 words): what you do, who you serve,
primary offerings

2) Community Impact & Inclusion

Why is your organization an asset to the Forest Grove community?*

(Impact, partnerships, unique value)

How do your programs benefit Forest Grove residents?*

(Youth development, health/wellness, access/affordability)

Equity & access*: Describe fee assistance/scholarships, language access, outreach to under-served groups, and accommodations for disability/adaptive needs.

DEI statement (attach or paste summary):

Demographics served (age ranges, languages, income

considerations, % BIPOC, disability/adaptive participation, etc.):

Volunteer structure & community involvement (roles, hours, stewardship days):

Outcomes & metrics (most recent year):

- Participants served: _____
- Scholarships/fee waivers: _____
- Volunteer hours: _____
- Notable outcomes/awards/partnerships: _____

Local references (2–3) who can speak to your impact*:

1. Name/Org/Title: _____ Email/Phone: _____

2. Name/Org/Title: _____ Email/Phone: _____

3. Name/Org/Title: _____ Email/Phone: _____

3) Facility Use & Stewardship Plan

City facilities requested*: (list sites/fields/rooms; include site names if known)

Season(s)/dates & estimated participation*:

Date(s)	Day(s)/Time(s)	Facility/Site	Activity	Est. Participants
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

How will your organization support facility care & stewardship?*

(Examples: litter pickup after events, field/court care, participation in City stewardship days, volunteer maintenance projects)

Risk & safety compliance*:

☐ Required supervision ratios and safety protocols

☐ Background checks where appropriate

☐ Adherence to City/FGPR site rules and weather/air-quality guidance

Insurance*: Do you have coverage for activities on City property?

☐ Yes ☐ No

If Yes, provide details of current coverage and limits; if No, explain plan to obtain coverage:

4) Governance & Administration

Board of Directors (if applicable): (attach roster or list key officers)

Annual budget & funding sources*: (approximate budget; primary revenue streams—fees, donations, grants, sponsorships)

Policies & practices (check all that apply):

- ☐ Code of Conduct (participants/coaches/instructors/spectators)
- ☐ Mandatory reporting & youth safety policy
- ☐ ADA/accessibility policy
- ☐ Volunteer handbook/training
- ☐ Financial aid/scholarship policy
- ☐ Incident reporting & first-aid protocol
- ☐ Concussion/return-to-play protocol (if sports)

Program alignment*: Briefly describe how your offerings complement (do not duplicate) FGPR's core programs.

5) Attachments Checklist (if available/applicable)

- ☐ IRS 501(c) determination letter
 - ☐ Certificate of Insurance naming City as Additional Insured (with limits per City requirements)
 - ☐ Prior-year summary or annual report (participants, scholarships, volunteer hours)
 - ☐ Program calendar/season schedule
 - ☐ DEI statement/policy
 - ☐ Most recent Form 990 or financial summary (optional)
 - ☐ Facility stewardship/care plan (optional)
-

6) Certification & Signature

By signing, I certify the information provided is accurate to the best of my knowledge and that our organization will comply with City policies and site rules if awarded Preferred Community Partner status.

Authorized representative* (name & title):

Signature*: _____ Date*: _____

7) Submission

How to submit:

Application window:

Anticipated review/decision date:

Questions:

Thank you for partnering with Forest Grove Parks & Recreation to expand equitable access to recreation for our community's youth

and families.

A Preferred Community Partner program replaces complexity with a clear, fair, and accountable framework. It keeps policy decisions with the elected Council (or Commission, if delegated), gives staff a consistent playbook to administer, and treats trusted local non-profits as partners who expand access without duplicating City programs. It's a practical, low-cost, high-impact way to reach more kids and families while protecting City standards, facilities, and equity goals.

If the Council is supportive, I respectfully request direction to have staff refine the included draft application, and return to Council/Commission with an implementation plan for a 1–2 year pilot.

Thank you for your leadership and for considering a model that strengthens community partnerships and delivers measurable benefits to Forest Grove residents.

Scott Crowell
President
Forest Grove Youth Baseball

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: noreply@civicplus.com
Sent: Thursday, September 11, 2025 11:17 AM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Derrick
Last Name	Bothwell
City	Forest Grove
State	OR
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	I would like to know if the council voted to increase our electric rates? If so, please explain your logic and overall justification behind this? As if you are all living under a rock times are really hard right now. Groceries are at an all time high, gas is high, rent and mortgages are high and most people's income is staying the same. We had a rate increase a year or so ago...profits aren't always the most important thing! Concerned citizen!

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: noreply@civicplus.com
Sent: Thursday, September 11, 2025 11:18 AM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Michelle
Last Name	Anderson
City	Forest Grove
State	OR
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	John Colgan posted Hearing that Charlie Kirk got shot and killed brightened up my day. Anyone with this evil, messed up thinking, that someone who has a different opinions than you, deserves to be brutally murdered in front of kids, should not be allowed around any kids ever. He can not be trusted around children, is he going to kill a kid in class because they disagree with him? He needs to be fired immediately to protect the children of Forest Grove. This is now everywhere on Facebook, so I guarantee you will have more messages. It has also been sent to many news channels.

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: noreply@civicplus.com
Sent: Thursday, September 11, 2025 3:23 PM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Angelina
Last Name	Banta
City	Forest Grove
State	Oregon
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	Good Afternoon, My name is Angelina Banta. I am a college student at Pacific University and I recently just moved out of Lafayette to attend college in Forest Grove. I am reaching out due to my personal beliefs and as part of a school project. I wanted to suggest some possible solutions that could be done to better public-safety for Forest Grove and maybe even eventually drag into Hillsboro one day to also make their public safety better too. A suggestion I have is for there to be more social support for people. For example, having more economic opportunities for people such as housing and job programs. Having more opportunities for people and families to find jobs and somewhere to stay will decrease the homeless numbers and make life so much better for those who are able to find help through those opportunities. Another suggestion would be to have more access to

resources like mental health and others so that if someone was looking for information they could easily find it. As well as, having some community based violence protection programs or something similar so that more ways and ideas can be collected to help with the crime that happens in and around Forest Grove.

Thank you for your time and consideration,
Have a great day!
Sincerely,
Angelina Banta

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: noreply@civicplus.com
Sent: Friday, September 12, 2025 2:36 PM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	MARY
Last Name	WHITMORE
City	FOREST GROVE
State	OR
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	CONFIRMING THE MAYOR HAS RECEIVED THE MEETING DATE OPTIONS FOR SAFETY ON QUINCE. I SUGGESTED 9/16, 18 AND 23RD IN THE EVENING. I WOULD LIKE TO REMIND THE COUNCIL MEMBERS (EXCEPT B. SCHIMMEL) THAT WE WOULD LIKE TO "WALK THE 8/47 INTERSECTION WITH YOU DURING THE DAY TO GET A FEEL FOR THE DANGER WE FEEL. THE NE SLIPLANE IS ESPECIALLY DANGEROUS: THERE IS NO MARKED CROSSWALK, THERE ARE NO WESTBOUND DRIVER WARNINGS THAT THERE ARE PEDESTRIANS CROSSING AHEAD, AND THE TRAFFIC DIVERSION SIGNS ARE TOTALLY UNINTELLIGIBLE. I POST VIDEOS REGULARLY ABOUT THIS. 1. FOR EXAMPLE, THE MEGA-HUGE EARTH-MOVING TRUCKS ARE USING THE DRIVEWAY WHERE WE WALK TO THE BUS--THERE'S NO WARNING WHEN THESE TRUCKS ARE MOVING OUT OF THE CONSTRUCTION

AREA.

2. THE RED PLACARD ON THE CONSTRUCTION FENCE HAS A NUMBER ON IT THAT NO ONE ANSWERS AND AN EMAIL NO ONE ANSWERS, AND IT'S TOO HIGH FOR DISABLED PEOPLE IN WHEELCHAIRS TO READ.

3. I MENTIONED TO DEFERN D., THE CONSTRUCTION SUPT, THAT HE SHOULD HAVE A "HARD HAT REQUIRED" SIGN AT EACH DRIVEWAY.. HE WAS FRIENDLY AND SAID HE WOULD TAKE CARE OF IT. THAT WAS A FEW DAYS AGO.

4. WE WOULD LIKE TO COMMUNICATE WITH THE OWNERS OF THE PROPERTY, MARATHON? THE CONTACT WE HAVE FROM DAN RIORDAN IS FOR THE CONSTRUCTION COMPANY, IN KENT. WE WANT THE OWNER CONTACT.

5. WE ARE HAVING TROUBLE GETTING INFO FROM THE POLICE ABOUT FATALITIES AND INFRACTIONS AT THIS INTERSECTION. WE DON'T HAVE A TREASURY. WE WERE TOLD IT WOULD COST \$125. WE HOPE THE PLANNING DEPT CAN SHOW US THE ODOT INFO THAT WAS RECEIVED DURING IN THE PERMITTING PROCESS.

I DON'T DO EMAIL; I'M TOO OLD. PLEASE GIVE YOUR ANSWERS TO MALYNDA AND SHE CAN CALL OUR HOTLINE, 360-914-8044.

THANK YOU FOR YOUR SERVICE.

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: noreply@civicplus.com
Sent: Sunday, September 14, 2025 2:16 PM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Janay
Last Name	Faulkner
City	Golden
State	CO
Zip	80401
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	Hello, My name is Janay Faulkner, and I am a student at the University of Wisconsin completing a master's program in Sustainable Management. For my capstone project I am working on a study regarding common factors that lead to failure or success in the implementation of sustainable changes in communities. My goal in this project is to create a document that will help community leaders reduce wasted time and money in their future attempts at implementing sustainable projects. For this project I would greatly appreciate the insight of professionals who work in positions of community leadership and consider sustainability a priority. I would be happy to send you questions by email or have a phone or video call if you would be open to that. I am more than happy to answer any questions about the project, and I would of course be happy to send you a copy of our interview and the finished project once completed. If you are not interested in participating but know of anyone working in the field of sustainability or community leadership

who would be very eager to take part in this study feel free to
let me know or pass along my email to them!
Thank you very much for your time and consideration.
Sincerely,
Janay Faulkner

[REDACTED]

[REDACTED]

Email not displaying correctly? [View it in your browser.](#)

Mariah Woods

From: Mizukami, Kainoa [REDACTED]
Sent: Sunday, September 14, 2025 9:50 PM
To: Mariah Woods
Subject: Transportation in the Grove

Dear Council of Forest Grove,

I hope this message finds you well. I am writing to suggest that our university consider ways to make transportation through a bike system more accessible and affordable for students. Many students rely on cost-effective transportation not only to move around campus but also to access resources and opportunities throughout the city.

A well-structured bike system could provide a reliable, sustainable, and healthy mode of transportation for us students. By making bike rentals or sharing programs affordable and easy to use, me and fellow students would be able to save up on money and enjoy more flexibility in our daily commutes. This would also support the university's commitment to sustainability and student well-being as well.

I believe that investing in a community-friendly bike system would have long-term benefits for both the university community and the city as a whole. Thank you for considering this suggestion, and I look forward to hearing your thoughts.

Sincerely,
Kainoa Mizukami

Mariah Woods

From: noreply@civicplus.com
Sent: Tuesday, September 16, 2025 5:48 PM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	mary
Last Name	Carlsen
City	FOREST GROVE
State	OR
Zip	97116
Email	[REDACTED]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	I have contacted the FGSD for an immediate termination of Neil Armstrong Middle School teacher, John Colgan, due his unacceptable and vile public FB posts celebrating the assassination of Charlie Kirk. The district is "considering" his employment. Nationwide, all those that did a fraction of what Colgan did has been IMMEDIATELY TERMINATED. This matter is yours to protect our children, society and your reputations. I am asking for the immediate firing of Jon Colgan. Please note, all your responses or refusal to respond will be shared to local and national media outlets. Allowing FGSD to pay this "teacher" while they wait for the furor to dissipate and hope us parents give up will not be happening. Please give us the honor of publishing to the public each of your firm actions and success towards John Colgan's termination immediately.

Email not displaying correctly? [View it in your browser.](#)

STAFF REPORT TO CITY COUNCIL

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: September 22, 2025

PROJECT TEAM: Mariah Woods, City Recorder

SUBJECT TITLE: Application for New Liquor License

2040 VISION PLAN

This is a required function of the Council per City Code and is not tied to the 2040 Vision Plan.

BACKGROUND

City Code Sections §110.071-110.073 requires any applicant/business requesting endorsement for a new liquor license application to submit to a criminal background check and have a valid City business license in accordance with City Code. The Police Chief has reviewed the applicable records check of the licensee and has made recommendation to:

- Forward with approval – No legal basis for denial noted.

If approved, the City's endorsement is submitted to the OLCC, who approve, deny, restrict, or make recommendations to OLCC Commissioners. The OLCC also conducts its investigation, i.e., if the business location has had problems with OLCC, police or neighbors; the applicant has a criminal history; the applicant has provided false information; and/or the applicant has a history of abusing drugs or alcohol. If the application is approved, the OLCC will issue the license. If application is denied or restricted, there is a process by OLCC to contest the decision.

FISCAL IMPACT

No fiscal impact foreseen.

RECOMMENDATION

Staff recommends City Council authorize endorsement of the attached applications.

ATTACHMENTS

- Liquor License Recommendation



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

RECEIVED: _____

MEETING DATE: _____

FINAL ACTION: _____

LIQUOR LICENSE RECOMMENDATION

BUSINESS NAME / INDIVIDUAL: SakeOne

BUSINESS LOCATION ADDRESS: 820 Elm St
Forest Grove, OR 97116

LIQUOR LICENSE TYPE: F-COM

CITY BUSINESS LICENSE: 30807

1. TYPE OF LICENSE:		2. LICENSE FEE:	
F-COM – Full On-Premises Sales		L – Limited On-Premises Sales	X \$103.00 New Application
F-CAT – Full ON-Premises Sales, Caterer		O – Off-Premises Sales	\$ 75.00 Change of License
F-FPC/F-CLU – Full On-Premises, Private		SEW – Special Event Winery	\$ 35.00 Temporary Sales
F-PL – Full On-Premises Public Location		SEG – Special Event Grower	\$ 35.00 Annual Renewal
TSL – Temporary Sales License		SED – Special Event Distillery	\$ 20.00 Event License
BP – Brewery Public House	X	Distillery	\$ No Charge: Temp Annual Use
FULL ON-PREMISES SALES		LIMITED ON-PREMISES SALES	OFF-PREMISES SALES
Allows sale and service of distilled spirits, malt beverages, wine and cider for consumption on licensed premises and required to have dining seating. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.		Allows sale and service of malt beverages, wine and cider for consumption on licensed premises. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.	
		BREWERY – PUBLIC	
		Allows manufacturing malt beverages and to sell and distribute to patrons and wholesalers. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises.	

APPLICABLE CRIMINAL RECORDS CHECK:

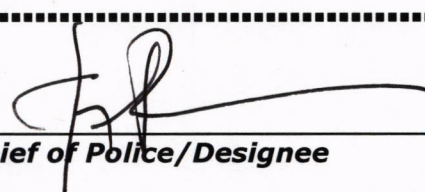
☐ NONE

☒ SUPPORTING DOCUMENTATION ATTACHED

RECOMMENDED ACTION:

☒ FORWARD WITH APPROVAL

☐ REJECT APPLICATION (Memorandum Required)


Chief of Police/Designee

9.11.25
Date



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

RECEIVED: _____

MEETING DATE: _____

FINAL ACTION: _____

LIQUOR LICENSE RECOMMENDATION

BUSINESS NAME / INDIVIDUAL: Coaster's Deli

BUSINESS LOCATION ADDRESS: 1918 Main St Suite 100
Forest Grove, OR 97116

LIQUOR LICENSE TYPE: F-COM

CITY BUSINESS LICENSE: _____

1. TYPE OF LICENSE:			2. LICENSE FEE:	
x	F-COM – Full On-Premises Sales		L – Limited On-Premises Sales	X \$100.00 New Application
	F- CAT – Full ON-Premises Sales, Caterer		O – Off-Premises Sales	\$ 75.00 Change of License
	F-FPC/F-CLU – Full On-Premises, Private		SEW – Special Event Winery	\$ 35.00 Temporary Sales
	F-PL – Full On-Premises Public Location		SEG – Special Event Grower	\$ 35.00 Annual Renewal
	TSL – Temporary Sales License		SED – Special Event Distillery	\$ 20.00 Event License
	BP – Brewery Public House		Distillery	\$ No Charge: Temp Annual Use
	FULL ON-PREMISES SALES		LIMITED ON-PREMISES SALES	OFF-PREMISES SALES
Allows sale and service of distilled spirits, malt beverages, wine and cider for consumption on licensed premises and required to have dining seating. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.		Allows sale and service of malt beverages, wine and cider for consumption on licensed premises. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.		
		BREWERY – PUBLIC		
		Allows manufacturing malt beverages and to sell and distribute to patrons and wholesalers. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises.		

.....
APPLICABLE CRIMINAL RECORDS CHECK:

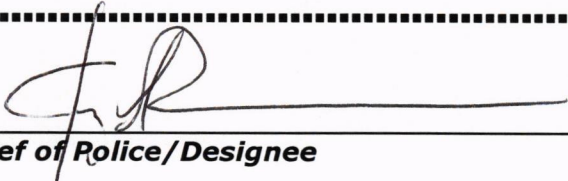
☐ NONE

☒ SUPPORTING DOCUMENTATION ATTACHED

.....
RECOMMENDED ACTION:

☒ FORWARD WITH APPROVAL

☐ REJECT APPLICATION (Memorandum Required)

.....


Chief of Police/Designee

9.17.25

Date

Monthly Building Activity Report

August-25

2025-2026

	Period:	August-24	Period:	August-25
Category	# of Permits	Value	# of Permits	Value
Man. Home Setup				
Res 1 & 2 Family New	22	\$ 8,283,622.14	9	\$ 3,811,051.82
SFR Addition & Alt/Repair	4	\$ 67,701.60	6	\$ 228,417.80
MultiFamily New				
Multi Family Alterations/Repair/Additions				
Group Care Facility Alt/Repair				
Commercial New				
Commerical Addition				
Commercial Alt/Repair	4	\$ 2,223,210.00	7	\$ 534,711.00
Industrial New				
Industrial Addition				
Industrial Alt/Repair				
Gov/Pub/Inst (new/add)	3	\$ 542,483.00	2	\$ 88,990.00
Signs	2	\$ 514.70		
Grading			1	
Demolitions	1	\$ 275.00	1	
Total	36	\$11,117,806	26	\$4,663,171

Fiscal Year-to-Date

2024-2025		2025-2026	
Permits	Value	Permits	Value
71	\$24,796,997	57	\$27,186,287

STAFF REPORT TO CITY COUNCIL

TO: City Council
FROM: Jesse VanderZanden, City Manager
MEETING DATE: September 22, 2025
PROJECT TEAM: Mariah Woods, City Recorder
SUBJECT TITLE: Application for New Liquor License

2040 VISION PLAN

Not applicable.

BACKGROUND

At a work session on September 9, 2024, the City Council updated its Board and Commission (B/C) recruitment and appointment process. Staff and Council Liaisons interview applicants and make recommendations to the Mayor. Per City Charter, Section 8, and Council Rules, Sections 4.1 and 14.1, the Mayor appoints members of boards, commissions, and committees with consent of Council. The following candidate has been appointed by the Mayor, subject to Council consent:

Mariah Amador	Public Arts Commission	Term exp: 12/31/2027
---------------	------------------------	----------------------

Once appointed, the Staff Liaison will reach out to the appointee to ensure they are oriented to the relevant bylaws, rules and regulations.

FISCAL IMPACT

No fiscal impact foreseen.

RECOMMENDATION

Staff recommends City Council approve Resolution 2025-54

ATTACHMENTS

- Resolution 2025-54
- Application

RESOLUTION NO. 2025-54

**RESOLUTION CONSENTING TO BOARD AND COMMISSION
APPOINTMENT TO CITY OF FOREST GROVE ADVISORY
BOARDS, COMMITTEES AND COMMISSIONS**

WHEREAS, City Charter, Section 8, and Council Rules, Sections 4.1 and 14.1, state the Mayor, with the consent of Council, appoints members of boards, commissions, and committees established by ordinance or resolution; and

WHEREAS, the Mayor has appointed the individual in the table below at the recommendation of the Council and Staff Liaison.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF FOREST GROVE AS FOLLOWS:

Section 1. The City Council consents to the following appointment to the associated Boards and Commission as outlined in the table below:

Mariah Amador	Public Arts Commission	Term exp: 12/31/2027
---------------	------------------------	----------------------

Section 2. This resolution is effective immediately upon its enactment by the City Council.

PRESENTED AND PASSED this 22nd day of September, 2025.

Mariah S. Woods, City Recorder

APPROVED by the Mayor this 22nd day of September, 2025.

Malynda H. Wenzl, Mayor

Boards & Commissions Application - Submission #658

Date Submitted: 9/9/2024

First Name*

Mariah

Last Name*

Amador

Home Address*

[REDACTED]

City*

Forest Grove

State*

Oregon

Zip Code*

97116

Mailing Address (if different)

Address

City

Forest Grove

State

Oregon

Zip Code

97116

Phone Number*

[REDACTED]

Email Address*

[REDACTED]

Employer*

Amentum

Occupation/Profession*

Facility coordinator

Are you a high school student applicant?*

- ☐ Yes
- ☒ No

Students must be high school grade level and residing or attending school in Forest Grove. Students may serve on any board, except Budget Committee, Planning Commission and Urban Renewal Advisory Committee.

If so, which grade level and school do you attend?*

Are you currently on a board or commission and reapplying?*

- ☐ Yes
- ☒ No

Which board(s) would you like to apply for?*

- ☐ Budget Committee (3 to 4 times in April/May)
- ☐ Committee for Community Engagement (1st Tuesday, 5:30 pm)
- ☐ Community Forestry Commission (3rd Wednesday, 5:15 pm)
- ☒ Public Arts Commission (3rd Thursday, 5 pm)
- ☐ Economic Development Commission (2nd Thursday, Noon)
- ☐ Historic Landmarks Board (4th Tuesday, 6:30 pm)
- ☐ Library Commission (3rd Wednesday, 6:30 pm)
- ☐ Parks and Recreation Commission (3rd Wednesday, 7 am)
- ☐ Planning Commission (1st and 3rd Monday, 7 pm). Membership Requirement: The Planning Commissioners are required to file an annual Statement of Economic Interest (SEI) with the Oregon Government Ethics Commission Electronic Filing System in March of each year (ORS 244). SEI filers are required to file if they are seated and hold their position on April 15th of any given year.

If you selected multiple boards, which is your preferred choice?*

- ☐ Budget Committee (3 to 4 times in April/May)
- ☐ Committee for Community Engagement (1st Tuesday, 5:30 pm)
- ☐ Community Forestry Commission (3rd Wednesday, 5:15 pm)
- ☒ Public Arts Commission (3rd Thursday, 5 pm)
- ☐ Economic Development Commission (2nd Thursday, Noon)
- ☐ Historic Landmarks Board (4th Tuesday, 6:30 pm)
- ☐ Library Commission (3rd Wednesday, 6:30 pm)
- ☐ Parks and Recreation Commission (3rd Wednesday, 7 am)
- ☐ Planning Commission (1st and 3rd Monday, 7 pm)

Do you reside within the City limits?*

- ☒ Yes
- ☐ No

What specific topics interest you that relate to the board(s)?*

I strongly believe that the arts benefit communities. Making all aspects of art and art history accessible to community members to improve morale, support, and involvement.

What contributions do you hope to bring to the board(s)? *

A passion for art and how it can help and improve individuals and community.

List your educational experience

High school diploma and some college working towards an art history degree.

List any community involvement, appointed offices, elected offices and/or affiliations*

None applicable

How did you hear of this opportunity*

Forest Grove newsletter

Please type your name in the following as a signature. By signing in the following, you are affirming that if appointed, you have sufficient time to devote to this responsibility and attend meetings. Please note that information provided on this form is a public record that may be subject to disclosure upon request

Mariah Amador

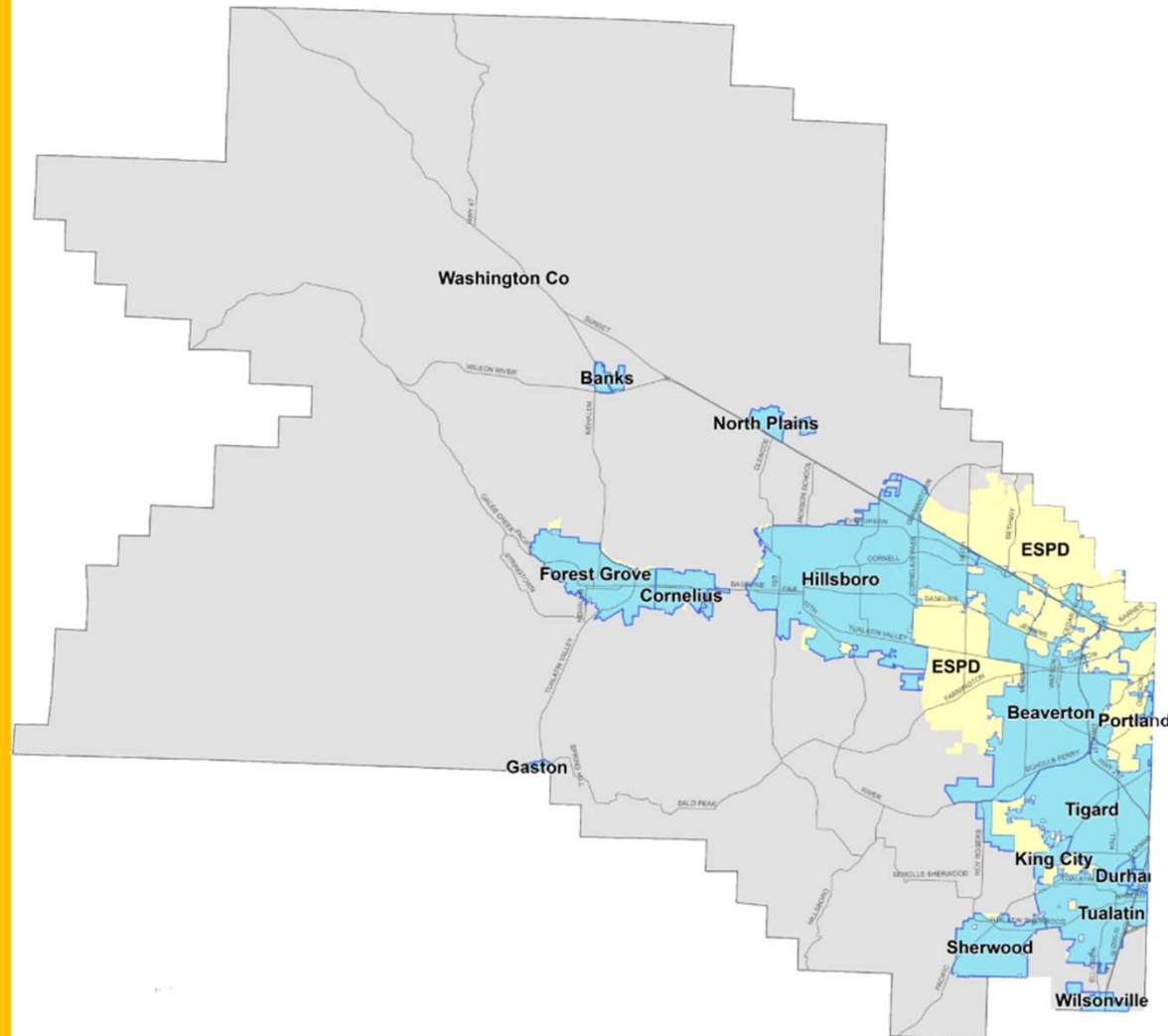


**Washington County
Sheriff's Office Updates**
Forest Grove City Council
September 22, 2025

Wherever You Live, We Serve You

2

- Manage Washington County's only jail
- Provide county-wide services to over 611,000 community members
- Primary first responders for rural, urban unincorporated residents and our municipal contract partners
- Vision: To be the safest major urban county in Oregon



WCSOAnnualReport.com

READ NOW

2024 ANNUAL REPORT



 **SCAN ME**





Managing Washington County's Only Jail

4

- Staffing Update: Over hires
- Facilities Update
- Jail Capacity Study
- Partnership with Yamhill County
- Pre-trial release status





Interagency Teams Improve Countywide Safety

- Certain calls for service or public safety incidents may require an additional response
- Interagency response teams support healthy outcomes by:
 - Increase potential for peaceful resolution to incidents with high-risk factors
 - Better meet the needs of those with mental illness
 - Provide expertise needed for complex investigations.
- Respond to calls anywhere in the County and support police functions of all agencies



Community Violence Reduction Team (CoVRT)



- **CoVRT strengthens community relationships and reduces violent crime** through a combination of enforcement, prevention, and outreach
- **Focuses on removing illegal firearms, supporting victims, and redirecting at-risk individuals**
- **Uses intelligence-led strategies to deter violence and hold offenders accountable**, improving safety and trust in the community
- Formed in October 2024
 - 68 search warrants executed
 - 49 arrests
 - 282 firearms seized



Search and Rescue

- Elite team of volunteers who play a critical role in emergency response efforts across the county
- Cadets trained to help locate lost people, downed aircraft, and evidence in major crimes
- **48 missions in 2024**
 - Unincorporated Washington County, Beaverton, Tigard, Hillsboro, Sherwood, and Tualatin
 - Most missions were to locate missing persons, other call-outs were to locate evidence, and aircraft beacons



Missing Endangered Person Located with Project Lifesaver

On Wednesday, July 2, 2025, at approximately 12:50 pm, Sheriff's Office deputies responded to a report of a missing person near the 2000 block of SW Scenic Drive in Portland.

Project Lifesaver

- **Project Lifesaver** is a tracking program for individuals prone to wandering due to conditions like Alzheimer's or autism
- Participants wear a **waterproof bracelet** with a unique radio frequency assigned to them
- If someone goes missing, deputies and Search and Rescue teams use the signal to **quickly locate and safely recover them**
- 22 registered participants



Help Me Home

- **Help Me Home** is a voluntary program for individuals who may become lost and have difficulty communicating due to medical conditions
- Participants' **photos and information are stored in a secure database** accessible to all Washington County law enforcement
- Deputies can **quickly identify and reunite individuals with caregivers**, whether they are found wandering or reported missing
- 101 registered participants



Remotely Operated Vehicle Team (ROVT)

- **Supports law enforcement with advanced drone and robotic technology** to enhance safety and operational effectiveness
- **Provides real-time intelligence, aerial surveillance, and situational awareness** during complex or high-risk incidents
- **Reduces risk to deputies and improves decision making** by providing precise, on-scene data in rapidly changing environments
- **Over 500 missions flown in 2024**
- **Participating agencies – WCSO, Beaverton and Hillsboro Police Departments**
 - Over 25 drones utilized for different purposes



SHERIFF
WASHINGTON COUNTY



SHERIFF

WASHINGTON COUNTY

Looking Forward

- Public Safety Levy – November 2025
 - Sheriff's Office
 - Enforcement
 - Jail Operations
 - District Attorney's Office
 - Community Corrections
 - Juvenile
 - Family Justice Center





SHERIFF
WASHINGTON COUNTY

STAFF REPORT TO CITY COUNCIL

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: September 22, 2025

PROJECT TEAM: Anne Lane, Parks & Recreation Director

SUBJECT TITLE: Parks & Recreation Summer Marketing Intern Report

ACTION REQUESTED: ☐ Ordinance ☐ Order ☐ Resolution ☒ Informational

2040 VISION PLAN

Goal: Community Connection

Outcome: Increased engagement through community-wide awareness of news and events

Action: Establish civic engagement internships with Forest Grove High School, Pacific University, and others

Action: Utilize digital and printed tools to enhance communication

BACKGROUND

Nasya Rebb is a student at Oregon State University majoring in Marketing. Nasya has been a summer recreation employee of Parks & Recreation for the past three years. This summer we hired Nasya both as a part time summer recreation employee but also as a part time intern. Her role as an intern was to manage the department's social media accounts and create a promotional video highlighting the department. The intention is to use the video to assist in recruitment efforts, expand grant application supplemental materials, and promote services offered in an effort to increase engagement and participation.

FISCAL IMPACT

RECOMMENDATION

ATTACHMENT/S:

- Final Parks and Recreation Promo Video

STAFF REPORT TO CITY COUNCIL

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: September 22, 2025

PROJECT TEAM: Anne Lane, Parks & Recreation Director

SUBJECT TITLE: Eastside Park Project Update

ACTION REQUESTED: ☐ Ordinance ☐ Order ☐ Resolution ☒ Informational

2040 VISION PLAN

Goal: Healthy & Active Community

Outcome: Increase recreation opportunities for all

Outcome: Increase safe and accessible recreation opportunities

Action: Create a gathering space by developing the Eastside Park

Action: Identify and reduce barriers to participation in recreation

Action: Increase access to recreation opportunities for people with disabilities and/or tailored options

Goal: Community Connection

Outcome: Inclusive and accessible spaces for people of all ages to gather and connect

Action: Explore opportunities to create a central community gathering space that is safe and welcoming for all ages

BACKGROUND

Eastside Park is a small, half acre neighborhood park located at 3705 19th Ave. This project was identified both in the 2016 Parks, Recreation & Open Space Master Plan and on the Capital Improvement Project list for fiscal years 2023-2024, 2024-2025 and 2025-2027. Last update on project to City Council was September 9, 2024. The project is being paid for by Parks Systems Development Charges (SDC).

FISCAL IMPACT

RECOMMENDATION

ATTACHMENT/S:

- 20250915_Forest Grove East Side Park Updates PowerPoint

FOREST GROVE EASTSIDE PARK DESIGN UPDATE

SEPTEMBER 2025



PLACE

COMMUNITY ENGAGEMENT





PLAY ELEMENTS



PLAY ELEMENTS



PLAYGROUND RENDERS - LANDSCAPE STRUCTURES



Eastside Park Forest Grove

1200076-01-01-01 • 09.05.2025



©2025 Landscape Structures. All Rights Reserved.

PLAYGROUND RENDERS - LANDSCAPE STRUCTURES



Eastside Park Forest Grove

1200076-01-01-04 • 09.05.2025



©2025 Landscape Structures. All Rights Reserved.

FENCES



PLANTING CHARACTER



INTERPRETIVE NATURE ELEMENTS FOR DECORATIVE FENCING AND ART

The interpretive elements and overall design is about opportunities to bring nature elements into the urban environment.



INTERPRETIVE NATURE ELEMENTS - STAMPED CONCRETE





The Forest Grove Public Arts Commission 2025

FOREST GROVE
Public Arts Commission



Commissioners

Brenna Cooper

Susan Dieter-Robinson

Dana Eytzen- Chair/Treasurer

Brian Harris

Kathleen Leatham- Secretary

Emily Lux- Vice Chair

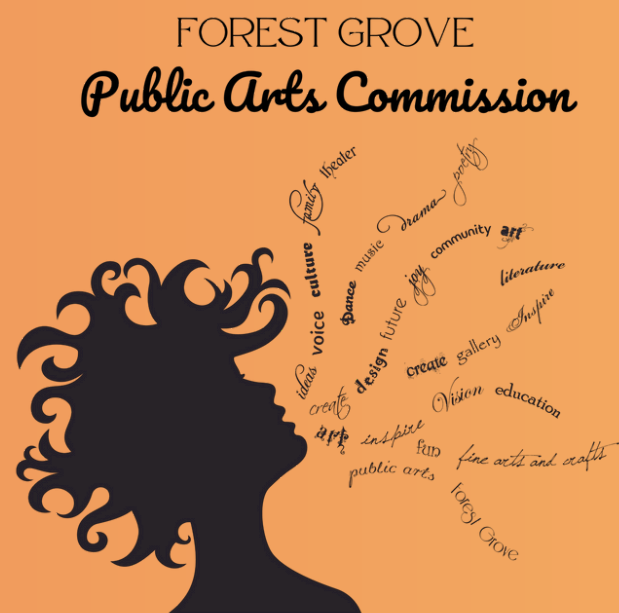
Orson Marcel- Student Advisor

Linda Taylor

Pat Truax

Colleen Winters- Staff Liaison

Donna Gustafson- Council Liaison



The Lincoln Park Mural

By Nate Marcel









YOU'RE INVITED

MURAL
CELEBRATION

& ARTIST TALK

OCT. 1

4:30PM

LINCOLN PARK
FOREST GROVE, OR
MAIN STREET ENTRANCE

LIGHT REFRESHMENTS

Mini-Grants & Sponsorships

- Leah Henrikesen- Cornelius Elementary- Mosaic Project
- April Hoff- Knickers in a Bunch art show
- Valley Art- Chalk Art Festival



\$500 to support local
arts programming

Festival of the Arts

- 57 free, diverse arts experiences available for both children and adults over four evenings; spanning music, dance, theater, literary arts, fine arts, film and crafts.
- Community collaboration with local businesses, artists, and Adelante Mujeres



Fall Into Art *Artist Market*

- Provide Artists with a space to sell their work, gain exposure
- Collaboration with The 97116 Show



Our Main Street Plan

- Four designated locations:
the four corners of Main Street between 21st and Pacific Ave.
- using funds designated from TLT monies (10K per year) and additional fundraising



Ideas:

- Rotating Gallery
- Functional Art- clock

Art Belongs
Everywhere
and to
Everyone



STAFF REPORT TO CITY COUNCIL

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: September 22, 2025

PROJECT TEAM: Bryan Pohl, Community Development Director
Miles Glowacki, Economic Development Coordinator

SUBJECT TITLE: ORDINANCE NO. 2025-03: AN ORDINANCE AMENDING FOREST GROVE CODE TITLE III (ADMINISTRATION), CHAPTER 34 (TAXES AND FEES), §34.26 (TAX IMPOSED) AND §34.38 (ADMINISTRATION) INCREASING THE LOCAL TRANSIENT LODGING TAX RATE FROM 2.5% TO 3.5%

ACTION

REQUESTED:

☒ Ordinance ☐ Order ☐ Resolution ☐ Informational

2040 VISION PLAN

This city code change addresses the following:

2040 Outcome: Foster a community and sense of place.

2040 Action Items:

- 1.11 Encourage and attract more events downtown to promote foot traffic
- 1.12 Install decorative lighting downtown
- 1.13 Increase wayfinding signage for downtown parking
- 1.14 Update the Tourism Strategic Plan
- 1.15 Develop a mural corridor/public art and cultural districts/celebrations
- 1.17 Pursue grants to support tourism, placemaking, identity, and planning
- 4.2 Explore opportunities to create a central community gathering space
- 4.5 Develop a festival street/pedestrian mall in downtown Forest Grove
- 4.9 Employ Pacific University work study students for community service needs

BACKGROUND

A local Transient Lodging Tax (TLT) is a tax imposed by a local government on the sale, service, or furnishing of transient lodging or what is commonly known as hotel, motel, and short-term rentals. Oregon Revised Statute (ORS) 320.350 provides that a City Council may impose a local TLT. Under state law and county ordinance, a city may keep 100% of a locally levied TLT. State law requires that at least 70% of net TLT revenue be used for tourism promotion or tourism-related facilities.

On November 27, 2017, the City Council approved Ordinance 2017-13 establishing a 2.5% TLT rate, with collections beginning in 2018. In 2023, the City Council passed Resolution 2023-52 establishing

three new tourism programs funded by the TLT, effective January 2024. On January 27, 2025, the City Council held a work session and reached a consensus to raise the TLT from 2.5% to 3.5%.

On September 8, 2025, the City Council held a work session and reached consensus to 1) increase the TLT rate from 2.5% to 3.5%; 2) to dedicate the new revenues to 2040 Action items and retain the existing programs at the current budgeted dollar amounts; and 3) to hold another work session once sufficient revenues resulting from the increase (likely 6-9 months) have been collected to clarify how these revenues will be spent to address the 2040 Action items noted above.

Because Resolution 2023-52 apportioned TLT revenues by a percentage of overall revenue to each program and the consensus at the September 8, 2025 work session was to spend the additional revenues from the TLT increase on new 2040 Action items, staff will prepare a new resolution for the next meeting that changes the apportionment from a percentage basis to a budgeted basis and create a new program entitled “2040 Action Items” which the additional revenues resulting from the increase will be deposited in. For example, instead of the Tourism Capital Grant Program being apportioned 10% of the approximate \$100,000 in annual TLT revenue, the new resolution will delete the 10% and default to what is currently in the budget or \$10,000. As noted during the work session, all current TLT annual revenues are fully allocated as follows:

- Tourism Marketing and Promotion Program (40%)
- Tourism Event Sponsorship Program (40%)
- Tourism Capital Grant Program (10%)
- Public Installation Art Program (10%)

Another resolution will be required to amend the Intergovernmental Agreement with the County to enable the County to collect the tax on the City’s behalf. Staff will bring this resolution forward for the City Council’s consideration at the next meeting. Lastly, unless directed otherwise by Council, staff will bring forward an ordinance in July, 2027, extending the TLT for another five years as current code has it sunseting on December 31, 2027, unless re-authorized by the City Council.

PROPOSED ORDINANCE CHANGES

The TLT is outlined in Chapter 34 Sections 25-40 of the City Code. Staff reviewed all sections and below are the ordinance amendments necessary to increase the rate from 2.5% to 3.5%. No other amendments to Chapter 34 are being proposed.

Strikethrough = proposed deletions

Red text = proposed additions

§ 34.26 TAX IMPOSED.

(A) Effective ~~January 1, 2018~~, **January 1, 2026**, each occupant shall pay a TLT in the amount of ~~two and one-half (2.50%)~~ **three and one-half (3.5%) percent** of the rent. The occupant shall pay the TLT with the rent to the local tax trustee. TLT amounts shall be rounded down to the nearest cent. The local tax trustee shall maintain records of all rent charged and TLT payments received. If rent is paid in installments, a proportionate share of the TLT shall be paid by the occupant to the local tax trustee with each installment unless the occupant pays the entire amount with the first payment.

§ 34.38 ADMINISTRATION.

(A) Use of TLT Funds. At least seventy percent (70%) of the revenue from the tax rate of ~~two and one-half (2.5%) percent~~ **three and one-half (3.5%) percent** shall be used for tourism promotion and tourism-related facilities. Up to thirty percent of the revenue of the ~~two and one-half (2.5%) percent~~ **three and one-half (3.5%) percent** may be used for City services.

Ordinance 2025-03 accepts the changes noted above and shows the final language that would be included in City Code.

FISCAL IMPACT

A one percent (1%) increase in the TLT equals approximately \$50,000 per year in additional revenue assuming vacancy rates in hotels, motels, and short-term rentals remains the same.

RECOMMENDATION

Staff recommends the City Council approve Ordinance No. 2025.03.

ATTACHMENT/S:

- Ordinance 2025-03
- TLT Powerpoint from the September 8, 2025, City Council work session

ORDINANCE NO. 2025-03

**ORDINANCE AMENDING FOREST GROVE CODE OF ORDINANCES TITLE III
(ADMINISTRATION), CHAPTER 34 (TAXES AND FEES), §34.26 (TAX IMPOSED)
AND §34.38 (ADMINISTRATION) INCREASING THE LOCAL TRANSIENT LODGING
TAX RATE FROM 2.5% TO 3.5%**

WHEREAS, a local transient lodging tax (TLT) is a tax imposed by a local government on the sale, service, or furnishing of transient lodging; and

WHEREAS, transient lodging includes hotel, motel, and inn dwelling units that are used for temporary overnight human occupancy; spaces used for parking recreational vehicles during periods of human occupancy; or houses, cabins, condominiums, apartment units, or other dwelling units, or portions of any of these dwelling units, that are used for temporary human occupancy; and

WHEREAS, ORS 320.350 provides that a City Council may impose a new local transient lodging tax if at least seventy percent (70%) of the net revenue shall be used to fund tourism promotion or tourism-related facilities or certain debt-related expenses, and no more than thirty percent (30%) of net revenue may be used for city services; and

WHEREAS, the City of Forest Grove established a Transient Lodging Tax rate of two point five percent (2.5%) under Ordinance No. 2017-13, and an adjustment is warranted to align with economic conditions and revenue needs; and

WHEREAS, the City of Forest Grove has determined that an increase in the TLT is necessary to support public services, tourism development, community improvements, and address new programs and projects included in the 2040 Plan.

NOW, THEREFORE, THE CITY OF FOREST GROVE ORDAINS AS FOLLOWS:

Section 1. The City Council hereby amends Forest Grove Code of Ordinances Title III (Administration), Chapter 34 (Taxes and Fees), as set forth below:

§ 34.26 Tax imposed

- (a) Effective January 1, 2026, each occupant shall pay a TLT in the amount of three and one-half (3.5%) percent of the rent. The occupant shall pay the TLT with the rent to the local tax trustee. TLT amounts shall be rounded down to the nearest cent. The local tax trustee shall maintain records of all rent charged and TLT payments received. If rent is paid in installments, a proportionate share of the TLT shall be paid by the occupant to the local tax trustee with each installment unless the occupant pays the entire amount with the first payment.

§ 34.38 Administration

- (a) Use of TLT Funds. At least seventy percent (70%) of the revenue from the tax rate of three and one-half (3.5%) percent shall be used for tourism promotion and

tourism-related facilities. Up to thirty percent of the revenue of the three and one-half (3.5%) percent may be used for City services.

Section 2. Ordinance No. 2017-13 is hereby repealed to the extent of such inconsistency or conflict.

Section 3. This ordinance is effective 30 days following its enactment by the City Council.

PRESENTED AND PASSED the first reading this 22nd day of September, 2025.

PASSED the second reading this 13th day of October, 2025.

Mariah S. Woods, City Recorder

APPROVED by the Mayor this 13th day of October, 2025.

Malynda H. Wenzl, Mayor



TOURISM PLAN

Miles Glowacki | Economic Development Coordinator
September 8, 2025

City of Forest Grove

AGENDA

Vision 2040 Plan

Purpose

History

Current Programs

Marketing Efforts

Funding

VISION 2040 PLAN

3



2040 ECONOMY GOAL STATEMENT:

- We envision a thriving, inclusive Forest Grove community with a vibrant downtown, a diverse economy offering high-paying jobs, and a strong sense of identity and place.

2040 OUTCOME:

Foster a community and sense of place.

VISION 2040 PLAN

4



2040 ACTION ITEMS:

- 1.11 Encourage and attract more events downtown to promote foot traffic
- 1.12 Install decorative lighting downtown
- 1.13 Increase wayfinding signage for downtown parking
- 1.14 Update Tourism Strategic Plan
- 1.15 Develop mural corridor/public art and cultural districts/celebration
- 1.17 Pursue grants to support tourism, placemaking, identity, and planning
- 2.37 Enhance and add wayfinding signage in downtown and along arterials
- 4.2 Explore opportunities to create a central community gathering space that is safe and welcoming for all ages
- 4.5 Develop a festival street/pedestrian mall in downtown Forest Grove
- 4.9 Employ Pacific University work study students for community service needs

HISTORY

5

- 2016: Washington County amended the County's TLT ordinance to allow local municipalities to keep 100% of locally levied TLT above the existing County and State TLT
- 2017: Council approved ordinance 2017-13 establishing a 2.5% TLT effective 2018
- 2018: TLT started to be assessed
- 2019: City contracted to develop new brand and logo
- 2020: Council approved new brand and logo
- 2023: Council passed Resolution 2023-52 establishing three new tourism programs, effective 2024:
- Tourism Events Sponsorship Program
 - Tourism Capital Grant Program
 - Tourism Art Program
- 2024: Council held a work session to refine the programs. Council approved FY25-26 budget and allocated monies for each program
- 2025: Council held a work session and came to a consensus to raise the TLT rate
- 2027: TLT automatically sunsets on Dec. 31, 2027, unless re-authorized by the City Council

PURPOSE

6

The purpose of tonight's work session is to:

- Reaffirm the consensus of the Council on the current tourism programs
- Seek consensus on marketing promotional efforts
- Reaffirm and clarify consensus on a transient lodging tax (TLT) increase
- Gain insight on potential future projects TLT revenues can be used for

CURRENT TLT PROGRAMS

7

Approximate annual TLT revenue is \$100,000. Excepting reserves, current TLT revenues are fully allocated in the FY 25-27 budget.

- **Tourism Sponsorship Program**
 - Provides up to \$5,000 per event for City sponsorship.
 - 40% of TLT Budget or approximately \$40,000/year
- **Tourism Capital Grant Program**
 - Provides up to \$2,500 for non-profits to make capital improvements related to tourism.
 - 10% of TLT Budget or approximately \$10,000/year
- **Tourism Art Program**
 - Provides approximately \$10,000 to the PAC for public installation art
 - 10% TLT Budget or approximately \$10,000/year
- **Tourism Marketing Program (covered in more detail in ensuing slides)**
 - A digital marketing effort composed of a website, Facebook, and Instagram accounts.
 - 40% of TLT Budget or approximately \$40,000/year

CURRENT TLT PROGRAMS

8

Staff is seeking consensus to continue the existing tourism programs unchanged:

- Tourism Sponsorship Program
- Tourism Capital Grant Program
- Tourism Art Program

TOURISM MARKETING PROGRAM

- The current marketing program is composed of two parts:
 - Chamber of Commerce: website updates, maintenance, tourism committee, and reporting. Expires 3/31/26.
 - JayRay: creative content, social media, digital campaign to increase exposure. Expired 6/30/25.



TOURISM MARKETING PROGRAM

Staff is proposing to combine the two contracts into one and release an RFP in December with the following Scope:

- Website maintenance and updates (DiscoverForestGrove.org)
- Social Media Marketing
- Content Creation
- Public Relations and Media Outreach
- Grant Writing
- Partnership Development
- Tourism Internship Program with Pacific U.
- Develop Metrics
- Report to City Council

TOURISM MARKETING PROGRAM

Staff is seeking consensus to combine the contracts and release a Tourism Marketing RFP for the budgeted amount in December, 2025.

TRANSIENT LODGING TAX (TLT)

- A municipality may impose a tax on transient lodging at any rate.
- Under State law, a city may use 30% of gross TLT revenues for the general fund and 70% for tourism efforts.

Current TLT Rates:

- | | |
|----------------|------|
| • Forest Grove | 2.5% |
| • Tualatin | 2.5% |
| • Sherwood | 3.0% |
| • Hillsboro | 3.0% |
| • Beaverton | 4.0% |
| • Wilsonville | 5.0% |

Every .5% = ~\$25,000 for Forest Grove

TRANSIENT LODGING TAX (TLT)

- Discuss previous Council consensus on seek consensus on next steps including rate and effective date

POTENTIAL PROGRAM & PROJECTS

1
4

2040 ACTION ITEMS:

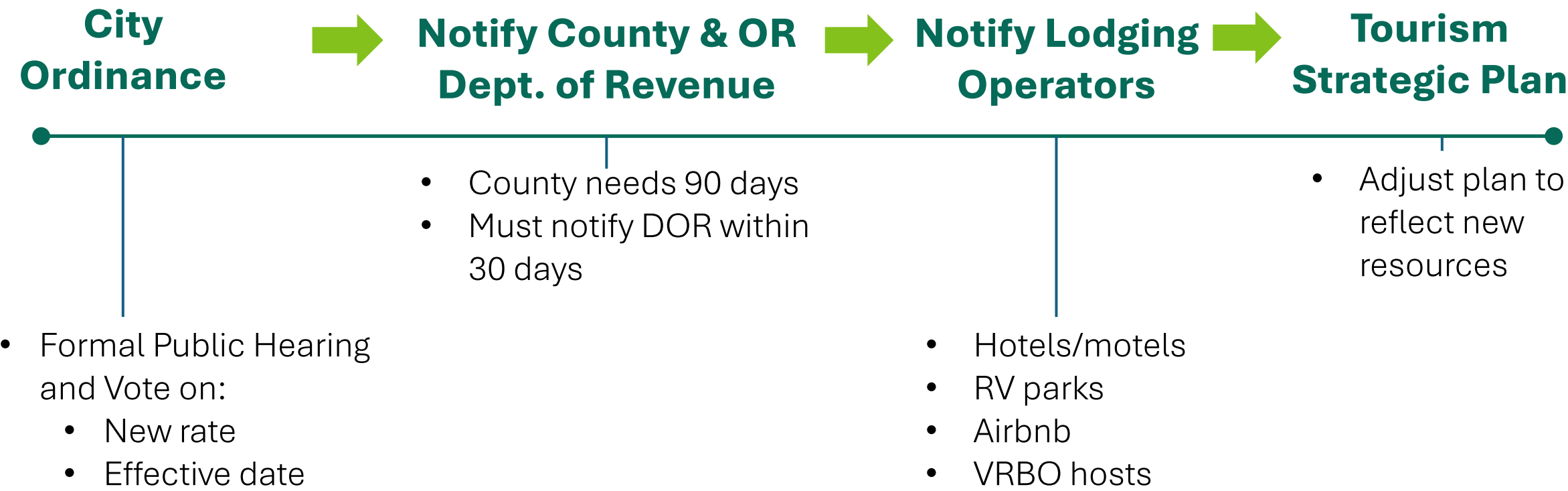
- 1.11 Encourage and attract more events downtown to promote foot traffic
- 1.12 Install decorative lighting downtown
- 1.13 Increase wayfinding signage for downtown parking (Action Item 2.37)
- 1.14 Update Tourism Strategic Plan
- 1.15 Develop mural corridor/public art and cultural districts/celebration
- 1.17 Pursue grants to support tourism, placemaking, identity, and planning
- 4.2 Explore opportunities to create a central community gathering space that is safe and welcoming for all ages
- 4.5 Develop a festival street/pedestrian mall in downtown Forest Grove
- 4.9 Employ Pacific University work study students for community service needs

POTENTIAL PROGRAM & PROJECTS

1
5

- Is there a consensus on what programs/projects an increase in TLT revenues could be spent on?

IMPLEMENTATION





STREETLIGHT FEE

Jesse VanderZanden | City Manager
Greg Robertson | Public Works Director
Keith Hormann | Light and Power Director
City Council Work Session 9-22-25

City of Forest Grove

AGENDA

Vision 2040 Plan

Purpose

Background

Discussion

VISION 2040 PLAN

3



2040 GOAL STATEMENT:

- Economy – we envision a thriving, inclusive Forest Grove community with a vibrant downtown, a diverse economy offering high-paying jobs, and a strong sense of identity and place

2040 OUTCOME:

- Revitalize Downtown

2040 ACTIONS:

- Install decorative lighting downtown
- Encourage and attract more events downtown to promote foot traffic

PURPOSE

4

- To reach a consensus on downtown decorative lighting
- To reach a consensus on the use of the Streetlight Fee

BACKGROUND

5

- Ordinance 2013-08 passed establishing a streetlight fee on July 8, 2013
- Resolution 2013-56 passed setting the streetlight fee at \$1.50 per month per account. There are approximately 10,000 accounts within the city.
- The purpose of the fee was to cover streetlight expenses with a separate fee to avoid using gas tax monies (Street Fund) to pay for streetlights
- The revenue “shall be used to pay direct and indirect costs associated with the operation, maintenance, installation, and replacement of street lighting owned and operated or controlled by the City.”
- All revenues “shall be placed in a dedicated account within the City’s Street Fund and used only to pay the direct and indirect costs associated with the operation, maintenance, installation and replacement of street lighting owned, operated or controlled by the City.”

BACKGROUND

6

- The Streetlight Fee has remained unchanged since its initial passage in 2013
- There are 2236 streetlights that are maintained by these revenues
- Light and Power replaced all sodium lights with LED lights on all streetlights in 2019-2020. The Streetlight Fee paid for these replacements over 3 years, ending in 2023. This project reduced power usage by approximately 50% and therefore saved approximately 50% in power expenses

BACKGROUND

7

	Prior-2023	Post-2023
Approximate Annual Revenue:	\$175,000	\$175,000
Approximate Annual Maintenance Expenses:	-\$50,000	-\$50,000
Approximate Annual Power Expense:	<u>-\$125,000</u>	<u>-\$62,500</u>
Approximate Annual Surplus:	\$0	\$62,500
Approximate annual cost of street tree lights, power and maintenance:		-\$1,500
Approximate annual cost of holiday decorative lights power and maintenance:		-\$5,000
Approximate annual cost of annual capital expense reserve (50-year life cycle):		<u>-\$50,000</u>
Estimated Annual Surplus		\$6,000

BACKGROUND

8

Considerations:

- The City recently replaced trees causing damage and installed outlets to power tree lights on portions of Main and 21st Avenue as part of the “Glow Up” project
- One item not finalized as part of the project was the purchase, installation, and maintenance of tree lights in this area
- While maintenance of the street trees is the responsibility of the adjacent business/landowner in the city code, the City has historically assumed a portion of this responsibility, i.e., planting and replanting the trees, in the federally-funded Community Development Block Grant area (enhanced streetscape area characterized by bricks, decorative trash cans, grates, etc.)
- The city owns and maintains all streetlights within the city

BACKGROUND

9

Considerations:

- The City does not have a fee to recover the operation, maintenance, installation and replacement of downtown tree lights or the downtown holiday lights
- The Streetlight Fee did not define “streetlights”, allowing broad interpretation by Council
- While tree and decorative lights are not considered a “streetlight” they are a type of “street lighting” as mentioned in the code and could be interpreted to fall within the code

QUESTIONS FOR DISCUSSION

1
0

- Does the Council want to purchase and maintain street tree lights and decorative lights within the CDBG enhanced streetscape area?
- If yes, is the Council amendable to using streetlight fee revenues to fund these services? The Council could accomplish this by either changing city code and defining a “streetlight” or pass a resolution clarifying usage of the streetlight fee revenues.
- Staff recommends that if the streetlight fee is used for the operation and maintenance of street and decorative lighting within the CDBG enhanced streetscape area, that the lights be accompanied by usage policies and guidelines. Such policies would clarify types of lights, and operating and maintenance procedures.
- Does the Council want to establish policies regarding the tree lights and decorative lights?