

# REQUEST FOR PROPOSALS (RFP) TOURISM DEVELOPMENT FOR THE CITY OF OREGON CITY DESTINATION MANAGEMENT ORGANIZATION

Establish a legally structured nonprofit that complies with U.S Internal Revenue Service Code and will function as a standalone destination management organization ("DMO"). Further, the respondent will provide recommendations as to the DMO's role, its responsibilities, and its overall organization operating structure.

The resulting outcome of the work should be the creation of a standalone legally operating nonprofit, that operates like a business, and controls and manages its strategic direction. The DMO will be under contract with the City of Oregon City and will, under certain conditions, receive annually a portion of the City's Transient Lodging Tax.



James N Graham, CEcD, Economic Development Manager, Oregon City  
625 Center Street  
Oregon City, OR 97045

## **REQUEST FOR PROPOSALS (RFP)**

### **Tourism Development for the City of Oregon City Destination Management Organization Development Economic Development Department City of Oregon City**

#### **I. GENERAL GUIDELINES AND STIPULATIONS**

The anticipated contract start date is **May 28, 2024**, with a contract duration of approximately 7 months. The selected creative agency shall assume responsibility for all contractual matters and services outlined in their proposal.

Proposals must be received by **5:00 pm on April 26, 2024**, at the City of Oregon City, Economic Development Department, Attn:

City of Oregon City  
c/o James Graham, Economic Development Department  
625 Center Street  
Oregon City, Oregon 97045-0304

It is projected that proposals will be reviewed and approved by **May 15, 2024**.

#### **II. ELECTRONIC SUBMITTAL**

The City allows and will accept electronic submittals, in lieu of an official paper submittal.

- a. Electronic submittals are to be e-mailed to the Economic Development Manager's email address on or before the deadline ([jgraham@orccity.org](mailto:jgraham@orccity.org) ).
- b. Title the e-mail with the label, DMO RFP.
- c. Any risks associated with ensuring the timely response to this RFP are borne by the respondent. The City will send a confirmation email.
- d. The City e-mail system will generally allow documents up to, but no larger than, 10 megabytes.
- e. If the respondent also submits a hard copy, the City will determine which form takes precedence in the event of discrepancies.

Inquiries shall be directed to James Graham, Economic Development Manager, by phone (503) 496-1552 or email ([jgraham@orccity.org](mailto:jgraham@orccity.org)). Verbal statements made by representatives of the municipal government are not binding unless confirmed in writing.

Responders to this request for proposals are responsible for ensuring that their contact information is correct and that email updates are being received and not being sent to spam folders. Hence, Oregon City is not responsible for the failure of responders to receive notifications of any changes or corrections made.

An authorized representative of the responding consultant must sign the proposal and their name and title must appear below the person's signature. Signing the proposal certifies that:

- a. the person has the legal authority to do so on behalf of the responding firm;
- b. no employee of The City of Oregon City, or any partnership or corporation in which the City has an interest, will or has received any remuneration of any description either directly or indirectly, in connection with the approval or performance of resulting from this RFP;
- c. the statements contained in the proposal are true and complete to the best of the responding firm's knowledge;
- d. the City or Oregon City reserves the right to waive any minor irregularity, informality, or non-conformity with the provisions or procedures of this RFP, and to seek clarification from the respondent if required;
- e. the City of Oregon City reserves the right to reject any proposal that fails to substantially comply with all prescribed solicitation requirements and procedures;
- f. that respondents understand that by submitting this RFP, the City of Oregon City does not commit to pay any costs incurred by the responding firm's submission or presentation of this RFP, or in making necessary preparation thereof;
- g. questions regarding this project proposal must be submitted to [jgraham@orcacity.org](mailto:jgraham@orcacity.org) in writing and that necessary, interpretations or clarifications in response to questions will be made by issuance of an "Addendum" to all responding consultants within a reasonable time prior to proposal closing, but in no case less than 72 hours before the proposal closing; and
- h. if an addendum is necessary, the City, at its discretion, can extend the closing date;
- i. only questions answered by formal written addenda will be binding; oral and other interpretations or clarifications will be without legal effect; and
- j. the respondent understands that late proposals will not be accepted.

*All proposals become part of the public file for the project, without obligation to the City of Oregon City. The City may cancel the procurement or reject any or all proposals in accordance with ORS 279B.100. In such an event, the City is not liable for any costs incurred by the Consultant in the preparation or presentation of the proposal.*

### **III. DEFINITIONS**

It is important to establish common definitions for this RFP, therefore, we offer the following:

- a. What is destination management?*

Destination management is the coordinated and thoughtful planning of all elements that make up a tourism destination. This can involve anything from attracting visitors to providing amenities for them to enjoy during their stay in a community.

- b. What is a destination management organization (DMO)?*

A destination management organization (DMO) represents the voice of its destination to potential visitors. It works with travel trade partners to provide travelers with information about the destination before they decide where to go on vacation.

DMOs also bring together organizations that serve all aspects of the visitor experience – from lodging providers, attractions operators, restaurants, and retailers – so that they can share insights into what makes their community stand out as a tourist destination. It is usually comprised of a board of directors, an executive, and staff that provide marketing support to the tourism industry overall within the community. DMOs can provide funding support to events, conferences, education/training to for-profit and non-profit public-facing organizations and staff.

Destinations with a strong DMO will be more competitive, have increased visibility, and have better economic performance than those without one. This careful planning ensures strategic, long-term success of a tourist destination. This in-depth coordination moves beyond marketing and is the reason why the DMO has been more recently referred to as management instead of marketing.

*c. What is destination marketing?*

Destination marketing is a type of marketing that promotes a specific location and its benefits to potential travelers. The goal of destination marketing is to increase awareness of the target destination, create a positive image in the target audience, and ultimately, bring new visitors and dollars to the community.

*d. What is a destination marketing organization (DMO)?*

A destination marketing organization is an entity that promotes a location. They primarily exist to provide information to leisure travelers and promote the development of a destination, focusing on convention sales, tourism marketing, and services.

#### **IV. EXPLANATION AND EXPECTATIONS OF RESPONSES TO THE RFP**

The Economic Development Department of Oregon City seeks proposals from qualified consulting firms or consultants that will establish a legally structured nonprofit DMO that complies with U.S Internal Revenue Service Code and that will function as a standalone destination management organization. Further, the respondent will, with the approval from the City Commission and assistance from staff, provide recommendations as to the DMO's role, its responsibilities, and its overall organization operating structure.

Oregon City is not seeking proposals on specific strategies as to how to market its tourism industry but what would be the proposed legal business model to eventually implement the community's tourism development strategy. In addition, the respondent will provide guidance on management acumen and organizational operation strategy that will lead the community's tourism program.

#### **V. RFP OUTLINE SUBMITTAL**

The responding consultant(s) may be a single consultant or a consultant team. Respondents to this RFP will submit their information utilizing the following outline:

- a. knowledge of the tourism industry in Oregon and the greater Portland Metro Region;
- b. hands on experience in structuring a nonprofit organization that complies with the U.S Internal Revenue Code;
- c. hands on experience with filing state business formation documentation that complies with state business formation filing code;

- d. capabilities in survey development, survey interpretation; focus group development and feedback interpretation;
- e. expertise in presenting and interpreting market data that is reflective of the Portland Metro Region, comparative market data and analysis of specific communities within the Portland Metro Region that are relatively similar to Oregon City;
- f. ability to gather tourism market data of Oregon City and conduct a comparative analysis of Oregon City's tourism market over the last seven years;
- g. ability to convey complex concepts into easy to comprehend methods, utilizing graphics and charts;
- h. experience in establishing an operational model designed to function similar to a professional, tourism-related, business-like operation;
- i. experience in making public presentations to public officials and industry-focus groups;
- j. ability to provide written feedback, examining and presenting an analysis of "what went right" and "what went wrong" of past/current efforts of Oregon City's activities to establish a tourism program;
- k. present a budget in response to this RFP;
- l. summary/resume of consultant's background and that of others who will be directly involved in fulfilling the scope of work.

## VI. BACKGROUND

The State of Oregon is divided into seven (7) regions. Each region has one destination management organization to act as its Regional Destination Management Organization (RDMO).

Most DMO are either chambers of commerce or visitation centers. Also, the actual activities of most DMOs interchange between being a destination management organization and/or a destination marketing organization. Few behave solely as one or the other.

There are sixteen (16) DMOs in the Portland Region. Most of these are chambers of commerce with the exception of Columbia County Economic Team, the Affiliated Tribes of Northwest Indians Tourism Center, the Oregon City Regional Visitor Information Center, Oregon's Mt. Hood Territory and Tualatin Valley/Washington County Visitors Association.

### *a. Tourism Development in Oregon City*

In 2018, the City of Oregon City Commission approved the Oregon City Tourism Strategic Plan. A tourism stakeholder group was established, comprised primarily of nonprofit participants. Many of the participants in the stakeholder group had been involved in the creation of the tourism strategic plan, which had stalled out due to a lack of staffing until September 2019.

The Oregon City Tourism Stakeholder Table first convened in January 2020 and met monthly during the first 8 months of 2020, initially in person, followed by a pivot to virtual meetings as our community and country grappled with the COVID-19. In February of 2020, the new economic development manager held an in-person stakeholder group meeting to discuss the existing tourism strategic plan and how to implement it. On March 23, 2020, Governor Kate Brown issued an Executive Order asking all Oregonians to stay home due to the spread of COVID-19.

In the winter of 2020, deliberate steps to execute this plan began. City staff broadened representation on the tourism stakeholder group to include for-profit visitor-facing businesses as well as more

nonprofit organizations. To help facilitate the tourism stakeholder group meetings, the City hired Destination Management Advisors to help facilitate virtual tourism stakeholder group meetings and provide technical support as the group began to develop specific programs to fulfill the goals and objectives of the tourism strategic plan.

*b. The Pandemic*

The COVID-19 Pandemic had negatively impacted many industries, institutions, and agencies all over the country. It had greatly challenged the operational profitability of virtually every industry in the United States including nonprofit and for-profit entities in Oregon City. The pandemic had especially hurt the tourism industry, including private nonprofits that support tourism. The restaurant industry had faced its own market challenges including the lack of customer confidence to frequent these establishments, and the inability to garner the level of income to maintain operations over the long term.

The Economic Development Department of Oregon City developed the Oregon City Debt Relief Program to reduce existing debt pressures on small businesses adversely impacted by COVID-19. Grant awards were sent directly to the creditors of the business applicants. On April 27, 2020, Oregon City Commissioners approved this initiative and agreed to provide \$200,000 from the City's General Fund to capitalize the program. Applications and program information were in English and Spanish. On May 4, 2020, the application process began awarding 78 businesses. Applicants could receive up to \$4,000. A total of \$183,000 in grant funding was awarded.

Regrettably, the Economic Development Department could only support a very limited number of businesses due to limited available funds. Further, it is recognized that the program will not make up for all the financial loss experienced by the business grantees. Hence, Oregon City Debt Relief (Round 2). In June of 2020, Business Oregon engaged the Oregon City's Economic Development Department to administer yet another debt relief initiative. The State of Oregon awarded Oregon City \$35,000 in grant funding to distribute to the local struggling small business community. Oregon City deployed the funds to 14 eligible applicants who received \$2,500 each.

Therefore, on September 19, 2020, the Economic Development Department sought and was approved to utilize \$350,000 of funding provided through CARES ACT. The department decided with City Commissioners approval to split the use of the funds between yet another debt relief initiative (grants) and the new Re-Imagine Opportunity Fund (forgivable loans) to help restaurants, tourism-facing businesses, and private nonprofits to establish new processes or to purchase technological innovation to be more resilient and agile going forward. Staff deployed \$108,609.28 in debt relief funds to 32 eligible small businesses within Oregon City and distributed \$240,296.00 in Re-Imagine Opportunity Funds to 12 eligible applicants.

*c. Destination Ready*

During the fall/winter of 2021, the Destination Ready strategy was launched to help prepare Oregon City's Tourism industry to greet its guests during a period of reduced COVID-19 restrictions. It was during this period when guests of Oregon City felt more relaxed about traveling, not only because of the reduced threat, but also due to the nature and scope of the welcome that was communicated by the Oregon City Tourism Industry. The implementation of this strategy represented an ongoing effort to build Oregon City's Tourism Industry.

During the biennium of FY 21 – FY 23, guidelines as to how to navigate the pandemic continued to evolve. Several new initiatives were planned and implemented in direct correlation to the Oregon City Tourism Strategy. These initiatives included the following:

1. The Community Showcase

FY 2021-2023 Budget: \$20,000

Quote from existing Tourism Strategic Plan: *Oregon City needs to ensure the value of tourism is understood by the local community so that the community can get behind these efforts and create an authentic experience.*

During the fall and into the winter of 2020, the City's Economic Development Department implemented this initiative. The program promotes community engagement with Oregon City's tourism-related, public facing nonprofits and for-profit organizations. This initiative consisted of web-based virtual tours of different Oregon City historic sites chosen monthly. Only residents of Oregon City could participate in a quiz based on the virtual tours. Fifty city resident winners were identified monthly and by correctly answering 60% of the quiz questions, residents received a \$40 gift certificate to redeem at 10 local restaurants.

2. The Concierge Institute

FY 2021-2023 Budget: \$100,000

Quote from existing Tourism Strategic Plan: *In order for Oregon City to grow its tourism industry it will need to lead local stakeholders in tourism best practices.*

The Concierge Institute provided training and education courses coordinated through the Oregon City Chamber to several nonprofit public-facing entities. Afterwards, the program participants were asked to be open on a regular schedule so that resources offered would help them build capacity in their respective operations. City staff had numerous conversations with historic houses to discuss their needs. They were offered funding to buy merchandise to sell, and interns to help with giving tours. The historic houses responded that they did not have enough volunteers and/or capacity to even accept what was being offered them.

3. The Arts Treasure Trove

FY 2021-2023 Budget: \$100,000 (\$40,000 for Arts Commission)

Quote from existing Tourism Strategic Plan: *A destination is its people-they make up the culture and the experience the visitor engages with during their visit.*

This initiative is one that engages the arts community of Oregon City in various ways to help improve community aesthetics, encourage tourism, and nurture community identification through the public display of sculptures, paintings, decorative features, horticulture enhancements, music, dance, poetry, historical portrayals, murals, and other forms of artistic expression.

Economic Development Department staff and the Community Development Department along with approval from the City Commission re-established the Oregon City Arts Commission. The first meeting of the Arts was held on October 26, 2021. Staff drafted program guidelines for the Arts Mural initiative. The Arts Commission approved a total of three Art Murals. The first mural approved was on April 12, 2022.

Staff assisted the Arts Commission with developing a grant program to individuals and organizations based in the Oregon City to support the local art community and to strengthen Oregon City's standing as a community that supports art and art-related businesses.

The program offered two tiers of funding: an Arts Commission Small Grant, from \$250 - \$2,499, and an Arts Commission Large Grant, from \$2,500 - \$10,000. A grand total of

\$35,000 was awarded to a total of eight applicants.

#### 4. City-Sponsored Events

FY 2021-2023 Budget: \$100,000

Quote from existing Tourism Strategic Plan: *Create or leverage regional travel itineraries to drive awareness.*

City-Sponsored Events initiative was a program of the City Commission. Staff drafted program guidelines that were approved by the City Commission. City-Sponsored Public Events are recognized by the City of Oregon City as events that are open to the general public. Generally, such activities should occur on a reoccurring basis; however, the City Commission of Oregon City reserves the right to fund a one-time public event if it is deemed worthy of subsidization.

The City of Oregon City provided grants to non-profit formulated organizations as well as for-profit businesses that produce events that are open and accessible to the general public. Such events require the use of public rights-of-way and/or use of publicly owned facilities. The program offered grants up to 50% of eligible costs with a maximum grand award up to \$20,000. The City approved two nonprofit organizations and one for-profit business, providing a total of \$42,498. A second round of funding was made available, providing up to 60% of eligible cost up to a maximum of \$12,000. Unfortunately, no applicants applied.

#### 5. Attraction and Expansion

The City's Economic Development Department along with other partners will be engaged in activities and methods to attract new tourist-related investments to Oregon City. The primary focus was on businesses that are positioned to enhance visitors' experiences regardless of the season.

#### 6. Other activities

- Established a tourism-related website.
- Conducted marketing and promotion activities utilizing digital and broadcast media.
- Installed banners along the major corridors and arteries of the community.
- Conducted surveys of visitors and residents
- Promoted several for-profit businesses via digital media.
- Changed the municipal code for business licensing.

### **VII. SUCCESSES AND CHALLENGES TO DATE**

In its effort to implement the existing 2017 tourism strategic plan, the City of Oregon City witnessed and experienced successes and shortfalls. Within the preceding section of this document, there is a listing of programs and initiatives that have been implemented by Oregon City. Several of these programs were designed to be capacity-building initiatives for nonprofit and for-profit organizations within the community.

Several of these initiatives were either deemed successful or partially successful. During the Pandemic, Oregon City's Debt Relief initiatives were successful in helping to keep many restaurants and several nonprofits operating. The Community Showcase initiative enabled the public to visit the community's historic sites virtually each month by showing online videos depicting the historical significance of each site. At the end of each video, viewers were quizzed as to what they saw on the videos. If views answered 60% of the questions correctly, they were given \$40.00 restaurant certificates redeemable at participating establishments. Community Showcase participants ended up spending more than \$40.00 at each participating restaurant. In FY 2020/2021

500 individual awardees received restaurant certificates, approximately 60 restaurants participated in the program. The Community Showcase was very popular among participants and the restaurants. The promotion and marketing activities of the Economic Development Department were deemed successful by nonprofits and for-profit organizations alike. Activities such as TV broadcast commercials, visitors' guides, street banners, paid Instagram ads, paid Facebook promotions and an online tourism website were instrumental in raising the visibility of the community's tourism assets and establishing the community's brand.

The Economic Development Department's Concierge Institute was considered partially successful. Coordinated by the Oregon City Chamber, the Concierge Institute provided training and education courses to several nonprofit public-facing entities. The program was designed to help build the operational and financial capacity of the nonprofits taking the courses. Although the training was considered good, the nonprofit entities did not have the capacity to implement the strategies being taught.

Over time, it became very clear that a visitor-facing operation cannot be successful by strictly relying on volunteers. Visitor-facing tourist sites that are staffed by paid employees and are viewed as successful operations with occasional event programming and a set schedule of operation. Other sites that rely solely on volunteers are challenged with a lack of coverage and inconsistent operational scheduling. Like many industries in today's economy, the tourism industry is suffering from a lack of employees. Oregon City's tourism industry is no different.

The Oregon City community has various nonprofit-operated tourism assets, but they have either been unwilling or unable to coordinate ticketing and event programming. All the nonprofit-based tourism-facing operations in the community have different boards of directors, different organizational operations, and various developmental needs; hence, making program collaboration and coordination difficult. In a 2015 Oregon City Tourism Strategic Plan developed by Point B Destination Advisors, it was noted that "While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism.

To witness recent discussions on the successes and challenges of Oregon City's Tourism program, it will be necessary to click on the video links below to see recorded deliberations involving the City Commission, staff, and community stakeholders.

November 7, 2023 - City Commission Meeting (start at video time slot 1:13:58 and end at 2:06:08)  
<https://www.youtube.com/watch?v=DsHAX7i5bOw>

January 9, 2024 – City Commission Meeting (at the very start of the video to time slot 1:41:36)  
<https://www.youtube.com/watch?v=CXq-b8Qqcsc>

February 7, 2024 – City Commission Meeting (start at time slot 2:27:17 and end at 2:56:34)  
[https://www.youtube.com/watch?v=sW\\_a4LE1COU](https://www.youtube.com/watch?v=sW_a4LE1COU)

March 6, 2024 – City Commission Meeting (start at time slot 1:11:09 end at 2:21:19)  
<https://meetings.municode.com/MeetingDetailsPage/index?clientCode=OREGONCITY&meetingId=5f33a163-6a99-4df2-b80a-6728614da5bf>

## **VIII. CONSULTANT SELECTION**

Following the selection of a consultant or consulting firm, the Economic Development Manager and/or designee will negotiate a Personal Service Agreement (“PSA”) covering a period of up to eight (8) months, unless approval from the IRS designating the DMO as a nonprofit requires more time due to the fault of the consultant. If additional time is required to complete the contractual obligations as outlined in the scope of work of the winning proposal, it will be in the sole discretion of Oregon City to further extend the contract. There will be no further compensation for an extended contract period if it is deemed, in the sole discretion of Oregon City, that the consultant is at fault, requiring more time to complete the scope of work.

The consultant selected to perform work under the contract will use the City of Oregon City’s standard Personal Services Agreement (attached). The PSA will identify the type of services, work scope, fee, and terms of payment for services.

## **IX. BUSINESS LICENSE/FEDERAL ID REQUIRED**

Once selected, a City of Oregon City Business License is required. Chapter 5.04 of the City Code states no person shall do business within the City without a current, valid City license. No contracts shall be signed prior to the obtaining of the City of Oregon City Business License.

Upon award of proposal, contractor shall complete a W-9 form for the City.

## **ATTACHMENTS**

- Exhibit 1: Standard Personal Services Agreement (“PSA”)
- Exhibit 2: Business License Application
- Exhibit 3: Tourism Strategic Plan 2017
- Exhibit 4: Tourism Strategic Plan 2015

## EXHIBIT 1

Point of Contact: \_\_\_\_\_

Term of Contract: \_\_\_\_\_

### CITY OF OREGON CITY PERSONAL SERVICES AGREEMENT

This PERSONAL SERVICES AGREEMENT ("Agreement") is entered into between the CITY OF OREGON CITY ("City") and \_\_\_\_\_ ("Consultant").

#### RECITALS

A. City requires services that Consultant is capable of providing under the terms and conditions hereinafter described.

B. Consultant is able and prepared to provide such services as City requires under the terms and conditions hereinafter described.

The parties agree as follows:

#### AGREEMENT

1. **Term.** The term of this Agreement shall be from the date the contract is fully executed until \_\_\_\_\_, unless sooner terminated pursuant to provisions set forth below. However, such expiration shall not extinguish or prejudice City's right to enforce this Agreement with respect to (i) breach of any warranty; or (ii) any default or defect in Consultant's performance that has not been cured.

2. **Compensation.** City agrees to pay Consultant on a time-and-materials basis for the services required. Total compensation, including reimbursement for expenses incurred, shall not exceed \$\_\_\_\_\_.

3. **Scope of Services.** Consultant's services under this Agreement shall consist of services as detailed in Exhibit A, attached hereto and by this reference incorporated herein.

4. **Standard Conditions.** This Agreement shall include all of the standard conditions as detailed in Exhibit B, attached hereto and by this reference incorporated herein.

5. **Integration.** This Agreement, along with the description of services to be performed attached as Exhibit A and the Standard Conditions to Oregon City Personal Services Agreement attached as Exhibit B, contain the entire agreement between and among the parties, integrate all the terms and conditions mentioned herein or incidental hereto, and supersede all prior written or oral discussions or agreements between the parties or their predecessors-in-interest with respect to all or any part of the subject matter hereof.

6. **Notices.** Any notices, reports or other documents required by this Agreement shall be sent by the parties by United States mail, postage prepaid, or personally delivered to the addresses below. All notices shall be in writing and shall be effective when delivered. If mailed, notices shall be deemed effective forty-eight (48) hours after mailing, unless sooner received. Bills and invoices may be sent by e-mail or United States mail.

To the City:

City of Oregon City  
PO Box 3040  
625 Center Street  
Oregon City, OR 97045  
Attention: City Manager

To Consultant: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Consultant shall be responsible for providing the City with a current address. Either party may change the address set forth above for purposes of notices under this Agreement by providing notice to the other party in the manner set forth above.

7. **Governing Law.** This Agreement shall be governed and construed in accordance with the laws of the state of Oregon without resort to any jurisdiction's conflicts of law, rules or doctrines.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly appointed officers on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

CITY OF OREGON CITY

(CONSULTANT)

By: \_\_\_\_\_  
Anthony J. Konkol, III  
Title: City Manager

By: \_\_\_\_\_  
Title: \_\_\_\_\_

DATED: \_\_\_\_\_, 20\_\_\_\_.

DATED: \_\_\_\_\_, 20\_\_\_\_.

By: \_\_\_\_\_  
Department Head's Name  
Title: Department Head's Title

APPROVED AS TO LEGAL SUFFICIENCY:

By: \_\_\_\_\_  
City Attorney

## EXHIBIT 2



# OREGON CITY

625 Center Street | PO Box 3040 | Oregon City OR 97045  
Ph: (503) 657-0891 | TOLL FREE (888) 873-1676 | Fax (503) 657-3339

## APPLICATION FOR BUSINESS LICENSE

NEW  TEMPORARY  OWNERSHIP CHANGE  ADDRESS CHANGE  NAME CHANGE  No.

<b>Business Information</b>		<b>Business Owner and Contact Information</b>	
Business Name	Owner Name		
Business Site Address	Home Address		
City, State, Zip	City, State, Zip		
Business Phone	Phone		
Business Email	Email		
Business Mailing Address	Emergency Contact Name		
City, State, Zip	Emergency Contact Phone		
Federal ID No. (EIN)	Metro Contractor's License		
4 Digit SIC Code (if known)	State License # (if applicable)		

**Detailed Description of Business (REQUIRED):** What specific activity are you conducting?

**PAYMENTS MUST ACCOMPANY APPLICATION. MAKE CHECKS PAYABLE TO: City of Oregon City**

**OFFICE USE ONLY**

Amount Paid	Receipt #	<input type="checkbox"/> Cash <input type="checkbox"/> Check	<input type="checkbox"/> Visa <input type="checkbox"/> MasterCard	SIC Code	Date Paid / By
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## WHO NEEDS A BUSINESS LICENSE?

Oregon City Municipal Code Chapter 5.04 requires all businesses conducting business inside the city limits of Oregon City to obtain an Oregon City business license.

## HOW TO APPLY FOR A BUSINESS LICENSE

**Complete this Application for Business License form and submit it with the applicable fees, either:**

- in person at 625 Center Street
- by mail to Business Licensing, PO Box 3040, Oregon City, OR 97045
- by fax to (503) 657-3339
- by email to [licensing@orccity.org](mailto:licensing@orccity.org)

This form can be found online at <https://www.orcity.org/economicdevelopment/business-licenses>. Applications must be filled out completely. Incomplete applications will expire if not completed within 30 days. In the event a license application expires, the applicant may reapply for the business license. Businesses operating in the City must comply with all building, zoning, signage, fire and police requirements. Completion of the application does not imply business license approval. The business may not begin until the business license and all necessary permits, signs and inspections are approved by the City. Before submitting an application for a business license, please contact Community Development at (503) 722-3789 to verify that your business is a permitted use within the zone you are located in. To determine the zoning of the property where the business is located, visit <https://www.orcity.org/405/what-zone-am-i-in>.

Additional forms can be found at <https://www.grcity.org/economicdevelopment/business-licenses>

- **Marijuana businesses** are required to complete the **Marijuana Business Supplemental Questionnaire** form.
- **Home-based businesses** located in the City are required to complete the **Home-Based Business Worksheet** form.
- **Mobile food cart businesses** are required to complete the **Food Cart/Unit in a Pod or Location Approved for 5+ Hours** form.
- **Temporary businesses** and solicitors operating within the legal boundaries for up to two weeks or less are required to complete the form.

## **BUSINESS LICENSE FEES**



annual business  
license fee  
(see chart below)

The cost of the annual business license is dependent on the number of employees and whether the business is operating from a fixed place of business within the city. When figuring the number of employees, include all persons involved in the business including owners, officers, employees and others operating within the City of Oregon City. Please verify the business location as it relates to Oregon City's jurisdictional boundary. New businesses that begin after January 31<sup>st</sup> of the current year will pay a prorated business license fee. The prorated amount is calculated at 1/12 for every month of the calendar year.

	<u>NUMBER OF EMPLOYEES</u>	<u>FIXED PLACE OF BUSINESS WITHIN CITY</u>	<u>NO FIXED PLACE OF BUSINESS WITHIN CITY</u>
<b>Commercial Business:</b>	1 - 25	\$ 178	\$ 228
	26 - 50	\$ 286	\$ 390
	51 or more	\$ 394	\$ 552

\*Amounts above include the \$78 Community Safety Advancement Fee. (OCMC 13.36.040)

**Home-based Business:** -n/a- \$ 100 -n/a-

**Temporary Two weeks or less:** -n/a- \$ 50 \$ 50  
**and each occurrence**

Any business that is tax-exempt under section 501(c)(3) of the Internal Revenue Code is exempt from payment of these business license fees upon submission of a copy of their IRS letter indicating their exempt status.

If you intend to have a sign in the Right of Way, please contact Community Development at (503) 722-3789 to discuss hours of placement, size of sign, etc. to determine if additional fees apply.

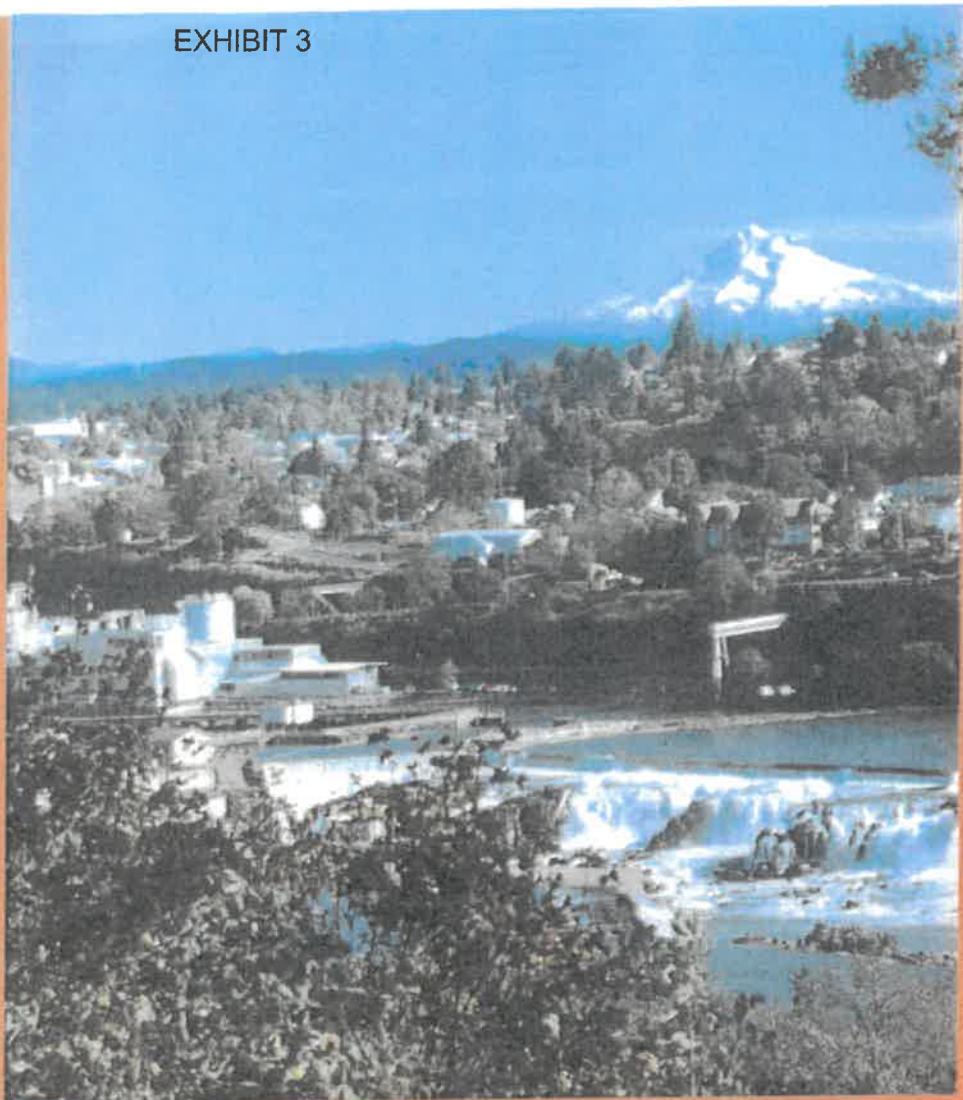
## WHAT IF THE BUSINESS LICENSE IS DENIED?

If the issuance of a business license is denied, the city shall send to the applicant written notice of the denial or revocation, and of the right to an appeal. The denial or revocation of the license is final unless the applicant/license holder appeals the decision in writing to the city manager within ten business days of receipt of the notification. The city manager shall, within ten business days after the appeal is filed, consider all the evidence in support of or against the action appealed and render a decision either sustaining or reversing the denial or revocation. The decision of the City Manager shall be the final decision of the city. (OCMC 5.04.090)

QUESTIONS?

Contact the business license office at 503-657-0891 or visit us at 625 Center Street.

EXHIBIT 3



# OREGON CITY

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## Tourism Strategic Plan

# PROJECT PURPOSE

This plan was developed to assist the City of Oregon City Economic Development Department with development and refinement of the Oregon City Tourism Strategic Plan. The plan will provide guidance for directing future efforts and funds aimed at increasing tourism activity within Oregon City. The updated Oregon City Tourism Strategic Plan will be presented as a recommendation from the Oregon City Tourism Stakeholder Group to the Oregon City City Commission for adoption as an official plan of the City that is a component of the larger Economic Development Strategy.

Ultimately, this project will bring the City closer to meeting the overall tourism objectives of increasing tourism-related revenues and employment opportunities within the City by:

1. Increasing the number of tourists/visitors;
2. Increasing the length of stay of the tourist/visitor;
3. Increasing the average amount of tourist/visitor expenditures.

The City also recognizes that what is attractive to visitors can also be attractive to residents and investors, thus providing a quality of life and business development component to the strategy.

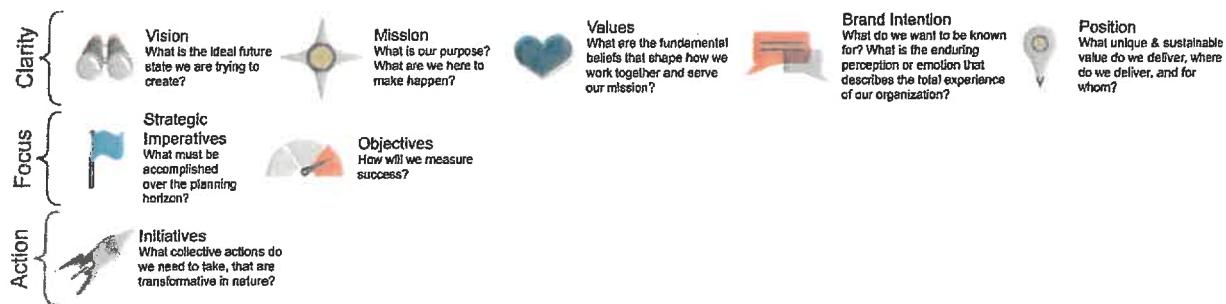
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## STRATEGIC PLANNING PROCESS OVERVIEW

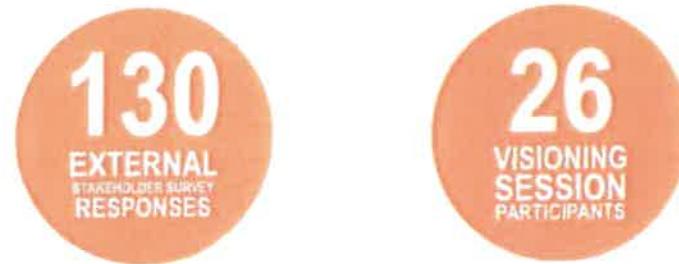
In the Summer of 2017, The City of Oregon City's Economic Development Department partnered with Coraggio Group, a Portland based strategy and change management consulting firm to develop a strategic plan for Oregon City tourism and begin laying the foundation for more structures and a mission-driven tourism industry. The process began with an immersion session that grounded Coraggio in the past, present and future of the Oregon City tourism industry and an in-depth stakeholder engagement process designed to solicit input from the broader Oregon City travel and tourism industry regarding opportunities and challenges facing the local tourism industry. This information was then summarized, themed and used to inform our strategic planning team and provide guidance in the development of this Plan.

With good guidance in hand, we assembled a strategic planning committee that included local stakeholders from a variety of organizations including lodging, events, attractions, local businesses and City leadership. As a group, this planning committee was responsible for attending and participating in strategic planning meetings designed to develop all the key elements of a strategic plan. They included:



## ENGAGEMENT PROCESS AND DEMOGRAPHICS

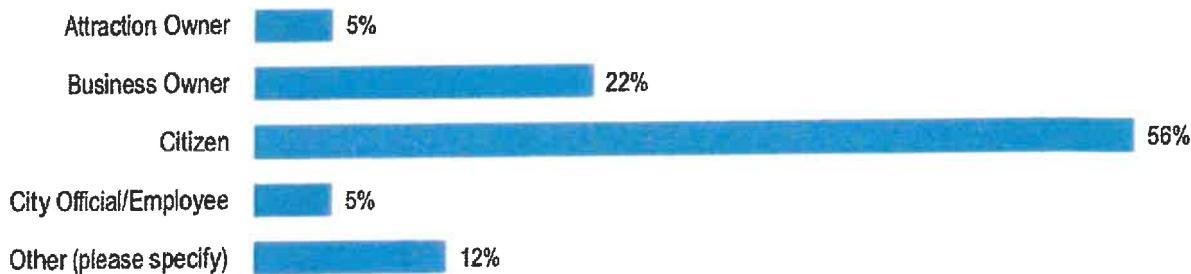
An in-depth Stakeholder Engagement process was conducted starting in July 2017 to gather insights and input from a broad range of Oregon City tourism stakeholders. The engagement process included an external stakeholder survey and an in-person visioning session with key Oregon City stakeholders. Our process, and plan, was guided by the input from:



These stakeholders were asked a number of questions concerning the future of Oregon City tourism, covering topics such as:

- Brand and Reputation
- Tourism Asset Identification
- Target Geographic Regions
- Target Itinerary Length
- Target Demographic
- Tourism Support Role
- Opportunities & Barriers

### Survey Respondents:



## KEY INSIGHTS

Through consolidating and analyzing all the data, Coraggio Group identified the following areas that were top of mind among stakeholders and considered important to consider during the strategic planning process:

### Visitor and Brand Insights

- Oregon City is currently a 4-8 hr. tourism destination, with future potential for more overnight visitation
- Oregon City's ideal visitor lives within the greater Portland region or the Pacific Northwest
- The Oregon City visitor is heterogeneous and interested in history and culture
- Key tourism assets are natural attractions, heritage sites and recreational activities, specifically the Willamette Falls and End of the Oregon Trail.
- Stakeholders are looking for leadership to help develop, market and fund tourism development and activity in Oregon City

### Strategic Planning Insights

- Primary tourism assets must be historic, authentic and accessible
- History and the Willamette Falls are Oregon City's most attractive assets, but their success is hampered by a limited parking, lodging and business infrastructure, and competition with Portland
- Transportation challenges (access and parking) may be a barrier to success
- Asset development, marketing and governance are needed to drive tourism in the long-term
- Oregon City's current sense of place needs to be maintained
- Community engagement around tourism and its future in Oregon City is important
- Collaboration, coordination and a unified sense of place is needed to advance
- Food and beverage offerings and the riverfront have



## STRATEGIC ANCHORS



### Vision:

Any tourism destination should have a vision of what it aspires to be, what it wants to achieve as a destination, and an idea of why the destination is important to the world. In Oregon City, that vision is rooted in the town's long lineage of serving as an intersection of cultures, communities, and exploration. It is a place uniquely positioned in the natural world, with an abundance of rich landscapes and opportunity. With those things in mind, the vision for what Oregon City should aspire to be is simple:

- Oregon City, a proud community at the confluence of history, exploration, and prosperity



### Mission:

Turning this future vision of Oregon City into reality is something that requires efforts from many people. Like the communities that settled along the Willamette thousands of years ago, each person had something to offer, something that helped build those early communities into what we know Oregon City to be today. Like those people, the City of Oregon City and the Tourism Strategic Plan have a role to play in realizing their vision. The City believes this mission is to:

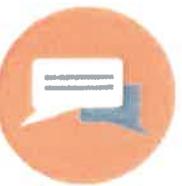
- Promote Oregon City as a gathering place for all, by providing a variety of experiences through a collaborative, connected, and enduring tourism industry



### Position:

In order for our city to be successful at its mission, it is important to understand what makes Oregon City unique and sustainable in the market. This understanding helps guide the efforts of the City as it begins to compete as a destination and market its unique offerings. Oregon City believes its destination's position in the visitor market is to be a vibrant destination in the Portland Metropolitan area, located where the Oregon Trail ended, and the State of Oregon began. Visitors are delighted by:

- A small town feel
- Authentic and diverse experiences centered around heritage
- Outdoor and riverfront adventures near the magnificent Willamette Falls
- Unique Pacific Northwest food and beverage offerings



### Reputation:

When a visitor leaves a destination, they are impacted in some way. As a destination we can make decisions and create goals that are aimed at ensuring a certain experience is had by each and every visitor that comes into our market. This is a destination's reputation. Oregon City hopes to pursue a reputation in the tourism industry that describes it as:

- **Welcoming:** glad to entertain or receive
- **Engaging:** causing someone to be involved
- **Inclusive:** not excluding anyone, being a part of the whole
- **Authentic:** done in a traditional or original way



### **Imperatives:**

Strategic Imperatives are the major bodies of work related to tourism development that Oregon City will undertake in the next three years. These represent the major strategic opportunities facing the organization, and each is supported by Initiatives that define specific steps to be taken, and measurable Objectives that gauge what success looks like for each Imperative. The Strategic Imperatives for tourism in Oregon City over the next three years are as follows:

- **Build Tourism Leadership Capabilities**
- **Enhance the Brand**
- **Coordinate Tourism Assets through Collaboration**
- **Cultivate and Curate a Portfolio of Experiences**



# IMPERATIVES

## IMPERATIVE #1: BUILD TOURISM LEADERSHIP CAPABILITIES

Oregon City and its stakeholders believe there is something special to offer visitors. We believe tourism can play an economically beneficial role in the Oregon City community. It could help businesses grow and provide a better living experience for residents. This is a belief shared by many stakeholders in the City, who have been vigilant in helping us realize our full tourism potential. It is now believed that this effort needs more focus, structure and direction in order to propel the destination to the next level. In order to create this higher-functioning destination, Oregon City has identified the following four steps required to build tourism leadership capabilities. They are:

- 1. Identify and empower a tourism leadership and operational structure:** When a tourism destination reaches a certain level of visitation, and/or decides to pursue tourism as a focused driver of the local economy, it requires a centralized organization. A centralized organization has the ability to rally local tourism stakeholders, align assets, create a shared vision, consolidate efforts and ultimately drive more efficient and impactful funding. Oregon City believes identifying and empowering an organizational body to consolidate and direct tourism efforts in Oregon City is the next logical step in an already successful industry.
- 2. Solidify and grow a tourism financing model:** Any tourism-focused organization needs a budget to be effective. Currently, tourism in Oregon City is funded by a lodging tax placed on its two lodging properties. Over the course of the next three years, Oregon City needs to continually evaluate and protect its current funding levels. As the City begins to increase visitation through renewed, focused efforts, funds will grow. These funds need to be solidified into a sustainable and protected model that affords the City the resources necessary to realize the full potential of Oregon City tourism.
- 3. Support tourism assets through technical education and programming:** Leadership capabilities do not stop at empowerment and funding. In order for Oregon City to grow its tourism industry it will need to lead local stakeholders in tourism best practices. By providing technical education that supports a variety of tourism assets in operating in a more effective and efficient manner, as well as offering participatory programming that aligns individual tourism assets with a more compelling city-wide vision, Oregon City tourism can ensure its relevancy and competitive stance in a crowded, ever changing market.
- 4. Champion the Value of Tourism:** A destination is its people—they make up the culture and the experience the visitor engages with during their visit. Therefore, a tourism product is only as good as the people who support it and its value. Oregon City needs to ensure the value of tourism is understood by the local community so that the community can get behind these efforts and create an authentic experience.

### **Objectives:**

At the end of three years, Oregon City will decide whether we have been successful at building tourism leadership and capabilities in Oregon City. We will measure success against the following Objectives:

1. A leadership governance structure has been identified
2. Participation in year-over-year technical education programs has increased
3. A financial funding model has been identified

## IMPERATIVE #2: ENHANCE THE BRAND

A destination's brand is an important differentiator in the travel and tourism industry. It helps distinguish one destination from another and helps influence visitor decision making. A well-communicated and understood brand also helps direct marketing efforts to visitor segments who have the highest affinity to your brand, optimizing activity and spend. Brand also serves as a unifying tool to get various stakeholders to come together under one common understanding of the experience they are trying to create. To this end, Oregon City tourism has realized the importance of establishing a brand that can rally stakeholders, align Oregon City offerings and drive awareness for the destination. Enhancing the Oregon City brand consists of the following three steps:

1. **Develop, approve and deploy Oregon City branding:** Using early brand work completed during strategic marketing sessions, Oregon City will align on a brand for Oregon City tourism. This includes tonality, target personas and other key brand guidelines.
2. **Activate a city-wide branding campaign to strengthen brand connection among local assets and businesses:** Once a brand has been approved, Oregon City will commit to activating that brand throughout the City to create a unified sense of place.
3. **Research and define the Oregon City visitor:** Understanding your visitor and the effectiveness of your brand and marketing activations is key to any destination's continuous improvement. While initial work has been completed during strategic marketing sessions to identify the ORegon City brand, it will be important to reassess as the Oregon City brand grows. Once the brand has had time to take root, Oregon City will begin to dig deeper into how their brand is resonating with initial visitor profiles and determine more clearly what visitor segments are being drawn to their offerings.

### **Objectives:**

Oregon City will track the success of this initiative by striving to accomplish the following objectives:

1. Brand guidelines established
2. Baseline and increase brand awareness

## IMPERATIVE #3: COORDINATE TOURISM ASSETS THROUGH COLLABORATION

Tourism in Oregon City has the benefit of being supported by multiple stakeholders who are passionate about what the City has to offer and are committed to sharing it with prospective visitors. In the past, efforts have been more or less decentralized and not aligned. Key assets at times do not share common operating hours, marketing collateral is at times specific to one in-town experience and city-wide brand ambassadors are limited. In order for Oregon City to develop a multi-experience, compelling destination offering, the strategic planning team found it vital to create a coordinated tourism effort through increased stakeholder collaboration. They say a rising tide lifts all boats— this initiative aims to create that tide through planned and focused collaboration via the following initiatives:

- 1. Develop a plan to coordinate operating hours, ticketing and brand collateral to enable a more unified tourism experience:** Tourism in Oregon City will connect key stakeholders to help create a convenient, accessible and holistic tourism offering. The focus will be on pursuing common operating hours, ticketing options and brand collateral that communicates more inclusive and accessible travel itineraries for potential visitors.
- 2. Convene a working group of asset and business operators to share best practices and resources:** With Oregon City tourism being relatively young in its development, resources are scarce. In order for the City to realize its full tourism potential, local stakeholders will have to work together to combine efforts, educate each other on effective practices and share resources where necessary.
- 3. Promote “every site is a visitor center” thinking through cross-training opportunities:** Creating brand ambassadors is important in any destination. They are your representatives and help disperse visitors to various locations once they are in-market. This initiative is intended to put a focus on creating brand ambassadors who can promote the Oregon City experience and help keep visitors in-market longer by providing cross-training opportunities that educate individual tourism businesses about broader Oregon City offerings.

### Objectives:

The success of this imperative will be directly measured by the accomplishment of the following objectives

1. Baseline and increase % of assets sharing common opening hours
2. Baseline and increase participation rate growth in cross-training and collaborative events

## **IMPERATIVE #4: CULTIVATE AND CURATE A PORTFOLIO OF EXPERIENCES**

A destination is only as strong as the experiences and assets it has to offer its visitors. Assessing this portfolio of experiences, determining what condition tourism assets are in, understanding the differentiating factors of each asset and experience, and ensuring these offerings are easily accessible are all key to effectively marketing and driving visitation to the destination. To ensure that Oregon City tourism is fully aligned on its portfolio of experiences and the promotion of those experiences, the City will pursue the following initiatives:

- 1. Inventory and assess existing tourism assets and experiences for tourism readiness:** Oregon City will inventory and assess what stakeholders have deemed to be primary tourism assets, select which will be primary drivers for the destination and then ensure they are prepared to receive increased visitation. This assessment will also include the identification of any experience gaps or opportunities that may be considered for potential development as the visitor market grows.
- 2. Develop a plan to promote existing experiences and activate new experiences:** Having a solid understanding of what Oregon City's primary assets and experiences are, the City will then develop a plan to promote existing experiences that are deemed to be tourist-ready. Additionally, the previous assessment opportunities for new experiences will be evaluated and activated where and when appropriate. The first experiential marketing campaign is already underway and should serve as a model going forward.
- 3. Assess and prioritize infrastructure (parking, wayfinding) required to enhance tourism readiness and experience:** Stakeholder engagement highlighted the fact that the infrastructure necessary to absorb increased visitation may be inadequate. This potential inadequacy needs to be evaluated in concert with previous promotional initiatives to ensure that successful marketing campaigns are supported by the capacity to host these new visitors.
- 4. Create or leverage regional travel itineraries to drive awareness:** Understanding that an advantage of Oregon City tourism is its location in relation to the Portland Metropolitan area, the City will pursue opportunities to create or be included on new or existing travel itineraries that include Oregon City as a must-see, taking advantage of visitors already in-market who may not be aware of the Oregon City offering.

### **Objectives:**

Tourism in Oregon City will know if it has successfully cultivated and curated a portfolio of experiences when they have achieved the following objectives or measures:

1. Growth in visitor spending
2. Increase number of Itineraries published by 3rd parties

## OREGON CITY TOURISM OPERATIONAL PLAN

**Oregon City Tourism's Operational Plan can be rolled up into four key steps. They are as follows:**

### **Lead It**

First and foremost, Oregon City needs to establish a governance structure and create the capacity necessary to drive the strategic plan. Therefore, this is the first and most important part of the 2019-2021 Oregon City Tourism Strategic Plan to operationalize.

### **Brand It**

Once governance and capacity has been established, Oregon City tourism needs to brand its offering in order to differentiate itself in the market. This early branding exercise will help solidify brand awareness through existing tourism assets that are already receiving visitation.

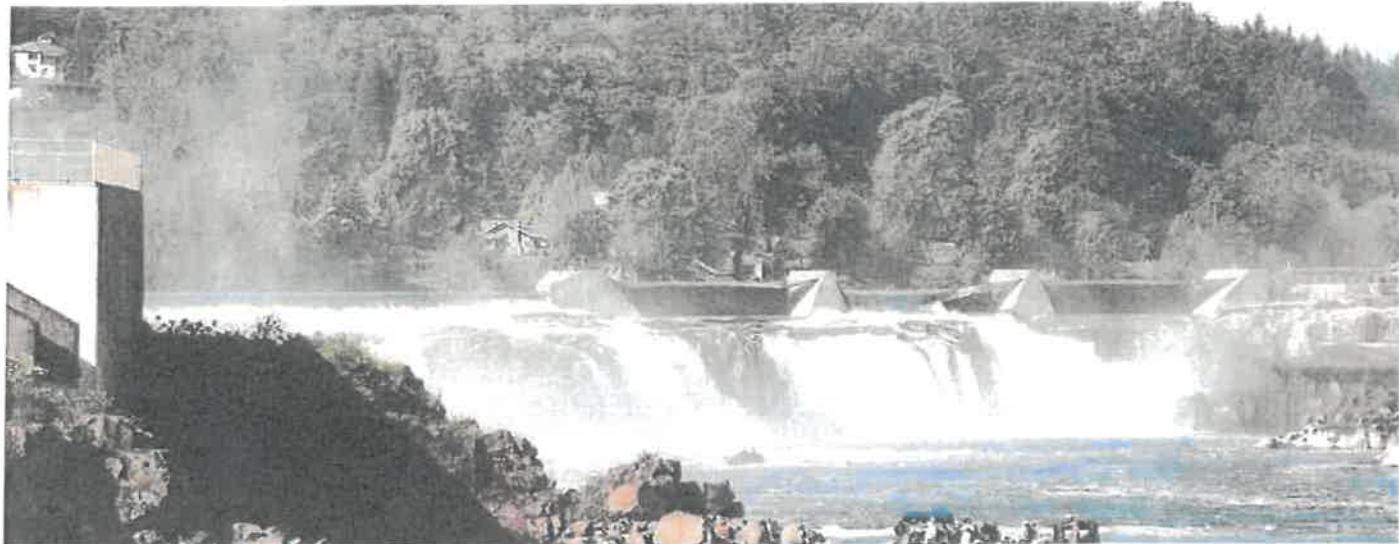
### **Align It**

Using the governance structure and new brand, the City will have to work on aligning all stakeholders into a common vision. Ensuring the representatives of your tourism product are all on the same page is important in creating destination momentum and ensuring brand success.

### **Build It**

Once these three steps are in motion, it will be imperative for Oregon City to begin improving, expanding and amplifying its current offerings to continually improve the Oregon City experience, increase brand awareness and generate more funding through increased visitation.

The general timeline and target timeframes for completing each phase of the operational plan is as follows. Each subsequent or concurrent action is subject to change as the representative body continues to make progress, reassess efforts and refocus resources. Given the current capacity to operationalize this plan, it will be very important to focus on 1-year increments and pivot accordingly.



		2018				2019				2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Initiatives	Build tourism leadership capabilities												
	Identify and empower a tourism leadership and operational structure	■	■	■	■								
	Solidify and grow a tourism financing model	■	■			■	■						
	Build tourism assets through technical education and support programming					■	■	■	■	■	■	■	■
	Champion the value of tourism in the community	■	■	■	■	■	■	■	■	■	■	■	■
Enhance the brand	Develop, approve and deploy Oregon City branding					■	■						
	Activate a city-wide branding campaign to strengthen brand connection among local assets and businesses						■	■	■	■	■	■	■
	Research and define the Oregon City visitor (using existing data*)		■	■						■	■	■	■
Coordinate tourism assets through collaboration	Develop a plan to coordinate operating hours, ticketing and brand collateral to enable a more unified tourism experience						■	■	■	■	■		
	Convene a working group of asset and business operators to share best practices and resources					■	■	■	■				
	Promote "every site is a visitor center" thinking through cross training opportunities	■	■	■	■	■	■	■	■	■	■	■	■
Cultivate and	Inventory and assess existing tourism assets and experiences for tourism readiness		■	■	■	■	■						
	Develop a plan to promote existing experiences and activate new experiences (elevator*)	■	■	■	■		■	■	■	■	■	■	■
	Assess and prioritize infrastructure (parking, wayfinding) required enhance tourism readiness and experience					■	■						
	Create or leverage regional travel Itineraries to drive awareness									■	■	■	■

## USING THIS PLAN AS A MANAGEMENT TOOL

In order to manage to the plan, we recommend quarterly meetings that include those who are active in the implementation of the plan. These meetings should cover the following items:

- Progress made against Initiatives in the previous quarter
- Upcoming activities for the following quarter
- Challenges or barriers encountered, and any course changes necessary as a result
- Progress against Objectives

### Dashboard/Key Objectives & Tracking Cadence

Many objectives are tracked on an annual basis, while some can be tracked on an ongoing basis in every quarterly meeting, and others are "pass/fail" and indicate when a major body of work has been completed. The following nine objectives, identified in the strategic plan, should be used by those implementing the plan to track progress:

1. A leadership governance structure has been identified
2. Participation in year over year technical education programs has increased
3. A financial funding model has been identified
4. Brand guidelines established
5. Baseline and increase brand awareness
6. Baseline and increase % of assets sharing common opening hours
7. Baseline and increase participation rate growth in cross- training and collaborative events
8. Growth in visitor spending
9. Increase number of Itineraries published by 3rd parties

The high-level objectives for this strategic plan were identified in the original RFP, and we recommend that these three measures be reported to the City Commission on an annual basis as a "dashboard" the Commission can use to verify progress:

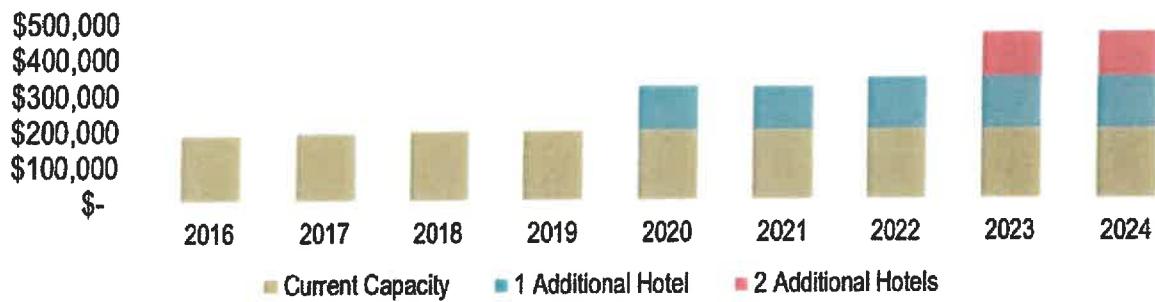
1. Increasing the number of tourists/visitors
2. Increasing the length of stay of the tourist/visitor
3. Increasing the average amount of tourist/visitor expenditures

### Updating This Plan

This plan is designed to serve Oregon City through 2020. During the course of plan execution, initiatives may be changed on an annual basis, as work is completed and new work is identified in support of the Imperatives. Similarly, Oregon City may choose to track some additional or different Objectives based on work accomplished or other external changes. The full plan should be reviewed and refreshed in time to begin a fresh plan for 2021.

### Funding This Plan

Any consolidated and centralized destination marketing effort requires a certain level of funding to be effective. Currently, funds available to the city to promote tourism in Oregon City are generated through transient room taxes assessed at Oregon City lodging properties. In order to understand the potential future state of any centralized tourism effort and the possible funds that may be available to Oregon City, a financial forecast was created with the assistance of Dean Runyan Associates. Using current occupancy rates, average daily hotel rates and the potential of additional room capacity coming online in the market, we projected the following funds available through the transient room tax.



#### Current TRT Allocation and Org Structure:

- 25% to Economic Development Coordinator position
- 10% to City overhead
- Balance used for grants and reserves

Using current TRT levels, we recommend the following options for allocation of current TRT dollars to fund the Oregon City Strategic Plan. Any additional funds and allocations would need to be reassessed once any additional room capacity comes online. Both options below are funded completely by Transient Lodging Tax:

#### Option 1 – Add 1.0 FTE

\$200,000 (TLT Annual Revenue)  
 -20,000 (10% Overhead, State Law)  
 \_\_\_\_\_  
 \$180,000  
 -30,000 (Ec Dev Support)  
 \_\_\_\_\_  
 \$150,000 (what is left over)  
 = \$80,000 (FTE, all in)  
 = \$70,000 (Tourism Programs)

- Provides the focus that was originally intended
- More engaging with stakeholders
- Maintains momentum for faster results and return
- Examples of work:
  - support tourism advisory board
  - leads special projects
  - coordinates operating hours among tourism assets
  - create a more uniformed tourism experience
  - marketing and promotion focus
  - identify and apply for tourism grants
  - full time tourism stakeholder engagement
  - monitors tourism metrics and successes
  - leverage regional travel itineraries
  - concentrate on needed infrastructure and tourism readiness

#### Option 2 – Reallocation of Existing Staff Load; No New Hire

\$200,000 (TLT Annual Revenue)  
 -20,000 (10% Overhead, State Law)  
 \_\_\_\_\_  
 \$180,000  
 - 70,000 (Ec Dev Support)  
 \_\_\_\_\_  
 \$110,000 (Tourism Programs)

- Reduction in City-wide Economic Development Services
- Limited tourism focus
- Less engaging for stakeholders
- Bring contractor in as needed for special projects
- Potentially more operational funds to leverage grants
- Examples of work:
  - support tourism advisory board
  - identify tourism projects
  - hire contractor
  - identify and apply for tourism grants
  - limited stakeholder engagement

# BRANDING & MARKETING

## THE BRAND OF OREGON CITY

In addition the strategic planning effort, Oregon City's Economic Development team formed a team to specifically identify the key brand message for Oregon City and establish an initial marketing effort to support that brand.

Over the course of several meetings, this team worked to identify key brand attributes, demographics to be targeted, and to frame out an initial experience-based marketing effort. This work became the basis for an RFP that was issued to creative firms:

### **Attributes**

Oregon City is a walkable small-town experience just 20 minutes from Portland. The historic aspects of the city combine with riverfront access to create an attractive place for a weekend getaway or a day trip.

### **Attractions**

Once the end of the Oregon Trail, we now boast an historic Main Street where you can enjoy a Northwest-style selection of food and drink. Take in views of Willamette Falls and the historic bridge. While you're here, ride the unique Municipal Elevator.

### **Trends**

We know tourists are staying close to home and driving to destinations more, and Oregon City's proximity to the Portland metro area makes this an attractive destination for Portland residents and their visiting friends and relatives. More tourists these days are attracted to places where they can live like a local, enjoy food and beverage options, and take in natural, cultural and heritage attractions.

### **Preferences**

Oregon City embodies a relaxed small-town atmosphere where one can enjoy a city/country balance and a change of pace in a family-friendly setting. In a way, Oregon City is like a comfort food—say, mac 'n cheese—both satisfying and comforting.

### **Sentiments**

Locals and visitors alike will describe Oregon City as friendly, laid-back, warm and approachable. Since its founding, the city has been filled with people who are there to make their own way in life—they're true originals.

### **Tone**

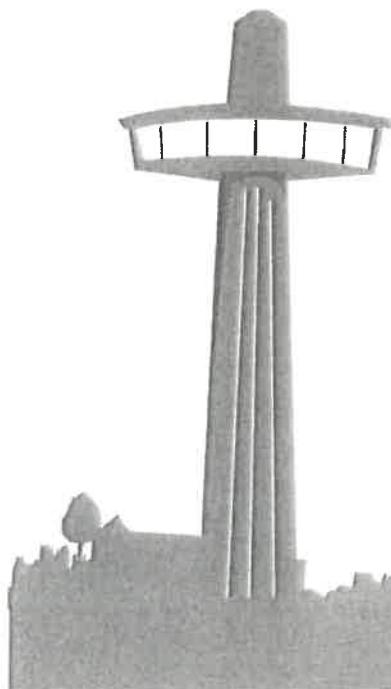
Oregon City is your favorite pair of jeans—just the right blend of fun, comfort and nostalgia. Oregon City's color palette might include earthy greens and blues, with some brick reds and bright, clear tones for interest.

## BRAND BRIEF



## Attributes

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## Attractions

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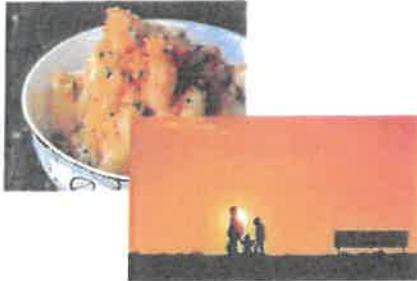
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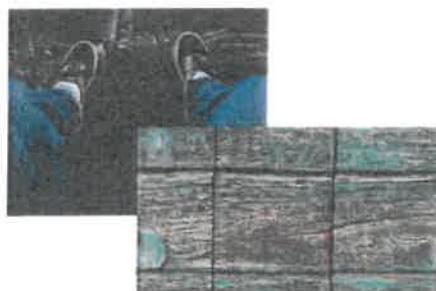
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## Tone

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## TARGET DEMOGRAPHICS

### Rick Stephens and Daniela Fischer: The Millennial Couple



Rick (28) and Daniela (30) met through mutual friends during trivia night in a SE Portland dive bar. They both shouted out the correct answer to the game-winning question about the Louisiana Purchase. Six months later, they moved in together and the rest is history.

Rick studied education at Colorado State University and moved to Portland for a job teaching at a local elementary school. Daniela grew up just south of Portland in Wilsonville. She attended Western Oregon University and now works in the pediatrics unit at Legacy Emmanuel. At night, Rick grades homework and writes his next day's lesson plans to the sound of Daniela's music that helps her focus on studying for her next nursing certification.

When not at work, Rick and Daniela like to get out of the house and venture into the great Pacific Northwest. They don't venture too far, just to places where they can throw their dog Clark in the car and head out for weekend adventure. Rick and Daniela are planning to buy a house, so the trips they used to take to Europe just aren't practical at the moment, as every penny counts.

They recently completed their McMenamin's passport and used their free night to hike a portion of the Pacific Crest Trail, all of which Daniela posts to her Instagram as an aspiring travel vlogger.

### Sylvia Roberts: Retired Baby Boomer



Having spent most of her life in the Bay Area, going to Berkley, raising children and working for an NGO, Sylvia (67) is ready to buy some experiences on a limited annual income of \$65K. She is ready to hit the road in her Subaru Outback, complete with a lifetime of books, and knitting supplies to keep her busy. As she drives from place to place, she keeps herself entertained by listening to *This American Life* on NPR.

Her first leg is up to Napa Valley to pick up her life-long friend Barbara, who like Sylvia was recently widowed. They have been planning this trip for a year and are excited to get going. The two will take in a few Napa wineries and enjoy some fine dining at a local farm to table restaurant before heading north. From here, they intend to wander through Oregon and Washington, choosing each day's destination as they go, letting the road lead the way.

## The Jacobs Family: Young Family

The Jacobs family recently relocated to Vancouver, WA from Bellingham to pursue a job opportunity in Portland. Being a family of moderate means and two children, they enjoy the cheaper living in Vancouver.



Having alternating work schedules, it is not often that the Jacobs have the opportunity to spend time together. When they do, they often split their time between laid-back, quality time together playing board games and watching the History or Discovery channel as a family, or on a weekend adventure. Given the lack of time they have to plan, their weekend adventures are often spontaneous, requiring their adventures to be close by, family friendly, and accessible by car.

The Jacobs don't often get the chance to enjoy themselves as a family. By the end of the work week, they are tired and usually spend their nights with the kids. Once the kids are asleep Mrs. Jacobs reads her latest non-fiction interest, while Mr. Jacobs drinks his new craft beer find and plays video games. But lately they are missing the old days when they would take in a museum and enjoy some good food afterwards and their usual weekend trips to Portland are becoming boring. Recently, Mr. Jacobs has been going old school and playing the new version of the Oregon Trail Game, which he finally won and realized Oregon City was just around the corner.

## OREGON CITY TOURISM ASSETS—A PARTIAL LIST

### DOWNTOWN

#### Landmarks

- Arch Bridge
- Clackamette Park
- Court House
- John Storm Park
- Oregon City Amtrak Station
- Willamette Falls

#### Food Service

- Arch Bridge Tap House
- Coasters Crossing
- Mi Famiglia
- Nebbiolo Wine Bar and Market
- Ranee's On Main
- Thirsty Duck Saloon

#### • Weinhard Grill

- Yvonne's

#### Retail

- Active Water Sports
- Busch Furniture
- Christmas at the Zoo
- Coin Corner & Hobbies
- Coyote Hobby
- Denim Salvage
- Homelife Furniture
- Ladybird's Vintage
- Maizee Mae's Antiques & Treasures
- Oregon City Sporting Goods

#### • Ruud's Jewelers

- The Vintage Nest
- White Rabbit Gifts
- Willamette Valley Books & Bullion
- You Can Leave Your Hat On

#### Historical Sites

- End of the Oregon Trail Interpretive Center
- Oregon City Municipal Elevator
- Willamette Falls Locks

### MIDTOWN

#### Landmarks

- McLoughlin Promenade
- Oregon City Library

#### Food Service

- The Highland Stillhouse
- Mike's Drive-In Restaurant
- Singer Hill Café
- Super Torta

#### Historical Sites

- Carnegie Center
- Ermatinger House
- McLoughlin House
- Mountain View Cemetery
- Museum of the Oregon Territory
- Stevens/Crawford House

### UPTOWN

#### Landmarks

- Clackamas Community College
- Environmental Learning Center
- Oregon City Chamber of Commerce

#### Food Service

- Bugatti's
- Coin Toss Brewery
- Growler Run
- Trail Distilling

#### Historical Sites

- Ainsworth House & Gardens
- Baker Cabin Historical Site
- Rose Farm

### EVENTS

- First City Celebration
- Oregon Trail Brewfest
- Oregon Trail Game 5k + Kids Race
- Willamette Falls Open Air Antique Fair

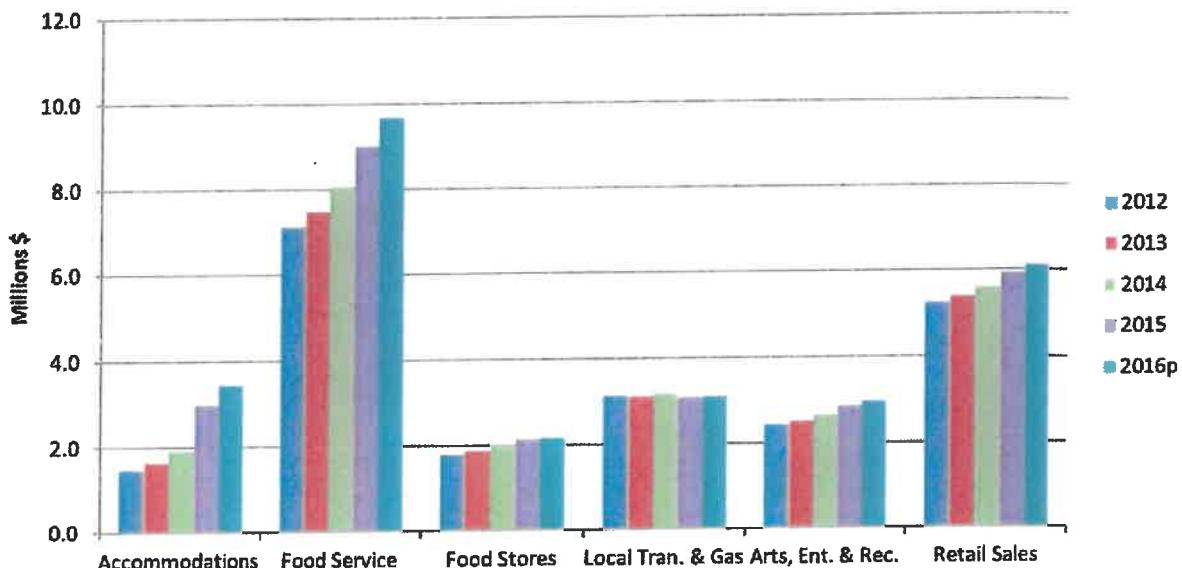
- Historic Oregon City Cruise
- Brews & Broomsticks Pub Crawl
- Small Business Saturday
- Oregon City Tree Lighting Ceremony

## INITIAL EFFORTS TO REACH OUR TARGET DEMOGRAPHIC

Rotator Creative from Tacoma, WA was chosen to develop the initial marketing efforts for Oregon City coming out of this planning effort. Their charge was to target a 25-34 year old demographic across the Portland Metro area, including visiting friends and relatives (VFR), tourists, and residents.

We know from industry research that this younger demographic of traveler is willing to spend more than their Baby Boomer counterparts, particularly for experience-based activities. We also know from the tourism economic impact study performed by Dean Runyan and Associates that the Food Service and Retail sectors make up the great majority of visitor spending in Oregon City.

**Visitor Spending by Commodity Purchased**



The strategy in targeting this demographic is to gain the greatest economic impact for the spend, while simultaneously raising the profile of Oregon City within a broader audience. Because the Millennial traveler seeks high-value, authentic experiences, we narrowed down the list of candidate assets for the Rotator Creative work. The Municipal Elevator was ultimately chosen because of its proximity to the Food Service and Retail core of the city, its high profile within the landscape of the city, its unique and quirky character, and the cool factor of its mid-century modern architecture.

The Rotator Creative work is underway, with an estimated activation date of September, 2018.

## OTHER RESOURCES AND ORGANIZATIONS

### Destination Marketing Partners

#### Oregon's Mt. Hood Territory

- <https://www.mthoodterritory.com/>
- "The CCTCA is responsible to develop and promote tourism for [Clackamas] County. By increasing the number of new and repeat visitors to the County, we increase the amount of money visitors spend in our area, and thus contribute to economic development and local vitality. The CCTCA is overseen by the Clackamas County Tourism Development Council (CCTDC) which consists of nine members appointed by the Clackamas County Board of Commissioners. The Council oversees and directs the programs and operations of the CCTCA staff."
- Jim Austin  
Community Relations Lead  
Office: 503-742-5901  
Cell: 503-706-5449  
Fax: 503-742-5907  
[jim@mthoodterritory.com](mailto:jim@mthoodterritory.com)  
U.S. Travel/ESTO Conference

#### Travel Oregon

- <https://traveloregon.com/>
- "The Oregon Tourism Commission, doing business as Travel Oregon, is a semi-independent agency created by the Oregon Legislature in 2003 to enhance Oregonians' quality of life by strengthening economic impacts of the state's \$11.8 billion tourism industry. The Travel Oregon staff develops and implements a biennial strategic marketing plan which includes advertising and marketing, publication development, cooperative promotions, consumer fulfillment, public relations, international marketing, tourism product development, State Welcome Centers, research, and industry relations. Travel Oregon cooperates extensively with local communities, industry associations, government agencies, and private businesses in the implementation of its strategic plan."
- Alexa Carey  
Specialist, Community-Based Services  
[Alexa@TravelOregon.com](mailto:Alexa@TravelOregon.com)  
971-717-6178

#### U.S. Travel/ESTO Conference

- <https://www.ustravel.org>
- "The U.S. Travel Association is the national, non-profit organization representing all components of the travel industry that generates \$2.4 trillion in economic output and supports 15.6 million American jobs. The U.S. Travel Association's Educational Seminar for Tourism Organizations (ESTO) is the only national forum where destination marketing professionals at the state, regional and local level get critical tools, tips and information to help them better market and grow their destinations."
- Nora Thomas  
Coordinator, National Councils & ESTO  
[nthomas@ustravel.org](mailto:nthomas@ustravel.org)

## Data Sources/Partners

### Sparkloft Media

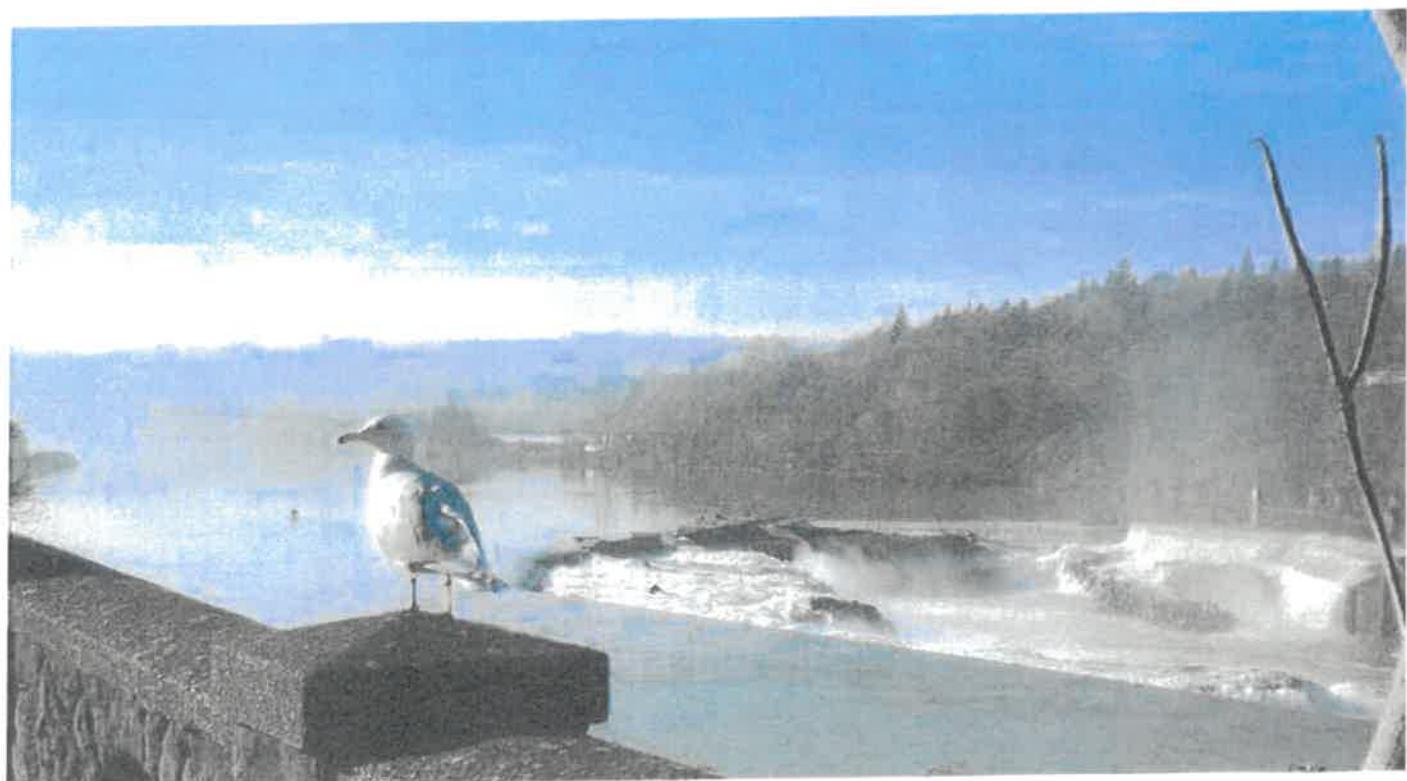
- Visitor sentiment and brand perception studies
- [sparkloftmedia.com](http://sparkloftmedia.com)
- Arianna Howe  
Vice President, Client Services  
503 737 9425  
[arianna@sparkloftmedia.com](mailto:arianna@sparkloftmedia.com)

### Dean Runyan & Associates

- Tourism economic impact studies
- Dean Runyan  
Founder  
503.226.2973  
[dean.runyan@deanrunyan.com](mailto:dean.runyan@deanrunyan.com)

### STR Report

- Hotel visitor data
- <https://www.strglobal.com/>



## ACKNOWLEDGMENTS

### Visioning Session Participants

Jackie Hammond-Williams, Oregon City Farmers Market  
Sam Drevo, eNRG Kayaking  
Kent Ziegler, Oregon City Business Alliance  
Dan Fowler, Abernathy Center, End of the Oregon Trail, OCBA, Hampton  
Phil Lewis, Oregon City Community Services  
Ryan Bredehoeft, Oregon City Finance  
Eric Underwood, Oregon City Economic Development  
Leigh Anne Hogue, Oregon City Economic Development  
Jonathan Stone, Downtown Oregon City Association  
Nancy Ide, Oregon City City Commission  
Gail Yazzolino, Clackamas Heritage Partners  
Rocky Smith, Heritage  
Claire Blaylock, Formerly Museum of the Oregon Territory  
Denyse McGriff, Heritage, Neighborhood Association  
Jodi Schmelzle, Best Western Plus Rivershore Hotel  
Amy Byers, Best Western Plus Rivershore Hotel  
Kevin Yell, Ainsworth House and Garden  
Darrell Hames, Tumwater Ballroom  
Dennis Anderson, Canemah Neighborhood Association  
William Gifford, Hillendale Neighborhood Association  
Karin Morey, Rivercrest Neighborhood Association  
Jim Austin, Mt. Hood Territory  
Bryce Morrow, Oregon City Brewing  
Jan Wallinder, Forest Edge Vineyard  
Burl Mostul, Villa Catalana Cellars

### Planning Team Members

Eric Underwood, Economic Development Manager, Oregon City  
Leigh Anne Hogue, Economic Development Coordinator, Oregon City  
Christina Robertson-Gardiner, Oregon City Planning  
Phil Lewis, Oregon City Community Services  
Nancy Ide, City Commissioner  
Jonathan Stone, Executive Director, Downtown Oregon City Association  
Carrie Crook, Downtown Oregon City Association/Elevator Manager  
Claire Blaylock, Heritage  
Marge Harding, Heritage  
Rolla Harding, Heritage  
Thelma Haggenmiller, Heritage  
Gail Yazzolino Clackamas, Heritage Partners

Denyse McGriff, Heritage, Neighborhood Association  
Dan Fowler, OCBA, Heritage, Hotel, Events  
Jim Austin, Mt Hood Territory  
Jan Wallinder, Forest Edge Vineyard  
Jerry Herman, Recreation/River  
Cameron McCredie, Chamber Representative  
Blane Meier, OCBA/First City Cycles

### Marketing/Branding Team Members

Eric Underwood, Economic Development Manager, Oregon City  
Leigh Anne Hogue, Economic Development Coordinator, Oregon City  
Jonathan Stone, Executive Director, Downtown Oregon City Association  
Sarah Vale Rapp, Events and Marketing Manager, Downtown Oregon City Association  
Denyse McGriff, Oregon City resident  
Jeannine Breshears, Marketing & Programs Manager, Clackamas County Tourism & Cultural Affairs  
Matthew Landkamer, Principal, Coraggio Group  
Colin Stoetzel, Associate Principal, Coraggio Group

# **APPENDIX**

**ECONOMIC IMPACT REPORT**

**Page.....32**

**OREGON CITY INSIGHT REPORT**

**Page.....37**

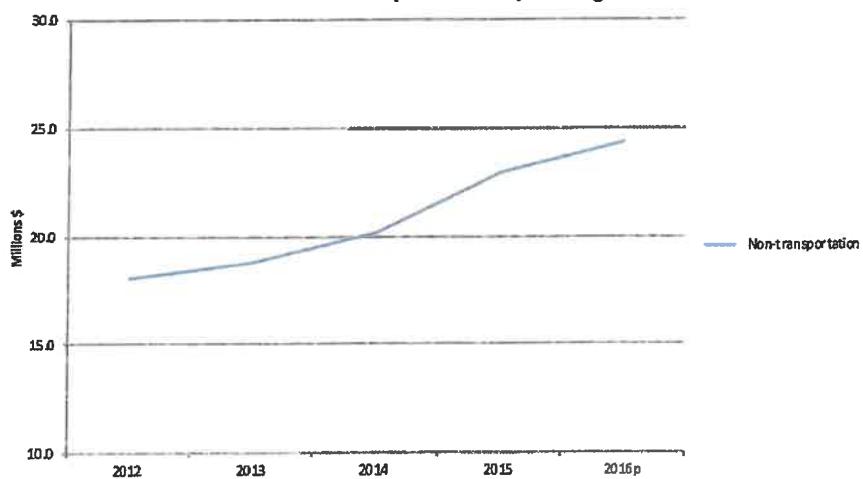
## ECONOMIC IMPACT REPORT

Oregon City Direct Travel Impacts, 2012-2016p

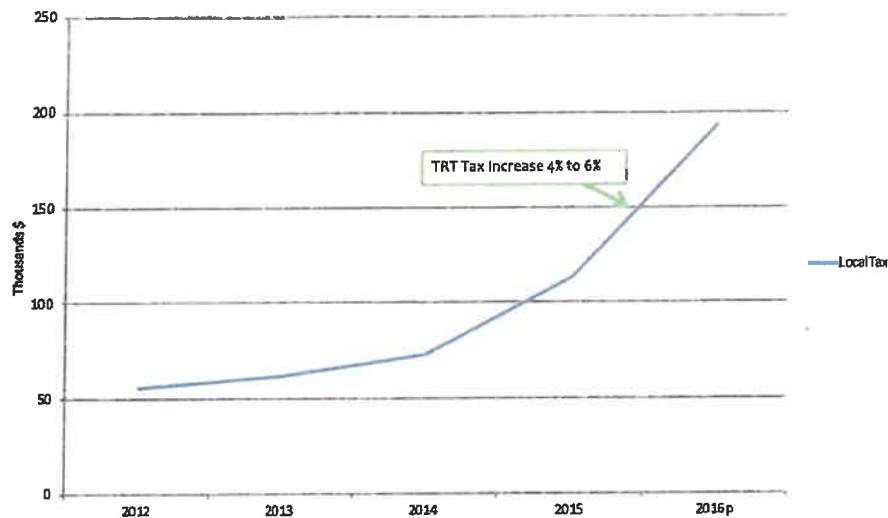
	2012	2013	2014	2015	2016p	Ave. Annual % Chg.	15-16p	12-16p
<b>Spending (\$Millions)</b>								
Total	28.9	29.7	31.1	33.1	34.7	4.8%	3.7%	
Other	7.7	7.8	7.8	7.1	7.2	1.4%	-1.2%	
Visitor	21.2	21.9	23.4	26.0	27.5	5.7%	5.3%	
Non-transportation	18.1	18.8	20.2	22.9	24.4	6.3%	6.1%	
Transportation	3.1	3.1	3.2	3.1	3.1	1.0%	-0.1%	
<b>Earnings (\$Millions)</b>								
Earnings	6.7	7.1	7.7	8.9	9.6	7.8%	7.6%	
<b>Employment</b>								
Employment	280	290	310	340	360	5.9%	5.2%	
<b>Tax Revenue (\$Millions)</b>								
Total	0.97	1.01	1.06	1.19	1.34	12.5%	6.7%	
Local	0.06	0.06	0.07	0.11	0.18	69.9%	28.2%	
State	0.91	0.95	0.98	1.07	1.14	6.4%	4.7%	



Non-transportation Spending



## Travel Generated Local Tax



Oregon City							Clackamas County						
Travel Impacts, 2012-2016p							Travel Impacts, 2008-2016p						
	2012	2013	2014	2015	2016p		2008	2010	2012	2013	2014	2015	2016p
<b>Total Direct Travel Spending (\$Million)</b>						<b>Total Direct Travel Spending (\$Million)</b>							
Destination Spending	21.2	21.9	23.4	26.0	27.5	Destination Spending	405.7	389.5	440.0	444.3	461.4	487.6	513.2
Other Travel*	7.7	7.8	7.8	7.1	7.2	Other Travel*	63.6	74.1	89.3	89.0	89.2	78.6	84.1
<b>Total Direct Spending</b>	<b>28.9</b>	<b>29.7</b>	<b>31.1</b>	<b>33.1</b>	<b>34.7</b>	<b>Total Direct Spending</b>	<b>468.1</b>	<b>463.5</b>	<b>529.3</b>	<b>533.3</b>	<b>550.6</b>	<b>586.1</b>	<b>597.3</b>
<b>Visitor Spending by Commodity Purchased (\$Million)</b>						<b>Visitor Spending by Commodity Purchased (\$Million)</b>							
Accommodations	1.5	1.6	1.9	3.0	3.4	Accommodations	66.8	66.5	72.0	73.7	79.5	90.9	101.8
Food Service	7.1	7.5	8.1	9.0	9.7	Food Service	116.0	120.1	129.8	137.3	144.3	165.6	166.0
Food Stores	1.8	1.9	2.0	2.1	2.2	Food Stores	32.4	31.2	34.5	35.1	36.8	39.0	39.3
Local Tran. & Gas	3.1	3.1	3.2	3.1	3.1	Local Tran. & Gas	56.2	49.3	69.5	57.4	56.8	51.3	50.9
Arts, Ent. & Rec.	2.4	2.5	2.6	2.8	3.0	Arts, Ent. & Rec.	47.6	45.8	49.0	49.3	50.2	53.5	55.7
Retail Sales	5.3	5.4	5.6	5.9	6.1	Retail Sales	84.7	84.6	91.2	91.5	93.2	97.2	99.4
<b>Destination Spending</b>	<b>21.2</b>	<b>21.9</b>	<b>23.4</b>	<b>26.0</b>	<b>27.5</b>	<b>Destination Spending</b>	<b>405.7</b>	<b>389.5</b>	<b>440.0</b>	<b>444.3</b>	<b>461.4</b>	<b>487.6</b>	<b>513.2</b>
<b>Industry Earnings Generated by Travel Spending (\$Million)</b>						<b>Industry Earnings Generated by Travel Spending (\$Million)</b>							
Accom. & Food Serv.	3.7	3.9	4.3	5.2	5.5	Accom. & Food Serv.	77.0	72.5	82.4	84.0	89.0	98.0	103.7
Arts, Ent. & Rec.	0.8	0.8	1.0	1.1	1.1	Arts, Ent. & Rec.	16.5	15.0	16.0	17.6	18.7	19.9	21.3
Retail**	0.8	0.8	0.8	1.0	1.1	Retail**	14.6	14.1	15.3	15.5	18.3	17.6	18.4
Ground Tran.	0.3	0.3	0.3	0.4	0.4	Ground Tran.	4.3	4.1	4.6	4.7	5.0	5.4	6.0
Other Travel*	1.0	1.1	1.1	1.3	1.4	Other Travel*	7.1	11.2	12.3	12.8	13.7	14.3	17.7
<b>Total Direct Earnings</b>	<b>6.7</b>	<b>7.1</b>	<b>7.7</b>	<b>8.8</b>	<b>8.8</b>	<b>Total Direct Earnings</b>	<b>119.5</b>	<b>116.9</b>	<b>130.6</b>	<b>134.6</b>	<b>142.7</b>	<b>154.9</b>	<b>167.1</b>
<b>Industry Employment Generated by Travel Spending (Jobs)</b>						<b>Industry Employment Generated by Travel Spending (Jobs)</b>							
Accom. & Food Serv.	160	160	180	200	210	Accom. & Food Serv.	3,460	3,150	3,430	3,460	3,560	3,760	3,880
Arts, Ent. & Rec.	50	50	60	80	80	Arts, Ent. & Rec.	1,120	1,020	1,010	1,070	1,100	1,150	1,210
Retail**	30	30	30	30	40	Retail**	800	560	600	600	810	620	
Ground Tran.	10	10	10	10	10	Ground Tran.	140	140	150	150	160	160	
Other Travel*	30	30	30	30	40	Other Travel*	250	350	350	370	380	390	400
<b>Total Direct Employment</b>	<b>280</b>	<b>290</b>	<b>310</b>	<b>340</b>	<b>360</b>	<b>Total Direct Employment</b>	<b>5,580</b>	<b>5,220</b>	<b>5,630</b>	<b>5,630</b>	<b>6,000</b>	<b>6,050</b>	<b>6,260</b>
<b>Government Revenue Generated by Travel Spending (\$Million)</b>						<b>Government Revenue Generated by Travel Spending (\$Million)</b>							
Local Tax Receipts	0.06	0.06	0.07	0.11	0.19	Local Tax Receipts	3.8	3.2	3.9	4.3	4.6	5.4	5.9
State Tax Receipts	0.81	0.85	0.89	1.07	1.14	State Tax Receipts	12.3	12.7	15.1	15.4	15.8	16.7	18.2
<b>Total Local &amp; State</b>	<b>0.97</b>	<b>1.01</b>	<b>1.06</b>	<b>1.19</b>	<b>1.34</b>	<b>Total Local &amp; State</b>	<b>16.1</b>	<b>15.9</b>	<b>18.0</b>	<b>19.8</b>	<b>20.4</b>	<b>22.1</b>	<b>24.1</b>

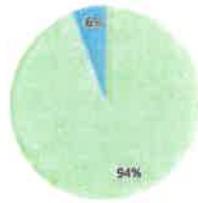
Data may not add to totals due to rounding.

\*Other Travel includes residential travel and ground transportation impacts for travel to other Oregon visitor destinations, travel arrangement & reservation services, and convention & trade show organizers. \*\*Retail includes gasoline.

**2016p Destination Spending**



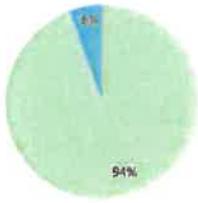
**2016p Total Direct Earnings**



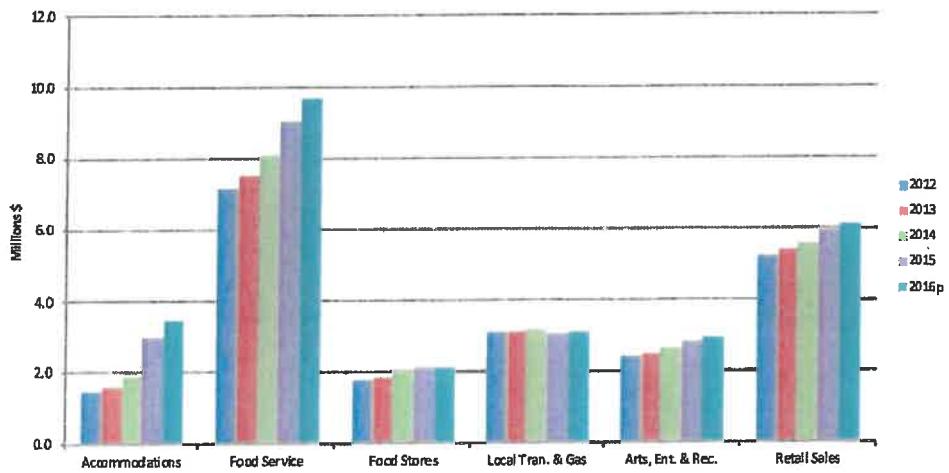
**2016p Total Direct Employment**



**2016p Local & State Tax Revenue**



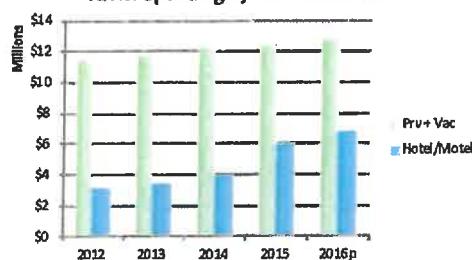
**Visitor Spending by Commodity Purchased**



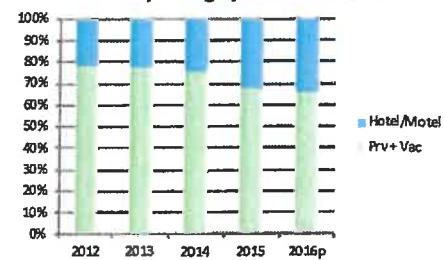
**Visitor Spending by Type of Traveler Accommodation (\$Million), 2012-2016p**

	2012	2013	2014	2015	2016p
All Overnight	15.1	15.7	16.8	19.0	20.2
Hotel, Motel*	3.2	3.5	4.0	6.0	6.8
Private Home	11.5	11.8	12.3	12.5	12.9
Other Overnight	0.4	0.4	0.4	0.5	0.5
Campground	0.4	0.4	0.4	0.5	0.5
Vacation Home	0.0	0.0	0.0	0.0	0.0
Day	6.1	6.3	6.6	7.0	7.3
<u>Spending at Destination</u>	21.2	21.9	23.4	26.0	27.5

**Visitor Spending by Accommodation**



**Visitor Spending by Accommodation**



**Overnight Visitor Volume, 2014-2016p**

	Person-Nights (000)			Party-Nights (000)		
	2014	2015	2016	2014	2015	2016
Hotel, Motel*	33	47	52	15	22	24
Private Home	462	469	475	199	204	209
Other Overnight	11	12	12	3	4	3
All Overnight	505	528	539	217	229	236

	Person-Trips (000)			Party-Trips (000)		
	2014	2015	2016	2014	2015	2016
Hotel, Motel*	17	25	27	8	11	12
Private Home	152	154	156	62	64	65
Other Overnight	3	4	4	1	1	1
All Overnight	173	183	187	71	76	78

**Average Expenditures for Overnight Visitors, 2016p**

	Travel Party		Person		Party Size	Length of Stay (nights)
	Day	Trip	Day	Trip		
Hotel, Motel*	\$283	\$581	\$132	\$250	2.1	2.0
Private Home	\$62	\$189	\$27	\$83	2.3	3.2
Other Overnight	\$144	\$465	\$42	\$135	3.4	3.2
All Overnight	\$85	\$259	\$38	\$108	2.3	3.0

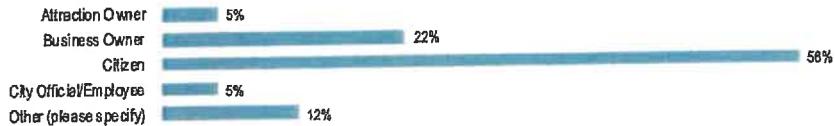


## INSIGHT REPORT

### Approach Methodology: Stakeholder Survey

#### Stakeholder Engagement

From July 20, 2017 to August 11, 2017, Coraggio Group surveyed a wide variety of Oregon City Tourism stakeholders, including attraction owners, business owners, citizens and city officials. Over this period 138 people responded to the survey.



#### Theme Development

Stakeholders were asked a number of questions intended to shed light on the following categories:

- Brand and Reputation
- Tourism Asset Identification
- Target Geographic Regions
- Target Itinerary Length
- Target Demographic
- Tourism Support Role
- Opportunities & Barriers

Themes were developed using a number of methods. Quantitative questions were analyzed using category percentages compared to the total response rate. Qualitative, open ended, questions were analyzed by assigning themes/categories influenced by response content and Coraggio's interpretation of those responses. Because one response could include numerous topics and themes, qualitative graphs were compiled using the total number of times the theme was mentioned. Themes displayed are only those that were comparably significant to the total number of themes per question.

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### Approach Methodology: Visioning Session

#### Stakeholder Engagement

On August 3<sup>rd</sup>, Coraggio group held a tourism visioning workshop with a select and representative population of Oregon City tourism stakeholders. This group was given exercises to help provide guidance to the strategic planning team. Exercises covered the following topics:

- Visitor Profile: Who is Oregon City's Visitor?
- Tourism Asset Criteria: What are the criteria necessary to be marketed as a Oregon City tourism asset?
- Propelling Questions: What are the opportunities and barriers confronting Oregon City in developing a vibrant tourism industry? And how can we address them?
- Long-Term Needs: What are the long-term needs of Oregon City to drive and sustain a tourism industry?
- Oregon City 2022: Looks Like, Sounds Like, Feels Like

Themes were developed using a qualitative method that summarized the common and overarching themes of each exercise. Where applicable, all responses have been included.

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# Visitor Profiles, Tourism Assets, and Brand Reputation

## Oregon City Tourism Reputation: Today vs. Tomorrow

What are THREE words you would use to describe Oregon City's reputation as a tourism destination TODAY?

### Today

Beautiful, Trail, Oregon, Historical, History, Unknown, Potential, Limited, Falls, Quaint, Willamette

### Tomorrow

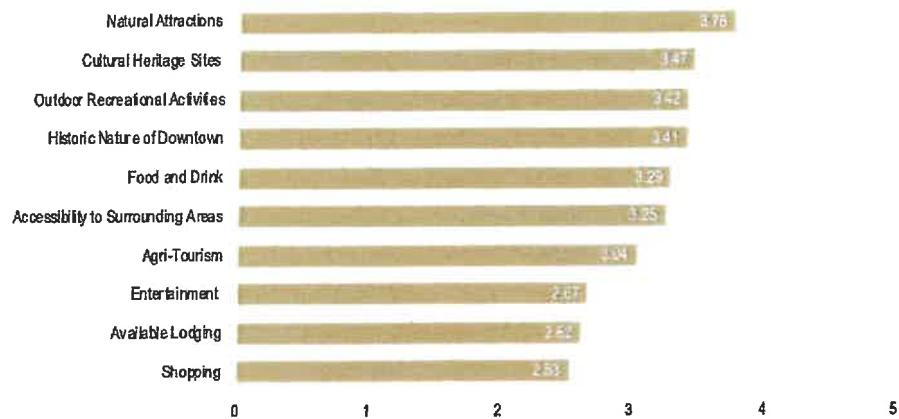
Fun, Small, Beautiful, Unique, Vibrant, History, Recreation, Destination, Fun, Historic, Historical, Falls, Unique, Vibrant, History, Vibrant, Recreation, Destination, Fun, Historic, Historical

Today, Oregon City is an unknown, historic and quaint town with lots of tourism potential in the Oregon Trail and Willamette Falls. Tomorrow, Oregon City will be a vibrant, historic and unique destination with recreational opportunities grounded by Willamette Falls.



## Tourism Asset Inventory and Potential

Please rate the following tourism assets on their potential for creating a successful tourism industry in Oregon City.

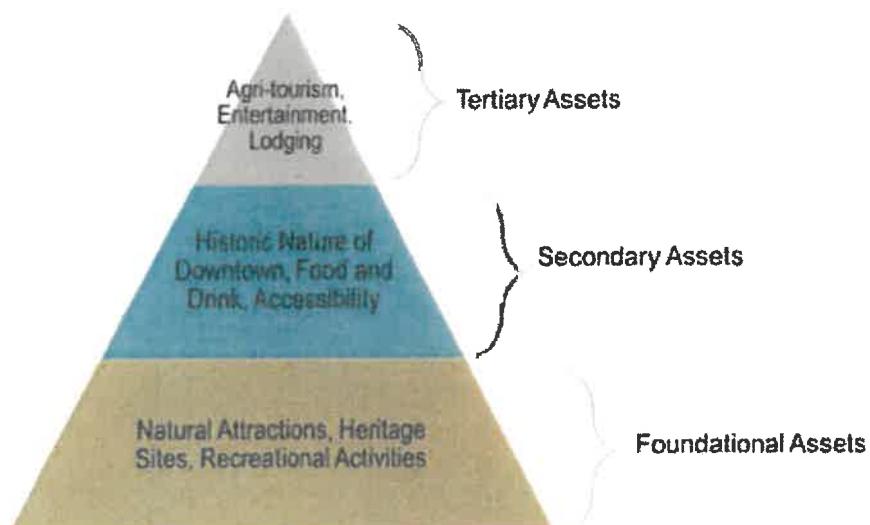


Stakeholders believe Oregon City's primary tourism assets are its natural attractions, cultural heritage sites, overall historic nature, and its access to recreational outdoor activities. These are followed by Oregon City's 2<sup>nd</sup> tier assets of food and drink offerings, accessibility to Portland and the surrounding areas, and agri-tourism.

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## Tourism Asset Hierarchy



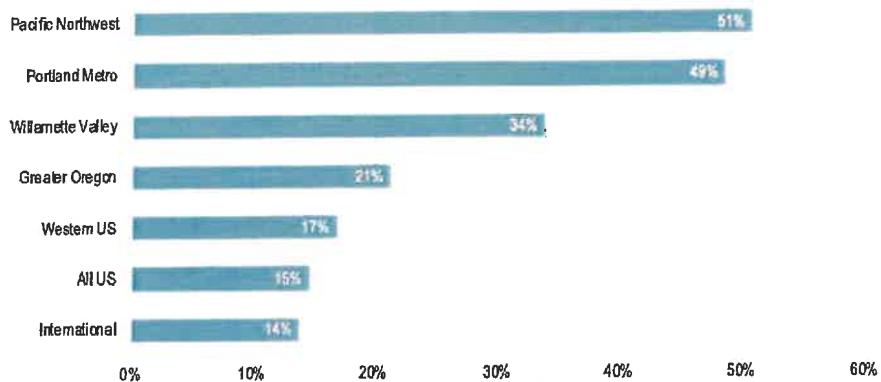
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### Target Regions

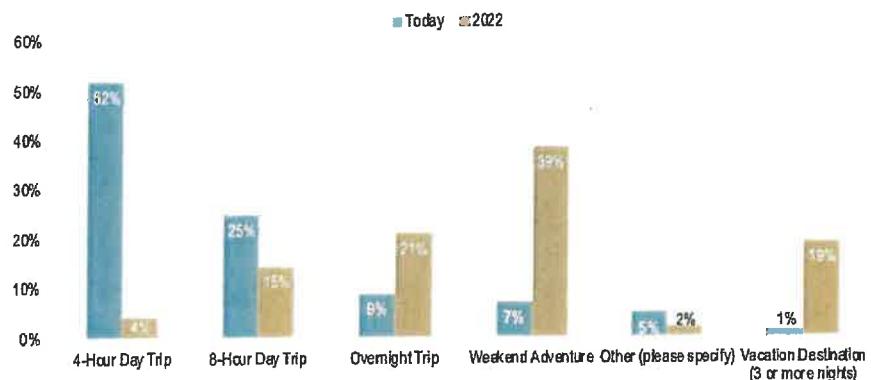
From the options below, please select the TOP TWO REGIONS that you believe provide the best marketing opportunity to drive tourism to Oregon City.



 Stakeholders believe that the top two geographic regions that should serve as Oregon City's marketing target are the local Portland Metro area (49%) and the Pacific Northwest as a whole (51%).

### Itinerary Lengths

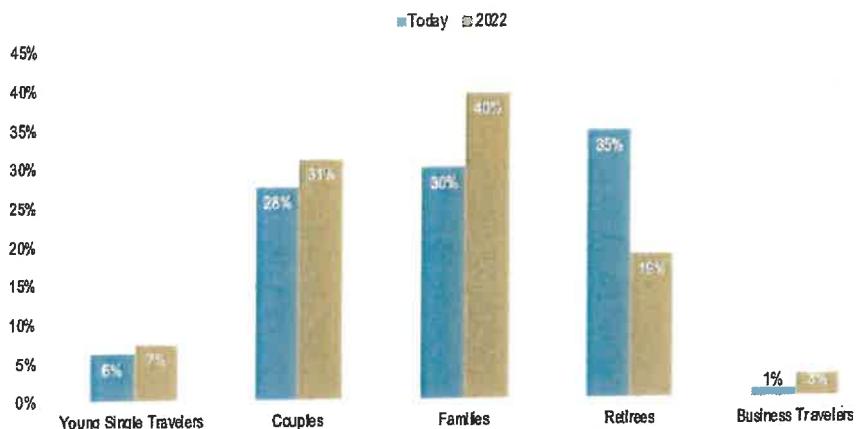
Please select the itinerary/trip length that you believe is the most realistic and ideal for Oregon City Tourism TODAY and In 2022.



 Today a typical Oregon City travel itinerary is believed to be a half-day trip, with some visitors extending their visit to a full eight hours. Stakeholders believe the Oregon City itinerary length will, or should, evolve into one that targets and serves overnight and weekend visitors.

## Visitor Demographic

Please select the tourist demographic that you believe would be most interested in tourism opportunities in Oregon City TODAY and in 2022



Today, Oregon City stakeholders believe their core visitor is spread across a wide demographic of retirees, families and couples. In 2022, stakeholders feel this core visitor demographic will narrow and will be a destination focused on couples and families.



Young Families from various U.S. cities looking for history and recreation through interactive experiences



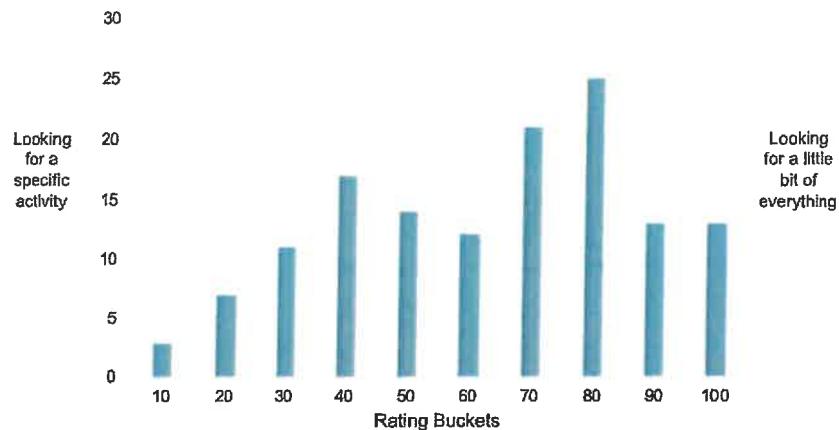
Retirees on the road looking for a blend of history, good food, and wine



Millennial day-trippers looking for discovery and exploration in the Mt. Hood territory, accompanied by a downtown scene with good food.

### Tourism Asset Inventory and Potential

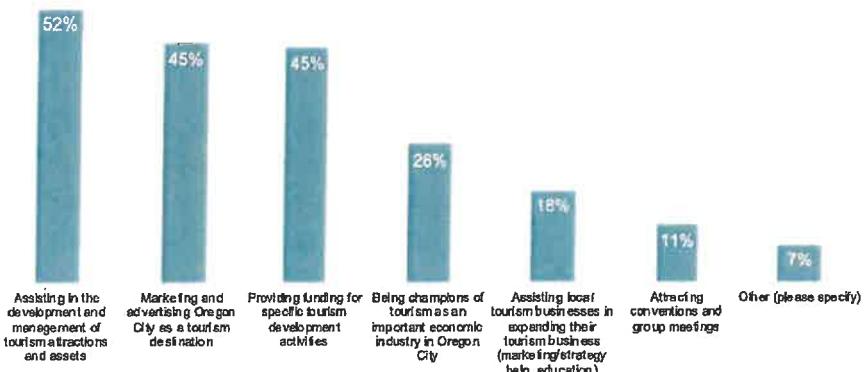
What mix of activity is a potential tourist to Oregon City interested in?



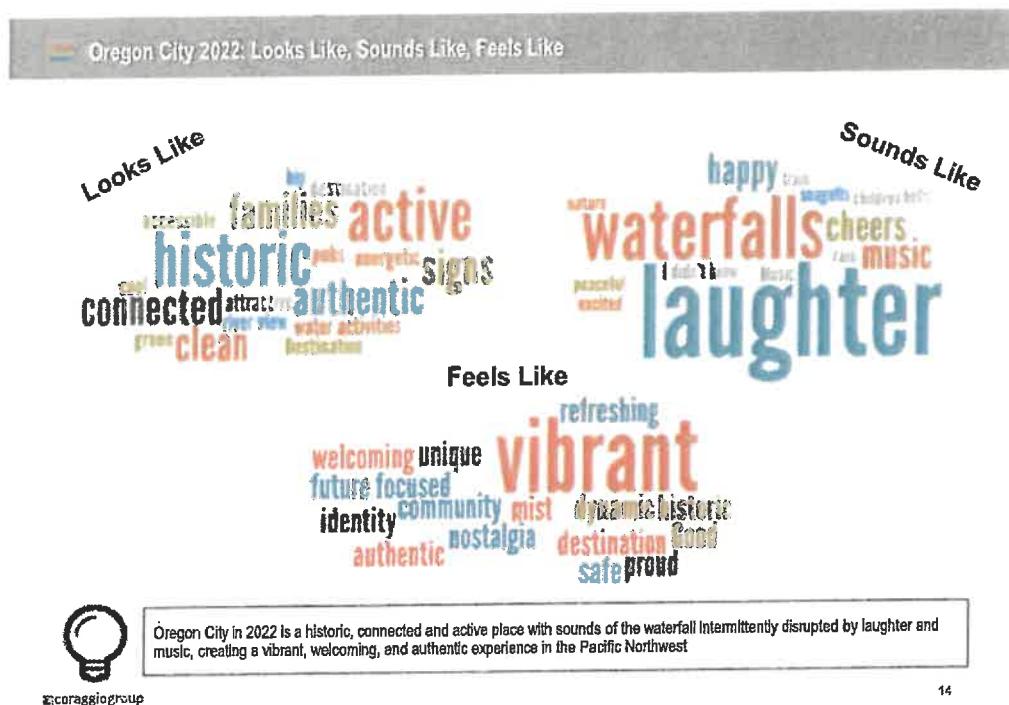
Stakeholders opinions vary on what the standard visitor of Oregon City is looking for when they visit. Some believe targeting visitors who are looking for a breadth of options is ideal, while others believe the Oregon City visitor is more focused on a specific activity or attraction.

### Tourism Services

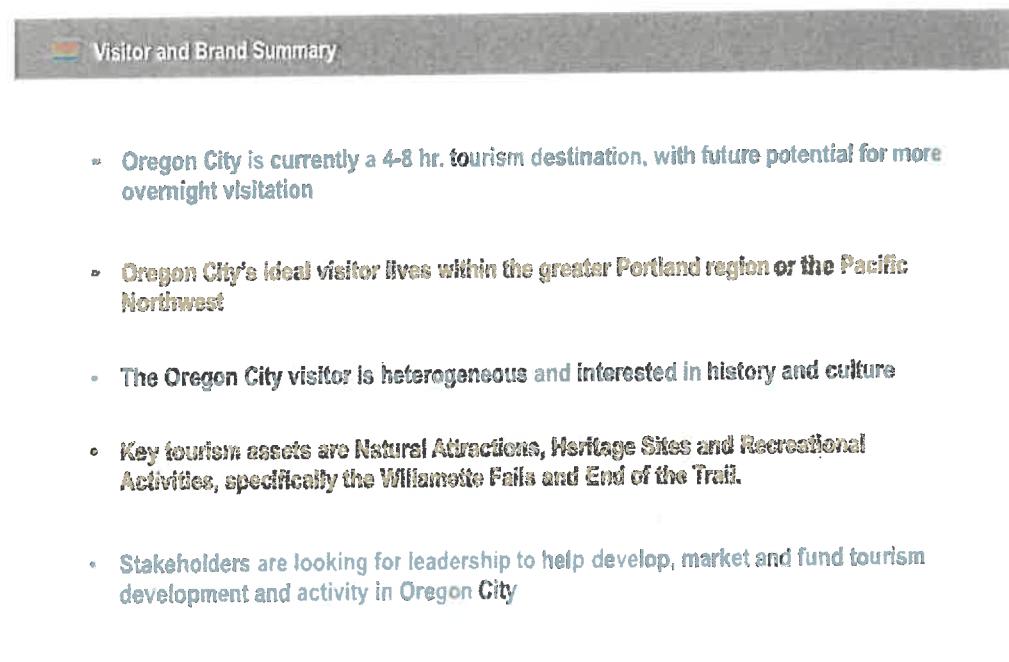
Of the services listed below that could be funded through potential tourism tax revenues, which TWO do you believe would be most beneficial to Oregon City's tourism industry and its stakeholders?



Stakeholders believe that Oregon City's tourism industry would benefit from funds being directed towards the development and management of tourism attractions and assets, marketing Oregon City as a destination, and providing funding for specific tourism development activities (grants).



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# Strategic Planning Guidance

## Tourism Asset Criteria

local wealth  
expanding destination  
welcoming  
Sensory  
Visual  
destination  
geology  
Interactive  
culture  
capacity  
Americana  
recreation  
genuine

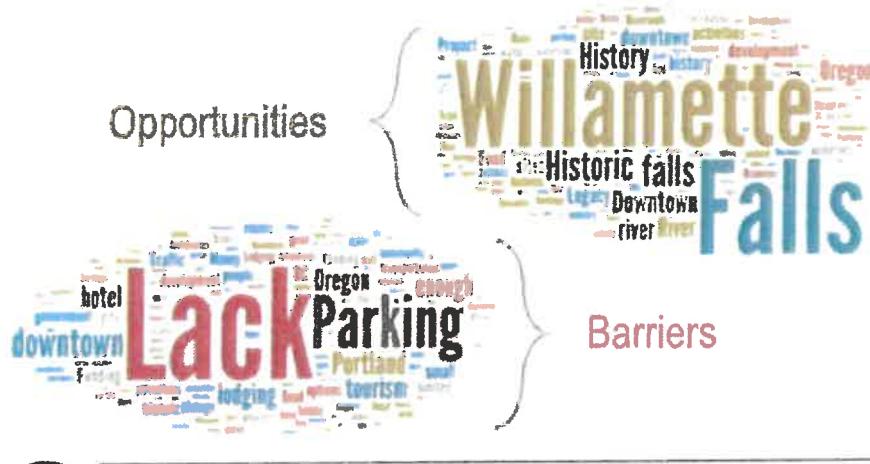
Hands on  
exciting  
memorable  
experience  
readiness  
full package  
kid friendly  
diverse  
accessible  
authentic  
historic

Stakeholders believe that Oregon City tourism assets must be authentic, historic, accessible and ready to take on a diverse set of visitors while offering a unique American experience



## Opportunities and Barriers

What are the top three Barriers and Opportunities facing Oregon City's tourism industry?



The Willamette Falls and historic nature of Oregon City afford the tourism industry many opportunities for success. This success is reliant on addressing key barriers such as, a lack of parking and lodging, competition with Portland, and limited funding.

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## Propelling Questions Facing Oregon City Tourism

How can we become the PNW destination point when there isn't enough to do 7 days a week and no direction on where to go and what to do?

- We can if...we work with current assets to increase open hours
- We can if...we create co-marketing materials available at End of Oregon Trail, Elevator, Lodging, and have a central web presence
- We can if...we leverage partners at the Mt Hood Territory and Travel Oregon

How can we attract tourists who choose alternative modes of transit such as cascade line, mix, boats, buses, etc., when everyone drives?

- We can if...we add bus parking and help develop coordinated itineraries and routes
- We can if...we promote with Amtrak and pursue bike shares, rental cars, and shuttles

How can we be tourism ready when we can't accommodate our local population?

- We can if...get buy-in to a vision
- We can if...we provide training and workshops
- We can if...encourage business-savvy competition and create more businesses

How can we become a major destination for history and agri-tourism in Oregon City, when we don't have coordination?

- We can if...buy-in to a vision
- We can if...get the word out through marketing
- We can if...create fees for tourism-related activities (boating, car rentals)

How can we interconnect our tourist assets when there is a lack of coordination?

- We can if...we have a leader and can create a culture of collaboration
- We can if...we create an inventory of assets and products
- We can if...we ensure our assets are sustainable

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## Long Term Needs

What are the long-term needs Oregon City needs to address for a vibrant tourism industry?

Asset Development  
\$450

- You can't sell apples from an empty cart
- More luggages, it's all about the bass
- Not currently developed to full potential
- Have to have a desirable product to sell
- Large group infrastructure (bus parking, hotels) and river connections. All needed to create sustainable industry

Destination Marketing &  
Brand Awareness  
\$270

- We need to change the perception of Oregon City and the region
- If no one knows...
- Need unified messaging of a "one stop shop" and social media presence,
- Need funds to "wow" and create ongoing marketing
- An experienced based destination through coordination

Sustainable Tourism  
\$80

- Resiliency, economic value, and value to visitors
- We don't want to fall down, stop, and start again

Public Relations and Political  
Support  
\$70

- Plays well with others
- Need to increase breweries, food processing
- Stress green industry
- Recreate historic industry of woodworking, milling, etc.

Workforce Needs  
\$20

- Film, Outdoor, Creative/Cultural, Destination Retail

## Strategic Planning Guidance Summary

- Primary tourism assets must be historic, authentic and accessible
- History and the Willamette Falls are Oregon City's most attractive assets, but their success is hampered by a limited parking, lodging and business infrastructure, and competition with Portland
- How can Oregon City address capacity, coordination and transportation issues?
- Asset development and marketing are needed to drive tourism in the long term

## Additional Guidance

### Point B

- Oregon City's heritage attractions have the potential to support a thriving year-round tourism industry with national appeal.
- Oregon City's tourism industry is underachieving
- Money is not the obstacle to Oregon City's tourism success, at least not in the near term.
- Oregon City's fragmented tourism industry, divided heritage leadership, and the general lack of coordination are an anchor
- There are enough tourism assets and tourism potential to eventually justify a DMO
- The time to evolve is now. There is community momentum, and it's time for Oregon City's tourism industry to organize and collaboratively plan for a lucrative future
- Everyone we spoke with wants Oregon City tourism to be successful.
- Oregon City's heritage assets are the foundation and "the hook" of Oregon City tourism, even without the Riverwalk Legacy Project.
- Outdoor recreation and agri-tourism are important tourism segments that merit Oregon City's cultivation and promotion
- While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism.
- Previous recommendations required too much change all at once and did not provide a manageable implementation plan to achieve the goals and objectives.

## Additional Guidance

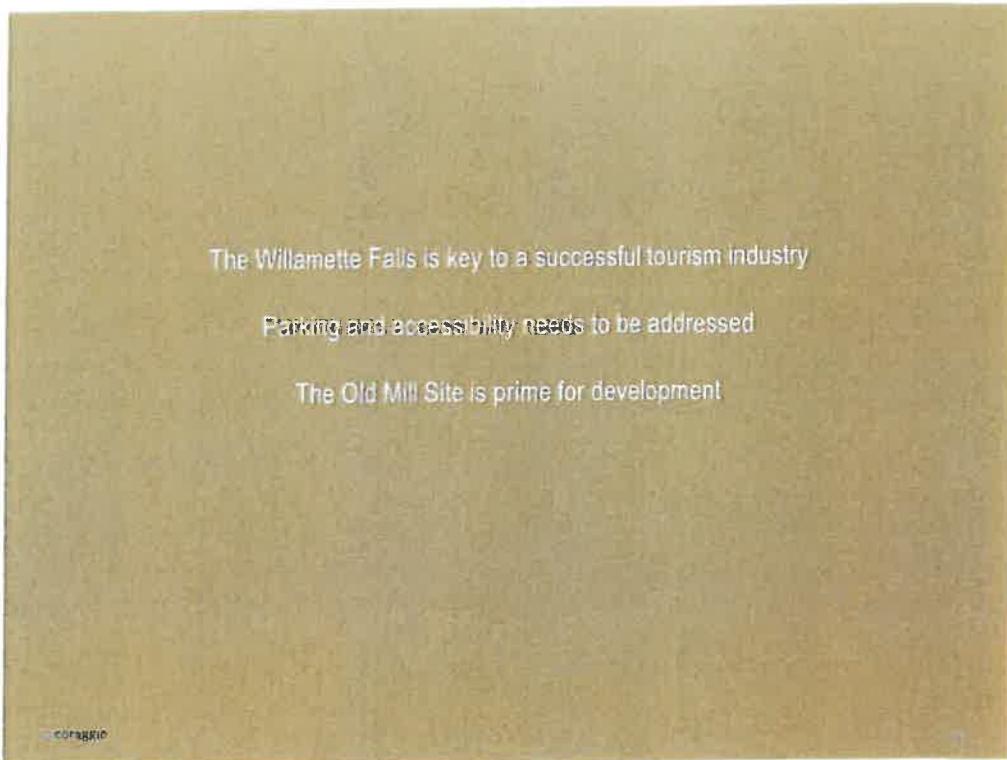
### Assets Development & Infrastructure

- The city should reconsider building A waterpark as part of the Willamette falls redevelopment of the old mill property. They also need to address the issue of the increasing number of homeless people that are living on our streets and camping in our open areas
- 1. Burry the utilities downtown. The visuals greatly improved when power lines/poles are gone.
- 2. Demand/require ANY light rail extension into Oregon city come only with the capacity for express trains to downtown Portland. It is my opinion that MAX is now a liability and not an asset. It must have better security as well so that families feel safe. Fear spreads easier than good news and the only way to overcome the current image is time.
- 3. I need to improve my understanding of the scope of the legacy project. It is my hope that the project guidance represents A WIDE range of inputs and that A case of tunnel vision doesn't develop where things are done A certain way because things have always been done that way
- Better transit connections to Portland (MAX or BRT)
- Bring MAX to the waterfall
- Bring the max to Oregon city!!!! Visitors (and Portlander/s) think it is too far to take the bus, but a light rail makes it doable
- Development of the blue heron mill
- Fixing/developing/showcasing the old blue heron paper mill
- Hoping the falls will be open and views accessible. Also, in the new area being created where the old mill sits, I hope there will be some fun businesses like brew pubs that will bring people in.
- Make sure new rediscover the falls development includes parking.
- Oregon city has tremendous potential! Go for it! Seek out investors and develop the river front!

## Additional Guidance

### Assets development & Infrastructure

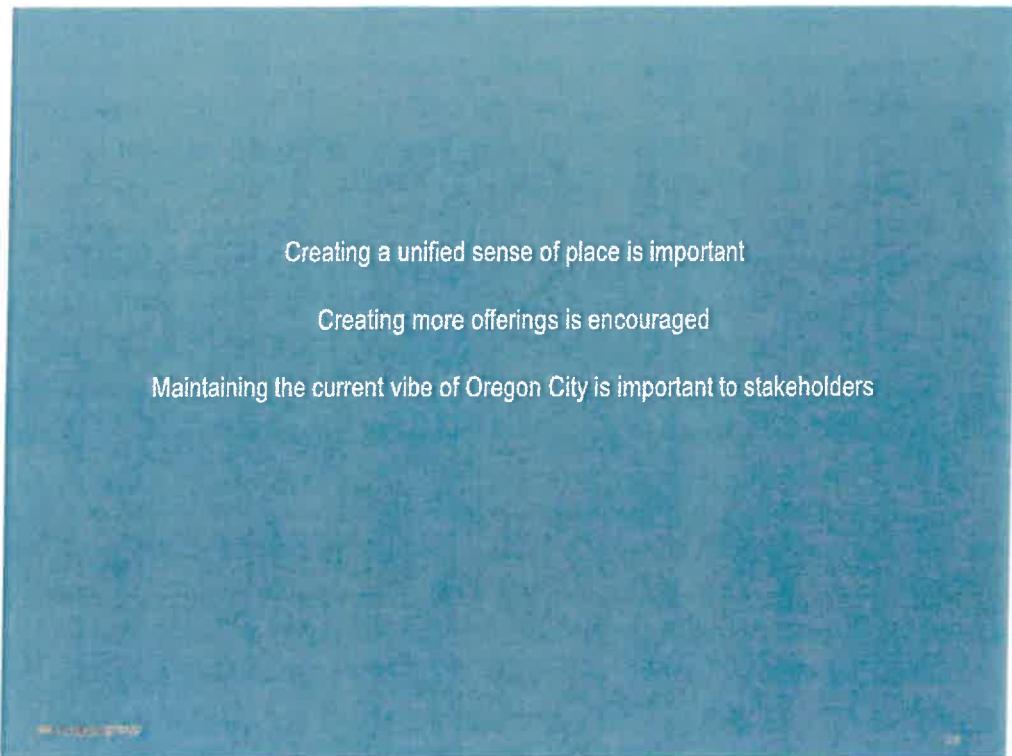
- Parking in downtown Oregon city. Traffic flow in downtown Oregon city. How can people come to visit and enjoy the city when parking is marginal?
- Perhaps developing the ross landfill.
- The Riverwalk falls overlook at the Hawley pump house should be opened to the public to let people experience the power of the falls up close, yet safely.
- There is huge potential to make Oregon city into a vibrant destination. There are wherries open year round that no one knows about - create an Oregon city wine tour? The Willamette falls is a huge opportunity, but will take huge development dollars to remove and restructure. Hopefully it happens sooner than later.
- Transportation connectivity to Portland metro is essential. It needs to be easy to get here and feel slower paced Americans when you arrive. If you are stressed about traffic or parking, it won't be worth it.
- We are all waiting eagerly for the waterfront/ river walk project to be approved and I believe this will be a huge asset to OC. Please include a parking structure with the plans, it's called planning for the future, parking is already extremely limited downtown.
- We need more parking for downtown
- Willamette falls is an ace in the hole
- Zip line from Oregon city to west linn over the falls
- Parking in downtown Oregon city. Traffic flow in downtown Oregon city. How can people come to visit and enjoy the city when parking is marginal?
- Perhaps developing the ross landfill.



## Additional Guidance

### *Place Making*

- A wide vision for a more upscale environment would be nice. Attracting better shopping, new seasons, whole foods, public art. It's depressing driving into town after shopping in Tualatin or LO.
- Businesses need to stay open later (especially in the summer).
- Development of the mill area would really be beneficial. Can not be simply another target, Victoria secret, bath and body works retail. Needs to have a niche and more original. Boutique and non chain dining.
- Focus on everything Oregon city has to offer and not pigeon hole Oregon city into a heritage destination
- I love going downtown because we have great restaurants. But once dinner is over there are no real reasons to hang around. Shops are few and far between & seem to close early making for a very sleepy feel.
- I think the best tourism focuses on creating a great place, rather than new attractions or gimmicks (no Ferris wheel!). I also think the hilltop has almost no developable tourism assets because it feels like every other suburb in the area. Downtown and adjacent areas should be the focus.
- Making more opportunities for business and shops to thrive and draw tourists
- My husband and I recently purchased a home in Oregon city after being unable to buy in Portland. OC is a very desirable place, but I'd love to see more offerings for young adults who can afford OC over Portland.
- Need more stuff for people to do that is cheap but fun.
- OC can be the jewel of the Willamette. Focus on business development and supporting business activities (venues with music, restaurants, beer gardens, etc.). And focus on a few tourism-related things so that when someone says "hey where's the best place to do x?" The answer is always "Oregon city."
- Oregon city is pretty boring, so you would need to add night life besides bars and something for families. There are also homeless people everywhere so it doesn't feel safe. Need to have more shopping options such as a Costco and places for people to stay.
- Much better signage throughout the city.



#### Additional Guidance

##### *Coordination and Collaboration*

- If you cannot get the entire tourist groups working together for the same goal you will fail. Everyone has value in what they say.
- Agritourism is fast becoming a major tourism driver, and that coupled with OC's incredible history and natural features should be enough to make it a destination. Youthful vision, creative, cool branding and good organization would help!
- Coordination of existing organizations; understanding of their priorities and perspectives.
- Creating a position on city staff to coordinate tourism efforts among tourism vendors, business owners, and county and state tourism agencies is a HUGE first step in the right direction. Also, formalizing the Oregon city tourism advisory council will be another positive step forward. OC has an enviable basket of tourism assets; now all we need is coordination and a plan. Finally, rather than focusing efforts on a new Oregon city DMO, why not just coordinate efforts with Mt. Hood Territory and Travel Oregon. MHT is spending huge amounts of money on Clackamas county tourism, and OC is a major beneficiary of MHT efforts. Why waste a lot of time and money duplicating MHT's efforts?
- Downtown Oregon city is often promoted with the exclusion of the midtown and hilltop areas of the city. A more cohesive plan would benefit all businesses, regardless of area.
- Ensure widespread community meetings to obtain citizen comments and address concerns.
- I think it's important that we not only promote our unique history in both Oregon and the west coast but allocate resources to help historic homes and other museums develop and be OPEN and READY for the public. You can't have tourism if there is nothing to see half of the week.
- In order to be a tourism destination the entire city needs to be on the same page and needs to be working towards the same goal. Collaboration, consistency, coordination, cooperation and cash (funding for more staff and potential DMO).
- It pleases me that there is a more focused and dedicated effort on the part of the city to promote tourism
- Local businesses & citizens that do not see themselves as directly in tourism industry must believe in the broad benefits to all businesses and citizens of a successful tourism economy
- OC has a lot of potential for tourism, but this survey is the first effort that has been made to promote, and the tone of the survey makes it obvious that any progress is at least five years away. We have great wineries that are open only on weekends, heritage attractions with no set schedule, and only one mediocre motel. Oregon city should be the jumping off point for tourism throughout Clackamas county, but the long term view that tourism is not a real industry has cost us that position.

Creating a coordinated and collaborative environment, inclusive of all Oregon City tourism stakeholders, is key for success and itinerary development

Increased community engagement around the tourism industry in Oregon City is important

### Additional Guidance

#### *Benchmark*

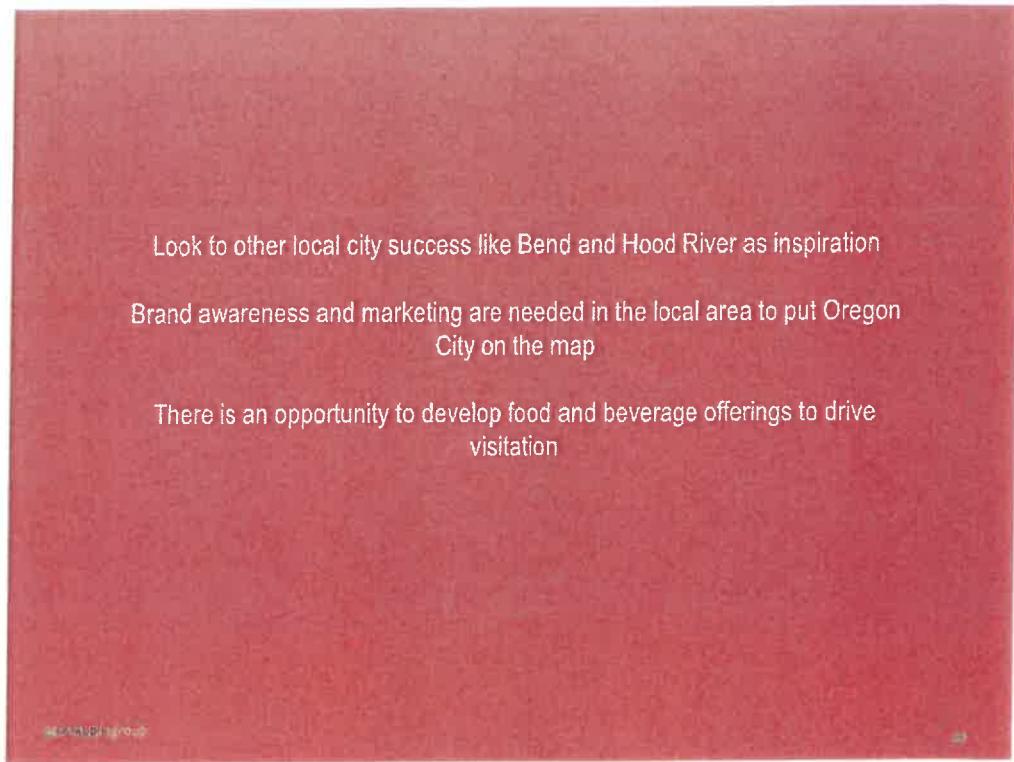
- Think outside the box, look at bend and the pearl district for a suggestion.

#### *Brand awareness*

- A web site listing restaurant, recreational, historic & entertainment options
- Am amazed that so many people do not know the hidden gems in OC. Best trails, few homeless, sea lions, donkey sanctuary, trolley, etc..
- Having a POS system that everyone used would collect the kind of demographic data OC tourism could use to make smart marketing decisions as well as the business/cultural org that uses it.
- Many people who have lived in Portland all their lives have no idea about the rich history and great food and beer we have. Maybe we need to learn from places like the Sellwood, or Mississippi areas of Portland, how to be hip and cool.
- Please SHARE the area and don't SELL it out
- The 1st social media picture that shows a pint glass full of craft beer with the falls in the background will go viral and will the hundreds of thousands more and ore. City will be reintroduced and be as prominent a trade make as it was 150 years ago

#### *Breweries and food*

- I think it would be important to look at what other cities are doing to bring in couples and families. Bend has a vibrant craft beer scene and tons of outdoor opportunities, so do hood river and Astoria. We need to model ourselves on their successes, allowing family friendly breweries with food trucks from local chefs to cater affordable yet fun meals and experiences to people coming to explore our city.
- Look at bend as a great representation of how breweries and local food trucks can attract families and tourism. See crux brewing as an example.



#### Destination Management

- Honestly, anything that keeps the small town feel. We're not interested in our town getting busy and touristy??, Or the max line coming in. Keep max in Gladstone or beyond and bring back the trolley when main st expands. Wasn't a big fan of this survey compared to ones past...
- Keep it tasteful. We don't need a tacky tourism industry here – don't try to drive tourists here with shopping and garish attractions, and especially not chain restaurants or chain stores of any kind. Accentuate the natural beauty and small-town charm of the place. Don't turn it into a cheap tourist trap.
- Have tourism wealth (if it comes,) clearly benefit the whole community, because there will be a cost to locals with the influx of visitors that will diminish quality of life for us. After all, we didn't move here to be in a weekend Disney world production.
- Not really. I am not thrilled with the idea of turning this small city into a touristy destination that disrupts the people who make this town their home.
- Once and for all forgetting the idea of a shopping mall on the landfill site.

#### Heritage

- Heritage tourism is important to our identity in OC. However, it is a fallacy to think that historic tourism just needs a better marketing campaign to bring people. The heritage tourism market is quite small if not coupled with everything else as a designation, I think the heritage part is implied but we need to work to emphasize non heritage activities within an authentic (e.g. Heritage) experience brand
- It would be nice if both city and county officials would take time to visit our historical sites. How can you promote tourism if you have never visited. In the years I have been the ranger at the McLoughlin house, I could count on one hand how many have visited this site. I don't know about visitations to the other sites, but I bet it isn't too much different.
- Know our history- there is a great story to tell- tell it
- The museums must be funded and promoted. OC is the end of the trail, but many people living in the Portland metro know nothing about this key historical fact. Oregon city could be the west's Plymouth rock or Williamsburg. The fact that it isn't already considered in this light, is both perplexing and disturbing.

Maintaining Oregon City's small town feel is on the minds of the community

This includes maintaining and leveraging Oregon City's historic feel

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#### Additional Guidance

##### *Recreational Activities*

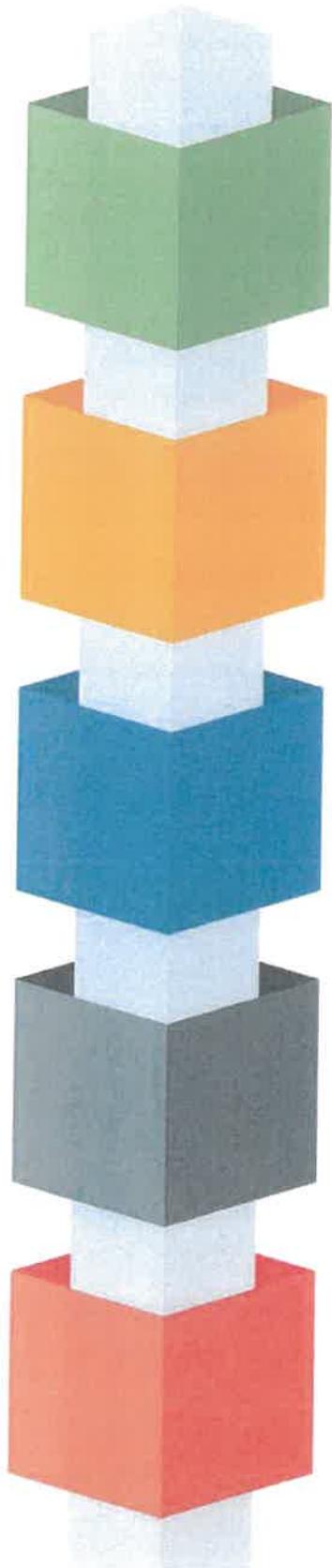
- Please bring back the idea of having white water rafting on the river.
- Look to the rivers.

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**Oregon City Tourism**  
**STRATEGIC PLAN**  
**November 9th, 2015**



# Oregon City Tourism

## Scope of Services

- Point B Destination Advisors has been contracted to design and recommend a winning tourism strategy for Oregon City. The strategy includes: recommendations on organizational infrastructure, a near and long-term financial strategy, and a step-by-step plan and timeline to implement the strategy.

## Methodology and Timeline of Work

- Point B's methodology consists of five phases: 1) due diligence and research, 2) strategic brainstorming and planning, 3) collaboration and consensus building, 4) presentations of recommendations to community leadership, 5) implementation.
- Current status: We have completed our Phase I work of due diligence and research, and our Phase II work of internal strategic brainstorming and planning. This report marks the beginning of Phase III, external collaboration and consensus building.

## Sources – Interviews, Meetings, and Research

### Interviews

- Jonathan Stone, Downtown Oregon City Association
- Sam Drevo, eNRG Kayaking
- Claire Blaylock, Clackamas County Historical Society
- Alice Norris, Willamette Falls Heritage Area Coalition
- Eric Underwood, Oregon City Economic Development
- Amber Holveck, Oregon City Chamber of Commerce
- Dan Fowler, Abernethy Center
- Danielle Cowan, Oregon's Mt. Hood Territory RDMO/CCTCA
- Michelle Beneville, Oregon City Finance Department
- Gail Yazzolino, End of the Oregon Trail Interpretive & Visitor Information Center
- Jim Mattis, Willamette Falls Heritage Area Coalition and Willamette Falls Heritage Foundation
- Rocky Smith, Oregon City Commission
- Denyse McGriff, Clackamas County Heritage Association and McLoughlin Memorial Association
- Rolla Harding, Oregon City Tourism Council and McLoughlin House

### Source Documents and Websites

- City of Oregon City
- CCTCA (RDMO)
- Clackamas County
- Willamette Falls Legacy Project/Rediscover the Falls
- Willamette Falls Heritage Area Coalition
- Willamette Falls Heritage Foundation
- All prior tourism studies and reports dating back to 2003

## Key Findings and Directional Observations

- There is not a city in the western half of the United States with a more compelling collection of historical attractions than Oregon City. From a tourism perspective, Oregon City's heritage attractions have the potential of supporting a thriving year-round tourism industry with national appeal.
- On the flipside, Oregon City's tourism industry is significantly underachieving in relation to its potential.
- Money is not the obstacle to Oregon City's tourism success, at least not in the near term. To elevate Oregon City's tourism industry to a competitive level, it won't take any additional money than what is currently available. To implement the recommended long-term strategy, additional funding will be required.
- Oregon City's fragmented tourism industry, divided heritage leadership, and the general lack of coordination is the anchor preventing Oregon City's tourism industry from rising to its potential.
- Ownership of Oregon City tourism is a "hot potato" in that none of the organizations or individuals we spoke with expressed a desire to own it (which is unusual, because most often organizations are fighting for control of the money).
- There are enough tourism assets and tourism potential to eventually justify a full-service and dedicated Destination Marketing Organization (DMO) in Oregon City. This is our recommendation for the long term.
- The time to evolve is now. Oregon City is coming of age. There is significant community momentum, and it's time for Oregon City's tourism industry to organize, collaboratively plan for a lucrative future, and implement this plan.
- Everyone we spoke with wants Oregon City tourism to be successful. The general sentiment seems to be that everyone will support a winning tourism strategy once it's implemented.
- The county-wide tourism promotion effort is strong and well-funded, but alone is not enough to achieve Oregon City's tourism potential. A city-specific dedicated DMO is needed.
- Oregon City's heritage assets are the foundation and "the hook" of Oregon City tourism. Even without the Riverwalk Legacy Project, Oregon City possesses enormous unmet heritage tourism potential. Outdoor recreation and agri-tourism are important tourism segments that merit Oregon City's cultivation and promotion, but heritage tourism is the segment that has the power and potential to differentiate Oregon City tourism from every other destination on the West Coast. It is our recommendation to fortify Oregon City's heritage tourism segment, then incorporate the other tourism segments into the rising tide.

## ATTACHMENT A

### Key Findings and Directional Observations (cont'd)

- While anecdotal, there seems to be a defeated and frustrated attitude when it comes to Oregon City tourism. In addition to structural change, there needs to be cultural change.
- Consultants have made recommendations in the past that have not been implemented. Their observations and recommendations are not significantly different from ours. So we asked a lot of questions about why the advice of the previous consultants had not been enacted. What we learned is the previous recommendations required too much change all at once. Additionally the previous recommendations did not provide a manageable implementation plan to achieve the goals and objectives.
- When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars, each of which must be strong and effective in order for Oregon City's tourism industry to reach its potential. The three pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, 3) Financial Strategy.

### Options for Organizational Infrastructure and Implementation

- #1. Continue the city's current grant program
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's an easy way to disburse funds.
    - + It makes people happy to receive checks.
    - It's marginally effective at attracting visitors.
    - It does not create a consistent year-round, demand-driving tourism program.
    - It does not cultivate a long-term brand or strategy for Oregon City tourism.
    - The quality of implementation and outcomes varies amongst grant recipients.
    - Grants often subsidize private for-profit business models and events. This is not the most equitable or effective use of tourism promotion funds.
    - The grant program will never lead to Oregon City achieving its tourism potential.
- #2. House the ownership and leadership of Oregon City tourism promotion and development in one of the existing Oregon City organizations (City Administration, Chamber of Commerce, Downtown Association, Clackamas County Historical Society, etc.).
  - The advantages (+) and disadvantages (-) of this option include:
    - + It's been done before so there's precedent.
    - + It's done in other small towns where the tourism promotion budgets are small.
    - The existing organizations' resources are already stretched to capacity.
    - Mistrust and lack of confidence exists.
    - Tourism promotion is not, and should not, be the expertise of the existing organizations.
    - "Mission creep" would likely be detrimental to each organization.

## Options for Organizational Infrastructure and Implementation (cont'd)

### ■ #3. Funnel Oregon City's tourism promotion funds to the Mt. Hood Territory RDMO and have the RDMO enhance their marketing efforts for Oregon City.

- The advantages (+) and disadvantages (-) of this option include:

- + RDMO already has staff and resources.
- + It's easy.
- - It relinquishes control of local community destiny and success to a regional entity.
- - The RDMO promotes a large and diverse area. The RDMO would be stretched thin to give the attention and focus that Oregon City deserves.
- - It could create political turmoil at the county level.

### ■ #4. Establish a full-service DMO for Oregon City in the near term.

- The advantages (+) and disadvantages (-) of this option include:

- + Oregon City tourism needs and deserves a full-service dedicated DMO.
- + Having a dedicated DMO is the best way for Oregon City to achieve its full tourism potential.
- + A dedicated full-service DMO would clearly and permanently establish tourism leadership and accountability in Oregon City.
- - It takes a lot of work and leadership to set up a DMO.
- - In the near term, the available funding would be entirely consumed by organizational expenses and little would remain for marketing and promotion.
- - Until Oregon City's heritage assets are operationally stronger and more coordinated, tourism promotion will only be marginally effective.

### ■ #5. Milestone Plan to Long-Term Success:

- When we distilled the challenges and objectives of the Oregon City tourism landscape down to their foundation, we identified three separate but interdependent pillars that must be strong and effective in order for Oregon City's tourism industry to reach its potential. The identified pillars are: 1) Heritage Asset Operations, 2) Tourism Promotion, and 3) Financial Strategy.
- Additionally, we came to understand the reason why the previous consultants' recommendations hadn't been enacted was that the recommendations required too much change all at once, and the implementation plan lacked sufficient direction.
- When we segmented everything required to achieve success into the three pillars, and overlaid that with a phased-in implementation plan, we were convinced the winning tourism strategy for Oregon City should be based on a phased-in milestone implementation plan of manageable and synchronized steps.
- The implementation plan for each pillar will be led by three separate but closely coordinated groups, and will culminate in four years with the development of a dedicated DMO and unified or coordinated heritage assets.
- The milestone projects in each pillar represent key projects that when accomplished and viewed cumulatively will elevate Oregon City tourism to a competitive level.

## ATTACHMENT A

### Options for Organizational Infrastructure and Implementation (cont'd)

#### 5. Milestone Plan to Long-Term Success (cont'd):

- See attached infographic for descriptions and timelines of Milestone Plan
- The advantages (+) and disadvantages (-) of this option include:

- + Dividing the responsibilities of the three pillars makes it achievable and not overwhelming for any one group.
- + Dividing the responsibilities among three separate but coordinated groups allows the responsible organizations to focus on their area of expertise.
- + Coordinated and synchronized plans foster collaboration, cooperation, and ultimately evolution.
- + A phased-in coordinated plan provides step-by-step directions for each pillar to achieve the end-goal (i.e. it allows us to walk before we can run).
- + A phased-in plan allows the tourism industry to evolve simultaneously with the rest of the city (development projects, etc.).
- + IT'S ACHIEVABLE AND WILL LEAD OREGON CITY TO LONG-TERM TOURISM SUCCESS.



### OREGON CITY TOURISM MILESTONE PLAN TO LONG-TERM SUCCESS



## Organizational Infrastructure for the Milestone Plan

### Pillar #1: Heritage Assets Operations Pillar

- Heritage Assets Operations Collaboration Coalition ("The Collaboration Coalition")
- The Coalition will be comprised of representatives from each of the heritage assets, plus an independent facilitator who will also work with the leadership groups overseeing the other two pillars.
- The group will meet once per month until the objectives are achieved.
- The facilitator will keep the group on track to achieve the milestones prescribed in the plan and will ensure coordination with other pillars.
- The Coalition may not rewrite the objectives. They must stay on the prescribed course. Expenses related to work will be processed by the city and must stay within the original budget.

### Pillar #2: Tourism Promotion

- The Tourism Promotion pillar will be overseen by the Tourism Leadership Council.
- This group will be comprised of tourism leaders similar to Oregon City's existing group of tourism leaders.
- The project facilitator will also work with this group to keep them on track and ensure coordination with the other two pillars.
- The marketing work required in each milestone will be contracted to independent marketing agencies/subcontractors who will report to the Tourism Leadership Council.
- Expenses related to the work will be processed by the city and must stay within the original budget.

### Pillar #3: Financial Strategy

- The Financial Strategy pillar will be overseen by the city's economic development staff (intentionally not the city's finance department).
- The city's ownership of this pillar is a clear statement of the city's commitment to and investment in Oregon City's tourism industry. It's also a statement that tourism is a primary and important element of the city's overarching economic development plan.
- The project facilitator will work with city staff to ensure progress and coordination with other pillars.

### Project Facilitator

- The project facilitator will guide and "taskmaster" the groups to ensure milestones are met on time and within budget.
- The project facilitator will contract with and report to the city commission and the city manager.
- Why have the facilitator report to the city commission and city manager? If Oregon City tourism is going to achieve its potential and successfully navigate through this implementation plan, we believe the effort should be owned by the highest level of community leadership.



## ATTACHMENT A

### Potential Revenue Sources for Tourism Promotion and Development

- Oregon City's current TRT collections are sufficient to fund the first year of the Milestone Plan.
- An additional increase to Oregon City's TRT rate would provide additional revenue. Even with the recent increase in Oregon City's TRT rate, it's still below the threshold. Case studies reflect little to no consumer resistance to TRT rates. Lodging taxes create important economic development funds without taxing the local community (see TRT comparison chart).
- County, state, federal, and cause-specific grants. Various and many grant opportunities exist, especially for heritage-related economic development projects. The Milestone Plan recommends a common grant writing position housed at the city to pursue grants to fund tourism promotion and economic development.
- The creation of a Tourism Improvement District (TID) to create funds for tourism promotion. TID's can take many forms. They have been implemented in Portland with success.
- We believe the concept of an aerial tram connecting the Riverwalk project to the upper promenade is an excellent idea that merits careful consideration. An aerial tram would create a connecting loop for Oregon City's heritage attractions and could also generate important funding for the heritage attractions and tourism promotion.

### The Power and Potential of Heritage Tourism

- A 2009 research study conducted by Mandala Research for the U.S. Department of Commerce, U.S. Cultural Heritage Tourism Marketing Council, National Trust for Historic Preservation and other industry partners, reports that **"78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year."**
- The study further demonstrates the impact of this industry segment, reporting that **cultural and heritage travelers spend more than other types of travelers – an average of \$994 per trip compared to \$611 for all U.S. tourists.** This spending translates to a contribution of more than \$192 billion annually to the U.S. economy by the cultural heritage tourism segment.
- There are approximately **850 million visits each year to American museums**, more than the attendance for all major league sporting events and theme parks combined (483 million in 2011), according to the American Alliance of Museums.
- **Arts and cultural spending has a ripple effect on the overall economy**, boosting both commodities and jobs. For example, for every 100 jobs created from new demand for the arts, 62 additional jobs are also created.
- **Cultural Heritage Tourism has been identified by Congressional Research Services as one of the leading, or rapidly developing, areas of tourism.**

### Miscellaneous Notes

- Tourism promotion is a competitive game, with winners and losers. Oregon City leadership needs to prepare their community for that competition. The team needs leadership, a winning plan, and a competitive culture of winning.
- Having a shared development director/grant writer housed in the city's economic development department to support all cultural organizations and tourism objectives is a smart idea and a good economic development investment for the city.
- The city should lead the Financial Strategy pillar even after a dedicated DMO is established because it institutionalizes the city's role and investment in the tourism industry. The city is the ultimate holder of the purse strings of tourism promotion funds.
- The city's economic development department should draft a clear mission statement pertaining to their commitment to and role in achieving the city's tourism potential. Tourism must be a primary theme in the city's overarching economic development plan.
- Oregon City is positioned perfectly to capitalize on the heritage trail concept. This could be the majority of Oregon City's tourism promotion work. Refer to Boston's Freedom Trail and Bend's Ale Trail for case studies and ideas. This is recommended as the first year milestone for the Tourism Promotion pillar.
- The current shortage in available hotel lodging inventory can be mitigated by encouraging local home owners to operate VRBO's and bed & breakfasts in their homes, especially in the many historic homes throughout Oregon City. Additional lodging inventory would help maximize transient lodging taxes and would enhance Oregon City's tourism experience. City administration can support and encourage this by creating policies that encourage and make it easier for homeowners to operate short term lodging operations out of their homes.

### Next Steps

- October and November: collaboration and consensus building amongst all stakeholders
- November: final presentations
- December onward: implementation and success

# # #

