DRAFT

OREGON CITY

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.

Letter from Eric

coraggiogroup

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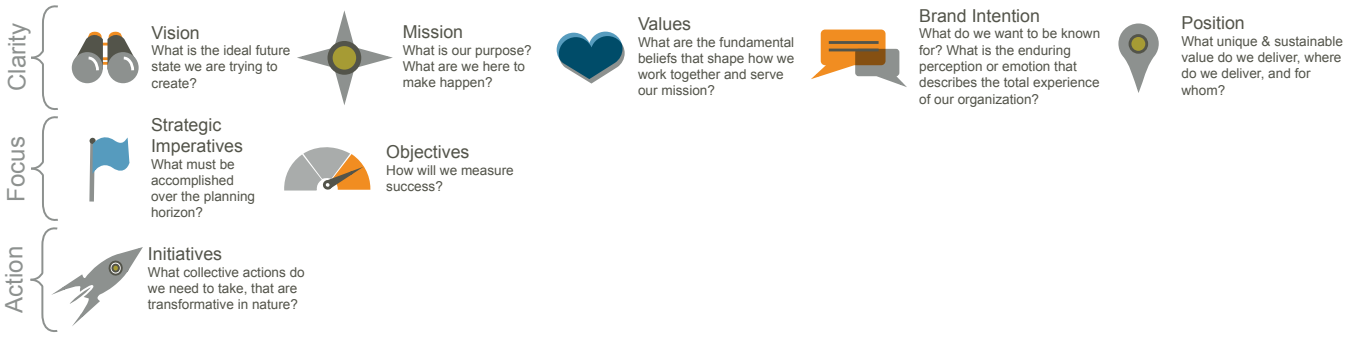
STRATEGIC PLANNING PROCESS OVERVIEW

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:



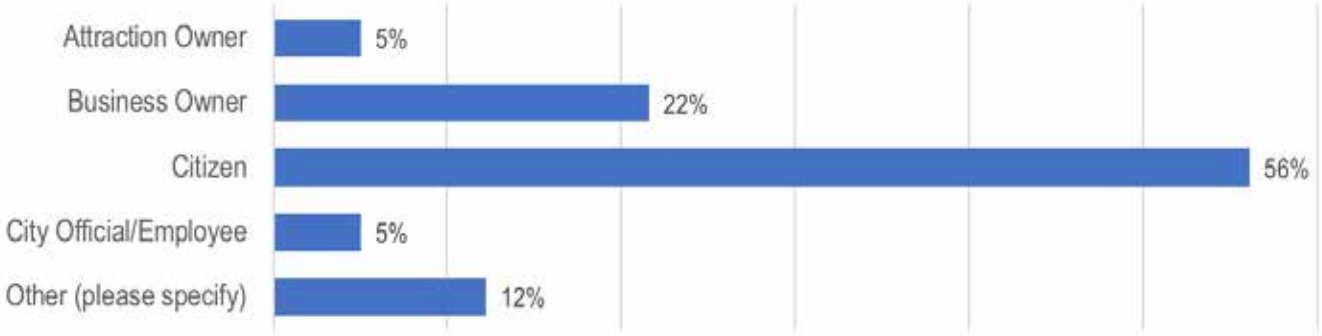
ENGAGEMENT PROCESS AND DEMOGRAPHICS

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 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 is also seen as 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 potential for further development

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 and their Oregon City Tourism Strategic Plan have a role to play in realizing their vision. The city believes their 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 the city to be successful at its mission, it is important to understand what makes Oregon City's 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 offering. Oregon City believes its destination's position in the visitor market is to be a vibrant destination in the Portland Metro 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 measure 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 have believed for quite some time that they have something special to offer visitors. They 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 their city realize its 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 or not they have been successful at building leadership tourism capabilities in Oregon City. They will measure that success by understanding whether or not they have achieved 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 on what the brand of Oregon City is, 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 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 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 Metro 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 and if 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 be rolled up into four key steps. They are as follows:

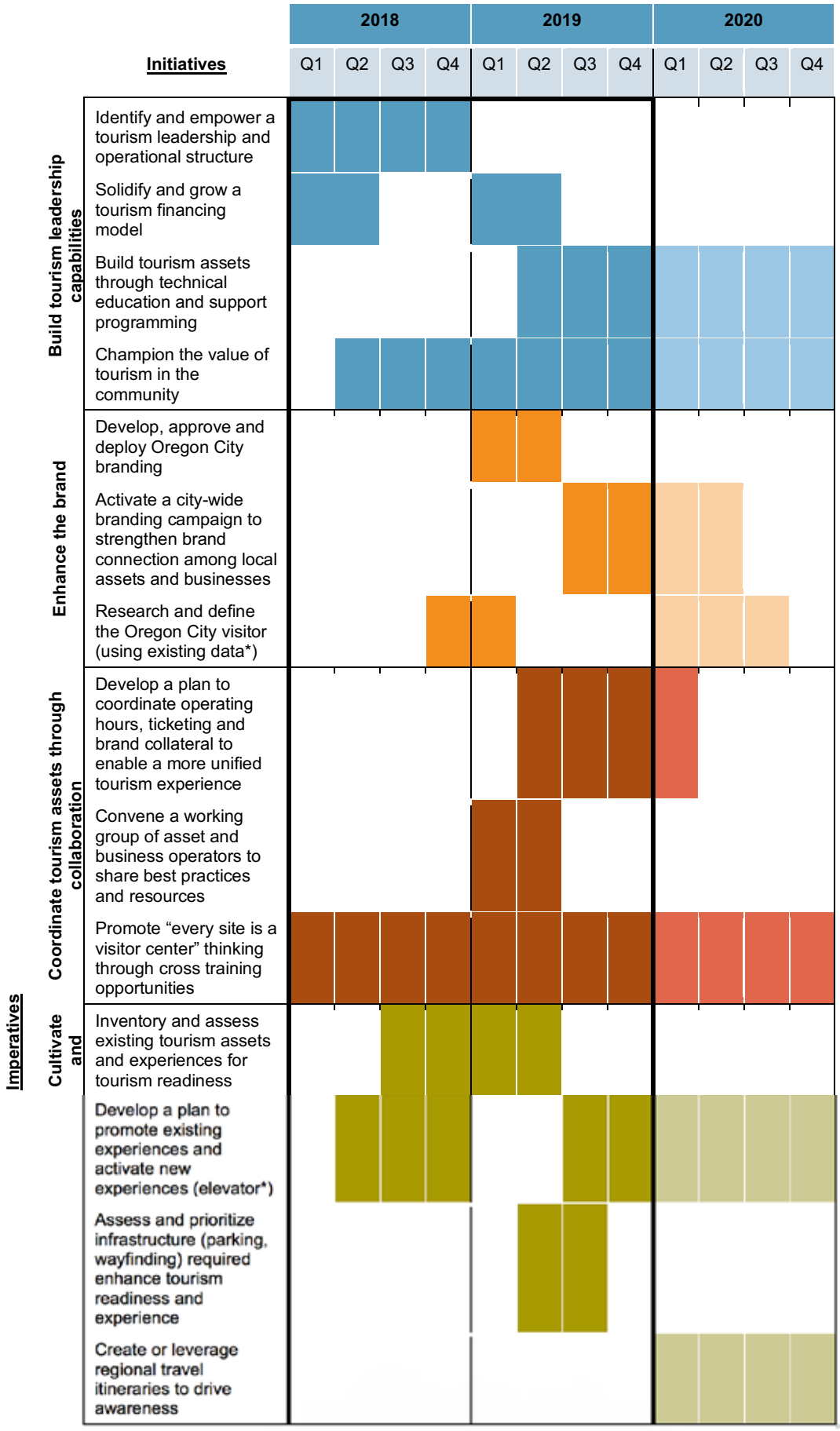
Lead It
First and foremost, Oregon City needs to establish a governance structure and create the capacity necessary to drive the strategic plan. Therefore, this is the first and most important part of the 2019-2021 Oregon City Tourism Strategic Plan to operationalize.

Brand It
Once governance and capacity has been established, Oregon City tourism needs to brand their 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
Initiatives
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Imperatives
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:

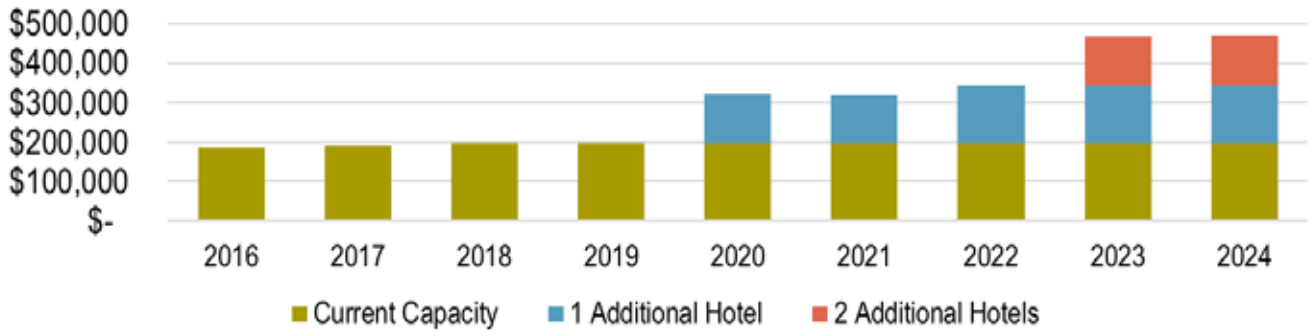
1. A leadership governance structure has been identified
2. Participation in year over year technical education programs has increased
3. A financial funding model has been identified
4. Brand guidelines established
5. Baseline and increase brand awareness
6. Baseline and increase % of assets sharing 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.



Using current TRT levels, we recommend the follow 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.

Current TRT Allocation and Org Structure:

- 25% of Economic Development Coordinator Position
- 10% to City Overhead
- Balance used for Grants and Reserves

Recommended TRT Allocation and Org Structure:

- 25% of Economic Development Coordinator Position
- 10% to City Overhead
- Additional +1 FTE to Implement Tourism Strategic Plan
- Around $50,000 operational funds for grants and programs
- "Tourism Department" Housed within Economic Development Department of the City
- Establish Tourism Advisory Board/Commission (in the model of current Economic Development Advisory Board/Commission) to maintain stakeholder involvement in tourism organization.

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.

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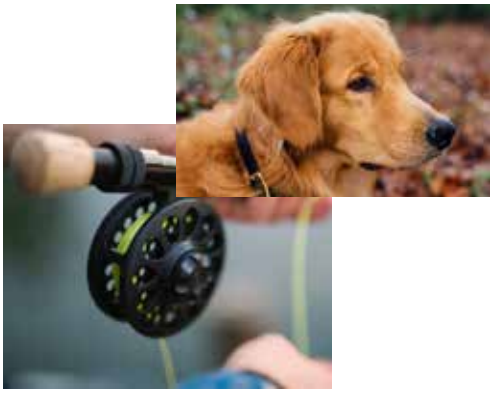

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TARGET DEMOGRAPHICS

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 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

Landmarks
- Willamette Falls
- Municipal Elevator
- Arch Bridge
- McLoughlin Promenade

Food Service
- Allium
- Arch Bridge Tap House
- Bugatti's
- Coasters Brew Pub
- El Papalote
- The Highland Stillhouse
- Mi Famiglia
- Mike's Drive-In Restaurant
- Nebbiolo Wine Bar and Market
- Ranee's On Main
- Singer Hill Café
- Super Torta
- Thirsty Duck Saloon
- Weinhard Grill
- Yvonne's

Retail
- Active Water Sports
- Bridgeview Beer & Wine
- Busch Furniture
- Cannabis Nation
- Christmas at the Zoo
- Coin Corner & Hobbies
- Coyote Hobby
- Denim Salvage
- Designs by THOR
- Eclectic Appeal
- Five Zero Trees
- Henry's Vape Shop
- Homelife Furniture
- Ladybird's Vintage
- Maizee Mae's Antiques & Treasures
- Oregon City Sporting Goods
- Real Deals on Home Décor
- Refinery Boutique
- Ruud's Jewelers
- The Vintage Nest
- White Rabbit Gifts
- Willamette Valley Books & Bullion
- You Can Leave Your Hat On

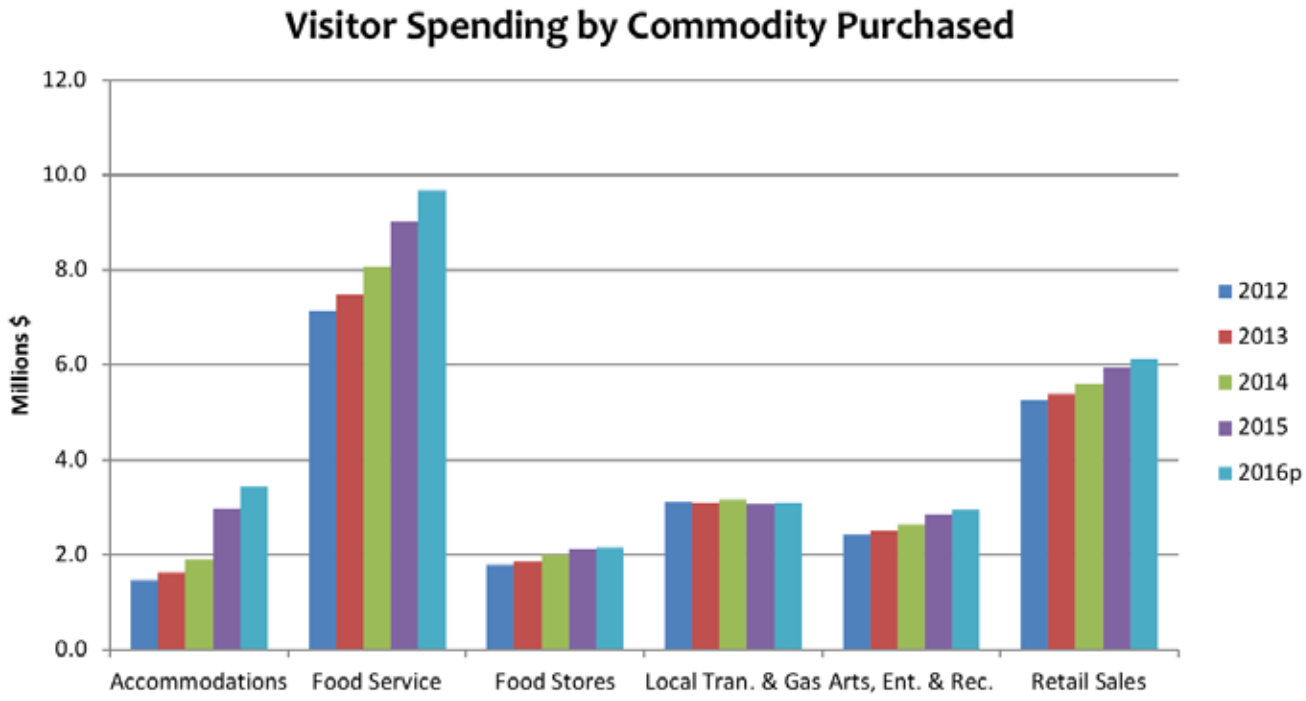
Historical Sites
- Baker Cabin Historic Site
- Carnegie Center
- End of the Oregon Trail Interpretive Center
- Ermatinger House
- McLoughlin House
- Museum of the Oregon Territory
- Oregon City Municipal Elevator
- Rose Farm
- Stevens/Crawford House
- Willamette Falls Locks

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.



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
  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
  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

Data Sources/Partners

Sparkloft Media
- Visitor sentiment and brand perception studies
- sparkloftmedia.com
- Arianna Howe
  Vice President, Client Services
  503 737 9425
  arianna@sparkloftmedia.com

Dean Runyan & Associates
- Tourism economic impact studies
- Dean Runyan
  Founder
  503.226.2973
  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
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OREGON CITY INSIGHT REPORT
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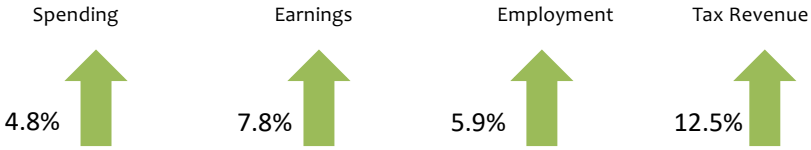
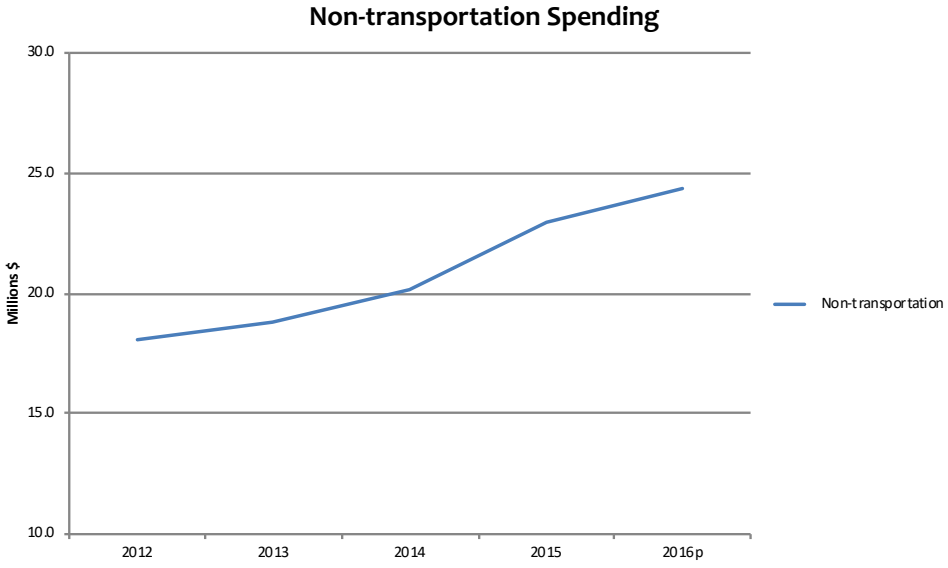
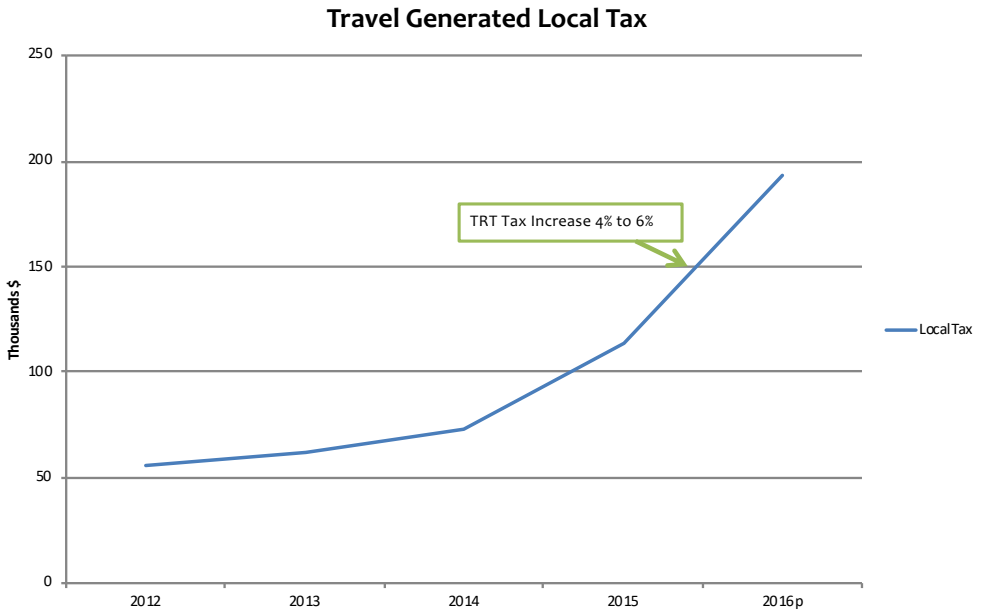
Oregon City Direct Travel Impacts, 2012-2016p

	2012	2013	2014	2015	2016p	Ave. Annual % Chg. 15-16p	Ave. Annual % Chg. 12-16p
Spending ($Millions)							
Total	28.9	29.7	31.1	33.1	34.7	4.8%	3.7%
Other	7.7	7.8	7.8	7.1	7.2	1.4%	-1.2%
Visitor	21.2	21.9	23.4	26.0	27.5	5.7%	5.3%
Non-transportation	18.1	18.8	20.2	22.9	24.4	6.3%	6.1%
Transportation	3.1	3.1	3.2	3.1	3.1	1.0%	-0.1%
Earnings ($Millions)							
Earnings	6.7	7.1	7.7	8.9	9.6	7.8%	7.6%
Employment							
Employment	280	290	310	340	360	5.9%	5.2%
Tax Revenue ($Millions)							
Total	0.97	1.01	1.06	1.19	1.34	12.5%	6.7%
Local	0.06	0.06	0.07	0.11	0.19	69.9%	28.2%
State	0.91	0.95	0.98	1.07	1.14	6.4%	4.7%







Oregon City
Travel Impacts, 2012-2016p

	2012	2013	2014	2015	2016p
Total Direct Travel Spending ($Million)					
Destination Spending	21.2	21.9	23.4	26.0	27.5
Other Travel*	7.7	7.8	7.8	7.1	7.2
Total Direct Spending	28.9	29.7	31.1	33.1	34.7
Visitor Spending by Commodity Purchased ($Million)					
Accommodations	1.5	1.6	1.9	3.0	3.4
Food Service	7.1	7.5	8.1	9.0	9.7
Food Stores	1.8	1.9	2.0	2.1	2.2
Local Tran. & Gas	3.1	3.1	3.2	3.1	3.1
Arts, Ent. & Rec.	2.4	2.5	2.6	2.8	3.0
Retail Sales	5.3	5.4	5.6	5.9	6.1
Destination Spending	21.2	21.9	23.4	26.0	27.5
Industry Earnings Generated by Travel Spending ($Million)					
Accom. & Food Serv.	3.7	3.9	4.3	5.2	5.5
Arts, Ent. & Rec.	0.8	0.9	1.0	1.1	1.1
Retail**	0.8	0.9	0.9	1.0	1.1
Ground Tran.	0.3	0.3	0.3	0.4	0.4
Other Travel*	1.0	1.1	1.1	1.3	1.4
Total Direct Earnings	6.7	7.1	7.7	8.9	9.6
Industry Employment Generated by Travel Spending (Jobs)					
Accom. & Food Serv.	160	160	180	200	210
Arts, Ent. & Rec.	50	50	60	60	60
Retail**	30	30	30	30	40
Ground Tran.	10	10	10	10	10
Other Travel*	30	30	30	30	40
Total Direct Employment	280	290	310	340	360
Government Revenue Generated by Travel Spending ($Million)					
Local Tax Receipts	0.06	0.06	0.07	0.11	0.19
State Tax Receipts	0.91	0.95	0.98	1.07	1.14
Total Local & State	0.97	1.01	1.06	1.19	1.34

Details may not add to totals due to rounding.

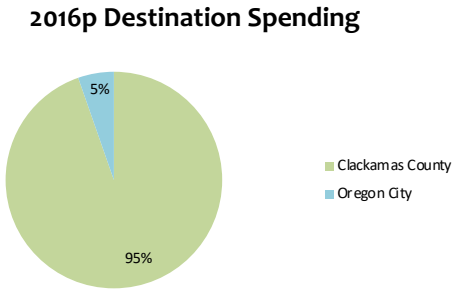
* Other Travel includes resident air travel and ground transportation impacts for travel to other Oregon visitor destinations, travel arrangement & reservation services, and convention & trade show organizers. ** Retail includes gasoline.

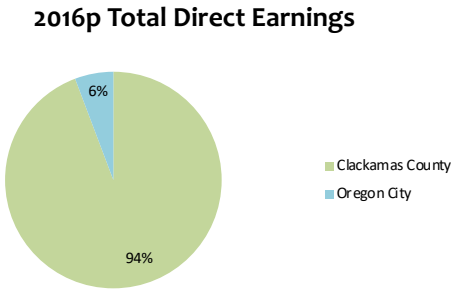
Clackamas County
Travel Impacts, 2008-2016p

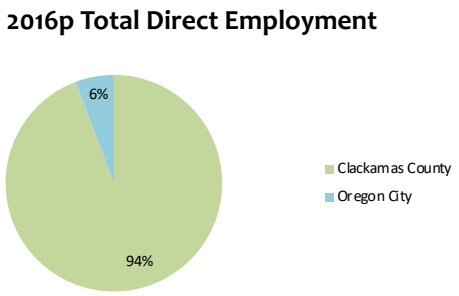
	2008	2010	2012	2013	2014	2015	2016p
Total Direct Travel Spending ($Million)							
Destination Spending	405.7	389.5	440.0	444.3	461.4	487.5	513.2
Other Travel*	63.5	74.1	89.3	89.0	89.2	78.6	84.1
Total Direct Spending	469.1	463.5	529.3	533.3	550.6	566.1	597.3
Visitor Spending by Commodity Purchased ($Million)							
Accommodations	66.8	58.5	72.0	73.7	79.5	90.9	101.8
Food Service	118.0	120.1	133.8	137.3	144.3	155.6	166.0
Food Stores	32.4	31.2	34.5	35.1	36.8	39.0	39.3
Local Tran. & Gas	56.2	49.3	59.5	57.4	56.8	51.3	50.9
Arts, Ent. & Rec.	47.6	45.8	49.0	49.3	50.8	53.5	55.7
Retail Sales	84.7	84.6	91.2	91.5	93.2	97.2	99.4
Destination Spending	405.7	389.5	440.0	444.3	461.4	487.5	513.2
Industry Earnings Generated by Travel Spending ($Million)							
Accom. & Food Serv.	77.0	72.5	82.4	84.0	89.0	98.0	103.7
Arts, Ent. & Rec.	16.5	15.0	16.0	17.6	18.7	19.9	21.3
Retail**	14.6	14.1	15.3	15.5	16.3	17.5	18.4
Ground Tran.	4.3	4.1	4.6	4.7	5.0	5.4	6.0
Other Travel*	7.1	11.2	12.3	12.8	13.7	14.3	17.7
Total Direct Earnings	119.5	116.9	130.6	134.6	142.7	154.9	167.1
Industry Employment Generated by Travel Spending (Jobs)							
Accom. & Food Serv.	3,460	3,150	3,430	3,450	3,560	3,760	3,880
Arts, Ent. & Rec.	1,120	1,020	1,010	1,070	1,100	1,150	1,210
Retail**	600	560	600	600	600	610	620
Ground Tran.	140	140	150	150	150	160	160
Other Travel*	250	350	350	370	390	390	400
Total Direct Employment	5,580	5,220	5,530	5,630	5,800	6,050	6,260
Government Revenue Generated by Travel Spending ($Million)							
Local Tax Receipts	3.8	3.2	3.9	4.3	4.6	5.4	5.9
State Tax Receipts	12.3	12.7	15.1	15.4	15.8	16.7	18.2
Total Local & State	16.1	15.9	19.0	19.6	20.4	22.1	24.1

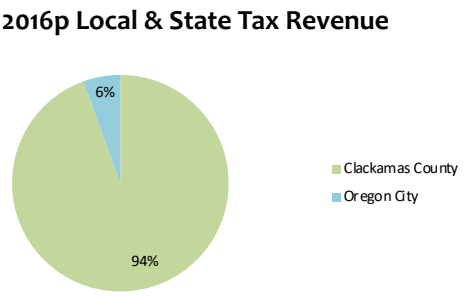
Details may not add to totals due to rounding.

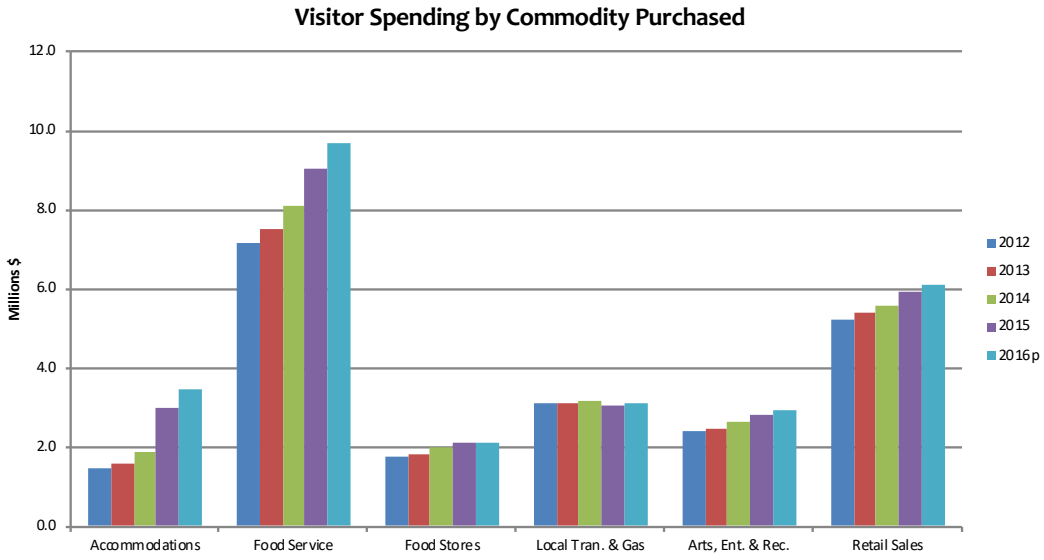
* Other Travel includes resident air travel and ground transportation impacts for travel to other Oregon visitor destinations, travel arrangement & reservation services, and convention & trade show organizers. ** Retail includes gasoline.


2016p Destination Spending
5%
95%
Clackamas County
Oregon City


2016p Total Direct Earnings
6%
94%
Clackamas County
Oregon City


2016p Total Direct Employment
6%
94%
Clackamas County
Oregon City

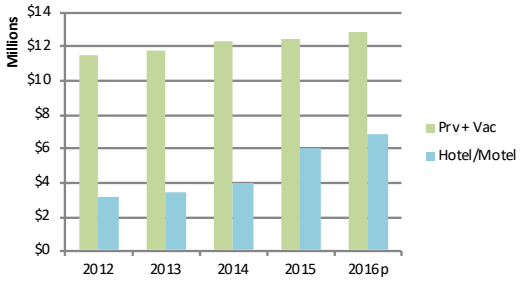

2016p Local & State Tax Revenue
6%
94%
Clackamas County
Oregon City


Visitor Spending by Commodity Purchased
Millions $
12.0
10.0
8.0
6.0
4.0
2.0
0.0
Accommodations
Food Service
Food Stores
Local Tran. & Gas
Arts, Ent. & Rec.
Retail Sales
2012
2013
2014
2015
2016p

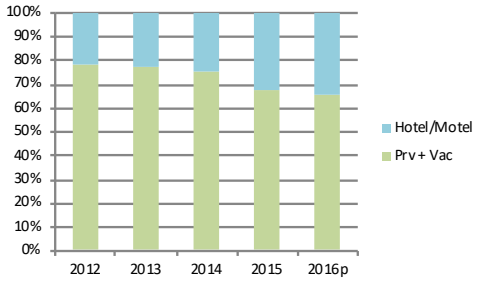
Visitor Spending by Type of Traveler Accommodation ($Million), 2012-2016p

	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
Spending at Destination	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

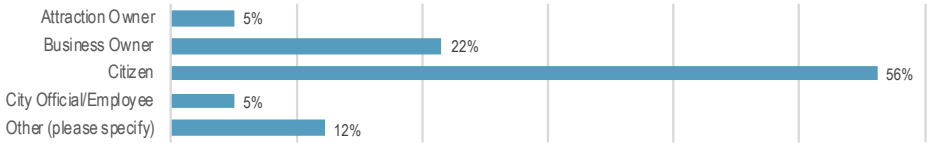
	Travel Party		Person		Party	Length of
	Day	Trip	Day	Trip	Size	Stay (nights)
Hotel, Motel*	$283	$561	$132	$250	2.1	2.0
Private Home	$62	$199	$27	$83	2.3	3.2
Other Overnight	$144	$465	$42	$135	3.4	3.2
All Overnight	$85	$259	$38	$108	2.3	3.0

coraggiogroup

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 **139** 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 complied 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.

Approach Methodology: Visioning Session

Stakeholder Engagement

On August 3rd, 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.

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?

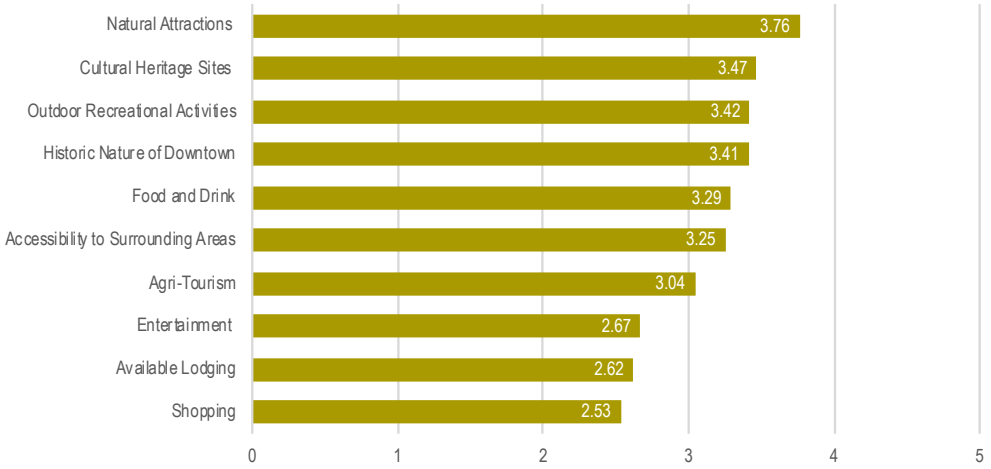
Today

Tomorrow

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

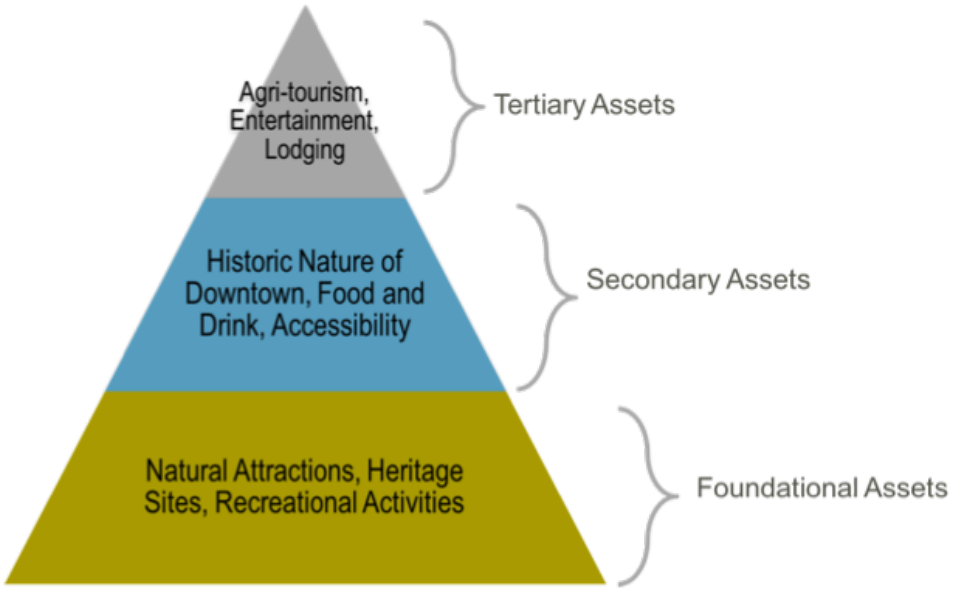
Tourism Asset Inventory and Potential

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



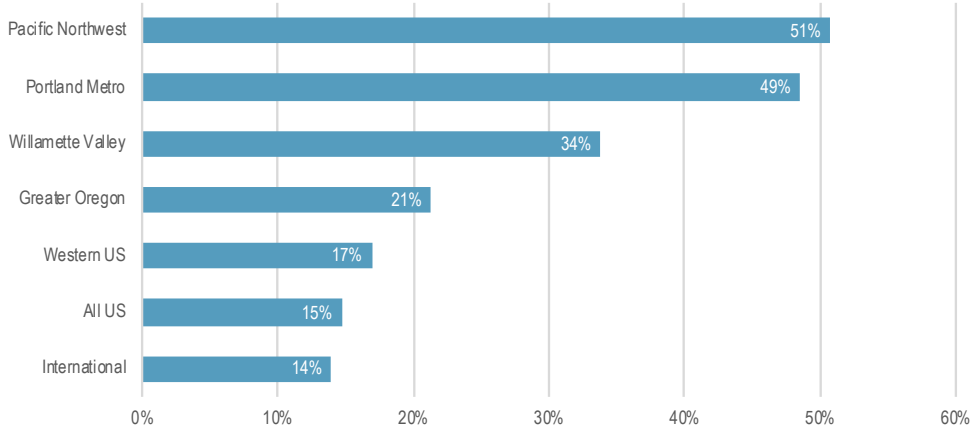
Stakeholders believe Oregon City's primary tourism assets are its natural attractions, cultural heritage sites, overall historic nature, and its access to recreational outdoor activities. These are followed by Oregon City's 2nd tier assets of food and drink offerings, accessibility to Portland and the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

Tourism Asset Hierarchy



Target Regions

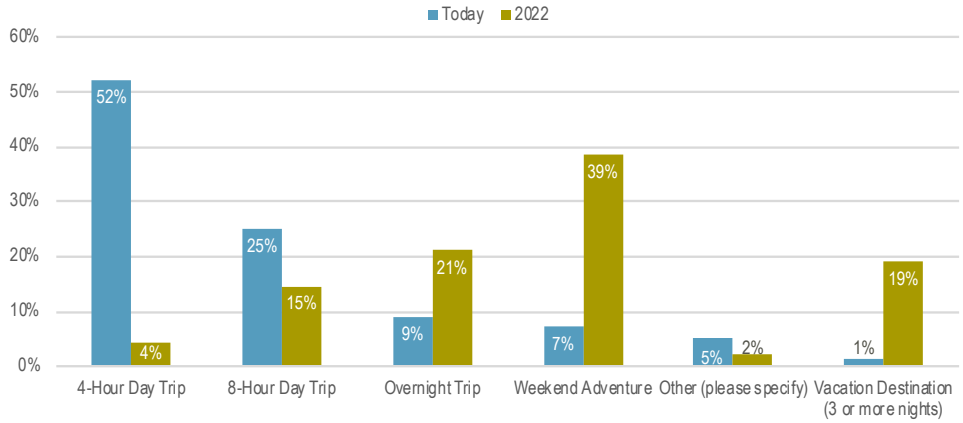
From the options below, please select the TOP TWO REGIONS that you believe provide the best marketing opportunity to drive tourism to Oregon City.



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

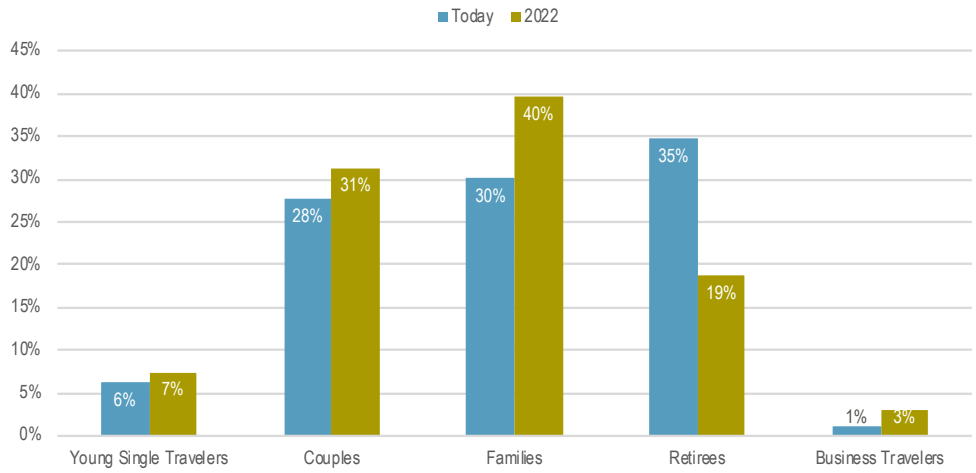
Please select the itinerary/trip length that you believe is the most realistic and ideal for Oregon City Tourism TODAY and in 2022.



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.

Visitor Profile

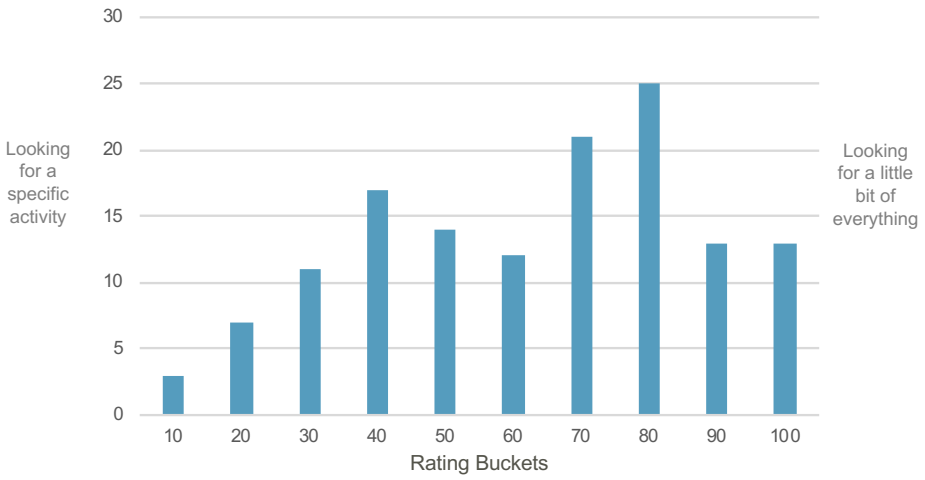
Young Families from various U.S. cities looking for history and recreation through interactive experiences

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

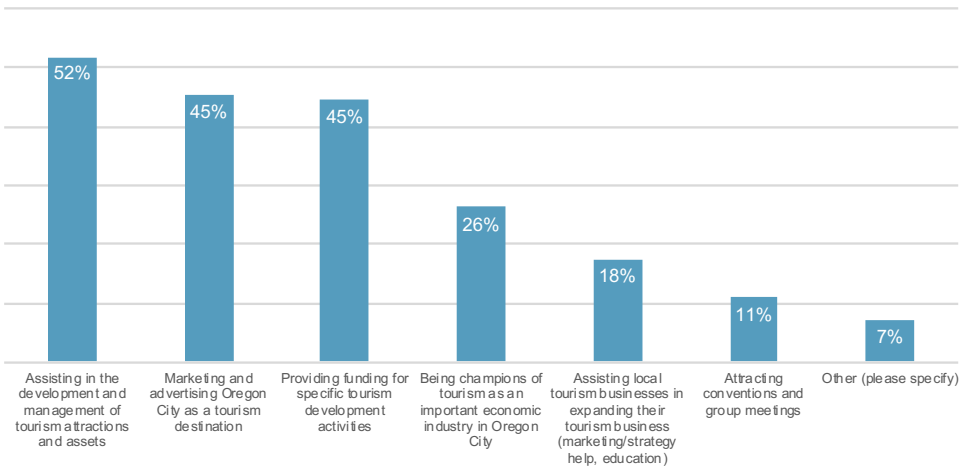
What mix of activity is a potential tourist to Oregon City interested in?



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).

Oregon City 2022: Looks Like, Sounds Like, Feels Like

Oregon City in 2022 is a historic, connected and active place with sounds of the waterfall intermittently disrupted by laughter and music, creating a vibrant, welcoming, and authentic experience in the Pacific Northwest

Visitor and Brand Summary

- 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 Trail.
- Stakeholders are looking for leadership to help develop, market and fund tourism development and activity in Oregon City

Strategic Planning Guidance

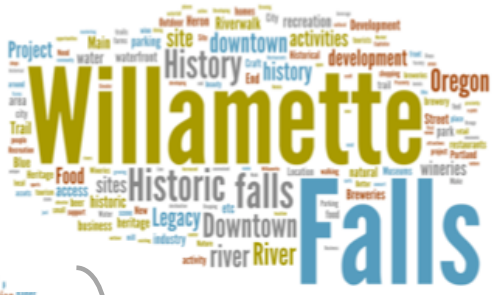
Tourism Asset Criteria

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?

Opportunities



Barriers

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.

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 linc, m4x, 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

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 lunges, its 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 visual is 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 Portlanders) 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 wineries 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 Americana 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 limn 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.

The Willamette Falls is key to a successful tourism industry

Parking and accessibility needs to be addressed

The Old Mill Site is prime for development

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 n 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 wheels!). 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.

Creating a unified sense of place is important

Creating more offerings is encouraged

Maintaining the current vibe of Oregon City is important to stakeholders

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.
- Agritourist 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 its 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 cant 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 Selwood, 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 looks 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 a an example.

Look to other local city success like Bend and Hood River as inspiration

Brand awareness and marketing are needed in the local area to put Oregon City on the map

There is an opportunity to develop food and beverage offerings to drive visitation

Additional Guidance

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 identify 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

Additional Guidance

Recreational Activities

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

coraggiogroup

coraggiogroup