

## **Staff report detailing initial progress and proposed workplan for the Oregon City Tourism Development Program**

### **Oregon City Tourism Development Stakeholder Table DRAFT Plan**

At the direction of the City Commission, the Oregon City Economic Development Department will convene a tourism stakeholder working group to help inform and guide the work of staff in this realm. The initial group, termed a “Stakeholder Table” or “Table” will consist of community members, organizations and city staff whose work and interests fall within the realm of, or are aligned with the visitor economy of Oregon City. This Table will be based on Tourism Planning Team assembled in 2017 to help drive the Oregon City Tourism Strategic Plan and updated to reflect the shift from developing strategy to informing initiatives and actions.

This Stakeholder Table will be asked to **recommend initiatives, tactics and programs that support and grow the visitor economy of Oregon City in a sustainable manner consistent with the characteristics and qualities of the city and the existing Tourism Strategic Plan.** Emphasis will be placed on enhancing existing core experiences and identifying emerging opportunities that elevate and highlight tourism activities in Oregon City. Stakeholder Table members will be asked to represent not only their specific business or program, but a broader interest group within which they might reside.

This Table will convene for 5-7 meetings over 8-month period beginning in January 2020 with an expectation that this work will result in a report detailing recommendations on the Table charge to be presented at the September 2020 City Commission meeting. Meetings will generally take place on weekday evenings, with one weekend, full day meeting expected in the spring. To receive the input of a broad spectrum of community interests, the Stakeholder Table will initially consist of 16 members, with 4 ex-officio members representing other departments within the City or other governmental entities. Recommended by staff and approved by the Mayor, the area of representation breakdown of Table membership is detailed on Pages 3-4.

### **Stakeholder Table meeting dates, workflow and draft agendas**

Proposed meeting dates/weeks: 1/13, 2/17, 3/16, 4/20, 5/18, 6/15, 7/13

**Meeting 1:** This meeting will be used to establish Stakeholder scope of work and share baseline information on what tourism development entails. The Table will go over introductions, intentions and share visions for what they are hoping to achieve as part of the process. Prior to the meeting, all members will be asked to read and/or review the Oregon City Tourism Strategic Plan.

**Meeting 2:** Table members will review tourism plans from around the region in addition to work being done in comparable communities further afield. The intention here is to help provide a more regional and even global picture of what exists in the competitive and creative landscape. By intentionally asking Table members to look beyond Oregon City, we hope to identify successful programs and initiatives from around the region to draw insight from.

**Meeting 3:** For the third meeting of the Stakeholder Table, participants will learn about and explore all catalogued tourism assets, experiences and itineraries in Oregon City. This information will give Table members a clearer picture of what the visitor experience in Oregon City looks like and hopefully will lead to discussion on what work needs to be undertaken in order to enhance the visitor economy.

**Meeting 4:** Based on information provided over the past three meetings, Stakeholder Table members will be asked to begin generating ideas on what types of initiatives, tactics and programs that support and grow the visitor economy of Oregon City should be undertaken by staff. Ideas will not be limited to work of staff, but also will include actionable initiatives that private industry could undertake. Given the nature of the tourism ecosystem, there could also be requests for support from other entities such as Clackamas County Tourism and Cultural Affairs and/or Travel Oregon.

**Meeting 5:** For the fifth meeting, Table members will be asked to commit to a full day during one weekend in May. The intention being to use the time to discuss which proposals have the most merit for consideration and to tease out downstream effects of such actions. Work will also include prioritization ranking for concepts and recommendations to staff.

**Meeting 6:** For this meeting staff will present a review of the work completed by the Tourism Stakeholder Table and a draft of the report to be presented to the City Commission. This report will include recommendations made by the table in addition to those of City Staff.

**Meeting 7:** If needed.

**2020 Tourism Stakeholder Table PROPOSED**

<b>First</b>	<b>Last</b>	<b>Organization/Affiliation</b>	<b>Community Sector</b>
TBD	TBD	City Commissioner *	City of Oregon City
Victoria	Meinig	Oregon City Chamber of Commerce	Community Organization
Liz	Hannum	Downtown Oregon City Association	Community Organization
Gail	Yazzolino	End of the Oregon Trail Museum and Interpretive Center	Heritage
Jenna	Barganski	Museum of the Oregon Territory	Heritage
TBD	TBD	McLoughlin Neighborhood Association	Heritage
Thelma	Haggenmiller	Oregon Tour and Travel Association	Heritage
Marge/Rolla	Harding	Heritage	Heritage
Dan	Fowler	Abernathy Center	Hotelier
Holly	Pfortmiller	Best Western Rivershore	Hotelier
Sam	Drevo	eNRG Kayaking	Outdoor Recreation
TBD	TBD	TBD	Outdoor Recreation
Bryce	Morrow	Oregon City Brewing	Food/Beverage
TBD	TBD	TBD	Food/Beverage
TBD	TBD	Clackamas Community College	Education
TBD	TBD	Confederated Tribes of the Grande Ronde	Tribal Partner
<i>Matthew</i>	<i>Weintraub</i>	<i>Oregon City Economic Development</i>	<i>City of Oregon City</i>
<i>TBD</i>	<i>TBD</i>	<i>Oregon City Community Development</i>	<i>City of Oregon City</i>
<i>TBD</i>	<i>TBD</i>	<i>Oregon City Community Services</i>	<i>City of Oregon City</i>
<i>TBD</i>	<i>TBD</i>	<i>Clackamas County Tourism and Cultural Affairs</i>	<i>Clackamas County</i>

\*to serve as Chair of Stakeholder Table

### 2018 Tourism Planning Team

	<b>First</b>	<b>Last</b>	<b>Organization/Affiliation</b>
1	Eric	Underwood	Oregon City Economic Development
2	Leigh Anne	Hogue	Oregon City Economic Development
3	Christina	Robertson-Gardiner	Oregon City Planning
4	Phil	Lewis	Oregon City Community Services
5	Nancy	Ide	City Commissioner
6	Jonathan	Stone	Downtown Oregon City Association
7	Carrie	Crook	Downtown/Elevator Manager
8	Claire	Blaylock	Heritage
9	Marge	Harding	Heritage
10	Rolla	Harding	Heritage
11	Thelma	Haggenmiller	Heritage
12	Gail	Yazzolino	Clackamas Heritage Partners
13	Denyse	McGriff	McLoughlin Neighborhood Association
14	Dan	Fowler	OCBA, Heritage, Hotel, Events
15	Jim	Austin	Mt Hood Territory
16	Jan	Wallinder	Forest Edge Vineyard
17	Jerry	Herman	Recreation/River
18	Cameron	McCredie	Chamber Representative
19	Sam	Drevo	Recreation/River

## **Tourism Development Program Staff Workplan Initiatives**

### **Inventory of Oregon City Tourism Assets\***

Oregon City Economic Development Department staff will inventory and catalogue existing tourism and assess within the city, including those stakeholders have deemed to be primary tourism assets. This will also include identification of assets which are or could be primary drivers for Oregon City tourism and 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.

**Strategic Imperative 4.1. Inventory and assess existing tourism assets and experiences for tourism readiness**

\*already in progress

### **History-based organization(s) technical support\***

Given the historic significance of Oregon City and the role heritage and history related organizations have played in driving tourism to the city, Economic Development Department staff will work to further develop this segment of the visitor economy. To this end, staff will work with existing organizations and stakeholders to provide technical assistance and training needed to elevate the work of others. Though efforts in this realm will take multiple forms, all aspects of technical assistance will be done with an eye towards long-term sustainability of this segment of the City's tourism profile.

Areas of emphasis will include cross-organizational collaboration, alignment of programs, values and ideas, and cultural equity. This work would also seek to find alignment with existing efforts underway within Clackamas County to support this sector.

**Strategic Imperative 1.3 Build Tourism Leadership Capabilities. Support Tourism assets through technical education and programming.**

**Strategic Imperative 1.4 Build Tourism Leadership Capabilities. Champion the value of tourism.**

**Strategic Imperative 3.1 Coordinate Tourism Assets Through Collaboration. Develop a plan to coordinate operating hours, ticketing and branding collateral to enable a more unified tourism experience.**

\*already in progress

## **Travel Itineraries\***

By developing a suite of travel itineraries, Oregon City Economic Development Department staff will help the visitor and potential visitor become acquainted with the possible in Oregon City. These itineraries will be developed with intentionality and will seek to drive promotion and visitation throughout Oregon City. Itineraries help travelers maximize their time, manage their expenditures, and prioritize their wants and needs. Depending on the source, itineraries can also provide a more authentic view of a destination and can show travelers 'hidden gems' they might not normally find.

Given the diverse profile of the current Oregon City visitor, we will develop a suite of itineraries that speak to our current strengths as a destination. Areas for emphasis will include:

**Local Liquid Arts**-Sip your way through Oregon City

**A Trail for the History Buff**-Learn about The Oregon Trail and Oregon City's founding

**Oregon's Hometown**-Explore Oregon City's downtown and historic resources, where Oregon began!

**The Working West**-Journey around Oregon City and learn about the past and present industry that helped build the city and region

**Going up!** -Ride the municipal elevator and explore the historic sites and homes of the McLoughlin and Canemah neighborhoods

**Strategic Imperative 4.4 Cultivate and Curate a portfolio of experiences. Create or leverage regional travel itineraries to drive awareness.**

\*already in progress

## **Research and Define the Oregon City Visitor**

Understanding the Oregon City visitor and the effectiveness of the Travel Oregon City brand and marketing activations is key to 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 brand has had time to take root. Oregon City Economic Development Department staff will begin to dig deeper into how our brand is resonating with initial visitor profiles and determine more clearly what visitor segments are being drawn to specific offerings. This will be done by deploying a visitor survey at overnight lodging properties within Oregon City. In conjunction with Travel Oregon, Oregon City Economic Development staff will work to better understand the needs and travel trends of existing visitors.

**Strategic Imperative 2.3 Enhance the Brand. Research and define the Oregon City visitor.**

## **Oregon City Field Guide Campaign**

Building off the successful branding created by the partnership of the City of Oregon City, Downtown Oregon City Association and Travel Oregon, Oregon City Economic Development staff will produce an interactive multi-media campaign featuring the Oregon City Field Guide. The existing Field Guide features several themed walking tour options around Oregon City and encourages visitors to view different sights, interact with museums and merchants, and collect stamps to win prizes.

The campaign will supply local stakeholders within Oregon City with necessary collateral and draw support from travel industry partners as we leverage networks to drive awareness of Oregon City and all it has to offer. By leveraging the full suite of graphics and content created by Rotator Creative for the initial campaign, this work will help to further develop an awareness of Oregon City within the tourism and travel industry. Anchored by the TravelOregonCity.com website, this work will be used in tourism promotion efforts going forward to identify and brand Oregon City.

**Strategic Imperative 2.2 Enhance the brand.** Activate a city-wide branding campaign to strengthen brand connection among local assets and businesses.

**Strategic Imperative 4.2 Cultivate a curate a portfolio of experiences.** Develop a plan to promote existing experiences and activate new experiences.

## **Midtown Business District support**

The City's role in tourism development should encompass the spatial breadth of its geography and thus efforts need to be undertaken to elevate both neighborhoods and individual assets outside of current core visitor zones. To this end, and to develop a broader selection of visitor facing opportunities, Economic Development Department staff will work with stakeholders in the Midtown Business District (also called the Mcloughlin Conservation District) to expand opportunities and to enhance the visitor economy.

This work could include technical assistance for businesses and/or tourism assets, analysis of neighborhood branding, potential development of signage and wayfinding opportunities and alignment with other ongoing tourism initiatives and projects. The goal(s) of this support would be centered around expanding and activating the number of tourism assets in Oregon City, creating new tourism 'brand ambassadors' at various businesses, and helping tourism assets to operate in a more effective and efficient manner.

**Strategic Imperative 1.3 Build Tourism Leadership Capabilities.** Support Tourism assets through technical education and programming.

**Strategic Imperative 1.4 Build Tourism Leadership Capabilities.** Champion the value of tourism.

**Strategic Imperative 3.3 Coordinate Tourism Assets Through Collaboration.** Promote "every site is a visitor center" thinking through cross-training opportunities.

### **Sportfishing, Paddling and Boating Outreach and Engagement**

Bounded by two rivers of regional and national significance, Oregon City has substantial opportunity to engage with the sportfishing and angling community to elevate its visitor profile and economy. Use of multiple boat ramps and a marina allow anglers to access both the Willamette and Clackamas rivers in pursuit of numerous fish species during different times of the year. By developing an understanding of the visitation patterns and needs of this visitor segment, Economic Development Department staff will be better equipped to work in ways that drive new and extend existing trips. Work here will be done with a lens of long-term engagement of this market segment around the value of an extended stay in Oregon City.

This work will also seek to build off regional efforts already underway as a result of the Clackamas River Recreation Studio Program and the Clackamas County Tourism and Cultural Affairs Water Tourism Strategic Plan. An area of emphasis will be centered around identifying who is currently coming to Oregon City to recreate on the water and why. In addition, it will allow Oregon City to assume a leadership role for the upcoming Willamette River Recreation Tourism Studio, produced by Travel Oregon.

**Strategic Imperative 2.3 Enhance the Brand.** Research and define the Oregon City visitor.

**Strategic Imperative 4.2 Cultivate a curate a portfolio of experiences.** Develop a plan to promote existing experiences and activate new experiences.