



CITY OF OREGON CITY

URBAN RENEWAL COMMISSION

AGENDA

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Monday, August 16, 2021 at 6:00 PM

Ways to participate in this public meeting:

- *Attend in person, location listed above, and masks are required.*
- *Register to provide electronic testimony (email recorderteam@orc.city.oregon.or.us or call 503-496-1505 by 3 p.m. on the day of the meeting to register).*
- *Email recorderteam@orc.city.oregon.or.us (deadline to submit written testimony via email is 3 p.m. on the day of the meeting).*
- *Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045.*

CALL TO ORDER

ROLL CALL

CITIZEN COMMENTS

DISCUSSION ITEM

1. Urban Renewal Retreat - District Vision Statement and Framework for Decision-Making

COMMUNICATIONS

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the City Recorder. When the Mayor/Chair calls your name, proceed to the speaker table, and state your name and city of residence into the microphone. Each speaker is given three (3) minutes to speak. To assist in tracking your speaking time, refer to the timer on the table.

As a general practice, the City Commission does not engage in discussion with those making comments. Electronic presentations are permitted but shall be delivered to the City Recorder 48 hours in advance of the meeting.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the Oregon City's website at www.orcity.org and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Urban Renewal Commission
From: Executive Director, Tony Konkol

Agenda Date: 08/16/2021

SUBJECT:

Urban Renewal Retreat - District Vision Statement and Framework for Decision-Making

STAFF RECOMMENDATION:

Staff recommends that the Urban Renewal Commission utilize the retreat to draft a vision statement for the district and a framework for decision-making to help better prepare the agency in choosing projects to fulfill its vision. It is further recommended that subsequent retreat meetings be held to develop the Urban Renewal Plan and to discuss the nature and scope of obtaining permission from voters to borrow funds to invest in urban renewal projects.

EXECUTIVE SUMMARY:

The Urban Renewal Commission met on July 7, 2021, to review a draft "Vision Statement and Framework for Decision-Making provided by staff. At the conclusion of the meeting it was decided by the Urban Renewal Commission to hold a retreat to help the agency develop its vision and framework for decision making about investing in projects.

BACKGROUND:

As a result of a discussion conducted on June 11, 2021, by members of the Executive Committee of the Urban Renewal Commission, it was decided to provide a summary of the topics discussed and to bring one item back to the full Urban Renewal Commission for further deliberation.

The Executive Committee discussed the recent decisions of the Urban Renewal Committee and provided guidance to staff on how the following items could be structured and improved upon with work to be done by staff, the Executive Committee, and/or Leland Consulting:

- Creation of an intergovernmental agreement between the City of Oregon City and the Urban Renewal Commission.

- Development of a vision statement and framework for decision-making pertaining to new projects.
- Deliverables to be completed by the Leland Consulting Group by the contract deadline of August 3, 2021.

During its deliberations on June 16, 2021, the Urban Renewal Commission decided to proceed with developing a vision statement and framework for decision-making. Staff was asked to submit a draft document to help the Commission to commence discussion.

During its meeting held on July 7, 2021, The Urban Renewal Commissioners began reviewing a draft "Vision Statement and Framework for Decision-Making" provided by staff. The Commissioners contributed their own insights and ideas through the process of reviewing the vision statement. Due to time constraints, they were unable to complete their review of the second part of the draft document, "Framework for Decision-Making."

Members of the Urban Renewal Commission agreed to host a retreat to further develop a vision statement. Staff was asked to identify dates for a retreat to further develop a vision for the Urban Renewal District.

Meanwhile, it was acknowledged that the Leland Consulting Group submitted a memo that highlighted vision statements from other communities. It is provided as an attachment along with other documents to aid the Urban Renewal Commission during its retreat.

On July 21, 2021, the Urban Renewal Commission met to focus only on the framework for decision making portion of the full document. Members of the Commission asked questions and submitted suggestions. Staff received direction from the Urban Renewal Commission to reflect the Commission's suggestions in both the vision statement and the framework for decision-making to help with its retreat scheduled for Monday, August, 16, 2021.

OPTIONS:

1. Review and edit the revised Vision Statement and framework for decision-making about investing in Urban Renewal Projects.
2. Do not use the revised Vision Statement and framework for decision-making document and provide additional direction to staff on how to proceed.

BUDGET IMPACT:

Amount: \$0
 FY(s): 2021/2022
 Funding Source(s):

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THE URBAN RENEWAL DISTRICT A VISION FOR THE FUTURE AND A FRAMEWORK FOR MAKING INVESTMENT DECISIONS

INTRODUCTION:

Originally adopted on December 19, 1990, an Urban Renewal Plan for the Downtown area came into being and was the only urban renewal plan for the Downtown area. In 1990, the Oregon City Commission amended the Oregon City Downtown Renewal Plan of 1983 to remove the downtown area from the plan, to add project activities, and to rename the 1983 plan the Hilltop Urban Renewal Plan. The Urban Renewal Advisory Committee and City Commission directed staff to prepare a new Urban Renewal Plan for downtown Oregon City, and to include additional areas adjacent to the downtown that suffer from blighting conditions.

In October of 2004, a report, *Oregon City Futures*, was prepared by Leland Consulting Group, Real Estate Strategists, and StastnyBrun Architects, Inc. that described a strategy to assist Oregon City in implementing its Metro 2040 designation. As a result of an extensive public involvement process initiated by the City in March 2004, The Futures Report gave considerable attention to the designation by Metro of Oregon City as a Regional Center in Metro's Region 2040 Growth Concept (one of seven such designations within the Portland Metro area). The report provided a series of recommendations on policy issues and development strategies to realize economic development success citywide and achieve the objectives of the Urban Renewal Plan.

The Hilltop Urban Renewal District was closed in 2005 and saw a 1,100% increase in assessed value. In 2007, a new plan named the Downtown Oregon City/North End Urban Renewal Plan was developed. It is the only Urban Renewal District designated in Oregon City as of 2007.

Regional Center

Oregon City is one of seven Regional Centers designated in the Metro Region 2040 Growth Concept, which covers the entire tri-county area of Clackamas, Multnomah, and Washington counties. The term Regional Center is described as a concentration of activity and investment that serves an area of activity and investment for several cities.

The Urban Renewal District plays a major role in helping transform Oregon City into a true Regional Center. The Urban Renewal District is not only a designated geographic area within Oregon City, but it is an economic development tool that provides an opportunity to attract and create real estate investments and develop programs that help to further its adopted vision.

THE VISION STATEMENT OF THE URBAN RENEWAL COMMISSION OF THE CITY OF OREGON CITY

Oregon City has a robust, resilient, and diversified economy. Within the Urban Renewal District (“**the District**”) residents live, work, and play while having access to various amenities within the District. Businesses flourish due to a business-friendly environment that supports for-profit enterprise as well as nurtures private nonprofit entities. For anyone who seeks employment, the District’s investments in for-profit and nonprofit entities provide opportunity for upward mobility through job creation. Due to diverse housing choices at various price points, residents have the option to live within certain areas within the Urban Renewal District. Some businesses have marshalled their resources together to setup childcare facilities within the District. Potential and existing employees with children find that childcare options and youth opportunities exist within the Urban Renewal District, thereby allowing parents and caregivers the ability to work while providing their children a safe environment. Residents and visitors alike find that there are plenty of transportation options within the District thanks to investments in a new multi-modal transportation system.

The Urban Renewal District (“**the District**”) is an important economic development tool that contributes to the realization of the Urban Renewal Commission’s vision. The District contributes to the vision in the following ways:

LIVABILITY

Livability is about building community that enhances the quality of life through action to improve local environments and provide safe conditions in places where people live. Oregon City residents find that they have a variety of choices in housing with regard to the type of housing and price points. Second floor downtown residential units are available for those that prefer to live in an urban setting. In addition, second floor residential living where commercial or business enterprise is on the first floor is found to be available throughout various areas of the district. Satellite police offices are situated in the downtown and in other areas of the district to provide security within the Urban Renewal District. A quiet zone is established along the railroad route in the downtown area helps to enhance the attractiveness of downtown living.

TOURISM OPPORTUNITIES

Oregon City, Clackamas County, Metro, the State of Oregon, and multi-tribal engagement have successfully worked to complete The Willamette Falls Legacy Project as well as the associated Riverwalk project. The completed investment offers visitors a closer look at the powerful Willamette Falls and an opportunity to gain a greater understanding of the history associated with the indigenous native tribes. There are many new amenities such as restaurants, environmentally interpretative venues and programming supported by the tribes. The project spurs economic redevelopment, restores native habitats, and shares the history and culture at the Falls.

At the other end of the District to the north of the Willamette Falls Legacy Project, investments made by the Urban Renewal District has helped to further enhance the community’s appeal as a

tourist destination. Due to investments in infrastructure associated with new business investments new outdoor recreational and indoor entertainment experiences have relocated to Oregon City and have chosen to locate in various areas within the District. The new businesses complement existing ones and at times cooperate on promotional strategies with other businesses within the District to encourage more visitors to stay longer in Oregon City. More hotel establishments are evident in the district thereby further enabling visitors to stay longer.

New lighting enhancements in the Downtown area along with more murals and an improved view from the bluff overlooking the downtown contributes to a more exciting and engaging atmosphere. Decorative lighting on the arch portion of the historical arch bridge provides a stunning nighttime reflective image on the Willamette River. Murals can be viewed throughout the district and add to the exciting ambiance of the District for both residents and visitors alike.

RECREATIONAL OPPORTUNITIES

The ability to establish recreational opportunities offering various types of outdoor and indoor amenities, man-made and/or natural, can contribute to a higher quality of life within the District.

The Cove, The Willamette, and Clackamas Rivers

As a result of new mitigation strategies, the water quality of the Clackamette Cove has been dramatically improved. To ensure ongoing safety of the water, the District has instituted a standard operating procedure for Cyanotoxins monitoring at the Clackamette Cove. Consequently, the water quality in the Cove is free of algae blooms that have previously and periodically appeared. The Cove now offers great opportunities for water-based recreation opportunities uninterrupted by contamination. Increased access to the Willamette and Clackamas Rivers allows more recreational activities to occur on the waterways much more easily. Activities such as fishing, boating, kayaking, and paddle surfing are coordinated and monitored to allow these activities to occur safely. For-profit businesses that provide outdoor recreational services and mobile concessionary food outlets are allowed to operate in certain areas near the rivers and Cove provided they meet code and permitting requirements.

Clackamette and Jon Storm Parks

Due to increased investments in Clackamette Park, improvements are made that result in better park infrastructure and enhanced services. Steps have been taken to mitigate the impact of annual flooding of the trailer park. New and improved restroom facilities are available for park patrons of Clackamette and Jon Storm Parks. Clackamette park has a new and conveniently situated boat ramp that helps boat owners to easily deposit and retrieve their vessels from the river. The boat dock at Jon Storm Park can easily handle larger water vessels thereby allowing more commercial cruise boats to dock there.

Hiking and Biking Trails

The public enjoys the presence of hiking trails with improved paved or other type environmentally safe surfaces throughout the District. More bike trails and bike racks are constructed to increase mobility thereby lowering dependence on automobiles to get around the District. For profit businesses are allowed to rent bikes to help with mobility.

INFRASTRUCTURE INVESTMENTS

New investments in a variety of infrastructure projects have helped to mitigate the challenges of growth in the district including highway improvements, with upgraded light signaling, to help take on new traffic demands spurred by new business investments. As visitors drive into Oregon City, signage and a digital mobile app directs people to parking garages located at important entry points. In addition, signage and digital mobile apps provide visitors with a variety to transportation options to assist them with moving in and around the district.

The provision of trolleys, bike paths, bike rentals, and transit buses at both ends of the District greatly contributes to making the connection between the north and south ends of the District. A new multi-modal transportation center in the downtown area exists to help coordinate the movement of people and houses not only the aforementioned transportation modes but also includes a shared riding engagement center, such as Uber or Lyft. Due to these investments in transportation, the multi-modal transportation Center is successful in connecting the Cove, new business investments on the old landfill site, and the Willamette Falls Legacy Project.

“Smart” parking garages that communicate how many parking vacancies are available in real-time are built at strategic locations within the District. To help defray the cost of parking, retail and/or office spaces facing outwardly toward the foot traffic are built within multi-level parking structures.

More visitors are using the Oregon City Train Station due to promotion via a mobile app, brochure information about the train and its schedule situated at other travel destination sites around the region. Information about the train can also be seen on the City’s Travel Oregon City website. Shared riding and trolley services can be utilized to take visitors to a new hotel on Washington Street and to other points of interest in the District.

The District has several “smart” public restroom facilities in strategic locations within the District. Such facilities automatically lock and open as well as self-clean. New sidewalks with lighting and emergency call phones situated along walking paths allow pedestrians to walk safety in and around the District.

INCOME PRODUCING INVESTMENTS

Investments made by the District are responsive to the market and social needs of Oregon City. The District's project investments are fiscally conservative and do not saddle future generations with long term environmental or economic burdens.

For-profit business operations provide long term employment, broadens the tax base, and provides a positive rate of return to the District. Public infrastructure investments are made to complement and support private investment as well as help with transportation and parking needs.

The attributes of livability, recreational and tourism opportunities, infrastructure improvements along with securing a positive rate of return on investments, are interdependent and serve as the foundational cornerstone to help Oregon City solidify its status as a regional center.

THE URBAN RENEWAL DISTRICT'S FRAMEWORK FOR DECISION-MAKING UTILIZING TAX INCREMENT FINANCING

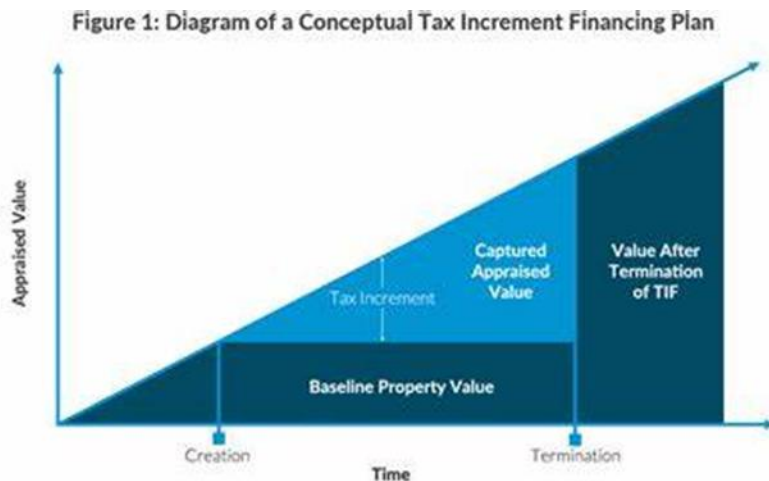
Tax increment financing is an economic development tool used by municipalities to allocate all or a portion of the new, additional taxes generated by a development over a limited period of time to pay for public infrastructure, contribute toward business investment projects, and fund economic development programs.

Urban Renewal is funded by tax increment financing (TIF). At the time the urban renewal plan was adopted, the county assessor calculated the total assessed value of the area and established this value as the “frozen base” for the area.

Taxes from that frozen base continue going to all the taxing jurisdictions. Growth above the base is called the “increment”. Taxes from the increment, called tax increment revenue, go to the urban renewal agency for projects within the District.

Voters' Approval of Bond Indebtedness

Based on the current City Charter, the Urban Renewal Commission of the City of Oregon City shall not issue bonded indebtedness longer than one year without voters' approval.



The benefits of TIF transactions include the following:

1. TIF transactions can be effective as “off balance sheet” financing of components of public infrastructure such as utilities and road and traffic improvements. TIF bonds and notes are not included in Oregon City’s general debt obligations. The structure of these transactions allow Oregon City to benefit from the impact of new incremental revenue streams generated from the Urban Renewal District.

2. TIFs provide financing for projects that are not otherwise economically feasible. For instance, TIF transactions may contribute to the redevelopment of blighted and under-utilized property selected by the Urban Renewal District.
3. Because of the accelerated development of public infrastructure improvements, the ad valorem property tax base from associated properties often increases, which produces even greater benefits for the District and the community at large.
4. TIF projects are financed from increases in tax revenues that the development itself generates and not from tax subsidies from other areas of Oregon City Municipality.
5. TIF projects may attract significant new jobs, businesses, and investment to the community, or may retain jobs and businesses, that otherwise would be missed or lost without the investment made possible through tax increment financing.

TIF GUIDELINES AND PROJECT EVALUATION CRITERIA

Due Diligence Team

The Urban Renewal Commission's Due Diligence Team is established to conduct a thorough review of applications seeking assistance under the program. The team's responsibility includes ensuring that applications are complete and that they adhere to State and local guidelines for TIF assistance. Further, the Due Diligence Team will review projects to ensure that they complement or fit the vision of the Urban Renewal Commission.

In addition, the Due Diligence Team will vet investors/developers associated with potential projects, analyze project revenue expectations, determine financial shortfalls and debt service limitations, examine the project's sustainability, and recommend strategies to mitigate risks.

The Urban Renewal Commission will make all final determinations regarding application approval or rejection.

The Due Diligence Team will consist of the following professionals:

- Bond Counsel
- Financial Review Firm ("Consultant")
- City Attorney or Redevelopment Attorney
- Economic Development Manager
- City Finance Director

Eligible Investments

The activities eligible for urban renewal funding are determined by ORS 457. Eligible activities include:

- Environmental rehabilitation or conservation work,

- real property acquisition,
- demolition, removal, or rehabilitation of buildings and improvements,
- installation, construction, or reconstruction of streets, utilities, and site improvements,
- assisting in the relocation of persons,
- disposition of property acquired in the urban renewal area, and
- undertaking and carrying out neighborhood development programs.

Ineligible activities include all other activities not listed by ORS 457, such as non-capital improvements, temporary improvements, and grants or loans for operating expenses.

Eligible Expenditures

Urban renewal can fund a range of activities, including capital projects and development assistance programs, and typically include:

- utility or infrastructure projects to support new development,
- infrastructure: streets and utilities,
- streetscape improvements and transportation enhancements, including new lighting, trees, sidewalks, pedestrian and bicycle amenities, and intersection improvements,
- catalyst redevelopment projects, such as mixed-use or infill housing developments,
- storefront improvement grants for improvements to existing properties,
- development assistance grants or incentives for specific desired development types,
- parks and plazas,
- clean up of brownfield sites,
- property acquisition to aggregate properties for desired development,
- public buildings, and
- historic preservation projects.

PROJECT EVALUATION

Description of Project Score and Structure

Developers/Investors should provide information on the ownership structure of the main business investor and proposed project. Developers/investors should state why TIF funding is needed to make the project successful. It is important for the developers/investors to reveal any plans to “flip” the project to other future owners.

Sources and Uses of Funds

Documentation should be provided detailing how the project will be funded. The applicant shall submit financial information that reveal all sources of financial commitment including a list of investors that have provided 10% or more financial commitment to the project. It is expected that the applicant include sources of funding such as equity, lender financing, mezzanine financing, government financing, other anticipated types of public assistance, excluding the Oregon City Urban Renewal District, and any other types or methods of financing. The applicant must describe the sources of equity. In the case of lender financing a term sheet needs to be provided. With

regard to the use of funds, the applicant should identify general categories including acquisition and related site costs, hard construction costs, and a breakdown of soft costs.

Further, the applicant should offer proforma analysis of the project along with financial statements, market and financial feasibility studies, and appraisals. In essence, the investor applicant should be prepared to provide the City with information and data that it may require in order to review the need for TIF assistance.

Funding Limitations

TIF Assistance is subject to availability of funds and how much increment will be generated from a proposed project. The County Tax Assessor determines the level of increment that will be generated by the proposed project. Exactly how much tax increment to be provided to a project is also subject to negotiation and final review and approval of the Urban Renewal Commission.

The “But For” Test

TIF assistance should only be used to trigger projects that would not otherwise occur given prevailing market conditions. Specifically, the applicant needs to state the amount of TIF assistance that is necessary to make the project possible. Also, the applicant should specify the budget costs that will be funded using TIF assistance. TIF assistance will not be provided to projects that have the financial feasibility to proceed without the benefit of TIF assistance.

Assistance will not be provided solely to broaden an applicant’s profit margin. Prior to consideration of a TIF assistance request, the City will undertake an independent analysis of financials to ensure that the request for assistance is valid.

Return On Investment

The Due Diligence Team will compare and consider any incremental amounts of property tax anticipated to be generated by the project. If there is a clear history of decline in real estate property taxes and property conditions, the value of restoring the tax base and addressing a blighting influence of deteriorating property conditions shall be considered.

FORMS OF PROJECT/PROGRAM FINANCING

General Obligations Bond

Some TIF projects are financed through debt, generated via bond issuance by the Urban Renewal District. Increases in tax revenues that the development itself generates pay back bond debt and not from tax subsidies from other areas of the municipality.

Pay-As-You-Go TIF

In Pay-As-You-Go TIF (or Pay-Go TIF), the developer pays for upfront development cost and is reimbursed for TIF-eligible costs as the increment becomes available (when the tax base increases).

Loans

Funds may be advanced under a loan structure whereby the developer or business pays the Urban Renewal District back on a repayment schedule including principal and interest. The source of loan funding may come from existing cash generated by the Urban Renewal District or from funds raised through the issuance of general obligation bonds.

Grants

Grants may be issued to businesses to fund special projects that enhances the community's economic viability such as a building façade program, second floor renovation for second floor residences in the downtown area, and machinery and equipment loans to business to purchase large pieces of equipment used to produce/process material and goods.

DISPOSITION AND DEVELOPMENT AGREEMENT

A Disposition and Development Agreement (DDA) will be created if TIF funds are used, in whole or in part, to fund a developer or business for development project/program costs. The DDA is essentially a contract between the Urban Renewal District and developer or business. It is a mechanism to set the terms and conditions to assist with the development of a project and ensures that the City obtains the type and quality of investment that it expects.

The DDA will dictate whether all, or a percentage of, the incremental tax revenues generated by the new investment will be used to pay for certain authorized project costs with payment made directly to the developer or business or to a vendor. Terms shall be negotiated between the Urban Renewal District and the applicant on a case-by-case basis and will be consistent with programs guidelines and State statute.

The DDA may contain “claw back provisions” if the applicant does not meet compliance standards outlined in this document. This will also include any statements or representations made by the applicant, which have a bearing on the Urban Renewal Commission's decision to participate in a TIF and at what level.

THE PROCESS

This section of the document refers to the process utilized to introduce the project to the staff of the Urban Renewal Commission (“URC”) and, of course, to the URC itself. The process is designed to initially give the URC a preliminary view of the project to ascertain whether the project is of interest based on the vision and Urban Renewal Plan of the URC. This saves the applicant from having to pay for its entitlement approvals prior to knowing whether the project is of interest to the URC.

Application (A Preliminary Review)

If the project seeks tax increment financing or if the project is expected to be developed on URC-owned land, a preliminary review starts with the submission of an application together with exhibits, supplements, schedules, and financial information. The applicant shall tender an administrative fee to the URC in an amount approved by the URC to cover the cost of conducting a preliminary review of the application.

No action will be taken with respect to the application until URC staff has determined that it has received all information which may be relevant or necessary in determining the qualifications of the applicant and the project.

Acceptance of the application does not imply, evidence, or confirm the URC’s support for, or recommendation of, the Project.

The Preliminary Review

Not all members of the “Due Diligence Team” will be needed to conduct a preliminary review the application. A partial team would include the City’s Economic Development Manager, the City’s Finance Director, and Financial Review Firm. The objective of the preliminary review will be to determine whether the proposed project addresses the following questions:

- Does the proposed project fit the stated vision of the URC?
- Does the project complement or fit with other existing business investments and/or envisioned projects and plans of the URC?
- Is the applicant capable and committed to implementing and finishing the proposed project as depicted?
- Is there a feasibility study address and does it address major issues impacting the success of the project?
- What important questions or issues are raised based on the review of the project’s pro forma statement, its sources and uses of funds, and other financial documentation?
- How do answers to questions raised by the financial review and feasibility study review match up against similar projects within the same industry?
- Do the investor/developer either have existing financial and technical resource commitments in place or do they have a plan to access the financial and technical resources required to implement the project?
- Is the developer/investor in good financial standing?

- Does the application fully reveal the full decision-making structure impacting the project including the controlling interest of the parent company and other affiliations?
- What new infrastructure demands are required as a result of the project's completion?

The Due Diligence Team, with the applicant present, will submit its findings to the URC with a recommendation to proceed or not to proceed. The findings may include recommendations to include specific sureties or guarantees for the URC to consider. As with all projects to be reviewed by the URC, a scoring sheet will be utilized to aid in its decision-making. If the URC decides not to proceed with the project, no further consideration will be entertained.

If the URC decides to continue with the review of the project thereby permitting the applicant to proceed with obtaining all necessary technical entitlements and endorsements from other City departments. With the continuous review of the proposal, continues, the developer(s) will be charged additional fees by other City departments as it moves through the entitlement process. If the proposal receives entitlement approvals, the project will be referred back to the full "Due Diligence Team" for a more in-depth examination of the proposal and the crafting of a draft Development & Disposition Agreement ("DDA").

URC Review & Public Hearing

The Due Diligence Team, with the applicant present, will submit the draft DDA to the URC for further discussion. A public hearing will be conducted by the URC prior to deciding on the project.

Closing on the Deal

If after the public hearing and the project is approved, a closing is conducted by legal counsel to collect fees associated with the work of bond counsel, other legal counsel, and financial review firm. The execution of the DDA is finalized.

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Oregon City Urban Renewal Study

Urban Renewal Vision and Goals

Date July 7, 2020
To James Graham, City of Oregon City
From Sam Brookham, Leland Consulting Group
CC Andy Parks, GEL Oregon

In order to guide investments towards shared, long-term outcomes, we recommend a vision statement or goals that are:

- Simple and concise in order to be easily understood,
- Long-term and aspirational to encourage major investments and improvements,
- Focused yet flexible enough to accommodate immediate responses to changing conditions and opportunities over the duration of the Plan,
- Consistent with the role of urban renewal, and
- Aligned with the City's broader goals and policies.

Oregon City's URA vision is currently tied to the 2004 Comprehensive Plan, Metro's designation of downtown Oregon City as a Regional Center, and other City documents:

- "A vision for Downtown Oregon City as a Regional Center."
- "Other relevant documents are the Oregon City Waterfront Master Plan (2002) and Oregon City Downtown Community Plan (1999), which will help revitalize the residential aspects of Downtown and the Clackamette Cove area and to implement the Regional Center vision for Downtown."

Example Vision for Downtown URA:

Leverage tax increment funding to revitalize Oregon City's downtown to be among the premiere Regional Centers in the Portland Metro Area with quality jobs and development that enhances Oregon City's history and future.

Included in the remainder of this memorandum are examples of vision statements and goals from several urban renewal agencies in Oregon. LCG and GEL do not consider these perfect examples, but simply provide them to indicate potential directions.

URAs with Vision Statements

"A vision statement for a company or organization focuses on the potential inherent in the company's future; it is about what they intend to be. While a vision statement might contain references to how the company intends to make that future into a reality, the "how" is really part of a mission statement. The vision statement is a description of the "what," meaning, what the company aspires to be."

Below are three examples from Urban Renewal Agencies that have vision statements.

Florence

Florence's vision statement focuses on the role of urban renewal in the City's broader economic development objectives and the role and identify of downtown.

"To revitalize the Downtown Area as the primary cultural, tourist, commercial and community core to serve all Florence's citizens and visitors, encouraging continuing growth, development and enhancement consistent with Florence's small-town ambiance and character.

The Florence Urban Renewal Plan consists of activities and actions which help prevent and correct the cause of blight and deterioration in the Florence Urban Renewal Area. Project activities are intended to implement the vision and guiding principles of the Florence Downtown Implementation Plan, while providing incentives to new public and private building investments and facilitating repair of inadequate infrastructure, pedestrian safety, streetscape, and public facilities."

Madras

Madras has one of the simplest vision statements among the three examples. Goals accompany the vision statement that offer a greater degree of specificity regarding the type of desired project activities and outcomes.

"Madras' position as the hub of River Canyon Country attracts visitors and new residents who appreciate the community's commitment to quality of life. The city's core is a recognizable, vibrant destination with public and private investment in small-scale shops, a mix of restaurants, and cultural amenities that reflect the area's diversity."

Goals:

- "Assist in meeting the City's economic development objectives through rehabilitation of older and historic structures, redevelopment of key sites, improving transportation and utility facilities in the renewal area, assisting with the construction of needed public facilities, and creating public amenities."
- "To promote private development, redevelopment, and rehabilitation within the urban renewal area to help create jobs, tax revenues, and self-sustaining, vital, and vibrant commercial districts."

Lake Oswego

Lake Oswego's vision statement is relatively complex and wide ranging, focusing on community-based principles and the feel of the district. However, it is flexible by remaining high-level and not discussing specific locations or projects. The vision lacks a discussion of the identity of the District and its role in the City.

Vision Statement: "The redevelopment of the East End commercial area of Lake Oswego should meet the needs and desires of the entire city. Redevelopment should create pride in the area, enhance shopping services, utilize the unique physical characteristics of the area, and improve the tax base of the entire city.

Redevelopment should result in a feeling of vitality so that the area becomes an exciting place that attracts the public during both the day and the evening. The area should be made colorful by utilizing landscaping and trees. People will be drawn to the area by a combination of uses, including office, residential and retail, which take advantage of the amenities of the area. Transporting people to and from the area, creating pleasant pedestrian facilities, providing adequate parking, and creating activities that will attract the public are necessary components to redevelopment.

To prepare and implement a redevelopment plan requires advocacy and commitment from both the public and private sectors. Citizens will need to understand what benefits will be received from spending public funds. The public acquisition of parcels of land may be required in some instances. The Plan should take advantage of natural resources unique to the East End, i.e., visual access to the lake, visual access and use of the river, and visual access to Mt. Hood."

Economic Development for Central Oregon

While it is not a URA, EDCO (Economic Development for Central Oregon) includes a vision statement that is an example in the economic development arena that is succinct and specific yet provides the breadth/depth:

"Be the premiere small metro and rural living experience in the nation with prosperous communities and quality jobs for Central Oregonians."

- What: "premiere small metro and rural living experience"
- Where: "in the nation"
- How: "quality jobs for"
- Who: "Central Oregonians"

URAs with Goals/Purpose

Alternatively, some Urban Renewal Agencies simply have a purpose or list of goals. These can be standalone goals or accompany a vision statement (e.g., Madras).

Scappoose

The Scappoose Urban Renewal Plan's Goals are as follows:

- "Improve transportation, water, wastewater and storm-water infrastructure to support job growth.
- Promote the emergence of a vibrant town center as a civic and cultural hub for Scappoose that is connected to surrounding neighborhoods and employment areas.
- Encourage redevelopment and infill in the town center.
- Support the growth and retention of local businesses."

These goals are simple, specific yet flexible, and concise, reflecting a clear focus on infrastructure, redevelopment, and local businesses.

Wilsonville

Wilsonville makes sure its comprehensive plan is referenced upfront and its policies form the URA's goals. It makes a point of calling out the industrial and commercial focus of the plan and highlights the infrastructure priority.

"Consistent with the goals and policies of the Economic Development element of the city's comprehensive plan, the Urban Renewal Agency strives to meet or exceed the following policies:

- The city shall protect existing and planned industrial and commercial lands from incompatible land uses and will attempt to minimize deterrents to desired industrial and commercial development.
- The city's public facilities and transportation and capital improvements plan, priorities will be established to ensure adequate public facilities are available to support desired industrial and commercial development. A high priority shall be given to improvements to storm drainage, traffic circulation, and safety.
- To ensure overall economic stability the city will attempt to coordinate its policies with those of Clackamas and Washington county's overall economic development plan (OEDP)."

Forest Grove

Forest Grove includes four simple statements under its purpose, allowing for maximum flexibility. However, in doing so, the URA fails to offer an identity for the District. Instead, this is communicated via the City's other planning documents, e.g., the Comprehensive Plan.

"The City of Forest Grove Urban Renewal Plan has been prepared to establish an Urban Renewal program within the City. The primary purpose of the Plan is to:

- Further eliminate blight and blighting influences,

- Improve the utilization of land within the Urban Renewal Area,
- Encourage private investment and job creation and,
- Increase the taxable value of property within the City benefitting all overlapping taxing districts.”

Woodburn

The Woodburn Urban Renewal Plan states the following overall renewal goals:

- “Public improvements
- Redevelopment through new construction
- Preservation, rehabilitation, development and redevelopment
- Property acquisition and disposition
- Plan administration”

The Core Values, which might be considered similar to a vision statement, created by the Urban Renewal Agency are as follows:

- “Ensure positive return on investment
- Cultivate resources and investment in underutilized or blighted areas
- Job creation
- Economic vitality
- Establish downtown as a destination
- Historic preservation and cultural interpretation”

Oregon City Urban Renewal Study

Urban Renewal Development Assistance Programs

Date August 3, 2020
To James Graham, City of Oregon City
From Sam Brookham, Leland Consulting Group
CC Andy Parks, GEL Oregon

The City of Oregon City has put together a draft Project Evaluation Framework to conduct a thorough review of applications seeking funding assistance from urban renewal sources for private development projects.

Leland Consulting Group and GEL Oregon have assisted numerous urban renewal agencies with similar frameworks. This memo describes programs in Bozeman, Montana and Tigard, Oregon, and highlights best practices and other key takeaways that could be implemented in Oregon City.

Some of the best practices reflected in both programs are as follow.

- Develop simple, clear program that is easy to follow for the applicant, rather than creating another barrier to entry.
- Use a points system to easily rank projects, maintain transparency.
- Tie the overall program and scoring criteria to the goals and objectives of the District.
- Maintain flexibility in the Program eligibility and ensure the criteria reflects the City's priorities.

Program Examples

Bozeman Midtown Urban Renewal District

The Bozeman City Commission has authorized the Midtown Urban Renewal Board to implement and administer the tax increment financing assistance program in the Midtown Urban Renewal District (hereinafter referred to as the "District"). Financial assistance may be awarded for the redevelopment and rehabilitation of properties within the District. These grants are dispersed at the completion of all improvements associated with the project.

Applications are subject to program eligibility criteria and project guidelines listed below. In addition, project applications will be accepted and processed in the order in which they are received and approved based on the availability of funds for the program.

Purpose

The purpose of this document is to provide a guideline for the District to offer Tax Increment Financing Assistance for development activities in District. As a matter of policy, the District will consider using Tax Increment Financing to assist private developments only in those circumstances in which the proposed private projects show a demonstrated financing gap and meet the goals identified in the District's Tax Increment Financing Plans.

This policy shall be used as a guide in processing and reviewing applications requesting Tax Increment Financing assistance. The District shall have the option of amending or waiving sections of this policy when determined necessary or appropriate. In amending or waiving any sections of this policy, the District shall document the reason for the deviation in the project's development agreement.

The fundamental purpose of Tax Increment Financing assistance is to encourage desirable development/redevelopment projects that would not otherwise occur “but for” the assistance provided through Tax Increment Financing.

It is the intent of the District to provide a minimum amount of Tax Increment Financing assistance. The provision of financial assistance is at the sole discretion of the District. The District reserves the right to reject or approve projects on a case-by-case basis, taking into account established policies, specific project criteria and the demand on District services in relation to the potential benefits to be received from the proposed project. Meeting policy guidelines or other criteria does not guarantee the award of Tax Increment Financing assistance. Furthermore, the approval or denial of one project is not intended to set precedent for approval or denial of another project.

Program Objectives

The primary objective of the Midtown is to provide a program to encourage investment in development and redevelopment of commercial and mixed use property within the District in accordance with the provisions of the Montana Urban Renewal Law (7-15-4209 and 7-15-4288, M.C.A.). Additional objectives are to:

- Encourage private investment in commercial property in the District through the use of public incentives;
- Expand the property tax base in the District through private investment in income producing properties;
- Stimulate economic and business development within the District; and
- Reduce blighting influences in the District

The grants are awarded at the discretion of the District Board and the Bozeman City Commission, based upon review of the Applicant's compliance with program objectives, eligibility requirements, and eligible construction activities.

Eligible Costs

TIF eligible expenses are defined by Montana Code Annotated, 7-15-4288 and which the District has further limited for eligibility for financial assistance. The project seeking TIF assistance must be located within the boundary of the TIF district. Costs related to the following are eligible for financial assistance:

1. Demolition and removal of structures
2. Construction and improvement of public improvements or infrastructure, including but not limited to streets, curbs, gutters, sidewalks, alleys, parking lots and off-street parking facilities, sewer lines, storm sewers, waterlines, and impact fees

Application Process and Procedure

Completed applications will be submitted to the Economic Development Department for review and comment. Incomplete forms will be returned to the applicant with an explanation on additional information as may be required.

For projects seeking TIF assistance to construct and improve public improvements or infrastructure (not including payment of impact fees), the City of Bozeman Development Review Committee will review the application and materials and provide a recommendation to the Midtown Urban Renewal District Board and the Bozeman City Commission.

Applicants are required to provide the following information for a full application.

1. **Summary Letter**, including description of site or building, including address and TIF District, current and proposed uses, description of end users, project start and end users, name of developer and owner, total development costs,

overview of private-sector financing, amount of TIF assistance requested, statement regarding why TIF is essential, summary of property tax increment projections, profitability, and description of public benefits

2. **Project Narrative**, including a description of the current condition of the site and historical overview, proposed uses or project, construction information about the project, demonstration that the project is consistent with the Plan's goals and objectives.
3. **Site Maps and Building Plans**
4. **Detailed Project Information**, including proposed uses, project timeline, public benefits, and demonstration of need
5. **Project Financial Information**, including sources and uses of funds, development budget, request for TIF assistance, budget of TIF eligible expenses, analysis of financial need, financial commitments (for projects requesting over \$80,000 in assistance)

Criteria for TIF Assistance

In reviewing the TIF Application the District Board evaluates each project utilizing the following criteria and point system. **Projects must accumulate at least 18 points to be considered for approval.** Points can range from 0 to the maximum shown below in each category. Please rate your project according to the following criteria. To receive points for any given item, documentation demonstrating adherence to the criteria must be submitted with the application.

Overall District Relevance		Points	
1.	Relevance to the Midtown Urban Renewal Plan Goals listed below – Documentation of the project's impact in relation to the goals and objectives of the Midtown Urban Renewal Plan, particularly mixed-use development. Urban design elements will also be considered, including pedestrian emphasis and quality of design.		/5
Promote Economic Development			
2.	<u>Tax Generation</u> : The project will increase the taxable value within the District. The increase in taxable value due to new construction & rehabilitation is estimated by the County Assessor's office or State Department of Revenue to determine tax increment generation. Submit documentation of estimated tax projections to receive points for this criteria		/2
3.	<u>Elimination of Blight</u> – The project's direct and indirect impact on the physical and fiscal deterioration within the Tax Increment Financing District and the community. Submit information showing current conditions of property.		/2
4.	<u>Employment Generation</u> – Total employment generated by the project assessed in terms of new permanent and part-time jobs, and construction jobs. Submit documentation of estimated new jobs to receive points for this criteria		/1
Improve Multi-Modal Transportation			
5.	<u>Facilitates Public Health and Mobility</u> : Project will construct or improve sidewalks, including ADA access to buildings. Provide detailed information demonstrating that the current condition inhibits public health and mobility.		/2

6.	<u>Reduces Resource Demand</u> : Project promotes the use of transit, ride sharing, or car sharing. Provide plans, agreements or other methods to demonstrate reduction of resource demand.		/2
7.	<u>Promotes Active Transportation</u> : Project promotes bicycling as an active transportation option by constructing or improving bike lanes, providing covered bike parking, and/or participating in a bike share program. Provide plans, agreements or other methods to demonstrate reduction of resource demand.		/2
Improve, Maintain and Support Innovation in Infrastructure			
8.	<u>Infrastructure Improvements</u> : Project promotes innovation in infrastructure and/or reduces long term costs of maintenance. Provide plans and descriptions of innovations proposed.		/2
Promote Unified Human Scale Urban Design			
9.	The project improves the street frontage by eliminating parking between the right-of-way and the building. Provide plans to demonstrate improvement in street frontage.		/2
10.	The project reduces the number of vehicular access points to the property and improves the pedestrian experience. Provide plans, agreements or other methods to demonstrate reduction.		/2
11.	The project enhances the North 7 th entryway by having buildings oriented toward the street and designed to provide interest and activity.		/2
12.	The project enhances the pedestrian experience with elements such as façade transparency, building articulation, street furniture and/or landscaping. Submit plans and details that address this criteria.		/2
13.	The quality of development and overall aesthetics (architectural, site design, landscaping, etc.) are beyond that which is minimally required by the UDC. Submit documentation to demonstrate compliance with this criteria.		/2
Support Compatible Urban Density Mixed Land Uses			
14.	The project increases housing units within the District. Submit plans demonstrating an increase in the number of housing units.		/2
14.	The project has a mix of uses, including residential. Submit plans detailing the proposed mix of uses within the project.		/5
15.	The project shares parking among compatible uses. Provide details demonstrating compliance with the UDC and as well as total number of parking spaces reduced because of a shared arrangement.		/1
Total Points			/36

Tigard Triangle Re/Development Assistance Program

The Tigard Triangle is the triangular area created by three major roadways: I-5, Highway 99W, and Highway 217. The City of Tigard envisions the area as a transit- and pedestrian-oriented mixed-use district, yet new investment was limited in the area until recently when the Triangle Urban Renewal Area was created.

The Tigard Triangle Urban Renewal Plan calls for funding for *Re/Development Assistance*, among other projects. As part of the broader implementation strategy, Leland Consulting Group developed the framework for a Re/Development Assistance Program.

The Re/Development Assistance Program (RDAP) is intended to increase private and nonprofit investment in housing units, incentivize a higher quality of development than would otherwise occur without the grants, foster incremental development, and encourage a diversity of land uses in the urban renewal area. The RDAP is designed to help bridge financial project gaps to incent desired development types, as well as to increase opportunities for developers who may be lacking significant or traditional financial resources.

Eligible Work

The Re/Development Assistance Program funds a range of activities within two grants— Predevelopment Services and Development Assistance—that fund different types and scales of activities.

Predevelopment Services Grant. Grant funding of up to \$100,000 is available for predevelopment services that help property owners explore the potential to reinvest in their properties by conducting a range of activities to identify and refine potential development concepts, test project feasibility, and conduct related due diligence activities. Specific eligible activities include:

- Technical/regulatory code assistance
- Site clean-up/preparation
- Site plans & architectural studies
- Engineering studies
- Development feasibility studies
- Building inspections
- Environmental assessments
- Project financial analysis

Three tiers of grants are available based on the amount requested. Each tier carries a different funding match ratio.

Tier 1: Less than \$10,000. This tier requires no funding match requirement from the applicant and targets applicants who might not otherwise have the necessary funds for smaller predevelopment services, such as site studies and concept plans, to foster equitable and/or incremental development.

Tier 2: \$10,000 to \$50,000. This tier requires a 1:1 funding match requirement, meaning the applicant must provide \$1 for every \$1 provided by the City of Tigard.

Tier 3: \$50,000 to \$100,000. This tier requires a 2:1 funding match requirement, meaning the applicant must provide \$2 for every \$1 provided by the City of Tigard.

Development Assistance Grant. This grant provides funding for up to 10 percent of the total project cost, up to a maximum grant amount of \$1,000,000. The grant is available to eligible applicants for new construction, redevelopment, or significant rehabilitation of commercial, mixed-use, and multi-family housing projects.

Eligibility Conditions

Applicants must meet the following minimum conditions to be eligible to apply for grant funding.

- The site must be located within the Tigard Triangle Urban Renewal District
- Program participants must have site control (fee simple ownership preferred; contract to purchase, ground lease, or other will be considered)
- The proposed project should provide significant increases in density and/or employment
- Projects should be able to apply for a building permit and break ground within 3 years or less
- Funds are available for eligible Program Participants on a first-come, first-served basis
- Taxes or fees assessed by the City must be current

Program Criteria

Projects are scored based on the attributes of their project, and how each project's attributes compare to the equitable development goals established for the Tigard Triangle.

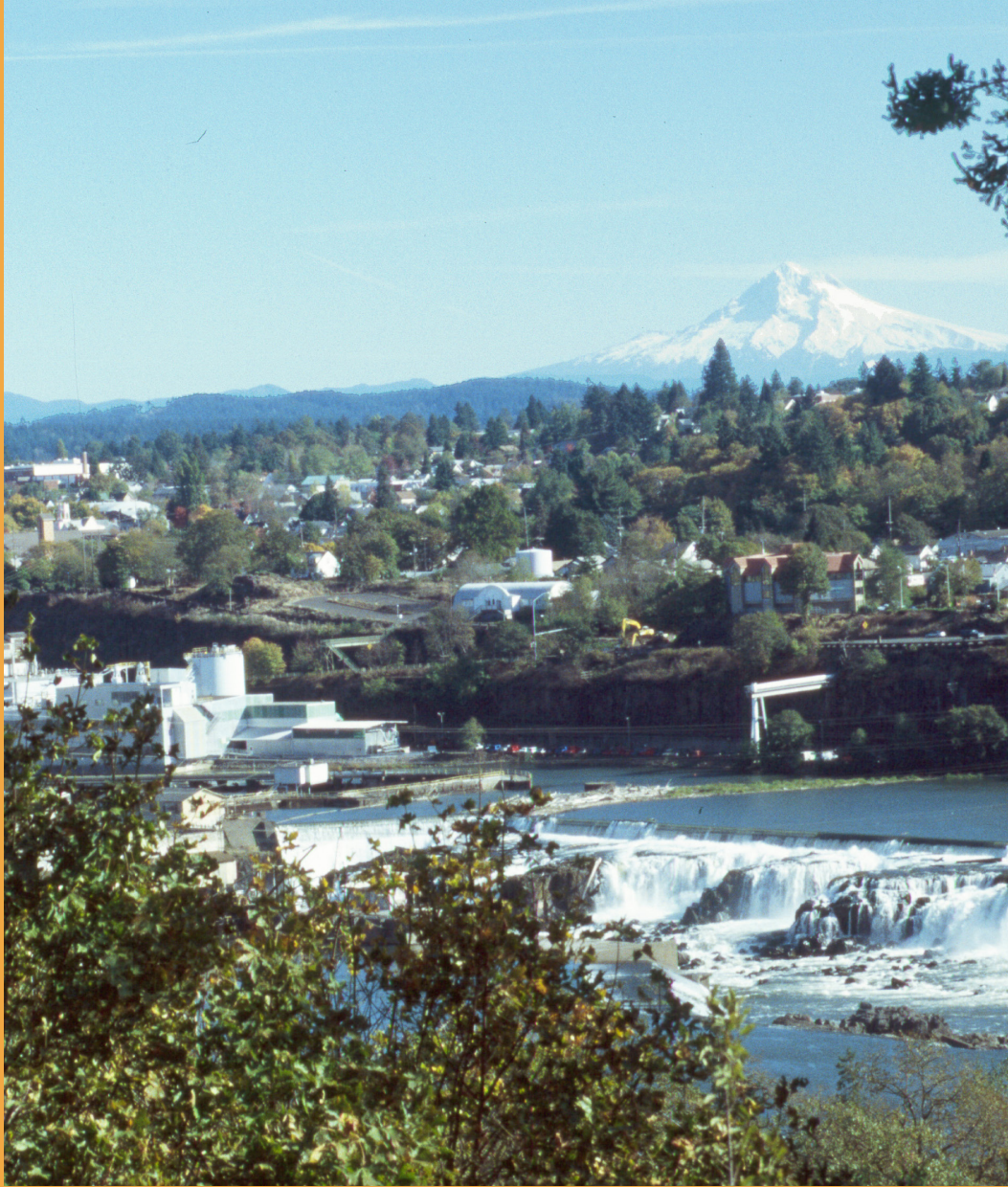
The RDAP scoring matrix is shown below. Projects must earn a minimum of 200 points to qualify for the Development Assistance grant of up to \$1.0 million. In the event that the City receives multiple applications simultaneously and cannot fund all projects at the maximum grant amount, the point system may be used to rank projects and allocate funds.

The scoring criteria have been designed to reward a range of potential attributes that are connected to the Triangle Equitable Development goals, with the highest priority goal (for this program) of promoting affordable housing receiving the most points.

Under this system, housing projects are awarded the most points and are most likely to receive grants. Projects that include both affordable and mixed-income housing units can secure a multiplier, meaning the total points accumulated for housing units is multiplied by 1.5. Market-rate housing-only projects can secure grants, but only if they provide a significant number of units and some "other" (non-housing-related) project benefits to get to 200 points. Therefore, mixed-use projects that provide public amenities or ground-floor economic opportunities are encouraged. Also, because market-rate housing can generate a maximum of 150 points, modest-scale projects, and incremental development—rather than larger-scale projects—are encouraged. Lastly, non-residential (retail, commercial, office, other) projects can qualify for RDAP grants if they provide project amenities that meet the "other" goals. These goals contain a mixture of objective and discretionary requirements, as described below.

Project Scoring Matrix

Project Attribute / Criteria	Points	Description
Housing and Housing Affordability		
Regulated affordable housing at 80% AMI or below	10	Per unit, no max
Market rate housing	1	Per unit, max of 150 points
Mixed-income project (At least 20% regulated affordable housing and 20% market-rate housing)	Multiplier (x1.5)	Mixed-income projects will receive 1.5 times the total number of points earned in the regulated affordable and market-rate housing categories above.
Other Triangle Goals		
<i>For each of the following</i>	35	Each
<i>Maximum of</i>	200	For all <i>Other Triangle Goals</i> below
Public Amenities		Provide amenities above and beyond City standards, including public plaza.
High-quality Urban Design		Discretionary: landscaping, design.
Equitable Economic Opportunities		Employment, below-market rent.
Placemaking and Local Identity		Active frontage, art, wayfinding.
Improves Multimodal Conditions		Transit proximity, bike infrastructure, etc.
Mitigates Env. or Stormwater Issues		Green building standards (e.g. LEED), green infrastructure, capital projects.
Located in a Triangle Priority Area		Specific area requirements.
Minimum Points to Qualify for RDAP	200	



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.



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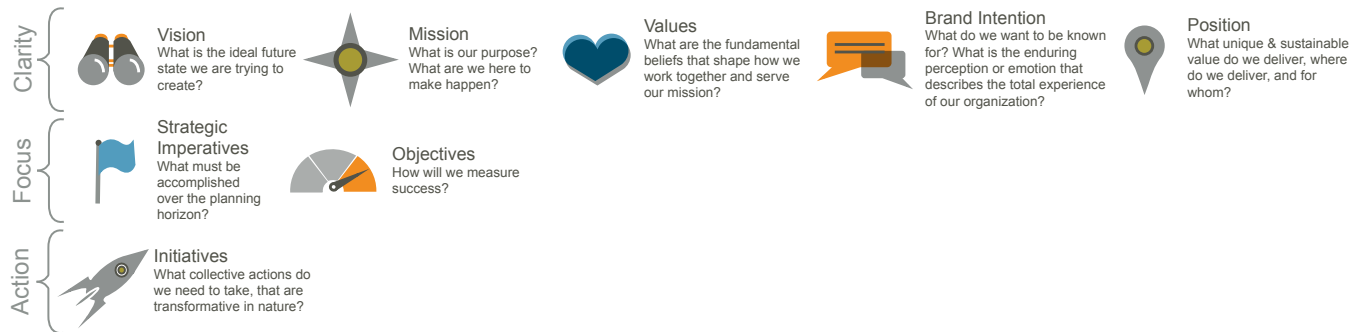
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STRATEGIC PLANNING PROCESS OVERVIEW

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

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



ENGAGEMENT PROCESS AND DEMOGRAPHICS

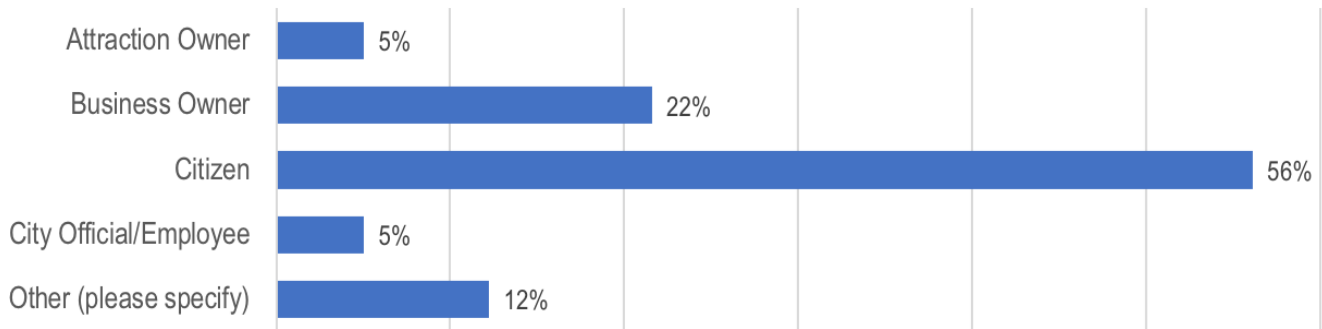
An in-depth Stakeholder Engagement process was conducted starting in July 2017 to gather insights and input from a broad range of Oregon City tourism stakeholders. The engagement process included an external stakeholder survey and an in-person visioning session with key Oregon City stakeholders. Our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



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

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

Survey Respondents:



KEY INSIGHTS

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

Visitor and Brand Insights

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

Strategic Planning Insights

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



STRATEGIC ANCHORS



Vision:

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

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



Mission:

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

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



Position:

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

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



Reputation:

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

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

**Imperatives:**

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

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

IMPERATIVES

IMPERATIVE #1: BUILD TOURISM LEADERSHIP CAPABILITIES

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

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

Objectives:

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

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

IMPERATIVE #2: ENHANCE THE BRAND

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

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

Objectives:

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

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

IMPERATIVE #3: COORDINATE TOURISM ASSETS THROUGH COLLABORATION

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

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

Objectives:

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

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

IMPERATIVE #4: CULTIVATE AND CURATE A PORTFOLIO OF EXPERIENCES

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

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

Objectives:

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

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

OREGON CITY TOURISM OPERATIONAL PLAN

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

Lead It

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

Brand It

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

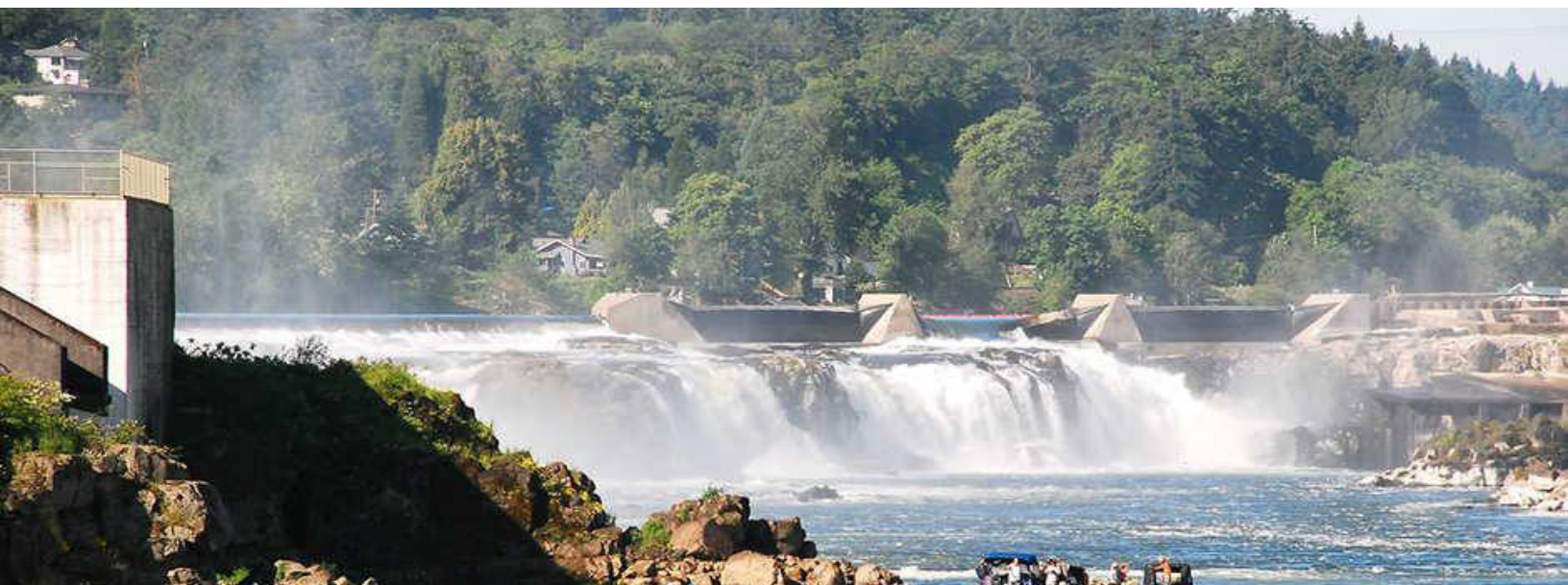
Align It

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

Build It

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

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



		2018				2019				2020			
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:

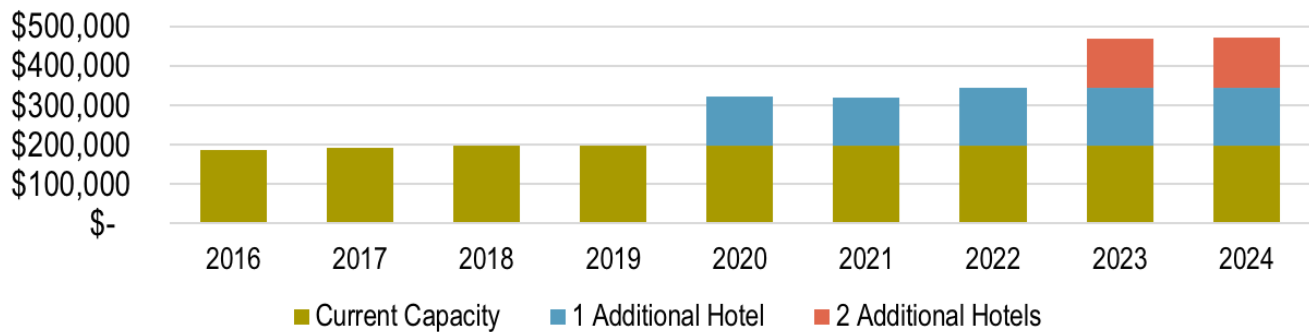
1. Increasing the number of tourists/visitors
2. Increasing the length of stay of the tourist/visitor
3. Increasing the average amount of tourist/visitor expenditures

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.



Current TRT Allocation and Org Structure:

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

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

Option 1– Add 1.0 FTE

\$200,000 (TLT Annual Revenue)
 -20,000 (10% Overhead, State Law)

\$180,000
 -30,000 (Ec Dev Support)

\$150,000 (what is left over)
 = \$80,000 (FTE, all in)
 = \$70,000 (Tourism Programs)

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

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

\$200,000 (TLT Annual Revenue)
 -20,000 (10% Overhead, State Law)

\$180,000
 - 70,000 (Ec Dev Support)

\$110,000 (Tourism Programs)

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

BRANDING & MARKETING

THE BRAND OF OREGON CITY

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

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

Attributes

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

Attractions

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

Trends

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

Preferences

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

Sentiments

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

Tone

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

BRAND BRIEF



Attributes

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.

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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

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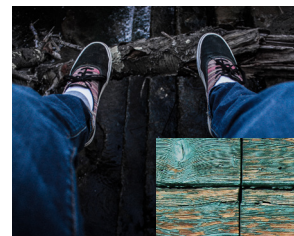
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TARGET DEMOGRAPHICS

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 ready to buy some experiences on a limited annual income of \$65K. She is ready to hit the road in her Subaru Outback, complete with a lifetime of books, and knitting supplies to keep her busy. As she drives from place to place, she keeps herself entertained by listening to This American Life on NPR.

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

The Jacobs Family: Young Family



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

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

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

OREGON CITY TOURISM ASSETS—A PARTIAL LIST

DOWNTOWN

Landmarks

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

Food Service

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

- Weinhard Grill
- Yvonne's

Retail

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

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

Historical Sites

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

MIDTOWN

Landmarks

- McLoughlin Promenade
- Oregon City Library

Food Service

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

Historical Sites

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

UPTOWN

Landmarks

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

Food Service

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

Historical Sites

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

EVENTS

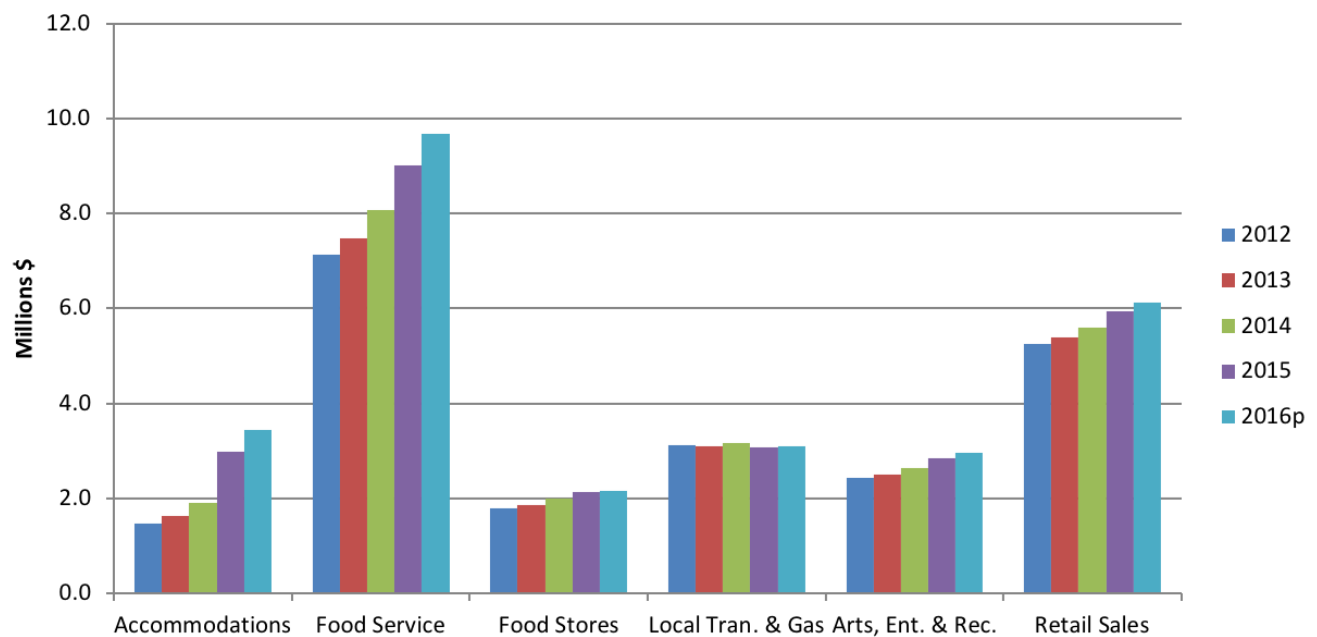
- First City Celebration
- Oregon Trail Brewfest
- Oregon Trail Game 5k + Kids Race
- Willamette Falls Open Air Antique Fair
- Historic Oregon City Cruise
- Brews & Broomsticks Pub Crawl
- Small Business Saturday
- Oregon City Tree Lighting Ceremony

INITIAL EFFORTS TO REACH OUR TARGET DEMOGRAPHIC

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

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

Visitor Spending by Commodity Purchased



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

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

OTHER RESOURCES AND ORGANIZATIONS

Destination Marketing Partners

Oregon's Mt. Hood Territory

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

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

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 Leigh Anne Hogue, Economic Development Coordinator,
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 Sarah Vale Rapp, Events and Marketing Manager, Downtown
 Oregon City Association
 Denyse McGriff, Oregon City resident
 Jeannine Breshears, Marketing & Programs Manager, Clack-
 amas County Tourism & Cultural Affairs
 Matthew Landkamer, Principal, Coraggio Group
 Colin Stoetzel, Associate Principal, Coraggio Group

Planning Team Members

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 Phil Lewis, Oregon City Community Services
 Nancy Ide, City Commissioner
 Jonathan Stone, Executive Director, Downtown Oregon City
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 Carrie Crook, Downtown Oregon City Association/Elevator
 Manager
 Claire Blaylock, Heritage
 Marge Harding, Heritage
 Rolla Harding, Heritage
 Thelma Haggemiller, Heritage
 Gail Yazzolino Clackamas, Heritage Partners

APPENDIX

ECONOMIC IMPACT REPORT

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OREGON CITY INSIGHT REPORT

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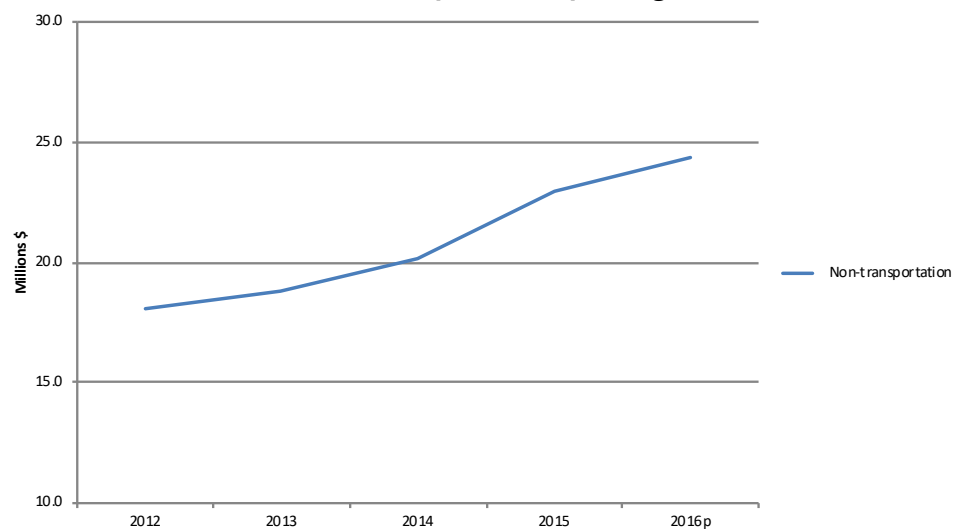
ECONOMIC IMPACT REPORT

Oregon City Direct Travel Impacts, 2012-2016p

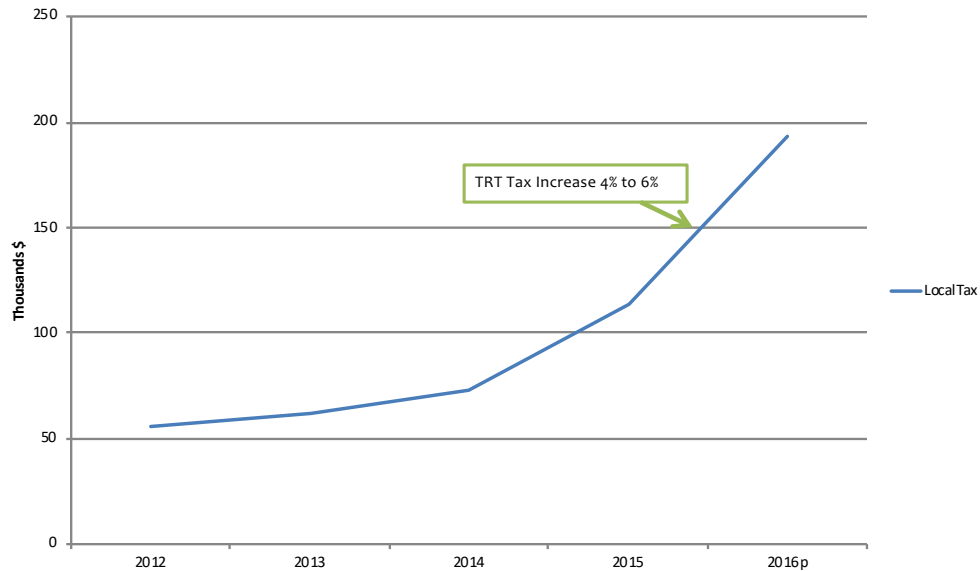
	2012	2013	2014	2015	2016p	Ave. Annual % Chg.	
						15-16p	12-16p
Spending (\$Millions)							
Total	28.9	29.7	31.1	33.1	34.7	4.8%	3.7%
Other	7.7	7.8	7.8	7.1	7.2	1.4%	-1.2%
Visitor	21.2	21.9	23.4	26.0	27.5	5.7%	5.3%
Non-transportation	18.1	18.8	20.2	22.9	24.4	6.3%	6.1%
Transportation	3.1	3.1	3.2	3.1	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%



Non-transportation Spending



Travel Generated Local Tax



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.

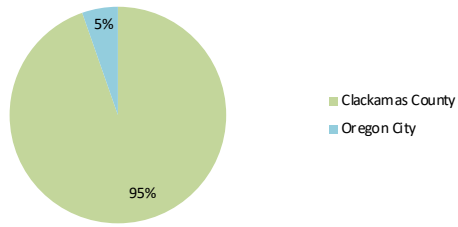
Clackamas County
Travel Impacts, 2008-2016p

	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

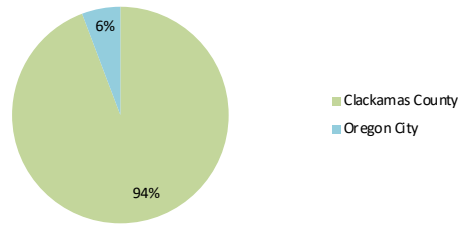
Details may not add to totals due to rounding.

* 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.

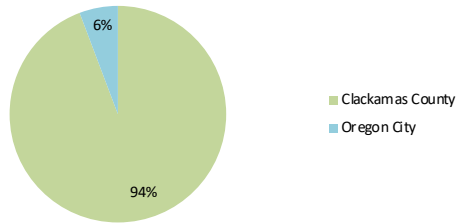
2016p Destination Spending



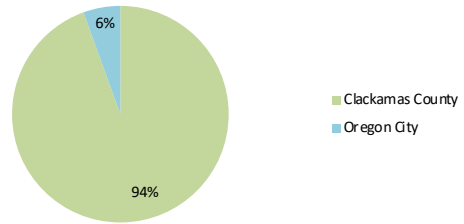
2016p Total Direct Earnings



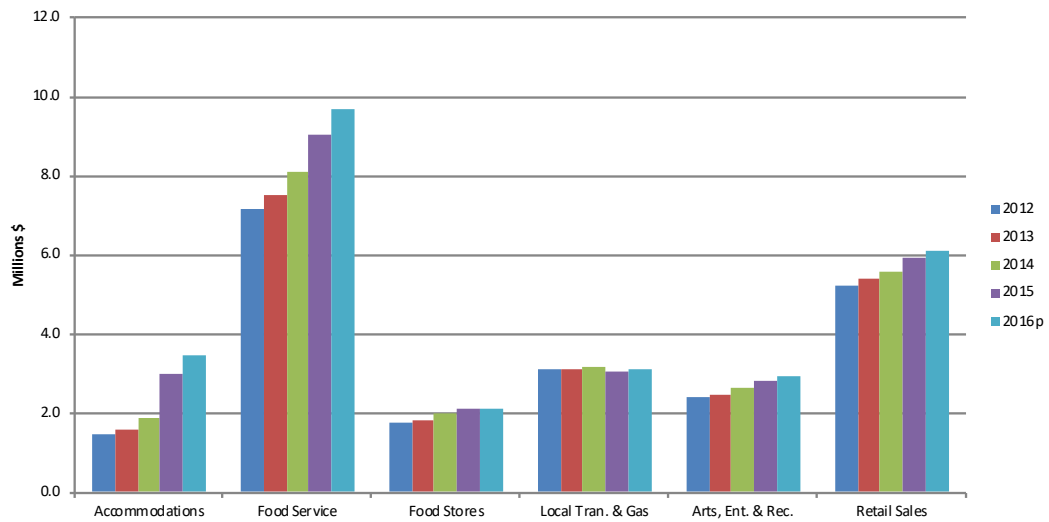
2016p Total Direct Employment



2016p Local & State Tax Revenue

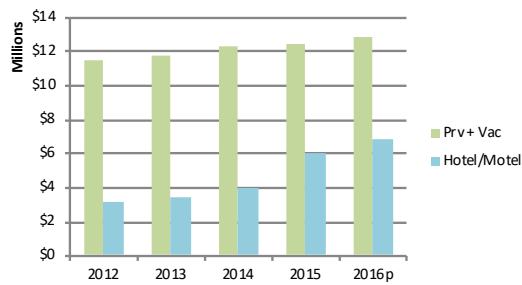
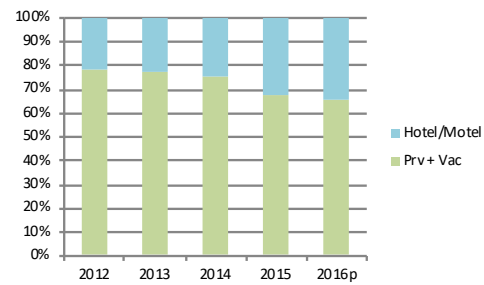


Visitor Spending by Commodity Purchased



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

	2012	2013	2014	2015	2016p
All Overnight	15.1	15.7	16.8	19.0	20.2
Hotel, Motel*	3.2	3.5	4.0	6.0	6.8
Private Home	11.5	11.8	12.3	12.5	12.9
Other Overnight	0.4	0.4	0.4	0.5	0.5
Campground	0.4	0.4	0.4	0.5	0.5
Vacation Home	0.0	0.0	0.0	0.0	0.0
Day	6.1	6.3	6.6	7.0	7.3
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 Size	Length of Stay (nights)
	Day	Trip	Day	Trip		
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

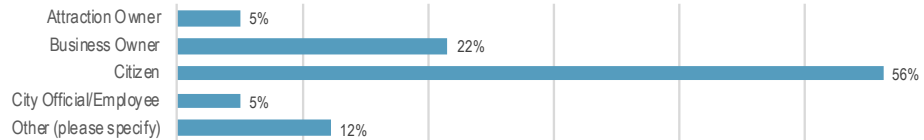


INSIGHT REPORT

Approach Methodology: Stakeholder Survey

Stakeholder Engagement

From July 20, 2017 to August 11, 2017, Coraggio Group surveyed a wide variety of Oregon City Tourism stakeholders, including attraction owners, business owners, citizens and city officials. Over this period **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 compiled using the total number of times the theme was mentioned. Themes displayed are only those that were comparably significant to the total number of themes per question.

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Approach Methodology: Visioning Session

Stakeholder Engagement

On August 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.

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3

Visitor Profiles, Tourism Assets, and Brand Reputation

 Oregon City Tourism Reputation: Today vs. Tomorrow

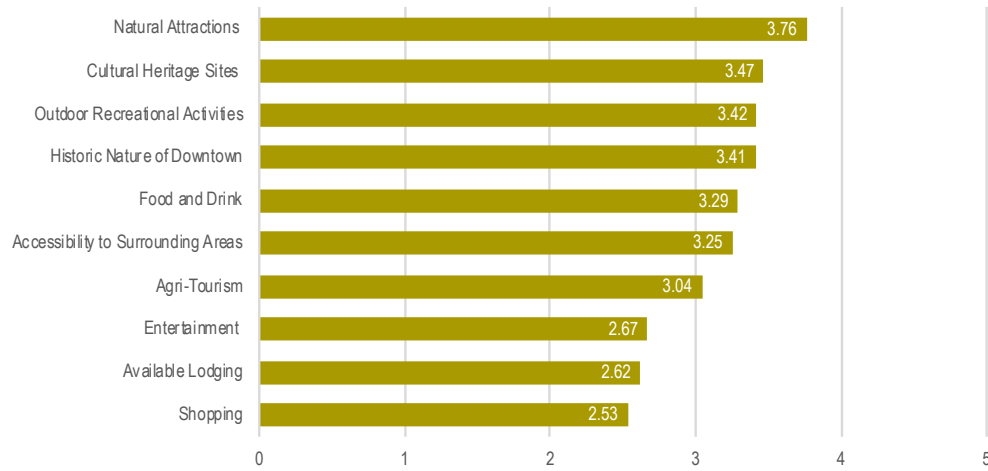
What are THREE words you would use to describe Oregon City's reputation as a tourism destination TODAY?



Today, 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:

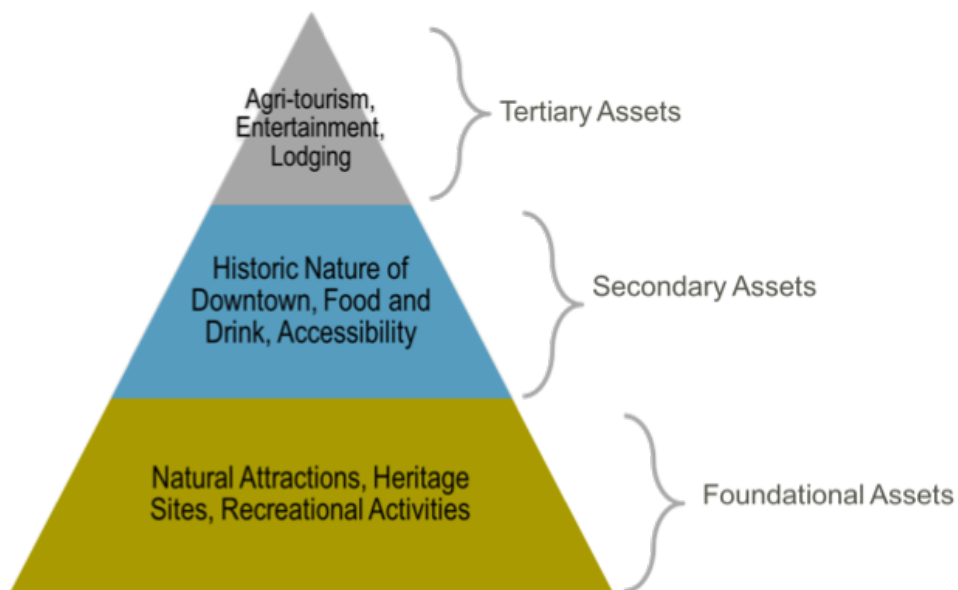


Stakeholders believe Oregon City's primary tourism assets are its natural attractions, cultural heritage sites, overall historic nature, and its access to recreational outdoor activities. These are followed by Oregon City's 2nd tier assets of food and drink offerings, accessibility to Portland and the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

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6

Tourism Asset Hierarchy

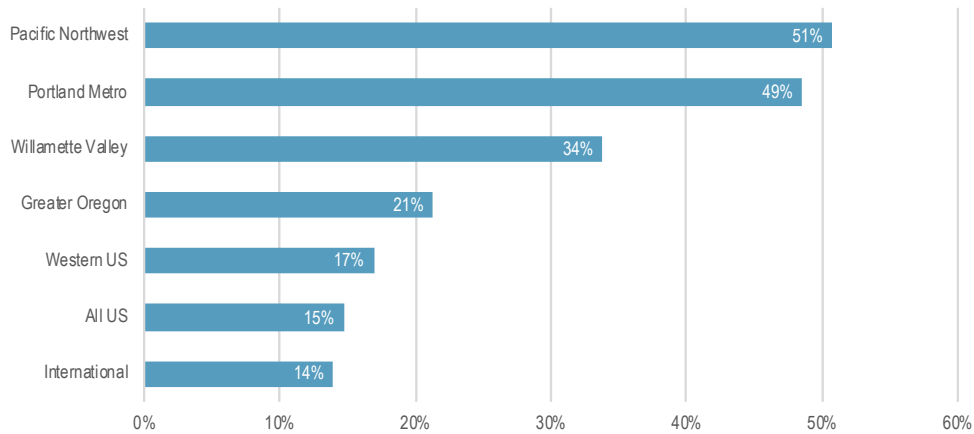


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7

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.



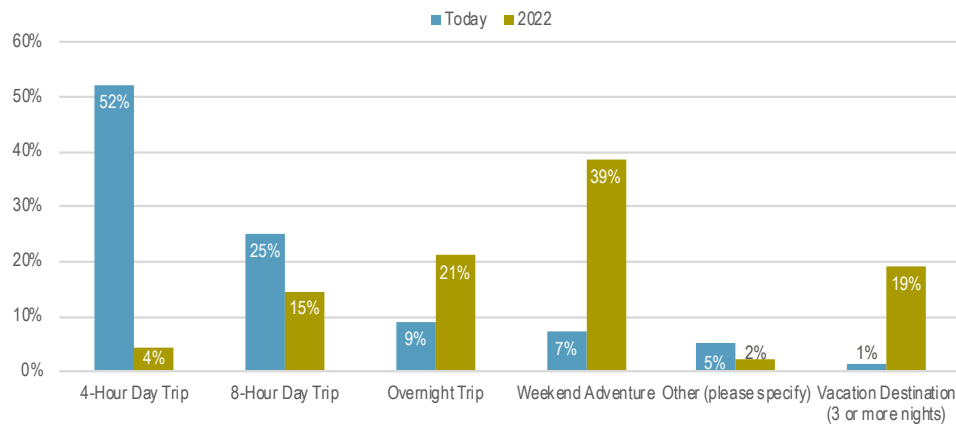
Stakeholders believe that the top two geographic regions that should serve as Oregon City's marketing target are the local Portland Metro area (49%) and the Pacific Northwest as a whole (51%).

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8

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.



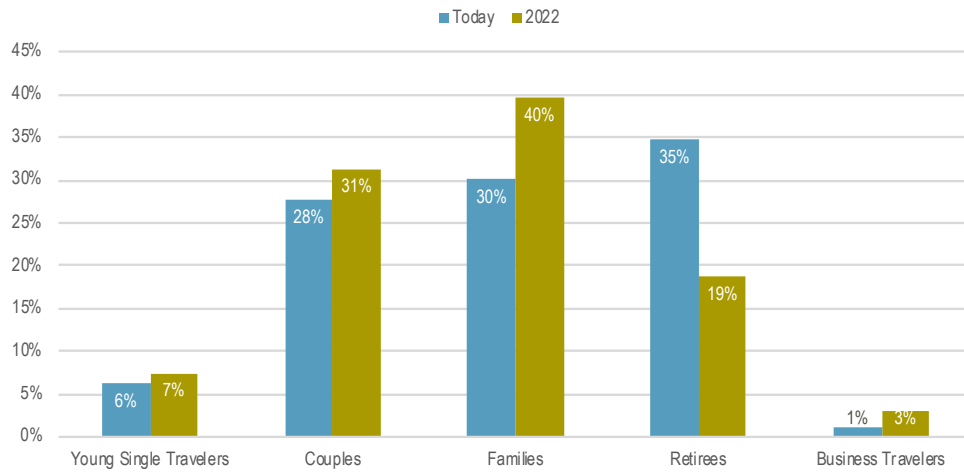
Today a typical Oregon City travel itinerary is believed to be a half-day trip, with some visitors extending their visit to a full eight hours. Stakeholders believe the Oregon City itinerary length will, or should, evolve into one that targets and serves overnight and weekend visitors.

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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.

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10

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



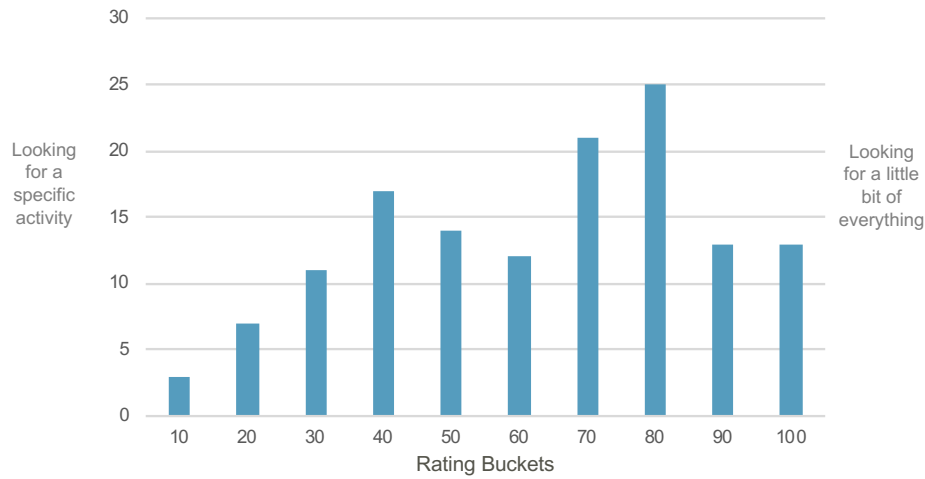
Millennial day-trippers looking for discovery and exploration in the Mt. Hood territory, accompanied by a downtown scene with good food.

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Tourism Asset Inventory and Potential

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



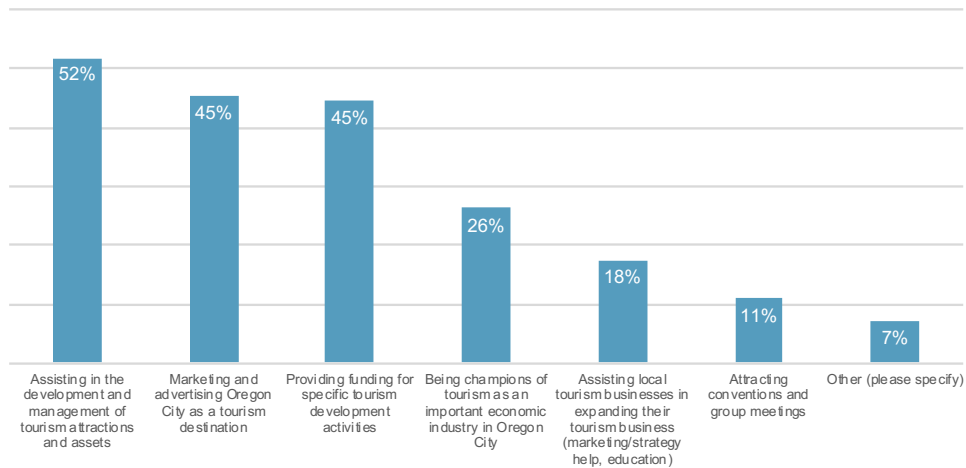
Stakeholders opinions vary on what the standard visitor of Oregon City is looking for when they visit. Some believe targeting visitors who are looking for a breadth of options is ideal, while others believe the Oregon City visitor is more focused on a specific activity or attraction.

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12

Tourism Services

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



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

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



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

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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

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17

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Opportunities and Barriers

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



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



18

Propelling Questions Facing Oregon City Tourism

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

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

How can we attract tourists who choose alternative modes of transit such as cascade line, 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



19

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

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

This includes maintaining and leveraging Oregon City's historic feel

Additional Guidance

Recreational Activities

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



