

BEFORE THE COUNCIL OF THE  
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF APPROVING THE ) RESOLUTION 88-907  
REGIONAL TOURISM STRATEGY PROPOSED )  
BY THE OREGON TOURISM ALLIANCE ) Introduced by Presiding Officer  
Mike Ragsdale

WHEREAS, the Metropolitan Service District is a member of the Oregon Tourism Alliance, a consortium of eleven governments, including the City of Portland, Clackamas County, Clatsop County, Columbia County, Lincoln County, Metro, Multnomah County, Port of Portland, Tillamook County, Washington County and Yamhill County; and

WHEREAS, Metro appointed Councilor Mike Ragsdale and Mr. Robert Ridgley as its representatives to the Oregon Tourism Alliance Board; and

WHEREAS, the Alliance developed a regional tourism strategy based on the elements of Transportation, Attractions Development, Visitor Services and Marketing; and

WHEREAS, the Alliance recommends funding its strategy through the "Regional Strategies Program" of the State of Oregon, administered by the Oregon Department of Economic Development, and

WHEREAS, the strategy emphasizes and complements the economic development benefits of Metro's Oregon Convention Center Project, and

WHEREAS, the Oregon Convention Center Project was funded by the State Legislature as part of this Regional Strategy, now, therefore,

BE IT RESOLVED,

That the regional strategy adopted by the Oregon Tourism Alliance on February 5, 1988 be approved for submission to the State for funding.

ADOPTED by the Council of the Metropolitan Service District this  
28th day of April, 1988

  
Mike Ragsdale, Presiding Officer

STAFF REPORT

AGENDA ITEM NO.

Meeting date: April 28, 1988

CONSIDERATION OF A RESOLUTION TO APPROVE THE REGIONAL  
ECONOMIC DEVELOPMENT STRATEGY ADOPTED BY THE OREGON TOURISM  
ALLIANCE

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Date: April 12, 1988

Presented by: Cooper/Duncan

BACKGROUND AND FACTUAL ANALYSIS

The Oregon Tourism Alliance was formed through an Intergovernmental Agreement to create a regional tourism strategy eligible for funding from the "Regional Strategies" fund.

The regional strategies program was developed by the 1987 Legislature in response to recommendations by Governor Goldschmidt. The program promotes regional cooperative planning as part of the "Oregon Comeback", and makes programs, meeting statutorily described standards, eligible for economic development assistance from state lottery revenues.

The first project funded by regional strategies was the Oregon Convention Center project. This project was considered the cooperative tourism strategy of the Tri-County area and was awarded funding in advance of the formal implementation of the program. This advance funding award recognized the Convention Center's project bond sale demands.

Counties in the surrounding area recognized the tourism potential to be derived from the investments in the Convention Center. They determined to capitalize on the metropolitan area's \$85 million investment. As a result, eleven governments met for the first time in August, 1987 to develop a regional tourism strategy. The members are: City of Portland, Clackamas County, Clatsop County, Columbia County, Lincoln County, Metro, Multnomah County, Port of Portland, Tillamook County, Washington County and Yamhill County.

The Alliance developed programs in the areas of Attractions Development, Transportation, Marketing and Visitor Services. These programs vary from small county construction efforts to region-wide national advertising programs. In a rigorous evaluation process, the Alliance adopted standards and goals

against which it evaluated all programs. Every jurisdiction surrendered certain projects in an effort to bring forth a balanced program for the entire region.

A summary of the results is attached as the "Oregon Tourism Alliance Executive Summary".

To comply with the requirements of the state statutes establishing the program, each jurisdiction must approve the strategy adopted by the Tourism Alliance before the strategy can be submitted to the State Department of Economic Development for funding evaluation. The purpose of this resolution is to secure that approval from the Metropolitan Service District.

The Alliance hopes to submit its grant strategy to the State in the first week of May, 1988.

**EXECUTIVE OFFICER RECOMMENDATION:**

The Executive Officer recommends approval of the resolution to approve the Oregon Tourism Alliance program.



# METRO

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Agenda Item No. 8.2

Meeting Date April 28, 1988

## *Convention Center Committee Report* *Meeting Date: April 12, 1988*

**Executive Officer** To: Mike Ragsdale, Presiding Officer  
Rena Cusma Metro Council  
**Metro Council**  
Mike Ragsdale Presiding Officer  
District 1 From: Larry Cooper, Chair  
Corky Kirkpatrick Deputy Presiding Officer  
District 4 Convention Center Committee  
Richard Waker Subject: Oregon Tourism Alliance Strategy, Resolution 88-907  
District 2

Jim Gardner  
District 3

Tom DeJardin  
District 5

George Van Bergen  
District 6

Sharron Kelley  
District 7

Mike Bonner  
District 8

Tanya Collier  
District 9

Larry Cooper  
District 10

David Knowles  
District 11

Gary Hansen  
District 12

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At the Council Convention Center Committee meeting of April 12, 1988, the Committee unanimously recommended approval of Resolution 88-907. If approved by the full Metro Council, this resolution approves the regional strategy adopted by the Oregon Tourism Alliance to promote tourism throughout the northwest region of the state.

All jurisdictions in the Alliance are required to approve the strategy prior to its submission to the state for funding.

cc: Rena Cusma  
Tuck Wilson  
Dick Engstrom

Revised 4/6/88

## **OREGON TOURISM ALLIANCE**

### **EXECUTIVE SUMMARY**

#### **INTRODUCTION**

The Oregon Tourism Alliance was formed by intergovernmental agreement between eleven governments. The Alliance was organized to develop a comprehensive tourism strategy for the region in accordance with the "Regional Strategies" Program, (Chapter 115, Oregon Laws, 1987) passed by the 1987 State Legislature.

The program establishes methodology for awarding economic development funds derived from State lottery proceeds to local governments. The program further encourages counties to unite in pursuit of common economic goals.

The Alliance recognized collective resources and cooperation of eleven local governments will maximize investments in the tourism industry, minimize program duplication and promote cooperative marketing efforts.

The member governments of the Oregon Tourism Alliance are Clackamas, Clatsop, Columbia, Multnomah, Lincoln, Tillamook, Washington and Yamhill Counties and the City of Portland, the Port of Portland and the Metropolitan Service District.

#### **PROCESS**

Each county held a public hearing on appropriate economic development strategies for the county. Counties presented the results of those hearings to the Tourism Alliance Board in October, 1987. The Alliance then began its strategic program development effort through committee evaluation. By December 31, 1987 all committees submitted their program recommendation to the Alliance Board.

The committee process involved the cooperative efforts of over 125 active committee members from throughout the region. Committees were composed of persons with expertise in each of the substantive areas assigned committees.

Committees evaluated programs against the criteria identified in the program statute and by the adopted Oregon Tourism Alliance goals.

Strategy recommendations reflect the Alliance's best effort to present a comprehensive program within reasonable funding limits. Every government sacrificed certain projects in the interests of producing a sensible program for State funding.

The process included an Alliance sponsored survey of the tourist industry in the region which asked businesses to report on marketing efforts and specific development needs. Survey response rate was nearly 50%. Responses directly correlated to the four focus areas of the Alliance and specified needs for improved marketing, transportation, attractions and visitors services.

### **JUSTIFICATION**

The counties recognized the significance of tourism to the State as its third largest industry. It is an industry conducive to small business development and one that has extensive indirect benefits. Further, it is an industry where new investment exists in several high profile attraction development projects. The investment activities recognized as giving a significant boost to the region's tourism potential include:

- Construction of a world-class convention center to open in 1990 in Portland - an \$85 million dollar project that is fully funded.
- Development of a world-class aquarium in Newport - a \$10 million dollar project.
- Designation of the Columbia River Gorge as a National Scenic Area - a \$15 million dollar development project of the federal government.
- Newly dedicated revenues from the Multnomah County lodgings tax for convention marketing - an estimated \$1 million annual investment in bringing new visitors to Oregon.
- A doubling of State Tourism Division budget to increase tourism marketing efforts.

## **STANDARDS**

The strategy identifies six distinct elements crucial to successful tourism development. The Alliance proposed projects in each of the six categories:

- Research
- Marketing
- Attractions Enhancement
- Attractions Development
- Transportation
- Visitor Services

A complete description of this "Six Point Plan" is included in Appendix 1 of the Grant document.

Each project proposed by the Alliance was evaluated against seven tourism goals developed by the Alliance. Only those projects that adequately supported the goals were recommended for State support. The goals identify the specific activities necessary to increase tourist revenues.

The Oregon Tourism Alliance Goals are:

- GOAL 1: To support projects that enhance current tourist facility utilization.
- GOAL 2: To support projects that capitalize on the Oregon Convention Center: 1) projects that enhance extended stay opportunities 5 to 6 days; 2) projects that enhance day use opportunities in the region; and 3) projects that bring the conventioners back to Oregon for a second vacation.
- GOAL 3: To support projects that provide destination opportunities.
- GOAL 4: To support projects that create national and international image.
- GOAL 5: To support projects that enhance loop development that can produce one and two day trips.

**GOAL 6:** To support projects that help import substitution (i.e., support projects that keep Oregonians in the State).

**GOAL 7:** To further projects which encourage visitors to extend their stay and return for vacation opportunities.



## **PROGRAM RECOMMENDATION SUMMARY**

The Alliance has recommended a program for funding that reflects its four committee subject areas. The Alliance prioritized its requests for funding into a 'A' Priority designation and a 'B' Priority designation to provide guidance to the State about the Alliance's project preferences.

The 'A' Priority programs total \$4,567,800.

The 'B' Priority projects total an additional \$7,187,000.

pCombined 'A' and 'B' Priority recommendations total \$11,754,800.

<b><u>MARKETING AND RESEARCH</u></b>	<b>PRIORITY 'A'</b>	<b>\$1,150,000</b>
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The marketing program focuses on the need for strategic planning and research and development efforts. The critical planning work will identify existing and absent industry data, potential markets, industry infrastructure needs, marketing assets and liabilities. The program anticipates producing a regional guide book for tourists, a national advertising campaign, a cooperative collateral material program, public service video advertisements and direct marketing to conventioners. It asks for additional funding to administer fulfillment expenses. The Alliance anticipates that this program would be managed by a contract with an industry specialist.

<b><u>VISITOR SERVICES</u></b>	<b>PRIORITY 'A'</b>	<b>\$175,800</b>
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These program recommendations intend to improve services for regional tourists.

The first program asks for development funds to prepare a plan and budget for a regional computerized travel information system. The goal is to allow visitors in Portland to make reservations on the Coast because they have learned about a local event they wish to attend. This program is designed to be a pilot project for a statewide system.

The second proposal will produce a regional signage program that improves a visitor's ability to both find and identify attractions and destinations and to ease travel to those destinations.

Finally, the Visitors Services Program proposes a "host program" that educates hospitality industry employees to better meet the travelers' needs. Again, this program is anticipated to be a pilot program for the State.

## **TRANSPORTATION**

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This program does not request lottery funding assistance. Instead, it identifies major tourism routes in the region where road improvements would significantly affect the ease of travel. These improvements are recommended to be part of the State Department of Transportation Six Year Plan for highway construction and development. All projects were evaluated against the ODOT standards and against Alliance standards and were ranked by order of priority.

### **TOURISM ROUTES:**

The Alliance identified the following major regional tourism routes:

- 1) I-84 through the Columbia Gorge.
- 2) A connector between Highway 26 and I-84.
- 3) Highway 224/212 for Mt. Hood/Central Oregon Access.
- 4) Western ByPass between Highway 99W in Sherwood to I-5.
- 5) Highway 20/34 to the Coast.
- 6) Highway 99W/18 around Newberg and Dundee and through the VanDuzer Corridor to the Coast.
- 7) U.S. 26 to Seaside.
- 8) Highway 6 to Tillamook.
- 9) U.S. 30 through Columbia and Clatsop Counties.
- 10) Highway 101 from Astoria through Lincoln County.

### **SIX YEAR PLAN CONSTRUCTION RECOMMENDATIONS:**

The Committee further recommended that eighteen ODOT construction projects located on these major tourist routes and a part of the 87-92 Six Year Plan be included in the 89-94 Six Year Plan. In addition, the Alliance recommends inclusion of an additional eight

construction projects on these routes. These additional projects are:

1) I-5 Greeley-Banfield Interchange - Phase 1 (in conjunction with the Convention Center construction).

2) Highway 101 - Otis Junction (Highway 18) to Neotsu (near Lincoln City).

3) Highway 101 - South Beach to the South Beach State Park (south of Newport).

4) US 30 beginning at Fernhill to John Day River Bridge.

5) US 30 from Columbia City to Warren.

6) US 101 - Camp Rilea to Delmoor Loop.

7) US 26 - Zig Zag to Rhododendron.

8) Hwy 99W at Six Corners.

#### SIX YEAR PLAN DEVELOPMENT RECOMMENDATIONS:

Six projects were similarly endorsed for inclusion in the Development Section of the 89-94 Plan. These projects are:

1) The Western ByPass, Phase I (I-5 to 99W).

2) Hwy 99W, Newell Road to Salmon River Junction (Newberg/Dundee Bypass).

3) The Orient Expressway, I-84 to US 26.

4) The Sunrise Corridor, Johnson to 134th (east of I-205).

5) US 20, Pioneer Mountain to Coast Range Summit.

6) US 30 at John Day River Bridge to US 101 via a new Astoria Bypass.

**ATTRACTIONS DEVELOPMENT****Priority A List \$3,242,000****Priority B List \$7,187,000**

This program recommends funding of projects within each county to develop, improve or add new tourist attractions. The Alliance has prioritized the projects.

<b><u>PRIORITY A</u></b>	<b><u>SOURCE</u></b>	<b><u>AMOUNT</u></b>
<b><u>CLACKAMAS COUNTY</u></b>		
Mount Hood Recreation Masterplan	Tourism Division	\$180,000
Oregon Agri-Business Center	Dept. of Agriculture	200,000
<b><u>CLATSOP COUNTY</u></b>		
Astoria Public Pier	Lottery	60,000
Cannon Beach Art Center	Lottery	25,000
Lewis and Clark Trail	Lottery	60,000
Seamen's Center	Lottery	15,000
Tourism Enhancement Market Project	Undesignated	70,000
<b><u>COLUMBIA COUNTY</u></b>		
Coon Island Improvements	Marine Board	60,000
Dalton Lake	Lottery	50,000
Rainier Visitor Center	ODOT	125,000
State Park Study	Lottery	20,000
<b><u>LINCOLN COUNTY</u></b>		
Oregon Coast Aquarium	Lottery	1,500,000
<b><u>MULTNOMAH COUNTY</u></b>		
Columbia Gorge Interpretive Center	Undesignated	45,000
Blue Lake Park	Marine Board	250,000

**TILLAMOOK COUNTY**

Garibaldi Marina	Lottery	50,000
Fairgrounds/Rodeo Arena Improvement	Lottery	42,000

**WASHINGTON COUNTY**

Hagg Lake Park	OTA Endorsement Only	
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**YAMHILL COUNTY**

Fairgrounds Equestrian Center	Lottery	300,000
Willamette Riverfront Development	Lottery	100,000
Winery Tourism Center	Lottery	90,000

TOTAL LOTTERY REQUESTS 2,312,000

TOTAL OTHER SOURCE REQUESTS 930,000

<u>PRIORITY B</u>	<u>SOURCE</u>	<u>AMOUNT</u>
<u>CLACKAMAS COUNTY</u>		
Willamette River Corridor Masterplan	Undesignated	\$100,000
Reserve Site for Regional Arena	Undesignated	3,000,000
<u>CLATSOP COUNTY</u>		
Hammond Marina Expansion	Ports	725,000
Seaside Performing Arts Center	Undesignated	15,000
<u>COLUMBIA COUNTY</u>		
Multnomah Channel Access Project	Marine Board	190,000
<u>LINCOLN COUNTY</u>		
Oregon Coastal Interpretive Center	Lottery/Tourist	180,000
<u>MULTNOMAH COUNTY</u>		
Urban Wildlife Refuge	Lottery	10,000
Linneman Junction Station	Block Grant EDD	40,000
Oxbow Park	Lottery/Parks	45,000
<u>TILLAMOOK COUNTY</u>		
Excursion Train (Tillamook to Wheeler)	Lottery	382,000
<u>WASHINGTON COUNTY</u>		
Fairgrounds Pavilion/Convention Center	Undesignated	2,500,000
	<b>TOTAL</b>	<b>7,187,000</b>

**ADMINISTRATION**

**\$200,000**

To manage the multiple Alliance programs the Alliance recommends an administrative budget equal to \$200,000 per biennium. The Alliance anticipates using full-time contractual services of a consultant/administrator and an assistant for the next year. Major staffing responsibilities include development of a strategic plan; administration of the marketing and visitor services programs and transportation programs; assistance with attractions development programs; contract management; board and committee administration; legislative representation; program performance evaluation.

Following this first year intern period, the Alliance will again address its staffing needs after evaluating strategic plan requirements and operating history.

**OREGON CONVENTION CENTER    Previously Funded    7.5 Million**

This construction project will bring a world-class convention center to Portland in 1990. The Center is considered a critical element of the regional strategy. The project's funding request was approved statutorily by the 1987 Legislature. Funding is from the "Regional Strategies" fund and extends over two bienniums for a total of \$15 million.

**1987 - 89 INTER-REGIONAL ATTRACTIONS PROJECTS**

**Oregon Tourism Alliance Attractions Development Committee**

**OREGON TRAIL MASTER PLAN**

**\$60,000**

The counties of Baker, Clackamas, Malheur, Umatilla, Union and Wasco are each examining projects highlighting Oregon Trail History. These projects are of state-wide significance and span several separate economic development regions.

The Oregon Tourism Alliance recommends that the State fund a \$60,000 Oregon Trail Master Plan study. This study will apply Baker, Clackamas, Malheur, Umatilla, Union and Wasco Counties. The Alliance further recommends that the Trail be recognized as a special inter-regional effort.

The Master Plan study should integrate the extensive development work already produced by Clackamas County. Clackamas County projects a need for \$150,000 to fund its Trail related Oregon Historic Showcase Project. The Alliance is supportive of Clackamas County's efforts to seek immediate funding for Clackamas and all other Trail counties to establish a unique Oregon tourism resource.

## **CONCLUSION**

The Oregon Tourism Alliance recognizes this program as the beginning of a productive and profitable planning and implementation effort. Building programs within the region and formalizing and increasing the network of tourism industry interests, and leveraging ideas and capital investment guarantees increased profits, jobs and development efforts within the tourism industry serving the diverse eight-county region.

Tourism is a product that becomes self-promoting once a critical mass of visitor days is reached. Reputation and word of mouth increase the desirability of the product. Finally, Oregon's visitors can also become Oregon's investors in new and expanding businesses as exposure to the State's quality of life encourages location and relocation of business and industry.

The Alliance recognizes that the unprecedented collaboration of eleven governments has created special opportunities to leverage tourism investments and will increase Oregon's market presence.