

BEFORE THE COUNCIL OF THE
METROPOLITAN SERVICE DISTRICT

FOR THE PURPOSE OF ENDORSING) RESOLUTION NO. 90-1366
THE OREGON TOURISM ALLIANCE'S)
REGIONAL STRATEGIES PROGRAM) INTRODUCED BY EXECUTIVE
) OFFICER RENA CUSMA

WHEREAS, the Metropolitan Service District is a member of
the Oregon Tourism Alliance (OTA); and

WHEREAS, OTA is proposing a three-component program for
Northwest Oregon tourism development, consisting of a regional
strategies program, a strategic plan, and a list of tourism
development projects; and


WHEREAS, OTA has drafted a regional strategies program
position paper; and

WHEREAS, OTA has requested its member governments to
consider the regional strategies program position paper prior to
its December 14, 1990 board meeting; now, therefore,

BE IT RESOLVED,

That the Council of the Metropolitan Service District
endorses the Oregon Tourism Alliance's regional strategies
program.

Adopted by the Council of the Metropolitan Service District
this 13th day of December, 1990.


Tanya Collier, Presiding Officer

OREGON TOURISM ALLIANCE

MEMORANDUM

November 23, 1990

TO: OTA Governments
OTA Government Staff

FROM: Gene E. Leo, Jr
OTA Chairman

SUBJ: Endorsement of Regional Strategies Position Paper

Attached is a copy of OTA's Regional Strategies Position Paper, approved in concept by the OTA Board. OTA would like to approach the Legislature with a three-component program regarding NW Oregon tourism development:

- Endorsement of the Regional Strategies Program (attached position paper)
- OTA Strategic Plan (to be completed January, 1991)
- Preliminary list of tourism development projects (due February 1, 1991)

Please review the attached Regional Strategies Position Paper with your Commission or Council. The OTA Board meets again on December 14th, and we will be looking for a unanimous endorsement at that time.

If you have any questions, either give me a call at 227-2681 or Mary McArthur at 228-5565. Thank you!

c/o Portland/Oregon Visitors Association • 26 SW Salmon • Portland, OR 97204 • 228-5565

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OREGON TOURISM ALLIANCE

REGIONAL STRATEGIES PROGRAM

Position Paper (Draft)

The Oregon Tourism Alliance strongly supports the Regional Strategies Program. Through lottery funding provided by the Program, OTA's eleven jurisdictions have, for the first time, been able to prioritize and implement regional industry development. The net result is more effective targeting of limited development funds and increased leverage of private and public investments.

Continued funding support of the Regional Strategies Program at its current (approximately \$15 million) funding level is critical. Successful economic development of any industry should not be a short term endeavor, rather one that includes vision and a futuristic perspective - a long term commitment. Funding at \$15 million is consistent with the 30% revenue shortfall currently being experienced by the lottery.

Benefits of the Regional Strategies Program

- Local control of development decisions. With an industry as complex and inter-related as tourism, regional decision-making is most appropriate. Through the Regional Strategies Program, OTA has involved over 300 private and public sector professionals keenly experienced in all aspects of the tourism industry within Northwest Oregon. This depth of expertise is not available at either the local or state level.
- Flexibility of the program. The "open-ended" format of Regional Strategies fosters creativity and innovation. OTA has been able to fund needed programs from theater improvements to construction of a boat basin to restoration of historic buildings - all of which attract and retain visitor travel. The Program allows regions to develop new approaches to economic development by focusing on one industry and forming regional partnerships.

Regional Strategies, while emphasizing job creation, goes even further by recognizing that the tourism industry provides (and thus must be measured by) more than family wage jobs. The industry also provides second wage jobs critical to many families, a means to diversify single industry (eg timber) communities, and a way to expose NW Oregon to new and relocating businesses. The flexibility of the Regional Strategies Program recognizes these important contributions of the tourism industry.

- Opportunity to access/leverage other public and private sector funds. Regional Strategies funding for OTA projects has leveraged over \$25 million in Oregon Fish and Wildlife, State Parks and Recreation, Community Development, Marine Board and ODOT funds. For the first time, expenditures of public resources are being coordinated and combined, eliminating costly duplication of projects and amenities. In addition, the Regional Strategies "seed money" has leveraged private sector investment or spawned increasing interest in NW Oregon by private developers. For example, Regional Strategies \$60,000 investment in Astoria's waterfront is paying off in major commercial interest in retail and hotel developments.

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Increase visibility of the program; communicate regional success stories and happenings throughout the State. Identify and implement ways to improve communication between OEDD departments such as Community Development and Community Initiatives and the Regional Strategies groups. Establish a coordinating group of Board Chairs from each region which meets twice a year to review industry activities and strategies.

- Increase technical assistance support. However, broaden the support to include technical assistance for projects, not just development of an industry strategy. For example, small communities and outlying counties often do not have the staff or financial resources to write or pursue grants, identify marketing and/or development opportunities, or conduct feasibility studies of potential development projects. Technical assistance should be coordinated through the regional group to leverage and support other assistance needs in the region.
- Encourage regions to continue/adopt strategies that address the multi-dimensional aspects of their industries. For example, infra-structure is becoming increasingly important to a number of industries, such as tourism, agriculture, fishing, etc. Regions should not just emphasize the business development or marketing aspects of the strategy, but include as well how the industry will be implemented and serviced. These infra-structure components include transportation, labor force, housing, job training, etc.
- Be an "agent" of change rather than a "victim" of change during the upcoming legislative session. Working with the regional strategies groups, draft the 3rd biennium Regional Strategies Program modifications and present the draft to the legislature. Include a detailed rationale for each component of the program, based on this fall's workshops and regional reports. Ideally, this will speed the decision-making regarding funding of the Program and making administrative rule changes when the Regional Strategies budget is approved.
- Emphasize "specific examples of economic development" in reports of Regional Strategies successes. Specific economic indices such as job creation and revenue generation are important, but other measures of economic development are equally relevant. For example, surveys of new businesses in the OTA region reveal a link to implementation of the Alliance's tourism strategy. Another potential measure might be non-family wage jobs. Secondary jobs are critical to today's economy, as families can no longer maintain on one family wage job. Secondary jobs provide income and work flexibility for parents with child care needs. Finally, the ability of the selected industry to begin to diversify a region's economy is also an important measure - providing a level of economic stability and continuity to residents of the area.
- Encourage Regional Strategies staffing that is knowledgeable about industry development and emphasizes the partnership between the regions and OEDD. As staff is added or changed, it will be important to recognize the level of Regional Strategy and industry experience within each of the regions. A strength of the current Regional Strategies Program is the scarcity of top down decision-making. This should be retained to maintain the "team" spirit which currently exists with the Program. Since the Program has been in place for four years, staff experienced in economic development will also be critical to maintain momentum.
- Place no limits on the which strategy a region may select. Tourism is no exception. Tourism is a regional industry and is highly appropriate as a regional strategy. The State Tourism Division concentrates on marketing Oregon, leaving industry development the responsibility of the regional groups.

OREGON TOURISM ALLIANCE

MEMORANDUM

November 23, 1990

TO: OTA Governments
OTA Government Staff
OTA Attractions Development Committee

FROM: Gene E. Leo, Jr
OTA Chairman

SUBJ: Development of a Project List for 1991-1993 Lottery Funding

Passage of the property tax limitation places additional pressure on the limited lottery funds available for economic development. As the Legislature makes its funding choices, tough questions will be asked regarding continued funding of the Regional Strategies Program. Although there is no guarantee of continued funding for Regional Strategies, the OTA Board has agreed that the best strategy is to provide the Legislature with a preliminary list of projects - consistent with our long term NW Oregon tourism development strategy.

The Governor's budget includes \$15 million for regional strategies funding - similar to this year's actual budget (with the lottery shortfall). If the \$15 million is approved, OTA could potentially receive up to \$7 million. Attached is a copy of the OTA project application to be used for project proposals. **A prioritized list of projects is due the OTA Attractions Development Committee February 1.**

Suggestions regarding the projection application process:

- Review this year's "B" List projects for re-submission.
- Review projects outlined in the strategic plans for those small communities that participated in OTA's "Opening Doors" program.
- Concentrate on "bricks and mortar" projects. OTA's Marketing, Visitor Services and Transportation committees will propose 1991-1993 regional marketing, hospitality, etc, programs.
- Bring all tourism development projects through the process - some may request lottery funding, other may just need endorsement to pursue other funding.
- Be creative. Remember fishing, agriculture, etc all have linkages to tourism. The more we can connect our funding strategies, the stronger our legislative proposal will be.
- Encourage participation from multiple constituencies, eg Confederated Tribes, small communities, legislative lobbyists, etc.
- Hold a minimum of 2 public hearing on the projects. Send Mary copies of the public notices of your hearings.

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We know this is going to be a busy time - with no guarantee of success. Still we believe our chances with the Legislature are vastly improved if we can demonstrate to them what their tourism development lottery dollars will be "buying." If we are not successful, these project applications can be used to leverage other public and private funding. Again, **the deadline for a prioritized list of projects is February 1, 1991.**

If you have any questions, either give me a call at 227-2681 or Mary McArthur at 228-5565.
Thank you!

OREGON TOURISM ALLIANCE

Preliminary Information for Consideration of Oregon Tourism Alliance Regional Strategies Funding

County: _____
Priority: _____

1. Project Name: _____ Date: _____
2. Submitted by: _____
Name: _____ Organization: _____
Address: _____ Phone: _____
3. Describe the project you are proposing: _____

4. Amount requested from Oregon Tourism Alliance Regional Strategies funding? _____
5. Describe type of attraction: (eg. Outdoor, Historic, Agriculture, Water, Arts/Culture, Wildlife, Events, Recreation, Education, etc) _____

6. Usage (Describe):
Primary users of attraction _____
Anticipated attendance _____
Extends visitor market/season _____
7. Economic Impact (Describe):
Income/revenue generated _____
Private development generated _____
Number of direct jobs _____
Indirect jobs/multiplier effect _____
Return on lottery dollars _____
Keeps Oregonians in the State _____
Future self-sufficiency/profit _____
Property taxes generated _____

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ATTRACTIONS DEVELOPMENT

Project Selection Criteria

OBJECTIVE

Identify projects that strengthen OTA's multi-county tourism development. Projects should demonstrate direct benefit to OTA county tourism development as well as to the development of tourism in the OTA region. Multi-County focus can be demonstrated by the way a project links together county tourism efforts in such areas as:

- Outdoor adventure: Skiing, rafting, boating, hiking, camping, etc.
- Historic: End of the Oregon Trail, Lewis and Clark, Ft Clatsop, Capt Gray, Oregon Historical Center, etc.
- Agriculture: Wineries, Sauvie Island fruits/vegetables, restaurants, Rose Garden, Arboretum, Tillamook Cheese Factory, etc.
- Water: Lakes, rivers, streams, Newport Aquarium, Mariners Center, Blue Lake, Rodger's Boat Landing, etc.
- Arts and Culture
- Wildlife: Wildlife Guide by Fish and Wildlife.
- Events: Rose Festival, Garibaldi Days, Rodeos, etc.

Usage by Visitors to the OTA Area: Considerations include:

- o Broadens or extends visitor market. Draws visits from out-of-state/in-state free and independent travelers (FITs) and conventioners.
- o Extends visitor "season." Encourages off-season visits, broadens the seasonality of visits to the region.
- o High attendance. Relative to the size of the attraction, area market, and other attractions under consideration.
- o Entertainment, recreation, educational and/or cultural value to residents and visitors.

Economic Impact: Considerations include:

- o Annual income - revenue generated.
- o Imports income. Brings money into the State, keeps money from being spent out of State.
- o Total indirect jobs. "Multiplier" effect jobs.
- o Return on lottery dollars.
- o Uses State resources. Project that keep Oregonian's in the state.
- o Total jobs. Family wage, permanent part time, flex-time, minimum wage, temporary jobs which are the direct result of the project if implemented.
- o Self sufficiency and profitability.
- o Annual property taxes.

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Agenda Item No. 4.2
Meeting Date: December 13, 1990

CONVENTION & VISITOR FACILITIES
COMMITTEE REPORT

RESOLUTION NO. 90-1366, ENDORSING THE OREGON TOURISM ALLIANCE'S
REGIONAL STRATEGIES PROGRAM

Date: December 11, 1990 Presented by: Councilor Knowles

COMMITTEE RECOMMENDATION: At its December 4, 1990, meeting the
Convention & Visitor Facilities Committee voted 5-0 to recommend
Council adoption of Resolution No. 90-1366.

COMMITTEE DISCUSSION/ISSUES: Don Rocks summarized the position
of the Oregon Tourism Alliance heading into the 1991 Legislature:
the OTA is requesting \$15 million in lottery funding to support
the promotion of tourism as a regional strategy in Northwest
Oregon. OTA is preparing a report detailing its accomplishments
in the past biennium.

Committee members expressed pessimism that funding would be
available at the 1989-91 level, given the effects of Ballot
Measure 5 and a reduction in lottery revenues. Mr. Rocks
responded that there are two issues here. The first is the level
of funding provided by the state. The second is that OTA members
want to continue the organization, as they believe it is
beneficial.

A question was raised regarding Metro's obligation to staff OTA.
Mr. Rocks responded that OTA has a full-time staff person, paid
for by member organizations. He does not believe that Metro has
an obligation to provide staff support to OTA.

Finally, Councilor Van Bergen noted that the Regional Strategies
Program was an initiative of Governor Goldschmidt's, and asked
whether Governor-Elect Roberts' position on the program was known
yet. The answer was no, she has not stated her position on
Regional Strategies.