

METROPOLITAN EXPOSITION-RECREATION COMMISSION

RESOLUTION NO. 86

Adopting a three-year Marketing Plan for the Metropolitan Exposition-Recreation Commission.

The Metropolitan Exposition-Recreation Commission finds:

1. That with the consolidation of the City of Portland and Metropolitan Service District convention and spectator facilities, it is timely to implement a coordinated marketing plan.
2. That as part of the planning process for the Oregon Convention Center and consolidation, a five-year plan was drafted in 1988, which included a draft marketing plan for consolidated facilities.
3. That the Commission staff formed a Marketing Team to work on and complete a three-year marketing plan for all Commission facilities.

BE IT THEREFORE RESOLVED that the Metropolitan Exposition-Recreation Commission adopts the attached three-year Marketing Plan and its implementation.

Passed by the Commission on August 8, 1990.



Chair



Secretary/Treasurer

APPROVED AS TO FORM:



Metro General Counsel

MARKETING PLAN

METROPOLITAN EXPOSITION-RECREATION COMMISSION

August 1990

EXECUTIVE SUMMARY - MARKETING PLAN

A Marketing Team was established by the General Manager in anticipation of consolidation issues. The initial thrust was to create marketing plans for all facilities (OCC, PCPA, Coliseum / Stadium), which did not currently exist, and to develop a strategic sales and marketing plan which would also measure the effectiveness of the planned effort.

During the process, several items were discovered to be universal to the effectiveness of all MERC facilities. With this in mind, a MERC Mission Statement was developed to focus the group's efforts relative to the combined facilities mission.

I. THE MERC MISSION STATEMENT is as follows:

The Commission is charged with the responsibility to professionally and cost-effectively oversee the management of a combination of unique and versatile regional convention and public assembly facilities serving a broad community and visitor audience by providing a variety of quality events which instill community pride and support, resulting in increased economic impact for the area while significantly contributing to the quality of life in the Portland metropolitan area and the State of Oregon.

II. SITUATIONAL ANALYSIS

The Metropolitan Exposition-Recreation Commission is a seven-member commission representing the tri-county metropolitan area and is appointed by the Metropolitan Service District Executive. The Commission operates all facilities in an atmosphere of different influences which affect the overall management. The Marketing Team recognized that these factors relate directly to an effective facilitation of a successful Marketing Plan.

A. Regional Management of Facilities

Multiple site considerations affect many different areas of management, budget, staffing, shared services, travel, marketing, sales, food service and advertising. All of these areas can present different building management expertise due to the diverse nature of the events and operation of each facility. This unique setting should strengthen the concept for the semi-autonomous management by the Commission called for in the Consolidation Agreement to continue the aggressive, yet successful, management of all facilities. Portland is pioneering this type of grouping of different facilities and could set a standard for other communities to follow if MERC is allowed to be operated with little governmental interferences.

B. Creature of Political Process

The Consolidation Agreement set forth many steps to finalize the merger of City and Metro facilities. The current merger of staff and responsibility puts MERC in the infancy stages of Consolidation with Phase II and III yet to be accomplished. City ownership of the Coliseum, Stadium and PCPA facilities and Metro ownership of the Convention Center could create financial and landlord battles over certain issues. MERC and Metro must work together to establish clear communication of its goals and create an image of strength in the management of its newly-acquired public facilities to the public.

C. Financial Considerations

Currently, the facilities are funded by several different sources--earned income from the operations, hotel / motel tax and reserve funds (unappropriated balances). Realization that some of the facilities will never make a profit or break even (OCC, PCPA) is of paramount concern. By recognizing this fact, expectations can be focused on the quality of events to the community and the economic impact brought by out-of-town visitors. Funding the operations of all facilities must be dealt with as well as the capital replacement needs due to the age and use of a majority of the buildings. A pooling of all funds must be considered so effective use of these revenues can be established.

D. Scope of the Marketing Plan

These plans address only the revenue side of the facilities operation. Direction was given to the group not to consider outside funding sources or certain circumstances beyond the Commission's control. While the Marketing Team accomplished the plan within the designed scope, it was realized that certain criteria out of staff's control may affect long-term sales and marketing efforts. New facilities in the Portland area will definitely change the strategies currently developed to market the individual complexes. Many changes would need to take place to properly position the facilities affected by construction. Also, it is imperative that a funding source be defined, developed and captured so the Commission can maintain the current level of events and service MERC's customers have and will continue to expect in the future.

III. GOALS AND OBJECTIVES

As explained before, many issues cross all facility boundaries relative to the operation. Four goals were identified to be accomplished by MERC so the individual Marketing Plans could benefit by the actions of successfully achieving these four goals.

A. Centralized Operation of Ticketing

- 1) Uniform Box Office and Ticketing Operation needs to be established for all MERC entities. This would be accomplished by the selection of an exclusive (one) computerized ticketing company to supply all necessary services to all facilities. An RFP process would be used to identify and select the appropriate company.
- 2) Finalize operation of an on-line phone room to service all MERC facilities and the events utilizing the respective buildings. Promoters must be made aware that phone orders are exclusive to MERC and that no participation is permitted by any promoters of events. Long-term lessees would be exempt from this process (Trail Blazers, Winter Hawks, Beavers). The cost for completing all capital expenditures and staffing is \$270,000 with estimated income of \$135,000 annually.
- 3) Cross-training box office personnel so that ticket office personnel understand all of the facilities they would be selling tickets for as well as the events coming to MERC venues. This training would be for part-time employees as well as full-time.

B. Training of MERC Employees

- 1) New employee orientation and employee orientation would be done by the Personnel Department. Several of the programs would consist of orientation to the workplace with tours of the facilities, reporting relationships, chain of command review of job descriptions and discussion of supervisory expectations. Any evaluation process would also be explained as well as any applicable union information. There would also be an orientation geared toward explaining the role of the MERC, who they are and what their function is for all facilities. Other training would encompass CPR training, benefits and paydays, safety and emergency procedures and TEAM training for appropriate employees.
- 2) Customer service training for all employees. How we treat our clientele relates to repeat business and customer satisfaction. This is very important to the overall Marketing and Sales effort and relates heavily on the creation of a favorable reputation among user groups. Some of the customer service programs would stress how customer service works for us, refresher training program for all employees, and establishment of an employee incentive program.
- 3) Establish ongoing management / supervisory training programs so that supervisory staff has the tools for development of current staff, increase job performance, enhance employee morale, promote the importance of all jobs and understanding MERC union agreements. An ongoing management / supervisory training program would include

some of these training needs, communication skills, conflict resolution and dealing with difficult people, motivation of employees, policy / procedures familiarization, safety and emergency procedures, internal drug and alcohol awareness programs.

- 4) Hire outside consultant to help establish a training program for the entire agency.
- 5) Some other areas to be considered for inclusion in the training of MERC employees would be in the following areas:

Tuition assistance/reimbursement program for outside related training and classes.

Cross-training of identified job descriptions creating an adaptable employee pool.

Program to acknowledge and deal effectively with cultural differences of MERC employees and our customers.

All of these items are an "investment" to improve MERC staff. Creating a very competent work force allows you to gain a reputation in the industry as a facility that has superior staff and supplies superior service. A well-informed, motivated work force, with pride in their individual positions and their work place is the bottom-line return. This attitude will produce a high level of customer service making for satisfied users in the community at large who will support our facilities and share in a sense of ownership. This investment is virtually invisible in the short term, but will pay huge dividends in the long haul.

C. Public Relations Program for MERC

- 1) MERC Communication would help tell our story as well as act as a tool for community and political interfacing. This could be accomplished through several means: annual reports, newsletters, internal communications, schedules and press / media relations.
- 2) Publicity of Commission can help promote the events in the facilities as well as helping the promotional efforts of MERC clients. This would be achieved through stories of MERC happenings, press releases and advertising.
- 3) Establishment and staffing of new PR Department within MERC could be the catalyst for all of the above areas. Budget and staff requirements would need to be established as well as a definition of duties required. This type of department could be the springboard of public acknowledgement concerning the unity of all facilities under MERC management and the Metro umbrella.

- 4) Personnel Budget: \$60,000
Operational Budget: \$50,000

These would be shared by all facilities to spread the costs. Some personnel could already be on the MERC payroll with some adjustment to duties and responsibilities. Some funds could also be readjusted from current budgets. Total new dollars annually -- \$60,000 with appropriate COLA and inflationary adjustments.

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Personnel: More dollars for training program -- approximately \$20,000 to \$25,000 per year, depending upon need and areas of concern. Should actually decrease slightly if training is effective and is put into place by management. Price would also include tuition assistance for training appropriate to area of expertise. There would be a maximum \$ figure established for MERC tuition assistance plan.

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Computerization: Equipment -- \$250,000 over the next two years. Continued staffing of systems administrator -- \$30,000 plus benefits with appropriate COLA; \$25,000 a year for updates, operational supplies, etc.

Inventory of Public Relations Tools

<u>Existing Programs</u>	<u>MC/CS</u>	<u>PCPA</u>	<u>OCC</u>
Media Relations			
News Releases	x	x	POVA/MERC
Event Notices	x		
Monthly Calendar	x		
<i>What's Happening</i>	x		
Calendar of Events		x	
External Communications			
<i>Applause</i>	x	x	?
Quarterly Newsletter			x
Benj. Franklin Calendar	x		
Calendar of Events		x	
Telephone Info Line	x	x	?
Exterior Electronic Signs	x	x	x
Interior Electronic Signs	x		x
Theatre Marquee		x	
Video Scoreboard	x		
Poster Cases		x	
Speakers Bureau		x	x
Building Tours	(x)	x	x
Information Center (POVA)			x

Proposed Programs

Media Relations

Broadcast Event Notices	1		
News Tip Sheet	1	1	1
Electronic Media Links	3	3	3

External Communications

Parking Availability Map	1	1	1
Client Self-Help Package	1	1	
Ticket Envelopes	1	1	1
Poster Cases / Display Boards	2		
Phone Wait Lines	2	2	2
Annual Report	2	2	2
Community Relations	2	2	2
Civic Auditorium Readerboard		3	

Internal Communications

Employee Relations Committee	1	1	1
<i>Applause</i> Editorial Board	1	1	?
Media Crisis Plan	1	1	1
MERC Staff Newsletter	2	2	2
Commission Report	2	2	2
PR Advisement Panel	2	2	2

Image

Building External Signage	2		
Graphic Standards	2	2	2
Visual Identity Program	2	2	2

x 1, 2, 3 relate to fiscal years 1990-91, 91-92, 92-93

D. Computerization of MERC

- 1) Funds necessary to get all agencies linked up to the computer system. This would then tie all facilities together from a communications and managerial system standpoint. Event information, schedules, operational situations could be analyzed from an agency point of view as well as specific or individual facilities. This cost is estimated to be \$???,???
- 2) Budgeting must be established and planned for every year in the budgeting process to continue the upgrading and support of the system. This would supply staff with the latest technology to help them plan and manage their respective departments.
- 3) Evaluation of information and data collection capabilities are crucial in the completion of the computerization process. Staff must be able to generate the right information for evaluation and have the capability of collecting necessary data to provide input on existing programs, marketing and operational procedures.

- 4) Standardization of computer reporting is necessary so all facilities are seeing and using the same information. This can be accomplished by the respective facility managers and appropriate staff.

IV. TIME FRAME

The time frame for accomplishing these first four goals are fiscal years 1990-91 and 1991-92. Other goals have also been identified and will be included in the process by evaluation and completion of the initial goals throughout the marketing plan time frame. Accomplishment of these goals should coincide with the implementation of Phase II of Consolidation, as well as moving towards a positive approach as three facilities under the management of one Commission.

The following goals will be incorporated into the three (3) year process with target completion in fiscal year 1992-93.

- A. **Shared Personnel.** It is hoped that sharing of personnel between all facilities will create more cohesiveness of effort for different areas. The establishment of a MERC PR Department emphasizes the initial phase of this future goal.
- B. **Shared Resources.** This area was touched on lightly as it concerns funding issues, but could be expanded so all facilities benefit from collateral material, advertising, equipment / inventories and certain booking of events.
- C. **Co-Promotion / Self-Promotion of Events.** This will create more business as it relates to new events. This could also create a good relationship with promoters if MERC will help share the costs of the event. PCPA venture into the Promotion games was successful and could actually lead to more events for those facilities. As time goes by, facilities need to be more creative and willing to work with promoters and agents to get more and more business. This may be a step in that direction and could prove to be very beneficial to MERC.
- D. **Establish Promoter Services.** This is another area which would entice promoters to bring events to MERC facilities. If staff can effectively create and execute a one-stop shop program for Promoters, then this could be another tool for attracting and maintaining business. Part of this program could be the placing of ads for radio, television and newspaper for promoters, promotional gimmicks and information on their events. It could also provide contact people for radio, television and advertising opportunities. Group sales may also play a larger part in a lot of these new goals.

These first four goals relate to MERC opportunities which affect the successful implementation of future plans and marketing activities developed by the individual facilities. Since each facility caters to a different market, it was

necessary to establish three (3) separate Sales and Marketing Plans. These plans were developed by staff and facilitated by an outside consultant. The products are very in-depth and shall strategically lead the facilities marketing efforts over the next three years.

Each plan was developed according to its projected opportunities based upon historical events, staffing and those ideas which may enhance the facilities' abilities to attract, retain and service the vast clientele utilizing all MERC facilities. While each plan is different in its approach to Sales and Marketing, the formats are similar. Each plan has a Mission Statement, Situational Analysis, Sales Goals and Strategies, Marketing Goals and Strategies, Action Plans and a means for Evaluation of each document.

The Mission Statement for each facility helps define its goals and leads to what is in its individual plan. The Situational Analysis helps explain the history of the facility, the physical attributes of each property along with specific items that influence the operational aspects of the entity. Target markets, strengths and weaknesses, positioning of product, strategies were developed to direct the Marketing and Sales goals and objectives. Action Plans were then developed to put a time line and staff responsibility for accomplishing the suggested goals. Budget documents were also included and kept in perspective throughout the process.

A summary of each facility's goals and strategies are listed. Individual plans are part of the total MERC Sales and Marketing Plan and provide detail on how the plans will operate as well as give more information to support the suggested strategies. Each individual plan will be utilized by the respective Sales and Marketing personnel who book and promote their facilities. These plans are working documents and will be reviewed and evaluated at least three times per year. Changes to any plan will correspond with the pertinent fiscal year.

The Marketing Team consisted of personnel representing all facilities. The group consisted of all pertinent sales and marketing, public relations, and bookings personnel as well as the three facility managers. Those who participated in this project were:

Memorial Coliseum / Civic Stadium

Tim Fennell, Manager
Candy Giles, Sales & Marketing Manager
Tom Kruse, Public Relations COordinator
Lisa De Granpre, Group Sales Coordinator

Oregon Convention Center

Jeffrey A. Blosser, Manager
Debra Jeffery, Sales & Marketing Manager
Julie De Weese, Sales Associate
Chris Bailey, Event Manager

Portland Center for the Performing Arts
Pat Harrington, Manager
Jane Jarrett, Sales & Marketing Director
Michael Rankin, Staff Assistant, Sales & marketing
Lori Leyba-Kramer, Booking Coordinator

Facilitator
Lee Zinsli

V. EVALUATION

The Marketing Team shall evaluate the progress of the plan no less than quarterly -- October, January, April and June. This will give the Marketing Team a good handle on the plans, progress and how certain strategies are either successful or need to be changed. The Marketing Committee shall meet with the Marketing Team in January and June to also evaluate the plan's progress. Changes to the plan will only be made at these two meetings. New strategies will be developed for goals not being met and new goals will be defined as existing ones become reality. Also areas which need some adjustment can be determined by the entire group to give the plan a much better working critique. Such changes will be reported to the Commission by the Committee report system or annually as the new plans are established for the upcoming fiscal year.

VI. MERC ACTION

Staff is requesting the Commission to approve the following recommendations:

- A. **Accept MERC Mission Statement and all of the Facility Mission Statements.**
- B. **Accept all Facility Goals and Strategies as presented in the Marketing Plans which will direct the efforts of all facilities.**
- C. **Approve the four MERC Goals and Strategies to help the facilities successfully carry out their adopted Sales and Marketing goals.**
- D. **Approve, as requested over the next three fiscal years, funds to put into place the recommended MERC goals.**
- E. **Add an additional MERC Commissioner to the MERC Marketing Committee as well as the General Manager, Lee Fehrenkamp.**

Portland Memorial Coliseum • Portland Civic Stadium

I. MISSION STATEMENT

The mission of the Portland Memorial Coliseum and the Portland Civic Stadium is to offer to the region well-managed, fiscally-sound service-oriented public assembly facilities by providing a wide variety of quality activities (including entertainment, sporting, family, trade and consumer events) which instill community pride and public support.

II. SITUATION ANALYSIS

A. Arena

1. Background: Officially opened on November 3, 1960, the Portland Memorial Coliseum Complex is located on the east bank of the Willamette River in downtown Portland on approximately 22 acres of land. The Coliseum arena is a unique design consisting of a 'glass box' supported by only four large columns, which encloses the seating bowl. The seating bowl has 9,000 permanent seats. Temporary seats can be set up to increase the capacity to 13,000 according to the configuration required by the event. More than 2,000 on-site parking spaces are available. The Coliseum is home for Portland Trail Blazer basketball and Portland Winter Hawks hockey. The Complex also hosts a variety of special events year around including ice spectaculars, circuses, rock and country-western concerts, college basketball, professional rodeo and wrestling. During Fiscal Year 1988-89, 1,400,303 people attended 195 different events in the arena.

2. Performance:

FY 1988/89

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
NBA	44	44	508,377	\$680,561	\$-73,921
WHL	46	46	302,584	725,287	-17,254
Other Sports	30	19	153,012	425,142	91,996
Concerts	20	20	149,598	738,338	160,869
Family Entertain.	50	35	262,732	657,953	146,269
Other Arena Events	5	5	24,000	83,431	6,908
Totals	195	169	1,400,303	\$3,310,712	\$314,867

FY 1987/88

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
NBA	45	45	519,484	\$614,244	\$-132,256
WHL	36	36	198,177	437,020	-105,818
Other Sports	34	21	154,670	394,516	60,302
Concerts	25	25	202,892	946,996	215,247
Family Entertain.	56	38	294,028	700,083	188,801
Other Arena Events	6	5	25,100	106,188	33,386
Totals	202	170	1,394,351	\$3,199,047	\$259,662

FY 1986/87

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
NBA	45	45	520,318	\$550,975	\$-103,331
WHL	46	46	300,819	696,795	20,716
Other Sports	29	19	155,693	385,892	101,958
Concerts	31	31	256,083	1,101,119	296,599
Family Entertain.	53	39	308,512	527,907	246,648
Other Arena Events	9	8	49,200	214,332	106,934
Totals	213	188	1,590,625	\$3,477,020	\$669,524

3. Current Environment:

a. **Market** - The arena is capable of hosting a variety of sporting, entertainment and family events. Our primary market are those show producers or promoters who bring such events into the arena. Of particular focus are those promoters from whose events we realize a strong profit.

● **Sports Teams:** The Portland Trail Blazers and Portland Winter Hawks.
Seasons running October - April annually.

● **Show Promoters:**

- * sporting events - one night events booked into non-franchise event days or over the summer months, either live or closed circuit.
- * concerts - booked on non-franchise event days throughout the year but with particular emphasis on June - September during heavy touring season and when there is better date selection.
- * family shows - multiple performance shows aimed at the family ticket buyer. Possible booking availabilities are over the Christmas holidays or summer.

● **Meeting Planners:**

- * conventions - arena used as large general session space in conjunction with use of exhibit space and/or OCC.
- * religious functions - speakers, services etc.
- * large business meetings - Amway, national sales meeting functions, etc.
- * food functions - large scale banquets wanting an unique setting.

b. **Products** - The arena's 13,000 seats, its flexibility to set for a variety of events and quick changeover capabilities is our strongest product. Combined with adequate parking, ticket sales, concessions and merchandising stations, it is the venue within the complex with the strongest revenue potential. A four-sided video board has been recently added, further expanding its ability to seek out new business or bring an added dimension to existing events.

c. **Competition** - Although the arena is the only venue of its size in the region, competition does exist. If Portland and the arena are seen as too small, business by-passes us for the Tacoma/Seattle Dome market, Vancouver B.C. or San Francisco/Oakland area. If promoters perceive the arena as too large, business then goes to PCPA, the Sports Arena, the Chiles Center and will also seek out space at OCC when their doors open. Outdoor amphitheatres in the Seattle market and in Salem have further cut into the summer concert business we normally enjoy.

d. **Strengths and Weaknesses:**

Strengths

well-known/high media visibility
flexible
quick change-over capabilities/easy rigging
centrally located with easy access

Weaknesses

30 yrs. old w/limited renovation
too expensive/Union House
too small for NHL ice requirement
NBA/WHL schedules/booking conflicts

Strengths

experienced staff
good service
adequate parking
spacious concourse
adequate concession space
high demand
video board
event variety/frequency
NBA affiliation
safe/clean/affordable
good ticket access
group sales and services
quality food services

Weaknesses

rate schedule not consistent with Sales -
Marketing Goals
lack of building identification / signage
lack of directional signage (in/out)
lack of size flexibility (ie. too big
for mid-size concert market)
no concourse restaurant
lack of sky boxes
hard to regulate temperature

B. Halls

1. **Background** - The meeting rooms and the exhibit space have been used extensively over the years. These areas continue to be scheduled for various sizes and types of events, ranging from large conventions, trade shows and public shows which use the entire Complex, for similar but smaller events which use one or more of the exhibit halls, to single seminars, meetings, and catered sessions which use only one meeting room. In FY 1988-89, 562,891 people attended 271 events in the Halls.

2. Performance -

FY 1988/89

Type of Event	# of Events	# of Event Days	Attendance	Total Revenue	Profit +/-
Trade Shows	41	41	106,546	\$418,562	\$-18,327
Consumer Shows	71	69	179,421	368,173	-53,332
Conventions	21	21	108,000	296,388	-101,659
Meetings/Others	138	138	168,924	371,486	-55,757
Totals	271	269	562,891	\$1,454,609	\$-229,075

FY 1987/88

Type of Event	# of Events	# of Event Days	Attendance	Total Revenue	Profit +/-
Trade Shows	47	47	111,330	\$384,141	\$-3,028
Consumer Shows	75	75	209,322	413,389	-24,580
Conventions	25	25	62,583	236,651	-3,202
Meetings/Others	151	151	181,750	328,854	-69,412
Totals	298	298	564,985	\$1,363,035	\$-100,222

FY 1986/87

Type of Event	# of Events	# of Event Days	Attendance	Total Revenue	Profit +/-
Trade Shows	45	45	131,340	\$402,471	\$31,428
Consumer Shows	112	110	259,497	503,912	40,858
Conventions	3	3	5,250	21,956	-4,669
Meetings/Others	138	138	153,832	279,322	14,052
Totals	298	296	549,919	\$1,207,661	\$81,669

3. Current Environment:

- a. **Market** - The exhibit space is currently booked with tradeshow, consumer shows and meetings. Our primary target is the national and regional consumer show producer although attention is also focused on the local consumer show producer. This space is also suitable for smaller entertainment and sporting events who would find our arena too large and who can use a flat floor setting. Large catered functions constitute a portion of our exhibit hall market. Analysis of performance for last three years will need to be done to re-examine our primary market.

- b. **Product** - Our exhibit space consists of 100,000 gross square feet of contiguous exhibit space which can be broken into three separate halls of 19,800 sq., 25,200 sq., and 55,800 sq. Load-in is on grade with no weight restrictions.
- c. **Competition** - Many of the hotels can house smaller trade/consumer shows and present a better option for catered food functions. Montgomery Park, the Expo Center and the new Oregon Convention Center represent the major competition in our pursuit of the larger consumer show producers.

d. **Strengths and Weaknesses** -

Strengths

well known/good visibility
centrally located/easy access
adequate parking
trained staff
good service
reasonable rates
quality food service

Weaknesses

rental rate structure not consistent
with Sales-Marketing goals
cold
old
columns
utility pipes
no storage space
in/out restrictions
low ceilings
no loading docks

C. Stadium

1. **Background:** Built in 1926 and completely renovated in 1983, the Portland Civic Stadium hosted 191 events during fiscal year 1988-89 including various high school and collegiate sporting events, Pacific Coast League baseball, concerts, Rose Festival entertainment, Western Soccer League action, and a variety of other events. The Stadium seats 23,150 with the capacity to expand to more than 27,000 seats. The press box, which rests above the grandstand, has seven rooms with a capacity of 118 people. More than 392,000 people attended an event at the Stadium last year. Major Stadium tenants include Portland Beavers baseball, Portland State University football and baseball, Portland Timbers soccer, Portland Public Schools athletics, Central Catholic High School athletics and Oregon School Athletic Association playoffs.

2. Performance -

FY 1988/89

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
Beavers	76	70	172,187	\$148,902	\$-286,580
Other Baseball	29	29	8,785	16,192	-35,009
Timbers	5	5	17,307	25,592	600
Other Soccer	11	11	8,091	9,568	-23,883
College Football	10	10	95,743	198,360	116,200
Other Football	25	25	65,802	59,959	-2,788
Concerts	-0-	-0-	-0-	-0-	-0-
Other Entertain.	35	35	25,065	128,758	42,967
Totals	191	185	392,980	\$587,331	\$-188,493

FY 1987/88

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
Beavers	61	61	162,672	\$76,723	\$-295,950
Other Baseball	34	34	3,993	7,456	-43,193
Timbers	6	6	5,130	8,425	-17,376
Other Soccer	16	16	10,540	13,569	-30,049
College Football	9	9	68,581	110,460	43,807
Other Football	23	23	56,187	49,834	-4,309
Concerts	1	1	24,464	133,553	74,135
Other Entertain.	28	28	12,630	29,988	18,190
Totals	178	178	344,197	\$430,008	\$-254,745

FY 1986/87

Type of Event	# of Events	# of Event Day	Attendance	Total Revenue	Profit +/-
Beavers	72	68	156,544	\$98,996	\$-302,072
Other Baseball	33	26	4,369	5,929	-24,818
Timbers	8	8	12,628	19,056	-10,859
Other Soccer	18	18	12,211	16,982	-24,928
College Football	7	7	42,650	65,075	10,794
Other Football	24	22	81,169	70,752	28,458
Concerts	1	1	18,113	43,412	21,824
Other Entertain.	35	44	13,357	27,891	16,918
Totals	198	194	341,041	\$348,093	\$-284,683

3. Current Environment:

- a. **Market** - Civic Stadium is home to college and semi-professional baseball, semi-professional soccer as well as a variety of high school level sports. The facility is appropriate for concert and special event activities as well.
- b. **Products** - The Civic Stadium represents a fine, remodelled space of 25,000 + seats with a new playing surface, capacity for adequate ticket sales, concessions and merchandising.
- c. **Competition** - Although the Civic Stadium is the only venue of its size in the region, competition does exist. If Portland and the Civic Stadium are seen as too small, businesses by-pass us for the Tacoma/Seattle Dome market, Vancouver B.C. or San Francisco/Oakland area. If promoters perceive Civic Stadium as too large, business then goes to PCPA, the Sports Arena, the Chiles Center and will also seek out space at OCC when their doors open. Outdoor amphitheatres in the Seattle market and in Salem have further cut into the summer concert business we can enjoy.

d. Strengths and Weaknesses:

Strengths

well known landmark/easy access
new playing surface
27,000 seat outdoor theatre
centrally located
great visibility
safe and secure
in-house support service
family attractions
ticket access

Weaknesses

rental structure/schedule of
extra charges not consistent
with Sales-Marketing goals
PCL/PSU - booking conflict
no parking revenue
public perception of limited
parking
lack of sky suites
lack of storage room
no restaurant
neighborhood / city red tape
restrictive public concourse space
no elevators; freight or public
poor stadium floor exit space
no center field seating
sub-par sound system
limited public transportation access

III. SALES GOALS / STRATEGY / ACTION PLAN

A. Memorial Coliseum Arena

I. GOAL: Develop Attractive Building Sales Package

① Strategy: Fine tune arena rental rate structure

A. Action Plan: develop rental rate data base

Responsibility: → Sales/Marketing Manager, Sales Associate & Financial Management

Time Frame: → Start July 1990 to be implemented July 1991

Budget: → staff assignment

B. Action Plan: review /recommend revised arena rental rates & schedule of extra charges developing a rate structure more sensitive to booking opportunities and encouraging business on typically 'dark days'.

Responsibility: → Sales/Marketing Manager, Sales Associate, Group Sales Coordinator & Event Manager & Financial Mgmt.

Time Frame: → Start July 1990 to be implemented July 1991

Budget: → staff assignment

② Strategy: Offer a reduced house setting, with appropriate pricing structure to mid-size (5,000 - 7,000 seat) concert segment of entertainment industry.

Action Plan: develop sales tools & supporting documents to sell reduced house setting

Responsibility: → MC/Stadium Manager, Sales/Marketing Manager, & appropriate department heads

Time Frame: → Spring 1991

Budget: → \$2,000 +

II. GOAL: Increase Concert Business

① Strategy: Match potential concert promoters with windows of opportunity in booking calendar

Action Plan: identify patterns of dark days in yearly booking calendar. Research concert tour patterns. Pursue appropriate business.

Responsibility: → Sales/Marketing Manager, Sales Associate

Time Frame: → July 1, 1990 on ongoing

Budget: → staff assignment

② Strategy: Develop a more cohesive and positive working relationship with concert promoter industry.

Action Plan: participate in concert industry conventions/meetings.

- Responsibility:** → IAAM National - MC/Stadium Manager
IAAM Regional - MC/Stadium Manager & Sales/Marketing Manager
Performance Magazine
Summitt Conference - MC/Stadium Manager & Sales/Marketing Manager
Sales/Marketing Conference - PR/Promotions & Group Sales Coordinators
Country Music Buyer Conference - Sales/Marketing Manager
- Time Frame:** → Annually
- Budget:** → \$7,500

- ③ **Strategy:** Retain concert industry professional to help market arena and to train personnel in self or co-promotion.

Action Plan: develop a contract, interview candidates, engage finalist.

- Responsibility:** → MC/Stadium Manager & Sales/Marketing Manager
- Time Frame:** → Fall of 1990. Review need for contracted professional annually.
- Budget:** → initiate consultation fee of \$2,500. Commission ongoing based on perform.

III. GOAL: Increase Number of Sporting Events

- ① **Strategy:** Continue a concentrated effort in attracting new sports events for arena

Action Plan: research market for new events and new promoters

- Responsibility:** → Sales/Marketing Manager, Sales Associate
- Time Frame:** → July 1990 and ongoing
- Budget:** → \$500

- ② **Strategy:** Explore feasibility of closed circuit or pay for view option on video board.

Action Plan: research market for events, analyze revenue potential

- Responsibility:** → Sales/Marketing Manager, Sales Associate
- Time Frame:** → Spring 1991
- Budget:** → staff assignment - recommend \$\$ to 1991-92 Sales budget

IV. GOAL: Attract Additional Family Show

- ① **Strategy:** Add one major annual family show in summer time-frame

Action Plan: work with Moscow Circus promoter

- Responsibility:** → MC/Stadium Manager, Sales/Marketing Manager
- Time Frame:** → Summer of 1990
- Budget:** → \$500

V. **GOAL:** Continue to develop MERC Group Sales Program

1) **Strategy:** Increase client/promoter base at all MERC facilities

Action Plan: Develop presentation package

Responsibility: -- Group Sales Coordinator, Sales/Marketing Manager
Time Frame: -- Spring 1991
Budget: -- \$750

Action Plan: Identify and contact qualified promoters/events who would contract for Group Sales Program.

Responsibility: -- Group Sales Coordinator
Time Frame: -- Spring 1991 and ongoing
Budget: -- Staff Assignment

2) **Strategy:** Increase ticket buyer/group leader base, particularly the corporate sector.

Action Plan: Identify and make appointments with group sale decision makers to present Group Sales Plan options.

Responsibility: -- Group Sales Coordinator
Time Frame: -- Summer/Fall of 1990 and ongoing
Budget: -- Staff Assignment

B. **Memorial Coliseum Exhibit Space**

I. **GOAL:** Enhance Facility Sales Package

ⓐ **Strategy:** Fine tune hall rental rate structure.

A. **Action Plan:** develop historic rate data base

Responsibility: → Sales/Marketing Manager, and Sales Associate & Financial Mgmt.
Time Frame: → start July 1990 to be implemented July 1991
Budget: → staff assignment

B. **Action Plan:** review/recommend revised rental rates & schedule of extra charges and develop arental rate structure that encourages lucrative show business and maximize ancillary revenue potential.

Responsibility: → Sales/Marketing Manager, Sales Associate, Event Manager, & Group Sales Coordinator & Financial Mgmt..
Time Frame: → start July 1990 to be implemented July 1991
Budget: → staff assignment

II. **GOAL:** Offset loss of events / revenue due to OCC opening

ⓐ **Strategy:** Add consumer shows utilizing 70,000 - 100,000 gross sq. ft.

Action Plan: research market for new business or existing business utilizing other venues in city

Responsibility: → Sales Associate
Time Frame: → Fall 1990
Budget: → \$1,000

- ② **Strategy:** Develop a sales approach to utilize the hall space in a new or unique manner which will add revenue in form of rent and/or ancillary revenues

Action Plan: analyze new approaches, widen focus of how space is currently being utilized.

Responsibility: → MC/Stadium Manager, Sales/Marketing Manager, Sales Associate, PR/Promotions Coordinator & Group Sales Coordinator
Time Frame: → July 1990 and ongoing
Budget: → staff assignment

C. Civic Stadium

I. GOAL: Enhance Civic Stadium Sales Package

- ① **Strategy:** Fine tune Stadium rental rate structure

Action Plan: review/recommend revised Stadium rental rates and schedule of extra charges to attract business while striving for a break even operation

Responsibility: → MC/Stadium Manager, Sales/Marketing Manager, Sales Associate, Senior Event Manager, Group Sales Coordinator & Financial Mgmt.
Time Frame: → July 1990 to be implemented July 1991
Budget: → staff assignment

II. GOAL: Attract Mid-Size Concerts

- ① **Strategy:** Offer an Amphitheater Setting

A. Action Plan: develop sales tools and supporting documents for amphitheater setting

Responsibility: → MC/Stadium Manager & Sales/Marketing Manager & appropriate department heads
Time Frame: → Spring 1991
Budget: → \$2,000 - make recommendations to 1991-92 capital budget

B. Action Plan: negotiate with city for an annual blanket noise variance

Responsibility: → MC/Stadium Manager & PR/Promotions Coordinator
Time Frame: → July 1, 1990
Budget: → staff assignment

C. Action Plan: develop a workable solution to perceived parking problems

Responsibility: → PR/Promotions Coordinator

Time Frame: → Winter 1990

Budget: → \$500.00

② **Strategy:** Retain concert industry professional to help market Stadium and to train personnel in self or co-promotion

Action Plan: develop a contract, interview candidates, engage finalist.

Responsibility: → MC/Stadium Manager & Sales/Marketing Manager

Time Frame: → Fall of 1990. Review need for contracted professional annually.

Budget: → initial consultation fee of \$2,500. Commission ongoing based on perform.

III. **GOAL:** Attract Additional Sporting Events

① **Strategy:** Work with Beavers to bring Twins exhibition game to Civic Stadium

Action Plan: meet with Beaver management to explore this strategy

Responsibility: → Sales/Marketing Manager, Sales Associate, & Senior Event Manager

Time Frame: → Summer 1990

Budget: → \$ 200

IV. MARKETING GOALS / STRATEGY / ACTION PLAN

A. Product

I. **GOAL:** Increase Client Awareness & Use of Our Arena, Halls, & Stadium

① **Strategy:** Format National/Regional/Local Advertising Campaign

A. Action Plan: Place advertising in major national, regional, local & POVA publications.

Responsibility: → Sales/Marketing Manager

Time Frame: → part of annual budget process, analyze and review yearly

Budget: → \$27,525 + appropriate % of Food Service Reserve

B. Action Plan: Conduct Ad Agency review

Responsibility: → Sales/Marketing Team

Time Frame: → Summer of 1990

Budget: → Staff assignment-make recommendations 1991-'92 Marketing Budget

② **Strategy:** Initiate ongoing marketing research program

A. Action Plan: Compile market and client data base & analyze

Responsibility: → Sales Associate

Time Frame: → Summer of 1990 - ongoing

Budget: → Staff assignment + \$500

B. Action Plan: create mechanism to gather consumer/buyer demographic information

Responsibility: → Sales/Marketing Team

Time Frame: → Summer of 1990 - ongoing

Budget: → Staff assignment

II. **GOAL:** Increase client awareness of MERC facilities' Group Sales Program.

1) **Strategy:** Incorporate Group Sales Program information in advertising campaign and marketing material.

Action Plan: Develop advertising pieces to reference Group Sales Program.

Responsibility: -- Sales/Marketing Manager and Group Sales Coordinator

Time Frame: -- Spring/Fall annually

Budget: -- Incorporated into ad campaign and marketing budget

III. **GOAL:** Update facilities to appeal to contemporary market place and broaden user base.

① **Strategy:** Assess and recommend visual and services enhancements.

Action Plan: appoint building design review committee to study and recommend building updates such as paint, carpet, lighting, signage {in/out}, staging, etc.

Responsibility: → MC/Stadium Manager

Time Frame: → July 1990 - ongoing

Budget: → Staff assignment-make budget recommendations for capital improvements

② **Strategy:** Develop reduced house capabilities

A. Action Plan: develop Coliseum Arena reduced house setting

Responsibility: → MC/Stadium Manager and appropriate department heads

Time Frame: → Fall 1990

Budget: → staff assignment-make budget recommendations for capital improvements

B. Action Plan: develop Civic Stadium amphitheater setting

Responsibility: → MC/Stadium Manager and appropriate department heads

Time Frame: → Fall 1990

Budget: → staff assignment-make budget recommendations for capital improvements

IV. **GOAL:** Develop New Advertising Signage

① **Strategy:** Assess potential for revenue producing signage at Coliseum/Stadium

Action Plan: conduct building space audit

Responsibility: → PR/Promotions Coordinator, MC/Stadium Manager, Operations Director

Time Frame: → Summer/Fall 1990

Budget: → \$200 + staff assignment

V. **GOAL:** Initiate co-advertising opportunities.

Strategy: Assess potential for revenue-producing advertising opportunities.

Action Plan: conduct audit of potential firms.

Responsibility: -- PR/Promotions Coordinator, MC/Stadium Manager, Operations Director

Time Frame: -- Winter/Spring 1991

Budget: -- \$200 +

VI. **GOAL:** Develop an annual in-house event to promote civic awareness and pride in Memorial Coliseum.

① **Strategy:** Select a theme appropriate to goal stated and viable enough to break even or better.

Action Plan: research theme possibilities by polling other facilities who do in-house promotions of this type. Explore sponsorship possibilities, identify and approach show management firm who may wish to work with us on this project.

Responsibility: → Sales/Marketing Team
Time Frame: → Begin planning late Summer of 1990 - event held Fall 1991
Budget: → \$2,000-recommend event budget for 1991-92 fiscal year.

B. Pricing our Product

I. **GOAL:** Be competitive in the market place.

① **Strategy:** Market and promote our competitive rental rates to the client

Action Plan: maintain desirable facility sales packages.

Responsibility: → Sales/Marketing Manager, Sales Associate
Time Frame: → July 1, 1990
Budget: → \$11,000

② **Strategy:** Insure competitive ticket & ancillary product pricing

Action Plan: work with clients & contractors to develop competitive pricing

Responsibility: → Sales/Marketing Team, Merchandise Supervisor
Time Frame: → July 1990 - ongoing
Budget: → staff assignment

C. Promoting our Product

I. **GOAL:** Increase promotion of Coliseum, Stadium and events to clients and public

① **Strategy:** Enhance current publications program

A. Action Plan: assess current range of publications including news releases, event calendars, Applause, etc.

Responsibility: → PR/Promotions Coordinator
Time Frame: → June 1990 - annually
Budget: → staff assignment

B. Action Plan : assess need for new items such as employee newsletter, annual review, MERC newsletter, electronic links to local media outlets, etc.

Responsibility: → PR/Promotions Coordinator
Time Frame: → Fall 1990 - annually
Budget: → staff assignment - computer software & training \$\$\$

C. Action Plan : design new package of publications and recommend use to General Manager.

Responsibility: → PR/Promotions Coordinator

Time Frame: → Jan. 1991

Budget: → \$100 - make recommendations to 1991-92 Marketing Budget.

D. Action Plan : maintain/update current media & consumer mailing lists

Responsibility: → PR/Promotions Coordinator & Group Sales Coordinator

Time Frame: → July 1990 - ongoing

Budget: → \$200 - make recommendations to 1991-92 Marketing Budget.

⊗ **Strategy:** Expand advertising program for promotion of events.

A. Action Plan: initiate space contract with The Oregonian and the Columbian for weekly event ads and various special topic ads.

Responsibility: → PR/Promotions Coordinator

Time Frame: → July 1990 - annually

Budget: → \$35,000 - 15% increase for 1991-92 budget

B. Action Plan: provide advertising support for various MERC activities & services (Ticket Centers, Group Sales, Special Events)

Responsibility: → PR/Promotions Coordinator

Time Frame: → July 1990 - annually

Budget: → \$10,000 -

C. Action Plan: explore contract with local television and/or radio station for regular spots promoting events at MERC facilities.

Responsibility: → PR/Promotions Coordinator

Time Frame: → July 1990 - annually

Budget: → \$20,000 - 15% increase for 1991-92 budget

D. Action Plan: maintain white and yellow page advertising

Responsibility: → PR/Promotions Coordinator

Time Frame: → Summer 1990

Budget: → \$12,500

E. Action Plan: production of spots for video scoreboard

Responsibility: → PR/Promotions Coordinator

Time Frame: → Fall/Winter 1990

Budget: → \$2,500

F. Action Plan: identify new public information & advertising locations

Responsibility: → PR/Promotions Coordinator

Time Frame: → Summer 1990

Budget: → \$2,000

③ **Strategy:** Develop client assistance package for promotion of event

A. Action Plan: identify local resources, costs, etc.

Responsibility: → PR/Promotions Coordinator

Time Frame: → Fall 1990 - annual updates

Budget: → \$250

B. Action Plan: Expand Memorial Coliseum advertising services

Responsibility: → PR/Promotions Coordinator

Time Frame: → Fall 1990 - annual updates

Budget: → \$250

④ **Strategy:** Expand media relations program

Action Plan: develop policy & plan for more aggressive media contact on various projects.

Responsibility: → PR/Promotions Coordinator

Time Frame: → Fall 1990 - annual updates

Budget: → staff assignment

III. **GOAL:** A Positive Staff Environment

① **Strategy:** Develop/encourage better employee relations and a higher level of morale and pride in our facilities.,

A. Action Plan Form management committee to assess employee morale and training issues and make recommendations.

Responsibility: → Facility Management & Personnel Staff

Time Frame: → July 1990

Budget: → staff assignment

B. Action Plan: maintain T.E.A.M. Program (Techniques for Effective Alcohol Management)

Responsibility: → All MERC employees

Time Frame: → July 1, 1990 - ongoing

Budget: → training \$\$\$

V. EVALUATION

Beginning July 1, 1990, an evaluation process will be implemented by the Memorial Coliseum / Civic Stadium Sales-Marketing Staff to evaluate their success measurements on a quarterly basis.

Recommendation

Following the evaluation process, recommendations will be made accordingly.

OREGON CONVENTION CENTER

I. MISSION STATEMENT

The goal of the Oregon Convention Center (OCC) is to provide the highest degree of cost-effective tenant and patron service and generate maximum use of the quality facilities.

II. SITUATION ANALYSIS

The Oregon Convention Center was developed and will open September 20, 1990. The Center is a publicly-owned national and international convention, trade show and multi-purpose facility operated by the Metropolitan Exposition-Recreation Commission. The Commission recognizes the intense competition for available conventions, trade shows, and other varied public events by all the convention and exhibition facilities throughout the western states, and therefore expresses confidence in the sales abilities of the OCC marketing staff, in conjunction with the endeavors of the Portland/Oregon Visitors Association (P/OVA), to bring this highly desirable business to the State of Oregon. The \$85 million Oregon Convention Center was designed as a means of serving this function, and when convention or trade show events are not booked, the facility should be scheduled in the best interest of the community, educational, cultural, religious, athletic and/or entertainment events.

A. Facility

Location - The Oregon Convention Center is located eight miles from the airport, is accessible via I-84/I-5 and is bound by Holladay Street, Martin Luther King Boulevard, Glisan Street and the Willamette River.

Transportation - A new light rail station (MAX) located on Holladay at Martin Luther King will service transportation needs from downtown (directly across the Willamette River) and the Northwest Portland community. The Martin Luther King and Holladay entrances allow equal but distinct access for drop-off and pick-up by cab, bus or private auto. Covered walkways are provided at both entrances adjacent to the curbside drop-off areas. These walkways provide protection from inclement weather from curbside to the two lobby entrances.

Physical Description - The exterior of the Convention Center has two distinguishing features- a broad fenestrated facade containing the public entrances and enclosing the main lobbies, and a pair of large glass towers which serve as a landmark for the building as well as an internal amenity providing additional volume and light in the prefunction spaces below.

The main building facade faces Holladay and Martin Luther King. This facade is clad in buff-colored brick and green tinted glass. The curved facade encloses the three main lobbies and is punctuated by large windows which allow views into and out of the facility.

Internally the configuration of exhibit space, meeting rooms and ballroom remains a direct response to the market and program requirements which require that the Convention Center have the flexibility to handle two conventions or trade shows simultaneously.

The Martin Luther King and Holladay lobbies provide two distinct access points; they lead from the street to a lobby level located half a floor above the exhibit hall level and half a floor below the ballroom level. The arrangement of the lobbies and the clear visual connection to the exhibit hall and ballroom prefunction areas also give clarity and understanding to the internal circulation system.

Exhibit space is provided in four modules, three containing a 30,000 s.f. area, and the fourth comprised of 60,000 s.f. The four modules are configured in a M shape, thereby providing two definitive prefunction spaces, each of which can serve a separate event. Through the use of movable acoustical partitions, the exhibit space can be configured for 30,000, 60,000, 90,000, 120,000 or 150,000 s.f. shows.

Directly across the prefunction area from the exhibit module and on the same floor level is approximately 30,000 s.f. of meeting room space arranged in three clusters of rooms, each with an identifiable entrance/prefunction area.

The ballroom has been placed on the upper level with a separate lobby. This arrangement provides additional flexibility allowing the ballroom to be used for a function separate from the exhibit area or meeting rooms. The lobby for the ballroom fronts on the public plaza at Martin Luther King and Holladay. This plaza provides an additional amenity and can serve as an extension of the lobby space in good weather.

The kitchen is placed adjacent to the meeting rooms and directly below the ballroom as the majority of the food service for sitdown meals will be in these spaces. The ballroom will seat 2000 people. For the occasional larger dinner, three of the exhibit modules can be combined to seat over 5000 people. Food service to the exhibit space for such large dinners will be handled by portable kitchens and carts which can be wheeled directly from the kitchen to the exhibit area via service corridors.

A large service area with ten truck docks is centrally located at the rear of the exhibit modules. This service and storage area will provide direct access into the exhibit modules from the storage area and loading docks.

The design can accommodate future expansion of approximately 90,000 s.f. of exhibit space along with additional lobby, prefunction, meeting

room and support space. This expansion would occur at the south of this building and will displace surface parking.

Supplemental Facilities - The Memorial Coliseum is in close proximity (2-1/2 blocks). The facility provides an arena seating 10,500 and 100,000 s.f. of exhibit space. Only their 2,000 space parking lot and the new mass transit station separate the two MERC operated facilities.

B. Market

First priority for scheduling facilities and dates in the OCC is available to regional, national and international conventions, trade shows, national corporate meetings and similar activities which are not normally open to the general public and/or which generate significant attendance and economic impact from outside the City of Portland and the State of Oregon. In addition, certain states and/or local conventions, trade shows or special events which may be deemed appropriate to the overall objectives of the OCC may be offered equal scheduling priority at the discretion of the Commission General Manager.

Facility and space scheduling commitments; i.e., reservations for first priority events and activities, may be made as far in advance as is necessary or appropriate and may supersede requests for other events and activities, unless a license agreement has been previously executed by the Center and the user for such event.

Second priority for scheduling facilities and dates in the OCC is available to consumer or public exhibitions, local corporate meetings, special events, banquets, entertainment events, business meetings and other activities which essentially draw from or appeal to the general public and/or local attendees and participants.

Facility and date scheduling commitments for second priority events and activities are generally made not more than eighteen months in advance and are subject to change to accommodate first priority events unless a license agreement has been previously executed by the Center and user for such event. However, large consumer and public exhibitions held on an annual basis may at the discretion of the General Manager obtain tentative scheduling commitments for facilities and dates on a long-term basis, subject to revision to accommodate first priority activities.

C. Target Market

- 1. Broad Scope** - National statistics show over 12,000 major conventions and trade shows are held annually. Of these, more than 3,100 require convention center utilization. Approximately 19% of the 3,100--or nearly 600--typically occur each year in the western United States. P/OVA's previous research concluded that one-third, or 200, are in a position to consider Portland for their next event.
- 2. Target Scope** - Given OCC's physical capabilities in conjunction with Portland's declining committable hotel room block, the primary target

market can best be defined as the mid-sized convention with these requirements:

- * 2,000 - 7,000 people
- * 1,000 - 3,500 hotel rooms
- * 25,000 - 150,000 gross square feet (gsf)
- * 7,000 people theater style
- * 5,000 people banquet seating

3. Market Sources - Identified sources of business to target are national, regional and local:

- * associations, that geographically rotate their conventions/
trade shows
- * corporations
- * governments
- * consumer shows
- * public events
- * entertainment events
- * major food and beverage events
- * meetings/seminars
- * fund raising events

4. Market Focus - The identified market sources will be focused upon to fill valley periods (low business).

A review of OCC's schedule book generally reflects these periods to include March-May and July-November. These valley periods are currently identified as peak periods for the local hotel community. The contrary is true for OCC's peak period (high levels of business) -- the months of January and February which are filled by annual major regional conventions and major impact consumer shows.

This suggests the need for OCC, the hotel community and P/OVA to work together in a cooperative manner to book business for the overall economic benefit of the city and state.

Portland's Rose Festival, in June, negates the large hotel room commitments necessary to accommodate conventions/trade shows. Rose Festival events and consumer public events will be the emphasis for this time frame.

Historically, December is not a typical convention/ trade show month due to the holiday season; focus will be placed on major corporate/ local food and beverage business (Exhibit 1).

D. Strengths and Weaknesses

OCC's primary commodity is large (175,000 gsf) convention/ exhibit space. The two major marketing sources that purchase said space are 1)

convention/ trade shows and 2) consumer/public events. Strengths and weaknesses for these separate markets are identified.

1. Convention/Trade Show Strengths

- * Contiguous column-free space
- * New facilities
- * New destination
- * Quality and newness of city
- * City supportive of convention/trade show business
- * Freeway access to OCC
- * Positive reference base (customer references)
- * Cost effective experience for a west coast destination
- * Transportation
 - Air (12 carriers; near proximity and ease of access of airport to OCC/City; non-stop flights)
 - Train
 - Boat
 - Public transit
 - International port
- * Location and quality of attractions within 2 hours of city--desert, mountains, ocean, gorge, rivers, rain forest, etc.
- * Lloyd Center district proximity to OCC
- * Positive scheduled development in OCC area
- * Near proximity to Memorial Coliseum arena, halls and parking
- * Professional sports events
- * Extensive theater/arts/music

2. Convention / Trade Show Weaknesses

- * Distance from attendees--predominantly east of Mississippi
- * Perception of distance to Northwest
- * Extra travel day to and from East Coast
- * Cost and time for booth transportation
- * Hotel rooms - quantity, quality, and proximity
- * Questionable hotel commitment
 - limited impact understanding translates into limited committable room block.
 - experiencing high corporate/transient occupancy rates and average daily rate for non-convention business
- * Lack of awareness and popularity of destination
- * Lack of depth in local affiliate support
 - number of people for logistics
 - number of sponsors and advertisers
- * Limited parking on site
 - exhibitor/attendee (local-regional)
 - truck marshalling/staging area
- * Lack of tiered seating
- * Building storage
- * Labor pool (service people)
- * Perception of weather
- * OCC location - northeast city

- * Funding level - competition has more dollars with which to more effectively market and sell

3. Consumer Shows/Public Events Strengths

- * Exhibit space size
- * New facilities
- * Proximity/location to the market
- * Logical northwest stop (in routing)
- * Regional promoters
- * Strong consumer/public market--proven track record
- * Transportation
 - MAX
 - Tri-Met
- * Unloading/loading facilities
- * More facility services available.

4. Consumer Shows/Public Events Weaknesses

- * Parking
- * Space rental costs
- * Limited/no date availabilities during strong convention/trade show periods
- * Second priority--potential for dates to be bumped due to priority system
- * Competing shows could confuse customer and exhibitor bases
- * Staging areas

OCC's secondary commodity is 30,000 s.f. of meeting space--28 rooms. This space, when not occupied by convention groups, will be marketed to local, state and corporate groups. The strengths and weaknesses for this market are identified.

5. Local/State/Corporate/Strengths

- * At capacity in local hotels
- * Accommodate breakout requirements easily
- * Cost not an obstacle
- * 12,000 s.f. kitchen
- * Lloyd Center area
- * Close proximity to Coliseum

6. Local/State/Corporate Weaknesses

- * Education required for first-time user
- * Perception of food (viewed as low quality)
- * Perception of high food costs
- * Perception of "catered" food
- * Perception of only large space (intimacy lacking)

E. Portland/Oregon Visitors Association (P/OVA)

While a variety of organizational structures are used to market convention centers, the 1987 Laventhol & Horwath Marketing Program Analysis recommended P/OVA be responsible for the long-term (18 months and beyond) marketing and promotion of OCC. To this end, a two year contractual agreement has expired and a new three year, \$1 (one) million annual sales and marketing contract is in effect.

In tandem with P/OVA's charge, OCC's sales and marketing staff is responsible for the short-term (18 months or less) sales, event promotion, follow-up on P/OVA's long-term efforts and the execution of contracts for all OCC definite pieces of business.

To further promote effective selling of the city and convention center, both P/OVA and OCC sales and marketing staffs must consider the following factors:

- * Projected overall economic impact on the State and metropolitan area of Portland;
- * Total number of hotel rooms required;
- * Projected revenue to the facility both in terms of direct space rental revenue, as well as projected revenue from concessions and other building services; and
- * Potential for repeat booking.

To carry out respective functions, each organization has in place a base level of funding from hotel/motel tax receipts. A key to the success of this approach is a coordinated booking system and booking policy as previously outlined under market. This assures booking dates are not duplicated, open dates will be promoted by both organizations and local events can be promoted to other visitors in the area. A clear understanding between the organizations of responsibilities, marketing efforts and business direction assures a cooperative program and an effective successful relationship

F. Portland - Convention City

Portland and its hotel/meeting infrastructure has grown, as have its abilities to attract larger and more lucrative business. Past success has not been limited to small meetings. Some of the largest conventions in recent years have included: American Veterinary Medical Association, Girl Scouts of the U.S.A., International Association of Chiefs of Police, International Convention of the Church of God in Christ, National Association of Letter Carriers, and the National Association of Postmasters. Each of these major national associations hosted more than 6,000 delegates at their convention here in Portland. These conventions did not have the benefit of a premier facility.

To effectively capitalize upon the strong state and local support of the new OCC, thereby enhancing Portland's convention/meeting track record, P/OVA and OCC will cooperatively work to accomplish these goals:

- * To develop in people a sense of ownership--instill pride and consider the facility money well spent
- * To create an education program (road show for local use) to accomplish the aforementioned
- * To establish a facility tour program to further educate "John Q. Public" what Convention City" means to and how it benefits him
- * To turn local business people into an extension of sales staffs
- * To identify and meet with those state, local officials and local public members who are officers, board members or serve on site selection committees of their national or regional organizations, and capitalize on their influence in an attempt to book their conventions
- * To define and create long term consistent hotel participation and cooperation with owners, general managers, directors of marketing and sales staffs
- * To define and create awareness of need for infrastructure support elements
- * To maintain or increase funding source that supports OCC operations, precludes taxpayer financing and maximizes economic impact.

III. Marketing Objectives

Based on OCC's mission, information from the situation analysis and stated goals, the following marketing objectives are defined for OCC to achieve. Specific strategies follow to detail how the objectives will be accomplished.

- * Create positive national, regional and local awareness and image
- * Update on continuing basis the identification of target markets--nationally, regionally and locally as factors influence and alter
- * Identify and understand customer demographics (needs, wants, desires) and to effectively respond by capitalizing on our strengths and improving our weaknesses
- * Identify media alternatives and mix in order to reach target markets and maximize use of funds
- * Define OCC's competition, size of market, market share, product position and how to differentiate our product

A. Strategies - 18 months and beyond (long-term)

P/OVA has the direct responsibility to market and promote OCC to national, regional and state conventions and trade shows to the previously identified targeted market, market sources and market focus. OCC will work jointly with P/OVA to:

1. Develop and schedule advertising in publications which will transmit the city and facility message to Portland's markets with maximum efficiency, cost effectiveness and awareness throughout the U.S.
2. Schedule advertising in issues which editorials feature convention bureau's, convention center's and Oregon as a destination.
3. Refine marketing and promotion efforts based upon:

- a) researching needs, attitudes and perceptions of target audience and
- b) altering situation analysis (available hotel room blocks, headquarters hotel, etc.)
- 4. Maintain communication with P/OVA's Public Relations Department.
- 5. Maintain and update competition profile to effectively market, position and sell Portland's destination and facilities.
- 6. Co-op promotions for industry events such as:
 - * American Society of Association Executives (ASAE)
 - * National Association of Exposition Managers (NAEM)
 - * Oregon Society of Association Executives (OSAE)
 - * Professional Convention Management Association (PCMA)
 - * Religious Convention Managers Association (RCMA)
- 7. Share booth, airlift and VIP gift costs for these organizations, as appropriate.
- 8. Participate in presentation to site-selection committees, board of directors, etc. when appropriate.

B. Strategies -- 18 months and less (short-term)

The second priority is scheduling facilities and dates to consumer or public exhibitions, local corporate meetings, special events, banquets, etc. which essentially draw from or appeal to the general public and/or local attendees and participants. OCC's marketing staff will endeavor to fulfill the following strategies as a directive to the previously stated goals and objectives.

- 1. Develop and schedule advertising in consumer/ public/trade show and local publications to maximize efficiency, cost effectiveness and awareness to these markets.
- 2. Design direct mail program and mail marketing piece to attract attention of the short-term market buyer
- 3. Invite the identified major market sources to OCC for a familiarization tour.
- 4. Develop monthly events calendar and mail to local, regional and state officials and market sources.
- 5. Maintain OCC newsletter production and mailing three or four times per year.
- 6. Maintain speakers bureau and establish public tour schedule to increase public awareness community relations.
- 7. Continue participation in P/OVA's quarterly Director of Sales meetings.

C. Alternative ways to position our product

The following will serve to drive OCC's advertising and promotion.

- 1. Convention/Trade Show
 - * Best western secondary location (Best of the West)
 - * New kid on the block

- * The \$ cost of the experience
 - vacation/convention
 - business
- * More than just a convention
- * The largest, contiguous, column-free exhibit space in the Northwest
- * Packaged exhibit, arena, breakout, meeting, food (all managed by one entity)
- * Shopping is close
- * We WANT your business
- 2. Consumer Shows/Public Events
 - * Large northwest population center
 - * Regional strengths
 - wood products
 - electronics
 - sportsman
 - marine
 - bicycle
 - windsurf
 - new kid on the block (new location)
 - logical route stop
 - demographically suited to the show
 - weather driven events
- 3. Local/Corporate/State
 - * Flexibility (6-6,000)
 - * New kid on the block/new alternative
 - * Unique space available
 - * First class (equivalent to fine hotel)

IV. SALES OBJECTIVES

A. Goals through Fiscal Year 92/93

1. **Number of Convention/Trade Shows** - contracting exhibit floor space to occur during:
 - * FY 90/91 - 13
 - * FY 91/92 - 17
 - * FY 92/93 - 20 projection
2. **Occupancy** - considering OCC's primary space commodity of the exhibit areas (150,000 gsf) and the ballroom (25,000), the total space available is:

175,000 gsf
 x 365 days per year
 63,875,000 sq. ft. days

 - * FY 90/91 (9 months)
25,755,700 sq. ft. days = 52.5%
 - * FY 91/92 - 33,853,750 = 53% projection
 - * FY 92/93 - 35,200,000 = 55% projection

3. Revenue (Rental)

- * FY 90/91 - \$701,100
- * FY 91/92 - \$676,500
- * FY 92/93 - \$727,400

4. Number of Attendees

- * FY 90/91 - 481,580
- * FY 91/92 - 464,913
- * FY 92/93 - 500,639

5. Event Days

- * FY 90/91 - 236
- * FY 91/92 - 250 projection
- * FY 92/93 - 264 projection

6. Economic Impact (Conventions/Trade Shows Only)

- * FY 90/91 - \$16,848,000
- * FY 91/92 - \$40,200,000 projection
- * FY 92/93 - \$45,000,000 projection

7. Lead generation (Convention/Trade Shows Only)

	Leads	Bookings
* FY 90/91 -	92	19
* FY 91/92 -	97	20
* FY 92/93 -	102	21

8. Business Mixture

OCC's business mixture will be identified at the close of the first fiscal year of operation (FY 90/91). At that time, the business mix will be broken down by the number of conventions/trade shows, consumer/public, local, corporate, etc. events hosted at OCC. These numbers will be evaluated and projected goals established for the ensuing fiscal years.

B. Lead source - when booking business, the lead source will be identified (i.e. telephone inquiries, letter requests, P/OVA referrals, trade show booths, advertising).

C. Customer Satisfaction - develop customer exit interview questionnaire. This will be completed at the close of event in a meeting comprised of the convention/trade show/meeting, etc. manager, the assigned OCC event coordinator and representative from OCC's sales and marketing department. The questionnaire will cover points relative to the use of OCC's facilities, services, food and beverage, as well as, concerning the group's experience in the city--from P/OVA transportation, hotels, restaurants, outside service contractors, etc.

The completed questionnaire will serve as a constructive criticism/evaluation tool thereby guiding OCC, P/OVA, etc. to maintain, adjust or improve, accordingly.

The exit interview meeting will serve as a lead into repeat booking for future year(s), if not previously established.

D. Repeat Business

1. List the 90/91 FY business and identify repeats booked for 91/92 and 92/93.
2. Identify long term (multi-year) license agreement groups out of item 1.
3. Report facility rental and extra services revenue (i.e. food and beverage, electrical, etc.) at conclusion of each event; review overall economic impact of each event, evaluate value of repeat business for OCC and Portland.

E. Employee Awareness

1. Provide in-house education/training to
 - outline importance of service
 - define service role and performance
 - establish competent, knowledgeable staff of OCC products and benefits, who customers are, and their needs
2. Cross train OCC Sales and Marketing staff with P/OVA's staff and OCC event servicing (sales/service link to fulfill and satisfy customer needs)
3. Establish employee standards of performance

F. Public Relations--Political and Public

1. Involve politicians in events and increase their understanding what OCC can positively do for them as politicians
2. Keep vendors and suppliers involved and informed
3. Keep all of above informed of the changing marketing place and OCC success through press releases generated internally, along with P/OVA and by Metro (all to cover national, regional and local bases).
4. Maintain the established speakers bureau
5. Establish OCC facility tour program and schedule

V. MERC ENTITIES

Establish unified and cooperative effort between the Memorial Coliseum Complex, Oregon Convention Center and Portland Center for the Performing Arts.

- A Identify common product, service, personnel, etc., elements
- B. Maximize use of personnel skills and equipment
- C. Maximize advertising and marketing dollars

- D. Determine joint events which fill space in all buildings (maximize MERC facility usage and open new market opportunities)
- E. Enhance cross-booking communications; direct business to best locations
- F. Expand the "experience of the visitor"
- G. Standardization of common booking policy and license agreement, labor charges, equipment rental
- H. OCC Box office to utilize MERC central phone room and ticketing system
- I. Support and work toward utilizing funding from all MERC facilities to establish an overall Sales and Marketing operational budget
- J. Utilization of other agencies (i.e. P/OVA & Metro) to enhance MERC public relations program and to improve working relationships with these agencies.

VI. ACTION PLAN

See Exhibit 2

VII. EVALUATION

The overall plan, goals and strategies will be reviewed semi-annually. Necessary adjustments, resulting from the evaluation, will then be instituted and revisions made accordingly.

VIII. RECOMMENDATIONS

Following the evaluation process, recommendations will be made accordingly.

EXHIBIT 1

As of 3/29/90	*Event Days			**Event Periods			***Square Foot Days		
	Fiscal Years			Fiscal Years			Fiscal Years		
	90/91	91/92	92/93	90/9	91/92	92/93	90/91	91/92	92/93
July	--	9	8	--	10	9	--	835,200	780,000
August	--	16	17	--	16	18	--	2,342,600	1,780,000
September	13	25	11	14	26	11	1,487,600	1,858,400	1,115,000
October	31	20	11	67	27	14	2,936,900	2,677,800	1,610,000
November	25	15	13	44	17	11	2,108,600	1,600,000	1,140,000
December	18	12	6	24	13	7	1,469,300	1,735,000	1,025,000
January	31	29	26	39	28	26	4,875,400	4,040,000	4,225,000
February	25	28	22	34	31	21	2,865,400	4,140,000	3,150,000
March	18	10	17	25	10	17	2,316,500	1,590,000	2,655,000
April	26	19	26	30	22	34	3,018,400	1,990,000	3,001,300
May	27	20	18	36	23	18	3,585,000	3,055,000	1,540,000
June	22	7	12	22	7	9	1,092,600	1,225,000	1,175,000
Totals	236/ 287	210/ 365	187/ 365	335	230	195	Total Square Foot Days		
							25,755,700	27,089,000	23,196,300
							Total Square Foot Days (Available within the year)		
							49,350,000	63,875,000	63,875,000
Percentage							52.2%	42.4%	36.3%

Definitions:

*Event Days - The total number of calendar days, within a given month (totalled for year) that an event(s) occurred in OCC (show/open only; does not count move-in/out)

**Event Periods - The total number of separate, and different group events that occurred in OCC within a given month (totalled for year).

***Square Foot Days - The total number of square feet occupied by events within a given month (totalled for year) based upon:

$$\begin{aligned}
 &150,000 \text{ square feet exhibit hall space available per day} \\
 + &25,000 \text{ square feet ballroom space} \\
 &175,000 \text{ square feet total primary space available per day} \\
 \times &365 \text{ days in a year} \\
 \hline
 &63,875,000 \text{ total square feet of primary space available per year}
 \end{aligned}$$

Note: Consideration has not been given to excluding weekends or holidays.
 e three definitions are standards of evaluation within the industry

**EXHIBIT 2
ACTION PLAN**

Goals and Strategies	Responsibility	Deadline	Budget
I. Create positive national, regional and local awareness	Debra, Chris S. and BPN	July 1 (all fiscal years)	\$74,288.00
A. Develop and schedule advertising in publications which will transmit the city and facility message to Portland's markets with maximum efficiency, cost effectiveness and awareness throughout the U.S.			
B. Schedule advertising in issues which editorials feature convention bureau's, convention center's and Oregon as a destination	Debra, Chris S. and BPN	July 1 (all fiscal years)	
C. Maintain communication with P/OVA's Public Relations Department to coordinate newsworthy press releases and editorials in appropriate publications	Debra, Jan S.	Ongoing	
D. Develop and schedule advertising in consumer/public/trade show and local publications to maximize efficiency, cost effectiveness and awareness to these markets	Debra, BPN	July 1 (all fiscal years)	
E. Invite the (item G.) identified major market-sources to OCC for a FAM tour	Debra, Julie	Oct./ Nov. 90	
F. Co-op promotions to industry events; OCC participate and travel to these events			\$34,759.00
1. ASAE 7/28-8/1/90	Debra, Chris S.	6/15/90	
2. NAEM 6/5-8/90	Debra, Chris S.	4/30/90	
3. OSAE 11/4-6/90	Debra, Chris S.	9/1/9	
4. PCMA 1/91	Debra, Chris S.	11/15/90	
5. RCMA 1/91	Julie, Cara, Debra, Chris S.	11/15/90	
6. Destination Showcase 2/7/91	Debra, Chris S.	12/15/90	
G. Share booth, airlift and VIP gift costs for these same (aforementioned) organizations, as appropriate.	OCC & P/OVA Mktg. Depts.	Per event	
H. Participate in presentation to site selection committees, board of directors, etc. when appropriate.	OCC & P/OVA Mktg. Depts.	Per event	

I.	Maintain speakers bureau and establish public tour schedule to increase public awareness, community relations.	Jeff, Debra, Julie, Chris. B.	Ongoing (as needed)	
J.	Continue participation in P/OVA's DOS meetings (6x's per year).	Debra	As scheduled	
II.	Update the I.D. of target markets--nationally, regionally and locally--as factors influence and alter. Refine marketing and promotions based upon: A. Researching needs, attitudes and perceptions of target audience. B. Altering situation analysis--available hotel room blocks, headquarters hotel.	Debra, Chris S.	Ongoing	
III.	I.D. and understand customer demographics (needs, wants, desires) and effectively respond by capitalizing on our strengths and improving our weaknesses. A. Steps same as in II above. B. Evaluation of completed customer exit interview questionnaires.	Debra, Julie, Chris B.	Ongoing	
IV.	I.D. media alternatives and mix in order to reach target markets and maximize use of funds. A. Schedule advertising in issues which editorials feature convention bureaus, convention centers and Oregon as a destination. B. Design direct mail program and mail marketing piece to attract attention of short-term market buyer. C. Develop monthly events calendar and mail to local, regional and state officials and market sources. D. Maintain OCC newsletter production and mailing 3-4 times per year. E. Design and develop new sales promotional packet and inserts.	Debra, Chris S. and BPN	July 1 (all fiscal years)	
		Jeff, Debra, Julie and BPN	July 1, 1990	\$9,000.00
		Debra, Julie		\$18,000.00
		Jeff, Debra, Julie, Jan. S.	Quarterly May 1; Aug. 1 Nov. 1; Feb. 1	\$25,000.00
		Debra, Julie	Sept. 1 (Update inserts annually as needed)	
V.	Define OCC's competition, size of market, market share, product position and how to differentiate our product. A. Maintain and update competition facility profiles. B. Receive and evaluate competitions newsletters/calendars.	Debra, Julie	Ongoing	
		Jeff, Debra, Julie	Monthly	

- | | | |
|--|---|---|
| <p>VI. Define OCC's specific sales statistic's (i.e. # of conventions/ trade shows; occupancy; revenue, attendance, event periods, event days, economic impact, leads, business mix, repeat business).</p> <p>A. Input all information in computer when booking business.</p> <p>B. Pull out monthly reports with previously outlined statistics.</p> <p>C. Evaluate peak and valley periods of business.</p> <p>D. Adjust and direct sales efforts accordingly to increase valley period bookings.</p> | <p>Debra, Julie</p> <p>Debra</p> <p>Debra,Chris S.</p> <p>Debra, Chris S., OCC and P/OVA sales staff</p> | <p>Ongoing</p> <p>By 4th of each month</p> <p>By 6th of each month</p> <p>By 6th of each month</p> |
| <p>VII. Create employee awareness program</p> <p>A. Provide in-house education/training to:</p> <p>1. Outline importance of service.</p> <p>2. Define service role and performances.</p> <p>3. Establish competent, knowledgeable staff of OCC products and benefits, who customers are and their needs.</p> <p>B. Cross train OCC Sales and Marketing staff with P/OVA's staff and OCC event servicing (sales/service link for customer)</p> <p>C. Establish employee standards of performance and evaluate annually</p> | <p>Jeff, Debra, Chris B., Bob S.</p> <p>Debra, Chris B, Chris S.</p> <p>OCC Dept. Managers/ Nancy M.</p> | <p>9/15/90 for opening. Update annually</p> <p>8/1/90 for opening Update annually</p> <p>8/1/90 for opening</p> |
| <p>VIII. Establish effective OCC Public Relations, political and public program.</p> <p>A. Develop sense of ownership-- instill pride.</p> <p>1. Maintain established speakers bureau.</p> <p>2. Establish OCC facility tour program and schedule.</p> <p>3. Inform political arena and public of success through press releases and annual report.</p> <p>4. Involve politicians in events and increase their understanding of what OCC can positively do for them.</p> <p>5. Inform and involve vendors and suppliers.</p> <p>B. Turn local business people and politicians into extension of sales staff.</p> | <p>Jeff, Debra, Julie,Chris B. Jeff, Margie</p> <p>Jeff, Debra, Tom, Jan S.</p> <p>Charles, Jeff, Debra,Chris S.</p> <p>Jeff, Debra, Chris B.</p> | <p>As Requested</p> <p>9/1/90</p> <p>Ongoing</p> <p>Ongoing</p> |

1. I.D. and meet with the state, local officials and local public members who are officers, board members or serve on site-selection committees of national, regional organizations/capitalize on their influence to book their conventions.

OCC and P/OVA Ongoing sales staff, MERC Commission

IX. Establish unified and cooperative effort between MERC entities--MCC, OCC & PCPA.

A. I.D. common product service, personnel, etc. elements.

MCC, OCC, PCPA Mgmt. 7/1/90

B. Maximize use of personnel skills and equipment.

MCC, OCC, PCPA Mgmt. Ongoing

C. Maximize advertising and marketing dollars.

Candy, Debra, Jane Ongoing

D. I.D. joint programs/events which fill space in all buildings (Maximize MERC facility usage and open new market opportunities).

Candy, Debra, Jane Ongoing

E. Enhance cross-booking communications; direct business to best location(s).

MCC/OCC/PCPA Mktg./Sales Staff Ongoing

F. Expand the "experience of the visitor".

MCC/OCC/PCPA Mgmt. Ongoing

G. Standardization of common booking policy and license agreement, labor charges, equipment rental.

MCC/OCC/PCPA Mgmt. 12/31/90

H. OCC Box office to utilize MERC central phone room and ticketing system.

Jeff, Betty C. 9/15/90

I. Support and work toward utilizing funding from all MERC facilities to establish an overall Sales and Marketing operational budget.

MCC/OCC/PCPA, MERC Commission Ongoing

J. Utilization of other agencies (i.e. P/OVA & Metro) to enhance MERC public relations program and to improve working relationships with these agencies.

Candy G., Jane J., Debra, Jan S., Vickie R. Ongoing

PORTLAND CENTER FOR THE PERFORMING ARTS

I. MISSION STATEMENT

The mission of the Portland Center for the Performing Arts is to professionally operate and maintain distinctive performance facilities by providing a wide variety of high quality arts and entertainment, cultural, educational, business and social activities which contribute positively to the enrichment of life and economic vitality of the region in an accessible manner to its citizens.

II. SITUATION ANALYSIS

A. Background

The Portland Center for the Performing Arts began its history in 1917 when the citizens of Portland opened their first public assembly facility, the Municipal Auditorium. That auditorium, torn down and rebuilt in 1968, was re-opened as the Portland Civic Auditorium, one of four theatres which now comprise the Center. In 1984-85, the Paramount Theatre was renovated for use as a live concert hall, renamed the Arlene Schnitzer Concert Hall, and managed together with the Auditorium and a construction project for new theatres as the Port Center for the Performing Arts, under the jurisdiction of the City of Portland's Commissioner of Public Affairs. In 1987, when the two new theaters opened, the Performing Arts Center was placed under the jurisdiction of the Exposition Recreation Commission; and in 1990, jurisdiction will be transferred to the Metropolitan Exposition Recreation Commission.

These changes have occurred in an effort to create financial stability and to encourage operational efficiencies. Certain challenges with regard to marketability have resulted. These include: need for greater awareness on the part of the public and customers as to what constitutes the PCPA and who is responsible for it; need for more detailed performance-related data necessary to make informed financial and usage measurements and projections; need for policy regarding operating shortfall, which helps define facility mission and goals more clearly. In addition, the increase in business in recent years has been dramatic (298 events in 1983-4; 641 in 1986-7; and 842 in 1988-9) with few additions to staffing or other resources.

The buildings are attractive and desirable to both promoters and patrons, which has helped to develop and maintain a high level of usage. Usage in the two larger theatres is fairly steady with gradual increases from year to year, with the exception of the fluctuating Broadway and rock tour markets. Usage in the small theatres, while high, is still in a "sorting out" process as some smaller, local companies determine whether they can, in fact, afford to produce at the quality and quantity levels required in these facilities while others wait in the wings.

There has been overwhelming public response to the facilities. In many ways, PCPA has become "the place" to go not only for cultural activities, but social ones as well. A few negative reactions continue to crop up, particularly with regard to leg room in the Schnitzer balcony and seating/sightlines in the Winningstad.

B. Plan Focus

Much of the direction of the first year of this marketing plan is systems-oriented rather than measurement-oriented. Success in establishing and utilizing these systems is essential to: project future usage, create programs to accomplish goals, establish realistic budgets and measure results. Because of this, many of the projects scheduled during the first year of the plan, while requiring considerable staff time, will not have budget impact as indicated in the FY 1990-91 PCPA Marketing/Sales Budget, attached hereto as Exhibit D. It is our objective to have these systems in place and operable by the end of FY 1990-91 in order to create more traditional marketing and sales goals for subsequent years of the plan beginning with the first annual update of the plan prior to FY 1991-92.

C. Facilities - Physical Description

The Portland Center for the Performing Arts complex consists of Portland Civic Auditorium, Arlene Schnitzer Concert Hall and the new theatre building. Located in the center of downtown Portland, the New Theatre Building houses the Intermediate and Dolores Winningstad Theatres. The Civic Auditorium is located approximately seven blocks southeast of the Schnitzer and new theatres.

Physical Description - Portland Civic Auditorium - Originally built in 1917, the Civic Auditorium was totally renovated in 1968. It seats 3,000 including boxes and two balconies. The traditional proscenium stage is 107 x 41 feet. The room has excellent acoustics and sight lines. There is an orchestra pit for 70 musicians, dressing rooms to accommodate 250 and a 38 x 45 foot rehearsal room.

The beautifully restored **Arlene Schnitzer Concert Hall**, opened in 1984, was originally the Portland Public Theatre, built in 1928. The Italian Rococo Revival architecture was said to be the national showcase of Rapp and Rapp, renowned Chicago theatre architects. Visitors are greeted by a 65-foot high "Portland" sign above the Broadway marquee, which contains approximately 6,000 theatrical lights. The theatre seats 2,776 in the orchestral level, dress circle and deep balcony. The stage is 94 x 32 feet with a 54 x 32 foot traditional proscenium. The orchestra pit seats 15 and there is a choir loft above the stage. Dressing rooms accommodate 90. There is a portable, flexible acoustical shell. The Schnitzer also houses the world's largest electronic organ, originally built for Carnegie Hall. Design highlights include wool carpeting designed in Portland and loomed in New Zealand, original chandeliers renovated and fitted with new crystal in the rococo style lobby; a completely renovated original ornate interior; new classic colors of warm neutrals and teal in the lobby and auditorium replaced the original dark and heavy gold, green and rose.

The New Theatre Building has been hailed as a state-of-the-art facility. The 127,000 square foot complex includes two theatres; a large studio space; a small restaurant, box office and administrative offices for the Center; costume and set assembly workshops; and offices for Oregon Shakespeare Festival/Portland. Approaching the theatres from Main Street visitors enter a five story rotunda open to an art-glass "Spectral Light Dome" skylight designed by James Carpenter. Overlooking this terazzo-floored grand lobby are three levels of balconies, designed like box seats. The entrance to the theatre is in the form of a proscenium arch. Arriving guests passing under this arch become performers walking on stage, watched by those sitting in the lobby balconies.

The Intermediate Theatre was designed primarily for drama production; but it is also suitable for medium and small scale opera, dance, ballet, chamber orchestra, recitals, conferences and films. The theatre seats 916 in an Edwardian-style room with intimate orchestra and balcony-level seating stretching only 65 feet from the stage to the last seat in the second balcony. Side balconies and boxes lead up to the edge of the proscenium. The 79 x 44 foot stage has a traditional proscenium arch opening. There is a portable, acoustical shell. The orchestra pit seats 35 and dressing rooms accommodate 32. Design highlights include cherry wood paneling; exposed lighting gallery; domed ceiling studded with brass stars; teal and blue color scheme.

The Dolores Winningstad Theatre was designed to be a multi-purpose room, providing maximum flexibility for drama, dance, cabaret, chamber music, recitals, lectures, free-form and environmental theatre, dances, receptions, trade fairs and indoor markets. The theatre is unique in the United States and is patterned after a Shakespearean courtyard theatre. The flexible seating system accommodates a maximum 364, with 320 in its standard configuration. The end stage measures 45 x 25 feet. The orchestra floor and forestage lift can be lowered to levels below and at stage, allowing for thrust, traverse, arena and free-form acting areas. Seats can also be removed completely depending on the event. Two balconies, eight and sixteen feet above the stage floor, have one row of moveable seats on the sides, a row of fixed seats in the back with one row of stool-height fixed seats behind them. Dressing rooms accommodate 28, and the orchestra pit holds 18 musicians. Design highlights include exposed latticework grid of red-stained cedar that provide acoustical baffle as well as a surface for attaching scenery and props, exposed light bridge and a vivid color scheme in deep reds.

D. Market

First priority for scheduling facilities and dates in the PCPA is available to local non-profit performing arts organizations which have been extended "major tenant" status. These include: for the Civic Auditorium - Portland Opera, Oregon Ballet Theatre, Portland Community Concerts, Portland Civic Theatre for Young People and Music Theatre of Oregon; for the Arlene Schnitzer Concert Hall- Oregon Symphony, Portland Youth Philharmonic, Portland Symphonic Choir, World Cavalcade Travel Films and Portland Arts and Lectures; for the Intermediate Theatre - Oregon Shakespeare

Festival/Portland, Portland Gay Men's Chorus and West Coast Chamber Orchestra; and, for the Dolores Winningstad Theatre - Storefront and New Rose Theatre companies.

Major tenants may book their seasons from twelve to twenty-four months in advance. Bookings for secondary priority tenants are generally not made more than twelve months in advance. These include: at the Civic Auditorium - Broadway musicals presented by various promoters, ISEPP scientific lecture series, Warren Miller Ski Films, graduations, Rose Festival events, PYP's Sing-Your-Own-Messiah, the Singing Christmas Tree and the PLU Christmas concert; at Schnitzer Concert Hall - ArtQuake events; in the Intermediate Theatre - Metro Dancers, Jefferson Dancers/Theatre/Music departments, Mary Oslund Dance Company, Oregon School of Arts & Crafts, Governor's Arts Awards, and ArtQuake events; in the Winningstad Theatre - Oregon Dance Consort, Oregon One-Act Festival and ArtQuake events.

The Third major market for PCPA events is touring shows, which range from concerts of all types to Broadway musicals. Additional targets for increasing revenues include business and association meetings, which can be held in the theatres during the day without precluding a performance on the same evening.

E. Target Market

Essential marketing targets for FY 1990-91, as mentioned above, are largely internal including setting systems in place for future marketing efforts such as optimum completion and operation of an on-line telephone ticket sales program. In addition, sales targets will include attraction of summer tenants for all four theatres and establishment of a marketing plan for the Studio Space, anticipating completion in FY 1991-92.

F. Strengths and Weaknesses

1. Strengths

- * Quality of facilities
- * Expertise of staff
- * Uniqueness of space
- * Variety/versatility of spaces
- * Acoustics for some art forms/venues
- * Ticket access for public seven-days a week, fourteen hours a day
- * Small operating shortfall relative to national standard
- * Attractive pricing for commercial and corporate users
- * Ability for patrons to participate in "packaged uplifting experience"
- * High volume of diverse entertainment
- * Public lobby
- * Excellent restaurant
- * Desirous setting, Main Street Plaza

2. Weaknesses

- * Incomplete data on consumers/public/economic impact
- * Perceived parking problems
- * Acoustics for some art forms/venues
- * Lack of identified source of funding for operating shortfall
- * Telephone ticketing sales system does not presently permit seating confirmation
- * High costs to non-profit and low-end users
- * Insufficient staff to provide desired level of service
- * Low public awareness of events
- * Patron confusion due to inconsistencies in event advertising
- * Lack of available dates during prime season, September through June
- * Inadequate signage for ticket center locations

Primarily, the competition for limited leisure time and budget of the consumer is stiff. PCPA finds it particularly difficult to compete in this arena during the summer months when weather is good and outdoor recreational activities are plentiful. In addition, a wide range of free or low-cost outdoor concerts and entertainment activities are available in Portland area during the summer months.

III. MARKETING OBJECTIVES

In accordance with PCPA's mission and current situation, the following objectives are established for the Center's initial marketing plan:

IV. STRATEGIES

The following strategies will be employed to achieve the stated marketing objectives:

- * Articulate written booking policies and priorities.
- * Develop strategy to capture business in markets identified as underserved.
- * Generate positive media coverage for artistic product and facility.
- * Develop means of regular, increased communication with the ticket-buying public.
- * Promote accessibility, ease of purchase and extended hours of ticket centers.
- * Develop training program in customer relations for all staff.
- * Establish systems, compile data and regularly report usage and fiscal information required to properly manage PCPA operations and make accurate projections for future usage, revenues and requirements.
- * Secure funding to complete the Studio Space.
- * Institute programs to identify, fund, and implement needed capital improvements to technical and public aspects of facilities.
- * Study rental rates and other charges and recommend increases where appropriate.

- * Initiate program(s) outside of ticketed events to attract the public to the facilities.
- * Continue existing national/industry advertising in cooperation with Coliseum/Stadium.
- * Select events for self- or co-promotion.
- * Promote restaurant and catering business.
- * Solicit corporate, banquet and meeting/convention business.
- * Investigate the feasibility of increased advertising revenues.
- * Investigate the feasibility of sponsorship opportunities.

V. SALES OBJECTIVES

Goals through FY 1992-93:

	<u>Civic</u>	<u>ASch.</u>	<u>IT</u>	<u>Winy</u>	<u>Total</u>
A. Number of performances:					
* Fiscal Year 1990-91					1,060
* Fiscal Year 1991-92					
* Fiscal Year 1992-93					
B. Attendance:					
* Fiscal Year 1990-91					900,000
* Fiscal Year 1991-92					
* Fiscal Year 1992-93					
C. Operating Revenues:					
* Fiscal Year 1990-91					
* Fiscal Year 1991-91					
* Fiscal Year 1992-93					
D. Economic Impact:					
* Fiscal Year 1990-91					
* Fiscal Year 1991-92					
* Fiscal Year 1992-93					

Note: Goals/projections cannot be completed until internal systems have been put into operation for measurement of current, past and future years' activities.

EXHIBIT A
ACTION PLAN

Goals and Strategies	Responsibility	Deadline
I. Continue scheduling a wide variety of high quality activities for diverse audiences while identifying markets not served and developing strategies to serve those markets.		
A. Examine and clearly define booking priorities and policies		
1. Survey other PAC facilities	Intern	08/31/90
2. Compare with other MERC facilities for consistency	Lori	08/31/90
3. Examine previous commitments to major tenants	Jane	08/31/90
4. Analyze current activity and revenue data (III.C.)	PCPA Mktg. Staff	09/30/90
5. Identify scheduling problems with existing policies	Staff + Lani, Jody	09/15/90
6. Prepare written report for MERC	PCPA Mktg. Staff	10/31/90
B. Identify programming gaps and unmet demands and develop a to capture business		
1. Same as 1, above	Intern	08/31/90
2. Same as 4, above	PCPA Mktg. Staff	09/30/90
3. Survey other programming in Portland region/market	Intern	11/30/90
4. Identify target markets for booking	PCPA Mktg. Staff	11/30/90
5. Develop strategy for sales	PCPA Mktg. Staff	12/15/90
6. Produce facility brochure	Jane	01/30/91
* C. Generate positive media coverage for artistic product and facility		
1. Propose celebration for Civic Auditorium 75th Anniversary in 1991-92	PCPA Mktg. Staff	11/15/90
2. Survey tenant media relations	Michael	03/30/91
3. Analyze current coverage	Michael, Intern	05/31/91
4. Develop public relations plan	PCPA Mktg. Staff/Tom	08/31/91
5. Produce Showcase '91 (see attached)	Jane, Staff	Present-3/91
D. Expand system for regular communication to the marketplace about PCPA activity		
1. Contract with Oregonian for banner/head ad	Jane	07/01/90
2. Co-sign tenant letter w/Oregonian sales staff	Jane	08/01/90
3. Continue existing calendar of events	Michael	Ongoing
4. Analyze distribution of existing PCPA calendar	Michael	11/15/91
a. Needs	Michael	11/15/91
b. Costs	Michael	11/15/91
c. Potential revenues	Michael	11/15/91
d. Vehicles for wider distribution	Michael	11/15/91

Goals and Strategies

Responsibility

Deadline

<ul style="list-style-type: none"> 5. Continue existing institutional/consumer advertising (co-op w/arts orgs.) <ul style="list-style-type: none"> a. POVA Attractions brochure b. Portland Book c. Portland and the Pacific Northwest d. Miscellaneous special editions 6. Examine feasibility of readerboard at Civic Auditorium <ul style="list-style-type: none"> a. Review criteria for PCPA readerboard installation b. Solicit input from Design Review staff c. Budget funds for technical requirements and design d. Contract with architects and engineers for 6.c. e. Solicit proposal(s) from manufacturer for design and installation f. Solicit sponsorship and/or present to MERC management for funding E. Update Marketing/Sales plans w/specific targets, goals 	<ul style="list-style-type: none"> Jane Jane Jane Jane Jane Michael Manager Manager Mgr., Jane Marketing Team 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing 08/31/91 09/30/91 10/31/91 07/30/92 09/30/92 11/30/92 04/30 ea.yr.
<ul style="list-style-type: none"> II. Improve customer relations and event accessibility. <ul style="list-style-type: none"> * A. Develop a training program in customer relations for all staff <ul style="list-style-type: none"> 1. Write proposal for program 2. Contract w/training consultant and video production team to 3. Assist human relations department in scheduling and presenting program to all employees * B. Promote the Ticket Center's accessibility, ease of purchase and extended hours <ul style="list-style-type: none"> 1. Recommend changes to box office policy and contract language with ticket agencies and users to MERC management for MERC approval 2. Include Ticket Center on banner/head ad in Oregonian 3. Make recommendations for increased visibility of Ticket Centers through improved signage 4. Recommend implementation of on-line phone sales in MERC phone room 	<ul style="list-style-type: none"> Jane, Tom Jane, Tom Mgr., Candy, Betty Jane Michael Marketing Team 	<ul style="list-style-type: none"> 11/30/90 10/31/92 07/30/90 07/30/90 10/31/90 06/30/90
<ul style="list-style-type: none"> III. Be perceived by public as operating in fiscally responsible manner. <ul style="list-style-type: none"> A. Obtain MERC approval of new PCPA mission statement <ul style="list-style-type: none"> 1. Present mission, plan to PCPA staff 2. Present marketing plan to MERC for adoption 	<ul style="list-style-type: none"> Jane Jane w/Jeff 	<ul style="list-style-type: none"> 07/30/90 08/15/90

Goals and Strategies

Responsibility

Deadline

<ul style="list-style-type: none"> B. Obtain MERC approval to operate with up to twenty-five percent subsidy (steps same as for A, above) * C. Identify, gather and report information needed to properly manage PCPA facilities <ul style="list-style-type: none"> 1. Coordinate needs assessment and capabilities between PCPA staff and accounting department 2. Coordinate needs and capabilities between facility sales staff and box office management 3. Input data on program that has been established 4. Use information to: <ul style="list-style-type: none"> a. Project future activity and revenues b. Target future marketing plans accordingly c. Identify resources required for same 5. Assist PCPA Manager in getting necessary budget approval and appropriation authority to carry out annual operating plan 	<p>Rachel</p> <p>Jane Rachel, Andrea</p> <p>Mgr., Jane, Lori PCPA Mktg. Dept. PCPA Mktg. Dept.</p> <p>PCPA Mktg. Dept.</p>	<p>06/30/90</p> <p>06/30/90 08/31/90</p> <p>09/30 ea.yr. 10/15 ea.yr. 10/31 ea.yr.</p> <p>Dec/Jan ea.yr.</p>
<ul style="list-style-type: none"> IV. Maximize operating revenue, consistent with industry standards and PCPA mission, to not less than 75% of operating expenses. <ul style="list-style-type: none"> A. Secure funding to complete Studio Space <ul style="list-style-type: none"> 1. Quantify demand for space 2. Research and prepare prospect list for matching funds 3. Write and present proposals for funding to prospects * B. Maintain buildings consistent with public expectations <ul style="list-style-type: none"> 1. Establish communication network with staff and patrons to monitor maintenance and capital improvement requirements <ul style="list-style-type: none"> a. Further develop service request forms in conjunction with suggestion boxes b. Research feasibility of MERC employee newsletter c. Develop, if feasible 2. Encourage maintenance and/or upgrade of technical theatrical equipment to ensure market competitiveness and versatility * C. Re-evaluate rental rates and schedule of extra charges, and make recommendations to generate increased revenues <ul style="list-style-type: none"> 1. Survey other performing arts center facilities 2. Write recommendations and coordinate w/Stage Operations Coordinator and Events Director 3. Recommend changes to MERC management 	<p>Jane Jane Jane</p> <p>Michael Michael, Tom Michael, Tom</p> <p>Mgr., Jody</p> <p>Intern</p> <p>PCPA Mktg. Staff Mgr., Jane</p>	<p>06/15/90 08/31/91 10/15/91</p> <p>06/30/90 11/30/90 07/01/91</p> <p>Ongoing</p> <p>08/31/90</p> <p>09/15/90 09/30/90</p>

Goals and Strategies

Responsibility

Deadline

<ul style="list-style-type: none"> D. Initiate lobby entertainment series <ul style="list-style-type: none"> 1. Research market 2. Develop proposal 3. Secure funding 4. Coordinate and oversee production (in-house & contracted) 5. Evaluate for ongoing production * E. Continue existing national/industry advertising in cooperation with Coliseum/Stadium F. Selectively self-promote events to generate earned income <ul style="list-style-type: none"> 1. Survey other PAC facilities re self- and co-promotion efforts 2. Develop proposal for self- or co-promotion events during FY91-92 3. Selectively examine other opportunities that may arise on a case-by-case basis prior to FY91-92 G. Promote Jake's Backstage and catering services, versatility and uniqueness <ul style="list-style-type: none"> 1. Develop strategy to build 8:00 PM to 10:00 PM business 2. Involve in proposal and production of IV.D. 3. Include in facility brochure (I.B.6.) 4. Develop public relations strategy dinner/theater, catered events H. Continue coordinated promotional efforts with other community resources where objectives are common <ul style="list-style-type: none"> 1. PCPA/POVA/MAC/APP Cultural Tourism Project 2. WinterFaire/First Night 3. APP/Downtown Retail Council/South District 4. South Park Blocks Assn./Park Block Revels 	<ul style="list-style-type: none"> PCPA Mktg. Staff Jane Jane Jane PCPA Mktg. Staff Jane Intern PCPA Mktg. Staff PCPA Mktg. Staff PCPA Mktg. Staff Jane Jane Jane Michael, Tom Jane Jane Jane Michael 	<ul style="list-style-type: none"> 09/30/90 10/31/90 04/30/91 09/30/91 05/31/92 Ongoing 08/31/90 11/30/90 Ongoing Ongoing 09/30/90 10/31/90 11/30/90 01/30/91 Ongoing Ongoing Ongoing Ongoing
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* Indicates areas where commonality exists with other MERC facilities.

EXHIBIT B
SHARED RESOURCE ACTION ITEMS
 from PCPA Marketing Plan

I. C. Generate positive media coverage for artistic product and facility 3. Develop public relations plan	PCPA Mktg. Staff + Tom	12/01/90
II. A. Develop a training program in customer relations for all staff 1. Write proposal for program	Jane, Tom	11/30/90
2. Contract w/training consultant and video production team to produce program	Jane, Tom	07/01/91
3. Assist human relations department in scheduling and presenting program to all employees	Jane, Tom	10/91
III. C. Identify, gather and report information needed to properly manage PCPA facilities 1. Coordinate needs assessment and capabilities between PCPA staff and accounting department	Rachel	06/30/90
2. Coordinate needs and capabilities between facility sales staffs and box office management	Jane	06/30/90
IV. B. Maintain buildings consistent with public expectations 1. Establish communication network with staff and patrons to monitor maintenance and capital improvement requirements a. Research feasibility of MERC employee newsletter; develop if feasible	Michael, Tom	04/30/90
IV. C. Re-evaluate rental rates and schedule of extra charges, and make recommendations to generate increased revenues	Mgr., Jane	09/30/90
IV. E. Continue existing national/industry advertising in cooperation with Coliseum/Stadium	Jane	Ongoing
IV. G. Promote Jake's Backstage and catering services, versatility and uniqueness 3. Develop public relations story on lobby/theater/catered events	Michael, Tom	08/30/90

EXHIBIT C

SHOWCASE '91 Workplan Update: 4/06/90

APRIL 1990

- * Prepare budget
- * Establish host committee
 - Meet
 - Make assignments
- * Design letterhead
 - Print
- * Create showcase/exhibitor applications
 - Print
- * Update mailing list
- * Secure Saturday night performance tickets
- * Report/meeting w/Lee Fehrenkamp, Pat Harrington
- * Determine sponsorship feasibility, prospects
- * Outline mail list management needs for Michael, Glick

MAY 1990

- * Mail showcase/exhibitor applications
- * Make arrangements for Committee meeting, July 27-29
 - Hotel Rooms
 - VCR, Audio equipment
 - Catering
- * Establish accounting procedures (deposits) w/Andrea
- * Record, process, organize, file applications and support materials
- * Mail applicant return cards
- * Make arrangements with customs broker
- * Confirm arrangements with Hilton for March
- * Select travel agent and/or "official airline"
- * Send press releases w/applications to arts councils
- * Send applications to Committee members w/request for additional contacts (West Coast, International, Pacific Rim)
- * Obtain Showcase '90 budget from Corky

JUNE 1990

- * Make up Committee books
- * Send applications to Committee
- * Follow-up with Moses re: student recruitment, panel/symposium
- * Solicit sponsors
- * Make presentations to MAC, BCA, YA, POVA, others
- * Write letters for support/participation to NEA, OAC, WESTAF, WAA, others

JULY 1990

- * Send applications to Committee
- * Organize meetings/schedule for July 27-29
- * Make reservations for Committee dinner
- * Select exhibit coordinator
- * Select decorator, other contractors
- * Get Pittsburgh dates for brochure
- * Selection process meetings: July 27-29

AUGUST 1990

- * Send letters to showcase applicants
- * Determine showcase performers' technical requirements w/Jody
- * Determine showcase performers' order of performance w/Jody
- * Secure stage manager
- * Gather additional mailing lists

SEPTEMBER 1990

- * Send/take brochures to WAA Conference in Seattle
- * Reserve facilities for hospitality events in March
- * Mail flyers to schools re: Showcase attendance
- * Determine school attendance process w/Lani, volunteers re: seating, reserved area for committee, etc.

OCTOBER 1990

- * Produce, print Showcase registration brochure
- * Send brochures to Alberta showcase

NOVEMBER 1990

- * Mail registration brochures

DECEMBER 1990

- * Send/take brochures to APAP conference in NYC

JANUARY 1991

- * Attend NW Booking Conference in Eugene, take brochures
- * Solicit banquet table hosts
- * Send follow-up mailing (post card?)

FEBRUARY 1991

- * Write, typeset and print program book
- * Send out press releases

MARCH 1991

- * Prepare nametags
- * Prepare registration packet materials
- * Prepare registration packets
- * Set up registration
- * Calls to media for coverage

EXHIBIT D
Performing Arts Center -- FY90-91 Budget

Expenditures Request -- MARKETING / SALES / PUBLIC RELATIONS

No.	Title	Description	Amount
210	Professional Services	Graphic Design - calendar, ads, brochures, ISPAYP, special projects	8,700
		Typesetting	3,500
		Ad Concept & Copy Writing	5,000
		Photography	2,000
		Production (phot stats, stripping color separations, etc.)	2,500
		Mail List Management	3,000
215	Purchase Labor		
261	Printing & Reproduction	Events Calendar	36,000
		P/OVA Attractions Brochure	3,500
		PCPA Promotional Brochure (2-3 / year)	7,500
262	Advertising & Promotion	<u>National Advertising</u>	
		<i>Amusement Business</i> - Aud-Arena Stadium Directory	1,500*
		<i>Billboard</i> Talent & Touring Directory	2,200*
		<i>Performance</i> special issues	1,000*
		<u>Local / Regional Advertising</u>	
		<i>P/OVA Portland Book</i>	1,500**
		<i>Portland & The Pacific Northwest</i>	3,000**
		Cultural Tourism ads	2,500 +
		<i>Oregonian</i> banner ad	20,000**
		Miscellaneous special editions	1,500
		<u>Special Events Promotions</u>	2,500
410	Education		
420	Local Travel	P/OVA breakfasts, misc. meetings, lunches, personal car mileage	500
430	Out-of-Town Travel		
499	Other	Press clipping service	<u>1,300</u>
	Total External Services		\$109,200
	Less: Reimbursed	Calendar Ad Sales	13,500
		Mailing List Sales	750
			<u>14,250</u>
	Net Department Materials & Services Expenses		\$ 54,200

- * Co-op media buys between Coliseum and Performing Arts Center.
 ** Co-op media buys between Performing Arts Center and major tenants.
 + Co-op promotions with Metropolitan Arts Commission, P/OVA, APP.