

City of Milwaukie



Tourism Action Plan

Prepared For:

**City of Milwaukie
with assistance from
Clackamas County Tourism Development Council**

July 2003

updated April 2009

Introduction

The following *Milwaukie Tourism Action Plan* was originally prepared based on three workshop sessions held on June 17 and July 2 and 29, 2003. The plan has now been updated in 2005, 2007 and annually since then. Participants involved in this community tourism planning process representing various city departments, city and/or state elected offices, visitor industry attractions and services, tourism destination organizations, and the business community at large. The purpose and ensuing benefits of the process were five fold:

1. A clear understanding of the community tourism situation
2. An identification of visitor product investment opportunities
3. A determination of the community tourism positioning vis-à-vis the destination brand
4. A specification of tourism projects to advance community tourism growth
5. An enhanced destination team development among communities and the county.

This Tourism Action Plan was updated in August of 2005, April 2007, April 2008 and April 2009;

Details on the components of the *Tourism Action Plan* follow.



Tourism Situation

Given the SWOT analyses below, it was generally found:

- Adequate foundation of unique Milwaukie strengths in place, with great potential to capitalize on new opportunities focusing on integrated waterfront development and downtown revitalization
- Remove the key barriers to destination improvement, such as sewage treatment plant, few site investment opportunities, and indistinctive city gateways
- Basic marketing/promotional efforts present but need to develop integrated marketing partnerships
- Stronger visitor industry participation required with opportunity to attain consensus on community positioning towards visitors and identification of priority projects.

Product Development SWOT Analysis

<p>Strengths (present advantages)</p> <ul style="list-style-type: none"> ➤ Headquarters for Dark Horse ➤ City has adopted planning documents that interface with Tourism Action Plan ➤ Adjacent to Willamette River, one of 15 national heritage rivers with boating facilities/ramp ➤ Good core of attractions (Aquatic Park, Museum, New Century Players, Rose Garden, North Clackamas Park tournament quality ball fields and Bob's Red Mill) ➤ Has many diverse neighborhoods ➤ Community Farmer's Market reputation ➤ Close proximity to City of Portland (5mi.away) with good transportation access via McLoughlin Blvd and I-205 ➤ Unique downtown core area ➤ Four new restaurants as of 2008 and new redevelopment taking place along Main Street ➤ Designated as a Town Center by Metro ➤ New Business groups forming in downtown to bolster Main Street program ➤ Location of Providence Milwaukie ➤ City Arts Commission actively pursuing web site construction and unique City projects ➤ Poetry Series at Ledding Library very successful and continuing in 2009-10 ➤ Easy access to Springwater Trail ➤ We have our own post office! ➤ Only soda fountain in the area is located at the antique store on Main Street 	<p>Weaknesses (present disadvantages)</p> <ul style="list-style-type: none"> ➤ Undefined to poor image ➤ City split by highways (99E and 224) ➤ Absence of visually attractive gateways and proper signage ➤ Minimal evening entertainment and dining alternatives ➤ Limited choice of land parcels for hotel along with large meeting capability ➤ Difficult to move from downtown to riverfront ➤ Downtown street level space not optimized ➤ Necessary funding to implement development plans
<p>Opportunities (potential advantages)</p> <ul style="list-style-type: none"> ➤ New park, trail and path development –creating a chain of parks and trails such as railroad bridge 	<p>Threats (potential disadvantages)</p> <ul style="list-style-type: none"> ➤ Location of Kellogg Creek sewage treatment plant

between Lake Oswego and Milwaukie

- Trolley Trail construction to begin in 2010
- River tour/water trail with other communities
- Improvements to road transportation infrastructure
- Support for commercial lodging including Bed and Breakfasts
- Waterfront development with fishing pier, marina and open space accessibility
- Historic downtown redevelopment with possible retro arts and entertainment theme
- Integration of downtown area with waterfront
- Light rail transit service link (stations at Lake Rd and Tacoma)
- New Park and Ride at Southgate in 2010
- Waldorf School attracts visitors and new ideas to City
- Commercial lodging requirement
- Downtown Historic Home tour
- Capitalize on the Willamette River Trail
- Research where International Way visitors go – and advertise downtown amenities

(odor and blocks access to waterfront)

- Economic situation and less funding generally available
- Failure of organizing a group to lead tourism efforts
- Limited federal funding
- Degradation of river water quality
- Construction of light rail may cause disruption in downtown

Marketing SWOT Analysis

Strengths

(present advantages)

- North Clackamas Chamber of Commerce visitor promotion and servicing
- Good local media coverage
- Work being done and connections made through Oregon Solutions project for riverfront plan
- Excellent farmers market word-of-mouth advertising
- Enhanced community communications (website, cable access, video, newspaper, etc.)
- Celebrate Milwaukie Inc is set up as a 501c3

Weaknesses

(present disadvantages)

- Fragmented visitor industry with limited coordination of partnerships and promotions
- Little coordination of downtown merchants and activities for promotion/event implementation
- Milwaukie 99E lodging reputation
- Clear definition of boundaries of city for visitor promotion
- Perception that Milwaukie is “Far Away from” Portland

Opportunities

(potential advantages)

- Further Milwaukie event and celebration promotions
- City entranceway announcements. Like better signage
- Dedicated Milwaukie promotional collateral
- Milwaukie website linkages
- Package and partner events and activities in downtown and surrounding area with existing lodging in I-205 corridor
- Resident demographics starting to diversify and provide different connections to visiting friends and relatives and neighborhoods
- Artwork by Kellogg Lake Trestle
- Visitor section on City Web site with map (what to do when you're here!)
- Capitalize on Waldorf School draw
- Integrate City Arts Committee into City projects

Threats

(potential disadvantages)

- Insufficient resources
- No community tourism positioning
- Mindset of what constitutes city limits
- No relationship of city to areas outside of city limits

Challenges

The top challenges facing Milwaukie tourism are as follows:

1. Agreement on a destination vision and direction with strong government support
2. More involvement of direct tourism/hospitality stakeholders



3. Full attention to riverfront and downtown revitalization with sufficiency in resource capability
4. Identification of tourism market positioning and priority projects therein
5. Further marketing communications among Clackamas County communities
6. Seasonality and new visitor market development.

Critical Success Factors

For Milwaukie tourism to prosper, the following factors need to be acted upon:

- Solid community support—on-going communications
- Better understanding of tourism—visitor needs
- Available marketing collateral—brochure and VFR promotion
- Identification of best organization and people—coordinate tourism efforts
- Formation of public and private partnerships—realize opportunities identified (Dark Horse, Celebrate Milwaukie, Metro, ODOT, Parks and Recreation, and Neighborhood Associations).



Tourism Experiences

The following product opportunities by visitor market were identified for Milwaukie.

Business Travel—*Commercial*

Type	Product Opportunity
Corporate	❖ New quality lodging with full service amenities
Government	❖ Larger conference center
	❖ Enhanced hospitality services (foodservice, recreational pursuits, etc.)



Leisure Travel—*Vacation/Holiday*

Type	Product Opportunity
Outdoor Recreation/Adventure	❖ Waterfront and downtown redevelopment on-site services (rentals, accessories, tours, etc.)
	❖ Fishing pier and marina
Shopping	❖ Downtown themeing (e.g., 50/60s era and comic arts entertainment)
	❖ Downtown farmers market and related artist/artisan space
Festival/Events	❖ Signature event expansion or new development (i.e., Daze)
	❖ Packaging and programming of events with hospitality facilities



VFR Travel—*Visit Friends and Relatives*

Type	Product Opportunity
Local Residents	❖ Locals as mature cohort
	❖ More children-friendly facilities and activities
	❖ Better informed and helpful to visitors
Referred Visitors	❖ Incentives to tell others back home
	❖ Unique experiential takeaways



Tourism Positioning

The destination images of Milwaukie (*meeting place of waters*) were identified as such:

- Pass-through
(three signal lights on 99E/McLoughlin Blvd)
- Riverfront and boat launch
- Historic connections gone
- Dogwoods and bing cherries.

Given the above images, the unique appeals for the city were considered to be:

- ‘Small town’ farmers market
- Comic arts and related entertainment
- Adjacent riverfront and associated outdoor recreational pursuits.

To reinforce these appeals, the positioning of Milwaukie tourism would include the following additional elements:

- Proximity of riverfront to downtown area
- Authentic town center with main street
- Readily accessible by pedestrians and car.

Tourism Future Direction

A community vision statement for Milwaukie was endorsed in 1995 as follows:

In the year 2015, Milwaukie to is known as a friendly, full-service city where people want to live and visit. A legacy of established neighborhoods and a street grid system define Milwaukie as part of the region’s inner core. The City has successfully transitioned to an urban character. This is a safe community where cultural and business diversity flourishes.

To specify the tourism perspective of the above vision two key elements need to be included:

- An integrated riverfront and downtown revitalization
- A theme centered on arts and entertainment downtown and outdoor recreation along the riverfront.

Tourism Activities and Accountability

The projects to be undertaken to realize the tourism vision for Milwaukie are as follows.

Project	Timing	Cost	Lead Organization(s)
1. Development of marketing materials <ul style="list-style-type: none"> ❖ community tourism brochure and website to promote the current attractions, dining and retail and to tie the downtown area with the 224 area ❖ research and develop a downtown visitor info kiosk ❖ promotion to residents to reach their visiting friends and relatives (VFR) ❖ community relations on tourism appreciation ❖ continue restaurant menu book, shopping, dining and events guides and meeting registration packets 	On-going	\$10,000	No Clackamas Chamber City of Milwaukie
2. Coordination and expansion of Celebrate Milwaukie and Special Events <ul style="list-style-type: none"> ❖ expand Farmers Market into a more downtown fully developed attraction ❖ develop Summer Solstice Celebration ❖ continue growth of Riverfest ❖ publicize the Scott Park concerts, the Ardenwald concerts and home and garden tours 	05-06	\$5,000	City of Milwaukie Celebrate Milwaukie Inc. Neighborhood Associations Chamber
3. Development of Riverfront Park <ul style="list-style-type: none"> ❖ feasibility study in progress for removal of sewage treatment plant ❖ Oregon Solutions project creating partners and plan ❖ Plan for and implement park area usage 	On-going	\$5,000	City of Milwaukie Oregon Solutions Clackamas County Chamber
4. Implementation of Milwaukie Downtown and Riverfront Land Use Framework Plan <ul style="list-style-type: none"> ❖ streetscape – hanging baskets, bow tie corner plantings and signage 	Spring 06	\$8,000	City of Milwaukie Chamber Tri Met

<ul style="list-style-type: none"> ❖ inter-regional transportation links ❖ museum and entertainment complex – including performing arts theater 			<p>Metro New Century Players Dark Horse Comics</p>
<p>5. Upgrading of McLoughlin Boulevard (Highway 99E)</p>	<p>Winter 05-06</p>	<p>\$2,000</p>	<p>City of Milwaukie ODOT Clackamas County</p>
<ul style="list-style-type: none"> ❖ streetscaping ❖ improve traffic flows ❖ expand connections between downtown and riverfront and creation of an entrance promenade to park ❖ signage identifying city entrances and signage to explain project and what is coming 		<p>\$0.00</p>	<p>City of Milwaukie Chamber Local Businesses</p>
<p>6. Encourage development of ancillary Visitor Services</p>			
<ul style="list-style-type: none"> ❖ waterfront activity rentals ❖ unique lodging (B&Bs and small boutique inn) ❖ quality foodservice, entertainment, downtown retail – esp. art, collectibles and books ❖ Explore creation of promotions and activities like geocaching, WIFI city, and partnering with I-205 lodging establishments 	<ul style="list-style-type: none"> ❖ 		

Participants in updating the Tourism Action Plan on July 28, 2005

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