



Randy Lauer, *Mayor*

David Ripma

Alison Caswell

Geoffrey Wunn

Glenn White

Jordan Wittren

Sandy Glantz

Agenda

February 27, 2024

Regular Meeting | 7:00 p.m.

Troutdale Police Community Center – Kellogg Room
234 SW Kendall Ct, Troutdale, OR 97060

1. **Pledge of Allegiance, Roll Call, Agenda Update**
2. **Public Comment:** Public Comment on non-agenda and consent agenda items is welcome at this time. *Public comment on agenda items will be taken at the time the item is considered. Public comments should be directed to the Presiding Officer and limited to matters of community interest or related to matters which may, or could, come before Council. Each speaker shall be limited to 5 minutes for each agenda item unless a different amount of time is allowed by the Presiding Officer, with consent of the Council. The Council and Mayor should avoid immediate or protracted responses to citizen comments.*
3. **Consent Agenda:**
 - 3.1 **Minutes:** January 9, 2024 City Council Regular Meeting; January 16, 2024 City Council Special Meeting; and January 23, 2024 City Council Regular Meeting.
 - 3.2 **Resolution:** A resolution approving an amended and restated Intergovernmental Agreement with the Regional Water Providers Consortium.
4. **Request:** A request from Mt. Hood Community College for the City of Troutdale to be a sponsor for the 2024 Mt. Hood Jazz Festival. – **Dan Davey, MHCC Director of Jazz Studies & Festival Director, Mt. Hood Jazz Festival**
5. **Request:** A request from the Troutdale Arts Center for the City of Troutdale to be a sponsor for the 2024 Troutdale Arts Festival. – **Shannon Chisom, Troutdale Arts Festival**
6. **Presentation:** A presentation on the Troutdale Destination Strategy plan. – **Erika Palmer, Community Development Director, and Marlee Boxler, Economic Development Coordinator**
7. **Report:** Gresham Fire and Emergency Services Report on Fire Services. – **Chief Lewis, Gresham Fire and Emergency Services**
8. **Update:** Public Safety Services Delivery Working Group. – **Ray Young, City Manager**
9. **Staff Communications**

10. Council Communications

11. Adjournment



Randy Lauer, Mayor

Dated: February 21, 2024

Meeting Participation

The public may attend the meeting in person or via Zoom. Please email info@troutdaleoregon.gov by **5:00pm on Monday, February 26th** to request Zoom meeting access credentials. You may also submit written public comments via email to info@troutdaleoregon.gov no later than **5:00pm on Monday, February 26th**. City Council Regular Meetings are broadcast live on Comcast Cable Channel 30 (HD Channel 330) and Frontier Communications Channel 38 and replayed on the weekend following the meeting - Friday at 4:00pm and Sunday at 9:00pm.

Further information and copies of agenda packets are available at: Troutdale City Hall, 219 E. Historic Columbia River Hwy. Monday through Friday, 8:00 a.m. - 5:00 p.m.; on our Web Page www.troutdaleoregon.gov/meetings or call Sarah Skroch, City Recorder at 503-674-7258.

The meeting location is wheelchair accessible. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to: Sarah Skroch, City Recorder 503-674-7258.

DRAFT

MINUTES
Troutdale City Council – Regular Meeting
Troutdale Police Community Center – Kellogg Room
234 SW Kendall Court
Troutdale, OR 97060

Tuesday, January 9, 2024 – 7:00PM

1. PLEDGE OF ALLEGIANCE, ROLL CALL, AGENDA UPDATE

Mayor Lauer called the meeting to order at 7:00pm.

PRESENT: Mayor Lauer, Councilor Ripma, Councilor Caswell, Councilor Wunn, Councilor White, Councilor Wittren and Councilor Glantz.

ABSENT: None.

STAFF: Ray Young, City Manager; Sarah Skroch, City Recorder; Ed Trompke, City Attorney; Erich Mueller, Finance Director and Heather Jones, Interim Community Development Director.

GUESTS: See Attached.

Mayor Lauer asked for agenda updates.

Ray Young, City Manager, replied there are no updates.

2. MOTION: Election of 2024 Council President

Councilor White nominated Councilor Ripma for Council President.

Councilor Wittren nominated Councilor Wunn for Council President.

Vote for Councilor Ripma for Council President:

VOTE: Councilor White - Yes; Councilor Wittren – No; Councilor Glantz - Yes; Councilor Ripma – Yes; Councilor Caswell – Yes; Councilor Wunn – No and Mayor Lauer – No.

Motion passed 4-3.

Vote for Councilor Wunn for Council President:

VOTE: Councilor White - No; Councilor Wittren – Yes; Councilor Glantz - No; Councilor Ripma – No; Councilor Caswell – No; Councilor Wunn – Yes and Mayor Lauer – Yes.

Motion failed 3-4.

3. PUBLIC COMMENT: Public comment on non-agenda and consent agenda items is welcome at this time.

Paul Wilcox, Troutdale resident, read from a self-prepared statement (attached as Exhibit A).

4. CONSENT AGENDA:

4.1 RESOLUTION: A resolution approving an Intergovernmental Agreement with the City of Gresham for continued building inspection services.

MOTION: Councilor Ripma moved to approve the consent agenda. Seconded by Councilor White.
Motion Passed 7-0.

5. PUBLIC HEARING / ORDINANCE (Introduced 12/12/23): An ordinance updating Public Contract and Purchasing Procedures and amending Chapter 2.24 of the Troutdale Municipal Code.

Erich Mueller, Finance Director, gave a brief overview of the staff report.

Mayor Lauer opened the public hearing at 7:14pm.

None.

Mayor Lauer closed the public hearing at 7:15pm.

MOTION: Councilor Ripma moved to adopt the ordinance updating Public Contract and Purchasing Procedures and amending Chapter 2.24 of the Troutdale Municipal Code. Seconded by Councilor Wittren.

VOTE: Councilor White – Yes; Councilor Wittren – Yes; Councilor Glantz – Yes; Councilor Ripma – Yes; Councilor Caswell – Yes and Councilor Wunn – Yes and Mayor Lauer - Yes.

Motion passed 7-0.

6. RESOLUTION: A resolution approving the City's Financial Statements and Annual Comprehensive Financial Report (ACFR) for the Fiscal Year ended June 30, 2023 and accepting the Independent Auditors' Reports.

Erich Mueller gave a brief overview of the staff report.

Mayor Lauer stated over the past several years the City has had boring reports, which is great. He asked Erich to explain what a not boring report could lead to.

Erich Mueller stated there are compliance issues with state law, there are penalties and serious implications would be that the City would be out of compliance with the covenant on the publicly issued debt. There is an obligation to produce an audit annually and not doing that would impair values. It could also damage the City's credit rating.

Councilor Glantz asked if this is a pass/fail or if there are grades.

Erich Mueller stated he would call it grades. There are different categories of deficiencies, and the auditors can issue a clean opinion, or they can issue a qualified opinion where they say everything is fine except for one category, for example. A clean opinion is an A. He wouldn't say it's a pass/fail but there certainly can be a fail.

Mayor Lauer opened public comment at 7:41pm.

None.

Mayor Lauer closed public comment at 7:41pm.

MOTION: Councilor Wittren moved to approve the resolution approving the City's Financial Statements and Annual Comprehensive Financial Report (ACFR) for the Fiscal Year ended June 30, 2023 and accepting the Independent Auditors' Reports. Seconded by Councilor Wunn.

VOTE: Councilor White – Yes; Councilor Wittren – Yes; Councilor Glantz– Yes; Councilor Ripma – Yes; Councilor Caswell- Yes; Councilor Wunn – Yes and Mayor Lauer – Yes.

Motion passed 7-0.

7. REPORT: Next steps for Law Enforcement and Fire Services contracts.

Ray Young gave a brief overview of the staff report and Exhibit A. He pointed out a typo in Section #1 of Exhibit A. It should say, "To be done under C. below" not D.

Mayor Lauer asked if there is a way to include budgetary metric when looking at comps.

Ray Young stated it could be included.

Councilor Wittren asked if staff could find out what the feel of the service levels are when looking at comps.

Councilor Glantz stated she would like to see something with date charts. She's concerned because she doesn't think there is a lot of time.

Ray Young stated he thinks a standing report once a month to Council with progress on how it's going would be good to do.

Mayor Lauer stated he thinks this is a good direction and the Public Safety Working Group (PSWG) did a good job coming up with the questions.

Councilor Ripma stated he thinks the PSWG should reconvene. In Section #7 of Exhibit B, it says consult with a bond levy/fire district vote firm. He assumes that is being explored with Wood Village, Fairview and Gresham.

Ray Young stated yes, he is in constant communication with the other cities. The 3 cities gave a letter to the Gresham Mayor to discuss this.

Councilor White stated he is against redlight cameras mentioned in Section #2 of Exhibit A, especially in a tourist town like Troutdale. Glenn Otto Park needs someone there more. It could be a park ranger or security guard. It's also good to look at the lease because Troutdale is the only one paying for the police building. He's willing to pay officers more money and backup with the County. He thinks the focus should be more on Troutdale. If Troutdale had their own law enforcement, it could contract with Wood Village and Fairview.

Ray Young gave a brief overview of Exhibit B, determining the best path forward for Troutdale fire protection. He stated that Chief Lewis from GFES will be at the February 27th Council meeting. He explained that he did some research on numbers and generally Troutdale response times are about 15-30 seconds behind what Gresham residents get. Seconds matter. He asked if a fire district is something the City wants to do. Troutdale is one of the few cities that pay for Fire out of the General Fund. Almost every city on the west side joined Tualatin Valley Fire so their General Funds are not burdened with the fire cost anymore. The City of Sandy has a Sandy Fire District and it's a separate tax line item. They have their permanent tax rate and then the Sandy Fire District has a separate tax rate. However, they don't have a Sandy Fire Department. They can take that money and contract with Clackamas County Fire District 1. He stated that the City already has the Public Safety Working Group but asked if the Council would want to appoint 3 Councilors to just the Fire side and maybe the PSWG could do Law Enforcement. There could be 2 groups to be expert groups on each issue.

Mayor Lauer stated he likes the suggestion of the 2 groups. He stated that staff and himself crafted a letter and sent it to Gresham Mayor Stovall and by extension his interim City Manager. They had a council meeting in November where Gresham City Council presented information and Stovall made comments stating that they're coming up short by at least \$5 million in their fire services budget line items and that the other 3 cities that contract with Gresham need to start paying their fair share. They had another councilor speak up and basically ask if they could just invoice the 3 cities now. Mayor Stovall said no because it's all under a current contract. There was vocal support for them to show up at City Hall's doorstep and issue an invoice for the 3 cities fair share immediately. In their opinion, it's owed to them to continue to fund their fire department. The letter was crafted with the help of the city managers and served it to Mayor Stovall asking for better talks and negotiations centered around this upcoming contract instead of doing it in their public meetings and blindsiding the other cities with their comments. He stated he's not even sure where the \$5 million price tag comes from.

Ray Young stated he asked where the number came from, and he still has received no response.

Mayor Lauer stated the essence of the letter was to have conversations in good faith to enter negotiations in good faith and there's more than just Gresham demanding money from the 3

cities. The letter was delivered today. The Mayors are going to meet more regularly to talk about this conversation. He stated that Mayor Stovall wants to keep discussions at a Mayors level but he's not comfortable with that.

Councilor Glantz stated when the Gresham bond failed, they had a work session on budget shortfalls related to police and fire and part of that \$5 million shortfall at that time was coming from money they had used as part of the COVID money and since it was no longer coming in that was where that percentage went.

Ray Young stated when Gresham got their COVID money they made the cardinal mistake of using some of it for ongoing expenses. That COVID money only lasts a couple of years and now they're having to pay for stuff without that money.

Councilor Wunn suggested getting a timeline from the working group so Council knows when this will all be done. It needs to be done quickly.

Rich Allen, Troutdale resident, stated he wouldn't create 2 groups. Fire and Law Enforcement should be discussed together.

Councilor Wunn stated he thinks 2 groups would be good to tackle each issue individually.

Mayor Lauer stated he thinks splitting the group up will accomplish 2 things. In the original PSWG, there was a lot of information and a lot of information all at once and a lot of topics. He thinks the group did a great job, but he thinks a better and more efficient job can be done by splitting it up each issue.

Councilor Ripma stated it seems like the PSWG should continue working on both fire and law enforcement.

Councilor Wittren stated they do seem like 2 separate matters. It would be helpful to have 3 councilors to help.

Councilor Glantz stated she wouldn't say only police because the budgets are interdependent. What is spent on one will impact the other and how it's spent.

Councilor White stated he agrees with Rich Allen's perspective. He doesn't think they should be split up.

Councilor Caswell stated she thinks it's important to keep it concise and simplified. She thinks 2 groups working at the same time will help it get done quickly and have some structure.

Councilor Wunn stated it's a fact-finding mission to then present to Council. Negotiations will happen at a different forum. He thinks there should be 2 groups.

Mayor Lauer opened public comment at 8:55pm.

Paul Wilcox stated listening to Ray providing the options for police services, one option he didn't hear was a 3 cities police department. He heard Councilor White kind of eluding to a Troutdale Police Department being a lead agency with possibly contracting with Wood Village and Fairview. He's also heard Ray mention comparing a Troutdale Police Department with cities of a similar size where if you're doing a 3 cities police department rather than look at a population of 15,000, you might want to look at a population of 30,000. He stated Troutdale has a 3 cities police department now, really, with the sheriff's department covering the 3 cities with their deputies. He gets the feeling that the 3 cities deputies are pretty much used interchangeably.

Mayor Lauer closed public comment at 8:58pm.

Mayor Lauer stated the direction for staff would be to reconstitute the PSWG to look at law enforcement services and then start a 3-councilor group to look at fire services. There will be a framework presented next week of what that is going to look like.

8. STAFF COMMUNICATIONS

Ray Young provided the following staff communications:

- Parks Advisory Committee met on 12/20 and talked about additional dog park recommendations and on 1/23 they will bring it before Council to discuss
- Monday is Martin Luther King, Jr Day and city offices will be closed
- Keep an eye on the weather, possible snow Friday and into Saturday and crews are preparing
- Meeting next Tuesday, 3 in a row, and a copy of letter to Gresham was emailed

9. COUNCIL COMMUNICATIONS

Councilor Ripma wished everyone a Happy New Year.

Councilor Wunn thanked everyone for his first year of his term. Be careful this weekend and plan ahead.

Councilor Caswell wished everyone a Happy New Year.

Councilor Glantz stated she serves on several transportation committees and in a recent work session there was a pretty lengthy discussion about what the priority for transportation and roads should be. Should it be safety or the environment? She would like feedback from Councilors on what they think.

Mayor Lauer stated he had a sit down with the Assistant District Attorney, Nathan Vasquez, and had a great conversation centered around his views and his direction. He's running for District Attorney for Multnomah County. The Mayors also had a sit down this morning with Mike Schmidt and had more great conversations centered around his continued vision and his views moving forward. One thing that came out from both of the conversations is the community District Attorneys, a neighborhood district attorney program that was started under DA Underhill and cut by DA Schrunk due to budgetary cuts. It is being talked about bringing the program back. He stated he is working on having the DA or assistant DA's come out and join a council

meeting and give updates and the state of matters in East County. He thinks it could be a great program.

Councilor White stated he wants to give a shout out to Lenn Otto, his picture was in the Metro monthly flyer for being successful in getting handicap parking at the Oxbow boat ramp.

Councilor Wittren wished everyone a Happy New Year. Council has a lot on their plates and it's important to stay focused. He stated everyone is communicating really well and he hopes it will keep up.

10. ADJOURNMENT

MOTION: Councilor Ripma moved to adjourn. Seconded by Councilor Wittren.
Motion passed unanimously.

Meeting adjourned at 9:08pm.

Randy Lauer, Mayor
Dated:

DRAFT

ATTEST:

Kenda Rimes, Deputy City Recorder

**City Council – Regular Meeting
7:00PM**

PLEASE SIGN IN

[illegible]

January 9, 2024 City Council Regular Meeting - Zoom Guests

Name (Original Name)	User Email	Join Time	Leave Time	Duration (Minutes)
Troutdale Conferencing	troutconf@troutdaleoregon.gov	1/9/2024 18:38	1/9/2024 21:08	150
speaker table		1/9/2024 18:38	1/9/2024 21:08	150
Anthony Evans	troutconf@troutdaleoregon.gov	1/9/2024 18:40	1/9/2024 18:42	2
Sarah Skroch		1/9/2024 18:41	1/9/2024 21:08	147
Anthony Evans		1/9/2024 18:42	1/9/2024 21:08	146
Carol Reynolds		1/9/2024 18:45	1/9/2024 21:08	143
Jordan Wittren		1/9/2024 18:51	1/9/2024 21:08	137
Alison Caswell		1/9/2024 18:55	1/9/2024 21:08	133
Paul Wilcox		1/9/2024 18:55	1/9/2024 21:07	133
Geoffrey Wunn		1/9/2024 18:56	1/9/2024 21:07	132
Randy Lauer		1/9/2024 18:57	1/9/2024 21:08	131
Sandy Glantz		1/9/2024 18:59	1/9/2024 21:08	129
Heather Jones - City of Troutdale	troutconf@troutdaleoregon.gov	1/9/2024 18:59	1/9/2024 20:32	93
Troutdale Conferencing		1/9/2024 18:59	1/9/2024 21:07	129
Glenn White		1/9/2024 19:25	1/9/2024 21:08	103

Exhibit A

January 9, 2024 Council Meeting Minutes

Mayor and Councilors,

Since Sarah is at tonight's meeting, I wanted to nominate her for MVE, Most Valuable Employee. She has been invaluable in providing me with the information that has been most useful to me.

Before I get into my main comment topic, I wanted to share a somewhat personal recent experience. We were at home and heard shouting outside, followed by "popping" sounds. Looking out a side rear window, we could see huge flames up the front of a house across the street around the corner. When we went outside to see closer, two MCSO patrol cars were just arriving, followed very shortly by several Gresham fire trucks. I can't say for certain what the overall response time was since we didn't make the 911 call, but it seemed within minutes. Once the first fire trucks had arrived and the crew had hooked up to the nearby fire hydrant the flames lapping at the front second story bedroom were extinguished in a matter of minutes. The separation between houses in our development is in some cases as little as 7'. We were very impressed with the prompt response and actions taken upon arrival by the first responders.

This is my next installment on issues with the Troutdale City Charter, Section 28, Filling of Vacancies. Last time I addressed Mayoral vacancies. Tonight it will be Councilor vacancies. The Charter reads "A vacancy in the office of councilor shall be filled by appointment by a majority of the council." A literal reading of this would allow for a departing Councilor to participate in selecting their replacement. This is in fact what happened in 2016 after Councilor Anderson announced at the Jan. 26th meeting that he would be resigning effective March 31st. His replacement, Corey Brooks, was ultimately sworn in on April 12th. Since Councilor Anderson had given two months' notice, the City Attorney had advised that the selection process could occur prior to his resignation date. The Council chose to follow that advice, although there was some dissension as to filling the position while it was still occupied. Councilor Anderson did not offer to abstain, and in fact offered himself up as a possible tie-breaker. In the end, a majority of four votes was reached without his participation. It's also worth noting that Councilor Anderson participated fully in the candidate interviews during the March 14th Work Session, which strikes me as highly inappropriate and irregular. Of course, those who were there will remember that there was also a huge controversy over who the appointee would be, but that was an entirely different issue unrelated to whether the outgoing Councilor would participate in the final vote. Anyone interested in those details can read the March 22nd meeting minutes.

Most cities use language identical or similar to the LOC Model Charter language, which reads “A mayor or councilor vacancy will be filled by appointment by a majority of the remaining council members.” The key word here is “remaining”. All of the above-described angst could have been avoided if the word “remaining” had been included in the Charter language. I will acknowledge that there are four of twenty other area cities surveyed that allowed for simple majority vs remaining, so Troutdale is not alone in this perceived language flaw.

I will point out also that there are weaknesses in the LOC Model Charter as well. For example, it goes on to say “The appointee’s term of office runs from appointment until expiration of the term of office of the last person elected to that office.” A literal reading of this statement would allow for up to a four-year appointment. Most cities have added language allowing for an appointment to only last until the year end after the next General Election.

Submitted by:

Paul Wilcox

Troutdale

1-9-24

DRAFT

MINUTES
Troutdale City Council – Special Meeting
Troutdale Police Community Center – Kellogg Room
234 SW Kendall Court
Troutdale, OR 97060

Tuesday, January 16, 2024

1. ROLL CALL

Mayor Lauer called the meeting to order at 8:16pm.

PRESENT: Mayor Lauer, Councilor Ripma, Councilor Caswell, Councilor Wunn, Councilor White, Councilor Wittren and Councilor Glantz.

ABSENT: None.

STAFF: Ray Young, City Manager; Sarah Skroch, City Recorder; Ed Trompke, City Attorney and Erich Mueller, Finance Director.

GUESTS: See Attached.

2. PUBLIC COMMENT: Public comment on non-agenda and consent agenda items is welcome at this time.

None.

3. RESOLUTION: A resolution reconstituting the ad hoc Public Safety Services Delivery Working Group.

Ray Young, City Manager, gave a brief overview of the staff reports for agenda items 3 and 4.

Councilor Glantz stated the more she looks at the resolution the more she's not sure it's good to split them. They are interdependent in terms of financing. Her other concern is that only Councilor Ripma and Councilor Wunn are ensured of still being on Council, everybody else is up for re-election. She thinks splitting 3 councilors would be good so it's not the same people doing the same thing. She stated the optics of doing this behind closed doors does not make her feel comfortable.

Ray Young stated the resolution on fire was written very carefully with Ed Trompke's input to make sure that it wasn't an elected body making decisions. They were simply going to be advising staff to work through the issues regarding fire. It was also made sure that nothing was done in the dark and that every single month Council would get an update on both endeavors.

Councilor Wunn stated he's under the understanding that the 2 groups will only be fact-finding groups. They're not making decisions or contracts. He thinks it's important to have 2 groups looking at very different issues.

Mayor Lauer stated in a simple way, they are 2 separate fact-finding missions to bring information back to Council to make decisions.

Councilor Glantz stated that being able to go back and look at some of the PSWG meetings is great, not being able to do that and having no one that was in the room at the time makes for a far more difficult perspective. She's concerned about the meetings not being recorded and not public.

Councilor Ripma stated the PSWG was originally set up to study law enforcement and fire services in Troutdale. The discussion at the last Council meeting raised the issue of whether they could do both. He stated that what persuaded him was both would be too much of a burden. He would be interested in hearing from anyone on that committee to see if they can handle looking into both.

Mayor Lauer stated he doesn't think it was too much for them to handle, just a lot of information all at once. He thought it would allow each group to hyper focus and get more accomplished.

Rich Allen stated the suggestion to separate did not come from the working group. The fire and law enforcement share a common financial aspect. He stated the government doesn't have the trust of the citizens. If the first move is to take it out of citizen involvement, it doesn't set a good signal.

Ray Young stated the committees are trying to come up with information so that the Council and the citizenry can make decisions.

Carol Allen stated she thinks this needs to be in the public. It's a lot but she thinks the working group would be willing. She was aghast about fire being taken out of the group. She likes to be involved in the City as much as she can.

Tanney Staffenson stated they all serve at the pleasure of the Council. When he suggested there be a group tasked at looking the contracts, breaking them apart into 2 groups is not what he envisioned. Fire and police are about as intertwined as you can get.

Mayor Lauer stated no decisions are being made in either of the groups. It is a fact-finding mission. The groups will be gathering information so that the Council can make a decision later.

Councilor Ripma stated Council is consulting with the PSWG now and they seem to be willing to continue. He would prefer another resolution being brought back reconstituting the PSWG at the next Council meeting, then assign them the tasks.

Victoria Rizzo stated she thinks the PSWG can keep it together and not make it 2 separate committees.

Ed Trompke stated the second group is not a committee. It is specifically set up because a committee would fall under the public meetings laws. This is simply 3 council members talking to staff. That is one of the exemptions from what falls under the City Council public meetings laws now.

Victoria Rizzo stated she would rather have just the one working group as it has been.

Councilor Caswell stated she wanted to re-highlight about no decisions are being made and it's just a fact-finding mission to gather information. This is a really big deal and the more we stall over things like this the more it puts the entire process behind. Having the 2 groups is a good way to get the issues moving forward faster.

Ray Young stated staff will do whatever Council wants them to do. He stated he's still working behind the scenes on these topics. The police decision is a General Fund issue. The City needs to decide what it wants to buy, what it can afford to buy and who it wants to buy it from. Fire is more of a political decision and has to be made in cooperation with Wood Village, Fairview, Gresham and Fire District 10. A big piece of the Fire equation has to do with the other political issue which is the public's desire to want to join Fire District 10 or form a new fire district. The City needs to be fully open and fully transparent and give the citizens all the benefits and detriments to it. Each issue needs to be approached very differently.

Councilor White stated that Ray's last statement kind of emphasized to him the importance of that citizen group because that might not be the only options. The citizen group is looking at all sorts of different options. The group has a councilor involved in the working group. The last time there were 3 councilors working in a group was on Charter amendments during an election year and it became very political. It didn't go over very well. He stated he feels like staff and the Mayor, and a few Councilors already have a plan that the rest of Council doesn't know about. The optics are pretty bad.

Councilor Wunn stated he doesn't think there is any preconceived notions or any ulterior motives whatsoever. He takes a little bit of offense to the comment that there's already a plan. He doesn't have any idea of what anything costs or entails or how they would affect the people of Troutdale. He feels like the PSWG is already behind the ball in terms of getting Council the information that they need to give to staff and to negotiate. He feels like the working group hasn't done their job and his job is to hold everybody accountable, so the citizens get what they need. It needs to be expedited and get the information to Council. He's new to Council and he hopes he's given the opportunity to do right by the citizens.

Councilor Glantz stated she agrees with Councilor Caswell and Councilor Wunn. There's a lot of work to be done and it needs to be done quickly. Given the political nature, then switch the groups where the PSWG works on fire and the 3 Councilors work on law enforcement. That way the most politically obvious is still open and visible in most cases.

Councilor Ripma stated the PSWG was constituted over a year ago. They issued their final report in December 2023. The Council decided to ramp up their work in this resolution. The PSWG is willing to do the work and take it on and have worked hard on it. He doesn't want to

go forward with splitting up fire and police. He would like the PSWG reconstituted with a standing report at every Council meeting.

Councilor White stated having 3 Councilors do a fact-finding mission for fire, there was a university that did an in-depth study on that very subject, and it answered a lot of questions. Rich Allen was on Council then and he was the liaison for the police negotiation team and Tanney was on the negotiation team for fire. There was a pretty successful result with fire during that time. There are only so many options so it's not that complicated. A lot of the work has been done and the people that worked on it are willing to do it a second time.

Mayor Lauer stated that he would argue that it is very complicated and it's a big decision coming up.

Mayor Lauer opened public comment at 9:02pm.

Tanney Staffenson stated that being a member of the PSWG he would like to say if it's going to be restructured, it would have been good if the group was involved. A number of the people in the group have said they would like to continue the work. The comment that the group hasn't done their job is insulting. The group was tasked in January, they met for the first time in August, and they weren't to make any distinct recommendations. He asked what the group did not do or what mission was not fulfilled for the City. Whether anybody likes it or not, history plays into everything that goes on.

Shirley Prickett stated she agrees with most of what everybody has said but perception is what the residents look at. If you expect people to vote or agree on adding more money to the tax base, it will be hard if the citizens don't see and understand things ahead of time. Both fire and police should be kept in the same group.

Paul Wilcox stated he hasn't heard what the meetings would look like if a Council subgroup is formed. It sounds like there is an implication of meeting behind closed doors. He stated the subgroup for Charter were done in public and he attended those meetings.

Mayor Lauer closed public comment at 9:06pm.

Councilor White stated he believes the resolution is stating that the meetings would not be public meetings.

Ed Trompke stated yes, right now 1, 2 or 3 members could meet with Ray Young privately. Those members couldn't discuss with other Councilors, only themselves. This would not be a committee, it's something that is already allowed.

Councilor Ripma stated in item #4 of the resolution, it identifies a specific set of Councilors that will be doing the fact finding.

Ed Trompke stated it is to inform the staff, the City Manager, so he can come to Council with a recommendation.

Councilor Ripma stated he understands it was done with care, so it doesn't violate the meetings laws but it's all being done behind closed doors. He doesn't like the idea of doing it that way. The PSWG should be allowed to continue to do what they were formed to do. The group is willing to keep doing the work.

Councilor Wunn stated in response to Tanney, he doesn't think he was saying the members of the PSWG didn't do their job. He thinks they did the best they could with what they were given. The work needs to be done quickly and there shouldn't be arguments over this.

Ed Trompke stated there are 2 options with each of the resolutions. In item #3 of the resolution, Council could either adopt it as written. It reconstitutes the PSWG until July 2025 and then it could be said that that is what is in Section 1. You could leave in Sections 2-5 or not. They could be stricken or not. If they aren't stricken, they are simply giving some guidance to what the City Council would like to hear back from the group at least as one of their priority matters. With respect to the second resolution, Council could adopt it as written and the Mayor would appoint 3 Council members or some other selection method, or not adopt at all.

Ray Young stated if Council adopts #3 as written he doesn't think that's inconsistent with anything anybody said tonight. For the next meeting he could reword #4 so that it's worded exactly as #3 except to insert the fire services investigation and leave out the 3 Councilors and just assign it to the PSWG.

Mayor Lauer asked if Council decides to take a vote on agenda item #3 as written and they vote it down because even though as written in the agenda and with the attached resolution it says yes but it kind of doesn't say yes about fire. If it's voted down, can there be another vote with an amendment and strike everything except for Section 1 in resolution #3?

Ed Trompke stated his personal preference would be is if you were to do it and leave in 1 and 6, 7 and 8 including the reporting, the expiration date in July 2025 and then it takes immediate effect. You would do it through this mechanism.

MOTION: Councilor Ripma moved adoption of a resolution reconstituting the ad hoc Public Safety Services Delivery Working Group and that the resolution in the packet being amended as follows; Sections 2, 3, 4 and 5 are omitted. The resolution will have Sections 1, 6, 7 and 8 only as set forth in the Council packet. Seconded by Councilor Glantz.

VOTE: Councilor Wittren – Yes; Councilor Glantz – Yes; Councilor Ripma – Yes; Councilor Caswell – Abstained; Councilor Wunn - No; Mayor Lauer – Yes and Councilor White – Yes.

Motion passed 5-1-1.

4. RESOLUTION: A resolution creating a Council study group to assist staff in determining options for future fire and emergency service to protect Troutdale.

Ray Young stated he's taking from the majority of Council that the duties listed in #4 should go to the Public Safety Working Group.

Mayor Lauer opened public comment at 9:24pm.

None.

Mayor Lauer closed public comment at 9:24pm.

MOTION: Councilor Ripma moved to postpone the resolution indefinitely.
Seconded by Councilor Glantz.

VOTE: Councilor Wittren – No; Councilor Glantz – Yes; Councilor Ripma – Yes;
Councilor Caswell – No; Councilor Wunn - No; Mayor Lauer – Yes and Councilor
White – Yes.

Motion passed 4-3.

5. ADJOURNMENT

MOTION: Councilor Ripma moved to adjourn. Seconded by Councilor Wunn. Motion passed unanimously.

Meeting adjourned at 9:26pm.

Randy Lauer, Mayor
Dated:

ATTEST:

Kenda Rimes, Deputy City Recorder

January 16, 2024 URA Joint Meeting w/ TCAB and City Council Special Meeting - Zoom Guests

Name (Original Name)	User Email	Join Time	Leave Time	Duration (Minutes)
Sarah Skroch	troutconf@troutdaleoregon.gov	1/16/2024 18:45	1/16/2024 21:26	162
JLeamy (Donna)		1/16/2024 18:50	1/16/2024 20:18	88
Ray Young	troutconf@troutdaleoregon.gov	1/16/2024 18:52	1/16/2024 21:26	155
Shirley		1/16/2024 18:52	1/16/2024 19:17	25
abefarkas		1/16/2024 18:54	1/16/2024 20:16	82
Carol Allen		1/16/2024 18:54	1/16/2024 21:26	153
Alison Caswell		1/16/2024 18:55	1/16/2024 21:26	152
Paul Wilcox		1/16/2024 18:55	1/16/2024 21:26	151
E. Mueller		1/16/2024 18:55	1/16/2024 20:16	81
Dave Ripma		1/16/2024 18:56	1/16/2024 21:26	151
Jordan Ramis Information Technology		1/16/2024 18:56	1/16/2024 21:26	151
Rich Allen		1/16/2024 18:56	1/16/2024 21:26	151
Jeff Hutchinson (jeffhutchinson)		1/16/2024 18:57	1/16/2024 21:26	150
Tanney Staffenson		1/16/2024 18:57	1/16/2024 21:26	150
Jordan Wittren		1/16/2024 18:57	1/16/2024 21:26	149
TESTIFIER 8-Nickeia Hunter		1/16/2024 18:58	1/16/2024 18:59	2
William Knight		1/16/2024 18:58	1/16/2024 21:26	149
Randy Lauer		1/16/2024 18:58	1/16/2024 21:26	149
Victoria's iPhone		1/16/2024 18:59	1/16/2024 21:26	148
Erika		1/16/2024 18:59	1/16/2024 20:36	97
Heather Jones (City of Troutdale)		1/16/2024 18:59	1/16/2024 20:16	78
Geoffrey Wunn		1/16/2024 18:59	1/16/2024 21:26	148
Sandy Glantz		1/16/2024 18:59	1/16/2024 21:26	148
Zach Andrews		1/16/2024 18:59	1/16/2024 19:03	4
GLENN WHITE		1/16/2024 18:59	1/16/2024 21:26	147
Diane		1/16/2024 19:00	1/16/2024 20:16	77
Observer (TESTIFIER 8-Nickeia Hunter)		1/16/2024 19:00	1/16/2024 20:14	75
Chris Nelson		1/16/2024 19:00	1/16/2024 20:16	76
Marlee Boxler		1/16/2024 19:01	1/16/2024 20:16	76
Lauren Jones		1/16/2024 19:01	1/16/2024 20:16	75
Zach Andrews		1/16/2024 19:03	1/16/2024 20:32	90
Shirley		1/16/2024 19:18	1/16/2024 21:26	129
Observer		1/16/2024 20:15	1/16/2024 20:16	1
Erika		1/16/2024 20:36	1/16/2024 21:26	50

DRAFT

MINUTES
Troutdale City Council – Regular Meeting
Troutdale Police Community Center – Kellogg Room
234 SW Kendall Court
Troutdale, OR 97060

Tuesday, January 23, 2024 – 7:00PM

1. PLEDGE OF ALLEGIANCE, ROLL CALL, AGENDA UPDATE

Mayor Lauer called the meeting to order at 7:00pm.

PRESENT: Mayor Lauer, Councilor Ripma, Councilor Caswell, Councilor Wunn, Councilor White, Councilor Wittren and Councilor Glantz.

ABSENT: None.

STAFF: Ray Young, City Manager; Kenda Rimes, Deputy City Recorder; Ed Trompke, City Attorney; Erich Mueller, Finance Director; Travis Hultin, Public Works Director and Jona Jacobsen, Parks & Facilities Superintendent.

GUESTS: See Attached.

Mayor Lauer asked for agenda updates.

Ray Young, City Manager, introduced Erika Palmer, the City of Troutdale's new Community Development Director.

Mayor Lauer stated the Student Government Association from the Springdale Job Corps is here tonight and introduced Scott Harden, the Springdale Job Corps Career Development Services System Manager.

Scott Harden stated he brought some of the students from the student government to the Council meeting. He stated the student government meets once a week to address grievances or give ideas to their government. They also manage a student government fund where they can pay to have events on campus. They take care of updates to their constitution. He stated that for the most part they are excellent students. They have been making their way around to the different municipalities to see how meetings are run.

2. PUBLIC COMMENT: Public comment on non-agenda and consent agenda items is welcome at this time.

None.

3. CONSENT AGENDA:

3.1 MINUTES: December 12, 2023 City Council Regular Meeting.

MOTION: Councilor Ripma moved to approve the consent agenda. Seconded by Councilor Wittren.
Motion Passed 7-0.

4. UPDATE: An update from the Bureau of Emergency Communications.

Bob Cozzie, Director of BOEC, presented a PowerPoint to the Council (attached as Exhibit A). He explained that BOEC provides service for the entire County, not only 911 service but police and fire EMS dispatch as well.

Mayor Lauer asked what the success rate is for academy attendees.

Bob Cozzie replied there are a lot of graduation milestones. The first one would be mid-terms. If they fail the mid-terms, then that's it. He stated it seems like they lose about one person in each academy after the final exam. Then they go into on-the-job training and that's typically where they might lose another one. He stated its normally trainees that recognize that the job is kind of scary and it's not for them, so they'll opt out more often than not. It's rare that they actually let a trainee go because they didn't make it in call taking.

Councilor Wittren asked about future budgeting for BOEC.

Bob Cozzie stated in any public body, funding is volatile. During COVID he was told to cease all hiring and it created a hole for BOEC. They didn't hire anyone for about 10 months and they started losing people. There wasn't anyone in the training pipeline and it was a big mistake. Don't let a bad mistake go to waste. He remembers exactly how bad it felt 2 or 3 years ago. He also knows how good it feels right now when he's starting to see real light at the end of the tunnel. The City is transitioning to a new form of government. The new structure is going to be more traditional with a city administrator form of government. The Public Safety Bureaus have already begun that transition and they're working together now under the Community Safety Division and this year they're putting their budget together as a joint budget with Commissioner Gonzalez overseeing the bureaus. They're working hand in hand with police, Community Safety Division and beginning that transition into the new form of government with a Deputy City Administrator for public safety. He hopes at that point there will be more continuity within public safety. His goal is to always have 5 minimum people in an over hire place so when we start losing people, we won't be in the hole that we have been in.

Mayor Lauer opened public comment at 7:58pm.

Scott Harden, Wood Village resident, asked about the Portland Street Response (PSR) numbers and how the fire calls are going up and police calls going down. Could those dispatches from PSR be impacting the police dispatch because it's now PSR dispatched instead of police.

Bob Cozzie replied yes, it is. It's not really making up for the difference entirely but almost all of those calls would've initially gone to police. So, PSR really is handling some of the calls that would've gone to police which does free up that resource so they can be more available.

Paul Wilcox, Troutdale resident, stated he didn't follow how when there are multiple reports of the same event how that's reflected in the statistics, like a fire and a traffic accident.

Bob Cozzie stated the first couple of slides really show the 911 call volume and that's the individual 911 calls that they take, or non-emergency calls for that matter. Then the slide later in the presentation showed the actual calls for service. That slide shows fewer calls for service that were created in the system. When you add up the non-emergency and 911 calls, that's about a million. About 30-40% of calls to 911 are extra calls.

Mayor Lauer closed public comment at 8:01pm.

Mayor Lauer thanked Bob for his report.

5. REPORT: Parks Advisory Committee's proposed additions to designated on-leash parks.

Travis Hultin, Public Works Director, gave a brief overview of the staff report.

Councilor Ripma stated he listened to the entire December 20th Parks Advisory Committee (PAC) meeting, and he is convinced that what's going on at the neighborhood parks that were listed, people are walking dogs on leashes. It's not a problem. They should be allowed to do that. He was convinced by the PAC discussion that it would be ridiculous to have it banned.

Councilor Glantz stated she listened to the meeting as well and she was a little disappointed. She thought that Council was asking the PAC for a priority list or what the next 3 parks would be. She was disappointed that the intent didn't get carried through to the PAC. She's not in favor of adding in all the neighborhood parks as just a blanket. She would be okay with a notification system where all the residents around the parks get notified that the City wants to make the park an on-leash park and see if there is feedback.

Councilor Ripma stated it sounds like all the neighborhood parks are used by the residents to walk their dogs. As long as they do it on-leash, nothing is really changing. He hates to burden staff with trying to notify all the neighbors of all the parks that this big change is being made when in fact it's just legalizing what's been going on anyway.

Mayor Lauer stated the City has a great newspaper, The Champion, which could put out an article about the PAC's recommendation for on-leash dog parks.

Councilor Wittren stated social media like Facebook works well and gives feedback and public comment.

Mayor Lauer advised using social media rather than mailing notifications. The Champion is a good tool too.

Councilor Wunn stated he listened in on the PAC meeting. They were disappointed and felt that Council didn't listen to their recommendations the first time. He would feel comfortable adding the parks that were stated by the PAC to the resolution and move forward with on-leash parks.

Councilor White stated he's concerned about barking and the enforcement aspect. He does not want dogs allowed in Glenn Otto Park. He worries about the safety of the dogs and people.

Mayor Lauer opened public comment at 8:20pm.

Paul Wilcox read from a self-prepared statement (attached as Exhibit B).

Lavernius, Springdale Job Corps student, stated Councilor White stated that dogs are currently not allowed in Glenn Otto Park. He asked if there is a specific reason.

Councilor White replied there is concern for wildlife and the lifeguards because if there's a dog goes in the water they have to get in the water because the dog creates an added danger to a swimmer. There are a lot of events like weddings with food.

Lavernius stated if the dogs are required to be on a leash, then none of those should be a problem. He thinks it would be a good idea to consider Glenn Otto Park because of its proximity to Sugar Pine. Dogs like water and as long as they're on a leash by the water they should be fine.

Adrian Koester, Troutdale resident, Sweetbriar Park is closed to the public while children are around. The interaction between the general public and when kids are going to be most likely there is probably mostly moot.

Mayor Lauer closed public comment.

Travis Hultin stated in response to Paul Wilcox statement about the map and Sandee Palisades Park and the answer is yes, it's a printing or reproduction error on the shading.

Ray Young stated it sounds like Council is okay with the timeline of having a resolution on the April 9th agenda to consider the listed parks. He'll make sure there is an article in the Champion newspaper and have several social media posts to let people know about the on-leash parks.

6. UPDATE: An update from Public Works on the City's response to the recent weather event.

Travis Hultin stated Troutdale had a little bit of a weather event recently. He thinks most would agree it was one of the most impactful winter storms the city has had or at least in the top three. He stated about a week and half before the onset of the weather event, Public Works became aware of what appeared to be the potential for a moderate snow event with moderate winds. Staff continued to monitor the National Weather Service forecasts and written briefings while

cautioning City Staff of a potential weather event and advising all Public Works staff to be alert and ready for possible winter storm response. In the week leading up to the event, the City began sharing basic information with the public through social media advising that residents could be in for snow and ice and reminding them of information regarding our general snow and ice response priorities. On Wednesday, January 10th, Public Works began pre-activation of an incident command and preparation of an incident action plan. At that point, the forecasts had intensified and were indicating blizzard conditions in the gorge and the potential for high winds and near blizzard conditions in east county with very cold temperatures. By late Thursday afternoon, the incident command team issued the incident action plan for Operational Period 1, covering Friday (day) which focused on final preparation for winter storm response and the potential for initial response Friday afternoon. The team prepared and commenced incident response with the onset of weather that Friday afternoon/evening. Both day and night shifts were staffed on Friday and Saturday through the initial snow, winds and bitter cold with activities primarily geared toward snow removal where needed, maintaining access and functionality at the Troutdale Police Community Center (TPCC), potential wind impacts and responding to water system and water service issues like frozen pipes, frozen meters and water shut offs. By Sunday, the demand for snow removal had subsided. Response activities were shifted to on-call mid-day Sunday, but updated forecasts were calling for the potential for a freezing rain event starting Tuesday and through Tuesday night. The team prepared another plan geared toward freezing rain, water service issues, wind impacts and maintenance access to the TPCC building. City forces continued actively responding into the weekend. Finally, around mid-day Saturday, water calls subsided and exhausted crews concluded there was little more that could be done to improve the situation and they were moved into standby/on-call status. On-call staff continued to respond to problems that arose through Saturday night until finally on Sunday warming temps, rain, and the lessened winds marked the end of this highly impactful bout of weather. The Parks crew's biggest challenges were adapting to the unanticipated duration of the event relative to the weather forecasts and the damage to heating controls at the TPCC during an early brief power outage that knocked out heat on the 2nd floor for several days. The bulk of parks crews' effort went toward supporting the MCSO facility and keeping it safely accessible and operational. Over 2 tons of deicing salt and 80 hours of plowing was done at the TPCC alone. Another 840 lbs. of deicing salt was applied at the City's downtown parking lots and pedestrian accesses at other City facilities. They cleared multiple downed trees on roads in support of streets crews. For the next week or more Parks will be working on the massive task of assessing and cleaning up storm damage at parks and facilities. Imagination Station and the new Dog Park are closed at present due to tree damage. The Wastewater crew's biggest challenge was the extreme winds and ice, making it treacherous to move about the plant and on the roadways as well as the closure of I-84 that resulted in trucks piling up on Frontage Road making it difficult to respond to emergency situations that arose. The sewer plant generally performed well. The ice buildup caused complications with the clarifier drives and spray bars that the crew had to adapt to. The freezing temps also caused non-critical but nonetheless problematic water pipe breaks that the crew had to deal with. They assisted with plowing and sanding on roadways, particularly in the northern part of the City. Power outages eventually shifted their focus and energy to mechanical issues at the plant and mitigating power losses at the pump stations. For the next week they will be working on clearing storm drains and assessing/repairing damages at the plant and pump stations. There were 116 plant and pump station calls/alarms with approximately 30 power outages and brown outs

across the plant and pump stations. All staff were either on duty or on-call and responded promptly both day and night throughout the event. The highest hours logged was a staffer that put in 150 hours during an 80-hour pay period. The water/streets crew's biggest challenges were shifting tactics in response to changing weather conditions, dozens of water service calls, frozen/broken pipes, frozen meters/no service and major power outages causing water staff to scramble to reconfigure the water system to keep up with demand. When the power outages came, it was at a point when water and streets staff had been on 12-hour continuous rotations for multiple days. Priorities started with plowing and sanding and responding to an abundance of water calls. Later, as the windstorm continued mercilessly in combination with the ice, downed limbs/trees and power outages became the most demanding aspect – reconfiguring water zones and deploying and maintaining generators, while continuing plowing and sanding operations and responding to water calls. When the worst power outage struck, immediately as staff were leaving the operational briefing for their shift, 4 of the operations staff from the outgoing day shift stayed on practically through the night to maintain water levels and respond to water calls so the remainder of the day shift could get rested to come back for the next day's day shift. 320 emergency water storage bags were delivered to Multnomah County Animal Services and 400 to Corbett during the height of the event. Approximately 60 customer emergency water calls by phone, email, social media were made, including flagging staff down in the street. Multiple power outages necessitated the deployment of 3 emergency generators for multiple days. Water system telemetry alarms in the hundreds occurred, mostly power and communication loss alarms. There were multiple and varying reconfigurations of water system controls and valves in the field to maintain water reservoir levels through power losses at wells. Approximately 70 tons of gravel was applied to the road network on both City and County roads. There were multiple downed trees on roadways moved by plow or backhoe. Most timecards were over 140 and some exceeded 200 hours for what would normally be an 80-hour pay period. For the next week or more, water and street crews are working on recovery, primarily street sweeping, restocking/re-equipping, equipment repairs and general debris cleanup in the roadways and at water facilities. There will be a team project with Parks planned to do an extra thorough cleanup of downtown. There were zero reportable injuries or vehicle accidents for city vehicles. He commended the Public Works staff. They stepped up, answered the call and gave a tremendous showing, performing admirably through countless, ever-changing challenges for long hours day after day and night after night in terrible conditions. They went above and beyond the considerable call of duty on numerous occasions. He stated he is extremely proud of the work they did. Across the entire Public Works operations divisions, they performed at an extremely high level relentlessly and any City would be extremely fortunate to have the people Troutdale has on the front lines. They did an incredibly outstanding job. He commended Kevin Mooney for his timely sharing of information with the public through social media and Ray Young for wisely closing city offices when appropriate and enabling and empowering Public Works to plan and conduct their incident response.

Councilor Wunn stated accessibility was the best it's been for Troutdale. He commended staff.

Councilor Wittren thanked staff for the great job done.

Councilor Ripma stated he greatly appreciates the Public Works staff and the incredible job they do.

Mayor Lauer stated thanked staff for all their hard work and keeping the City running.

Mayor Lauer opened public comment at 9:01pm.

None.

Mayor Lauer closed public comment at 9:02pm.

7. STAFF COMMUNICATIONS

Ray Young thanked Council and the Budget Committee for making the decision 5 years ago to approve a social media specialist. Kevin Mooney has done an amazing job as the City's media specialist. When he came on 5 years ago there were less than 3,000 people who liked and followed the City of Troutdale's Facebook page. A month ago, there were 5,000 people and in the last 30 days 1600 new people came to the Facebook page and not 1 person unliked the page. Ray provided the following staff communications:

- No Council meeting 2/13
- Next Council meeting will be held on 2/27
- The Parks Department has been partnering with Trail Keepers to start working with the volunteer groups to be improving Troutdale's park trails. If anybody wants to help with those volunteer efforts, they can get a hold of the Parks Department.

8. COUNCIL COMMUNICATIONS

Councilor Wunn stated he wants to point out again how well the City of Troutdale was taken care of during the storm.

Councilor Glantz thanked staff for working hard. She appreciated the report on the recent weather event.

Councilor Caswell stated the City has a really great staff and it's cool to see them showing up over and over again. She appreciates everybody.

Councilor White stated he read in the Champion that the Community Enhancement Fund is going to be shared now with the 3 cities. He doesn't think there was ever an official action made on it. He has asked to have it put on the agenda. He's wondering if it's not too late to salvage it.

Mayor Lauer thanked staff and welcomed Erika Palmer.

9. ADJOURNMENT

MOTION: Councilor Wittren moved to adjourn. Seconded by Councilor Ripma. Motion passed unanimously.

Meeting adjourned at 9:09pm.

Randy Lauer, Mayor
Dated:

DRAFT

ATTEST:

Kenda Rimes, Deputy City Recorder

CITY OF TROUTDALE

**City Council – Regular Meeting
7:00PM**

Tuesday, January 23, 2024

PLEASE SIGN IN

[illegible]

January 23, 2024 City Council Regular Meeting - Zoom Guests

Name (Original Name)	User Email	Join Time	Leave Time	Duration (Minutes)
Troutdale Conferencing	troutconf@troutdaleoregon.gov	1/23/2024 18:46	1/23/2024 21:09	144
MetroEast		1/23/2024 18:46	1/23/2024 21:10	144
Troutdale Conferencing		1/23/2024 18:48	1/23/2024 21:09	142
Paul Wilcox		1/23/2024 18:49	1/23/2024 21:09	141
Carol Reynolds		1/23/2024 18:49	1/23/2024 21:09	141
speaker table		1/23/2024 18:50	1/23/2024 18:56	7
Testimony Table		1/23/2024 18:51	1/23/2024 21:10	139
Randy Lauer		1/23/2024 18:55	1/23/2024 21:09	135
Glenn White		1/23/2024 18:55	1/23/2024 21:10	135
Alison Caswell		1/23/2024 18:56	1/23/2024 21:09	133
Sandy Glantz	troutconf@troutdaleoregon.gov	1/23/2024 18:58	1/23/2024 21:09	132
Jordan Wittren		1/23/2024 18:58	1/23/2024 21:09	132
Troutdale Conferencing		1/23/2024 18:59	1/23/2024 21:10	132
Adrian Koester		1/23/2024 18:59	1/23/2024 21:10	131
jona.jacobsen		1/23/2024 19:00	1/23/2024 21:02	123
shelly redford		1/23/2024 19:04	1/23/2024 19:09	6
Geoffrey Wunn		1/23/2024 19:06	1/23/2024 21:09	124
Shelly Redford		1/23/2024 19:10	1/23/2024 21:04	115
speaker table		1/23/2024 19:25	1/23/2024 19:25	1
speaker table		1/23/2024 20:03	1/23/2024 21:10	67

Exhibit A

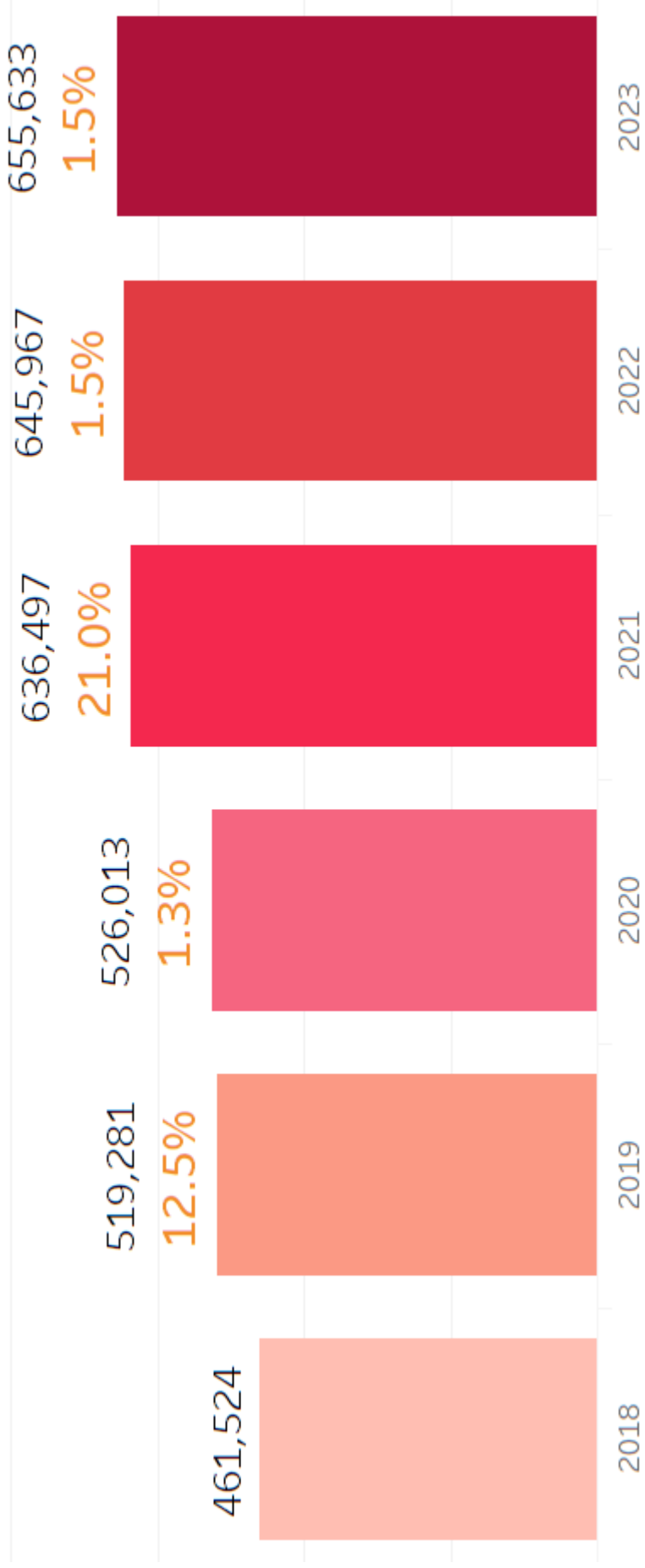
January 23, 2024 Council Meeting Minutes



2023 BOEC
Year in Review

Bob Cozzie,
Director

911 Call Volume 2018-2023



1.5% increase
the past two
years

“New Normal?”

42%
increase from
2018

Problem Solving: New Ways to Train

Ramped-up Recruitments

- 4 academies
- 44 new employees
- Over 800 applicants

Fast Track Training

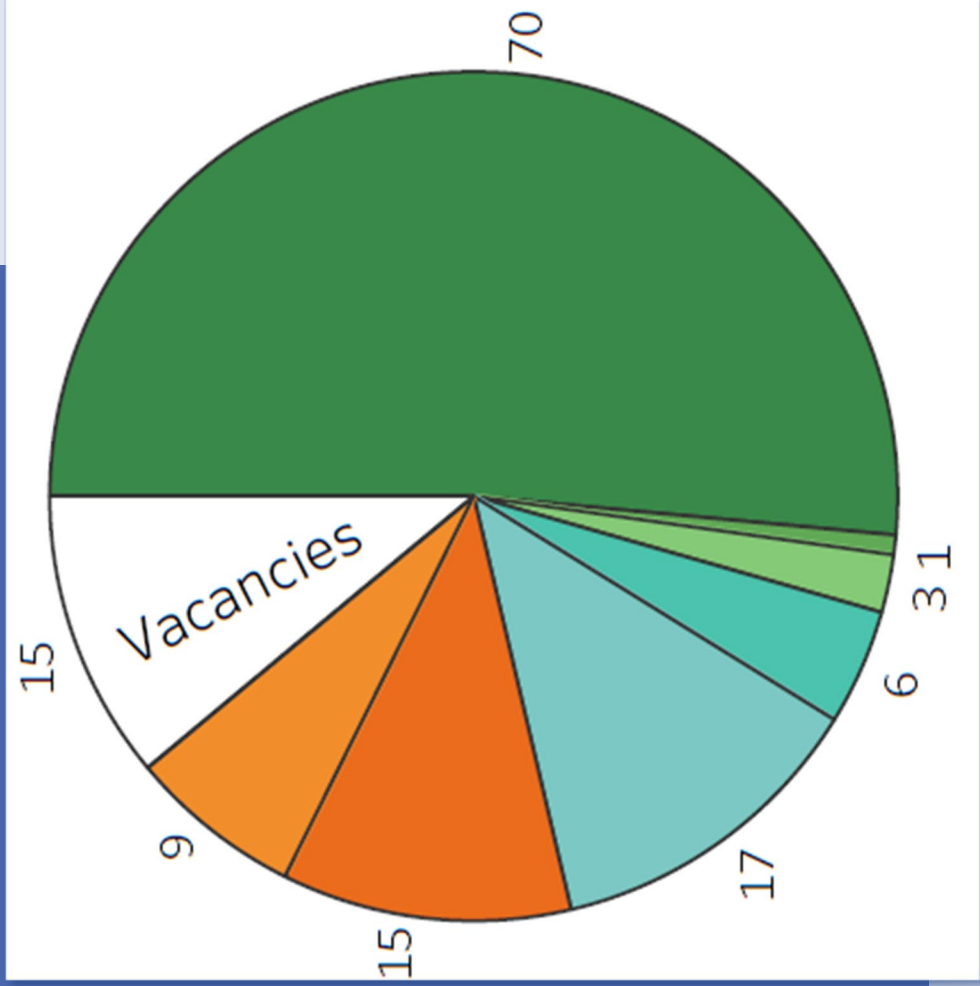
- Prioritizing training hours for late-phase trainees
- Streamline training phases

Attracting More Trainers

- Tiered coaching based on responsibility

Staffing

as of January 1, 2024



136
budgeted FTE
(121 filled)

97
call taking
certified
employees

47
Trainees
(various
disciplines)

3
Academies
scheduled in
2024

Problem Solving: Implementation of Technology

Automated Callback on 911 Hangup Calls

- Reducing call taker workload by 30-40 hours per month

Alarm Company Connectivity

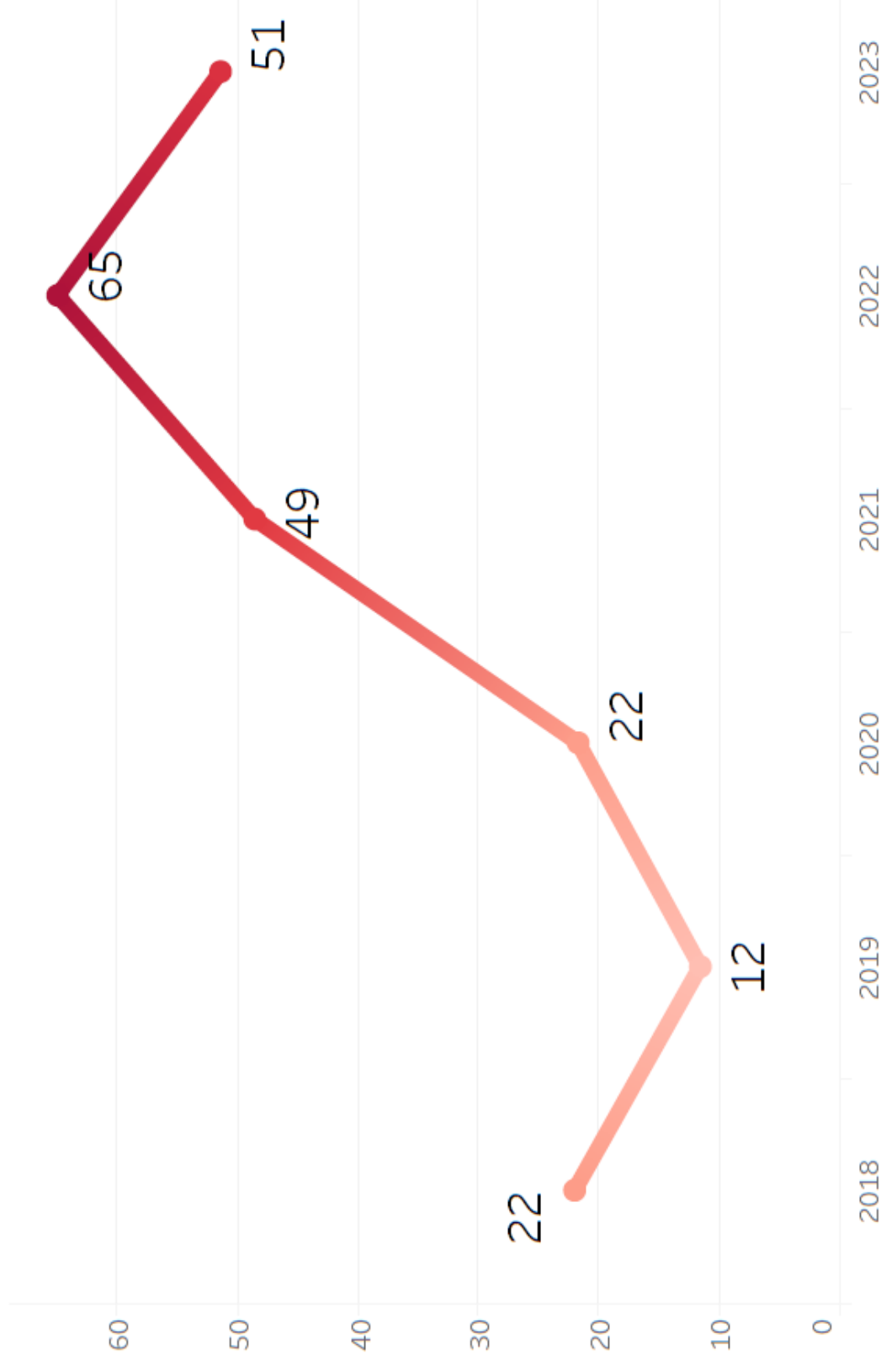
- Reducing call taker workload by 25 hours per month

Non-Emergency Call Answering “Case Service”

- Reducing non-emergency call taker workload by 30% - 35%

911 call wait
times are
improving

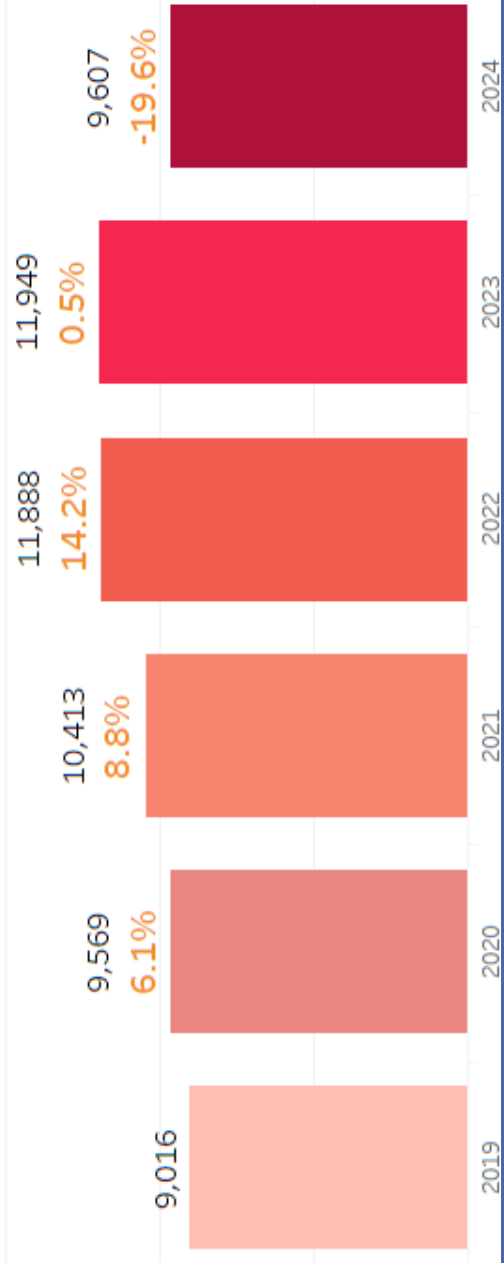
Year-to-Date **911** Average Wait-to-answer Time Trends*
(2018 through 2023 Comparison)



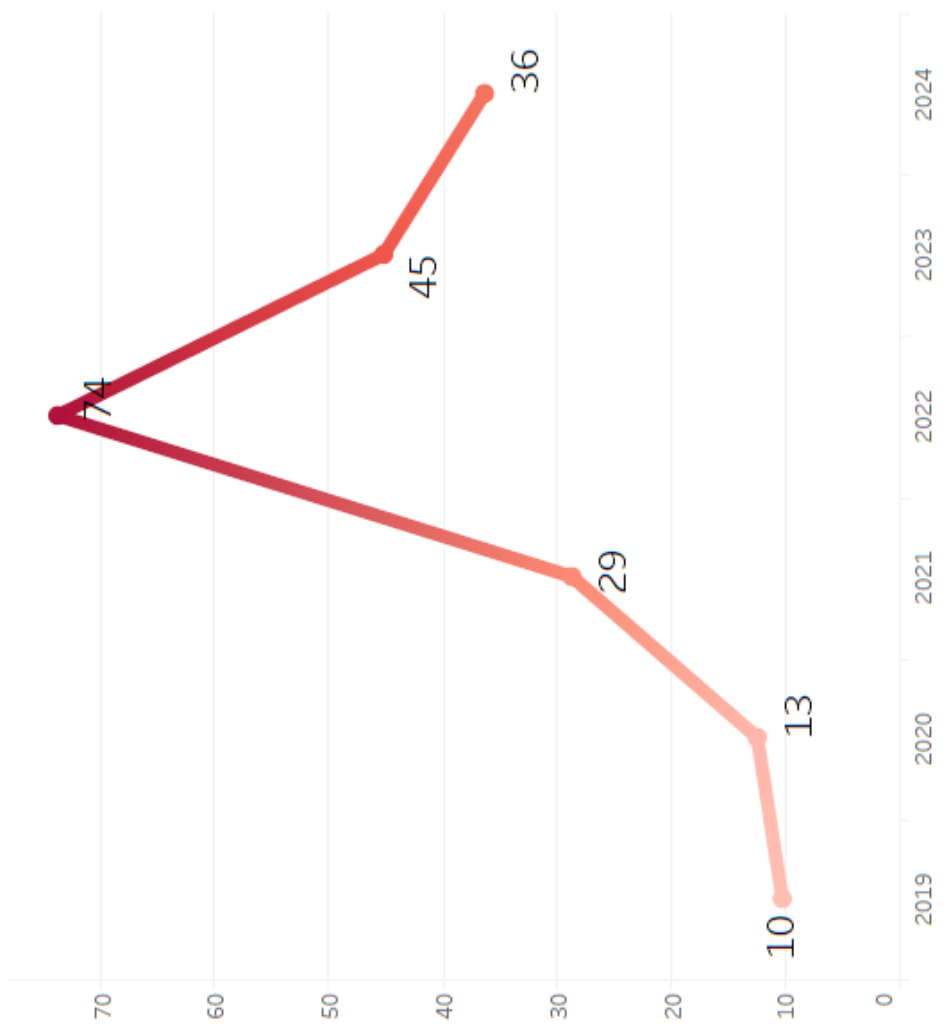
Promising trends...

- More trainee certifications
- Use of technology
- Reduction in 911 calls
- Resulting in better call answering times

Weekly 911 Call Volume
(2019 through 2024 Comparison)

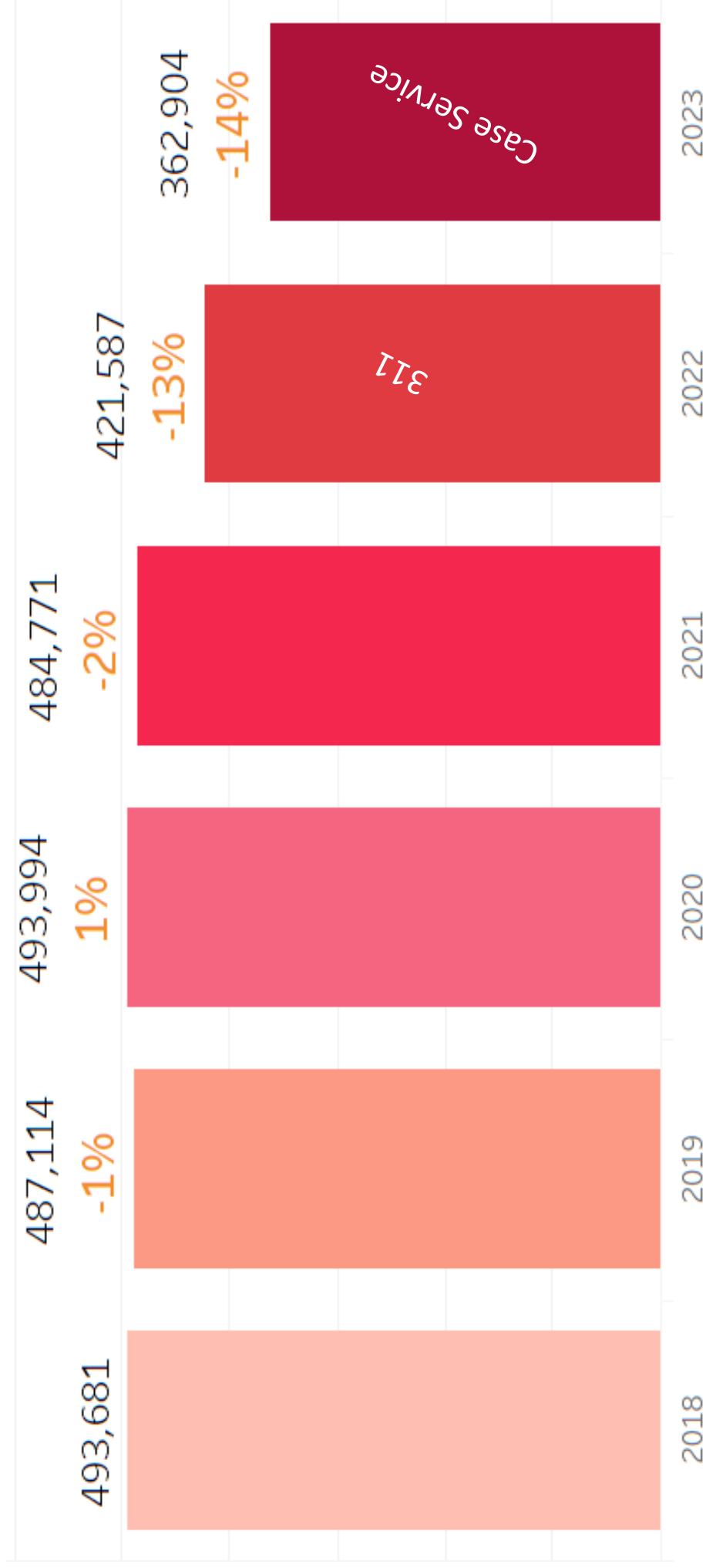


Weekly 911 Average Wait-to-answer Time Trends*
(2019 through 2024 Comparison)



December 31, 2024 - January 6, 2024 data

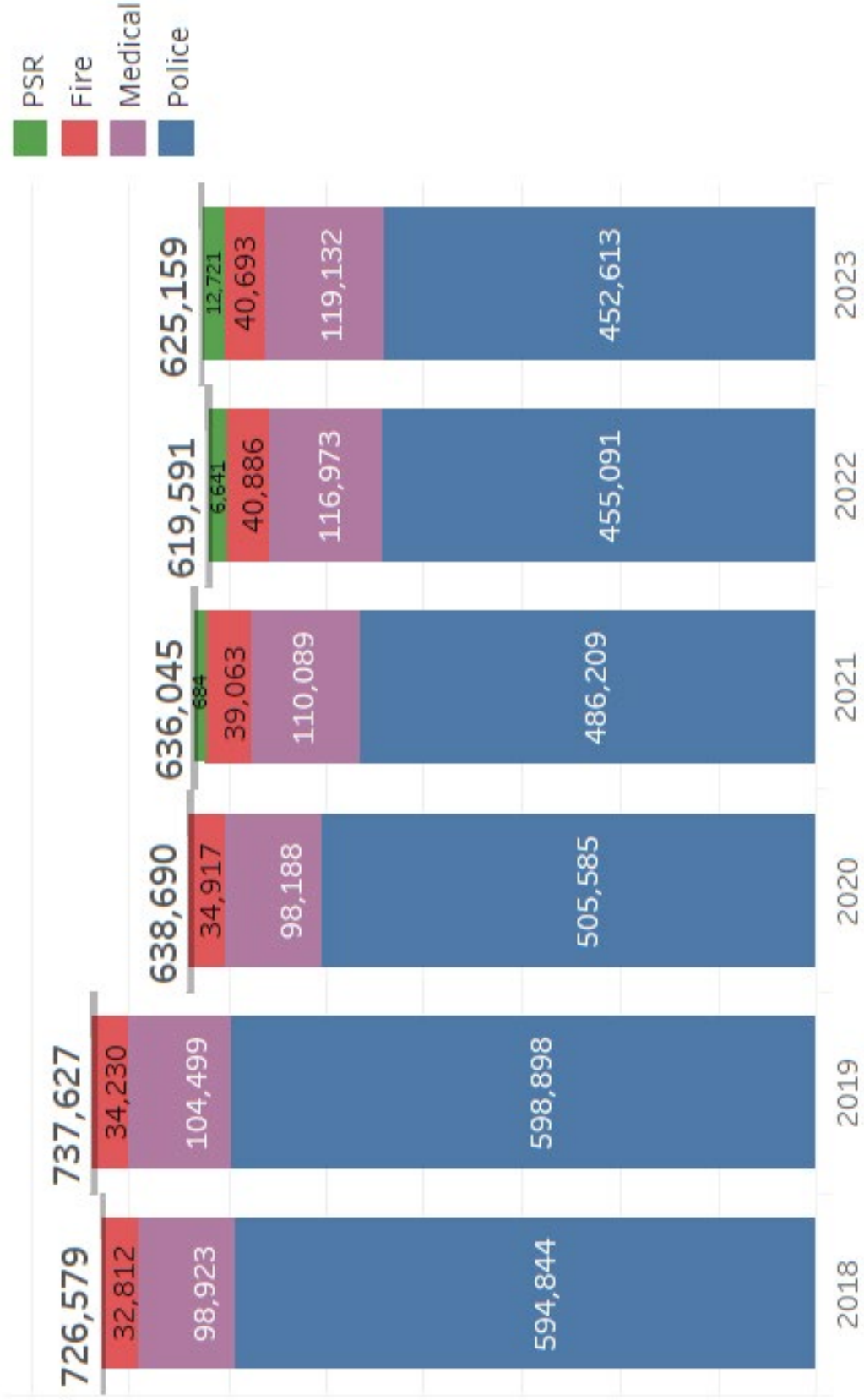
Non-emergency call volume



Significant shift
from police to
fire, EMS and
PSR calls for
service

Fewer officer-
initiated calls for
service

Yearly Dispatch Workload
2018-2023





2024 Focus Areas

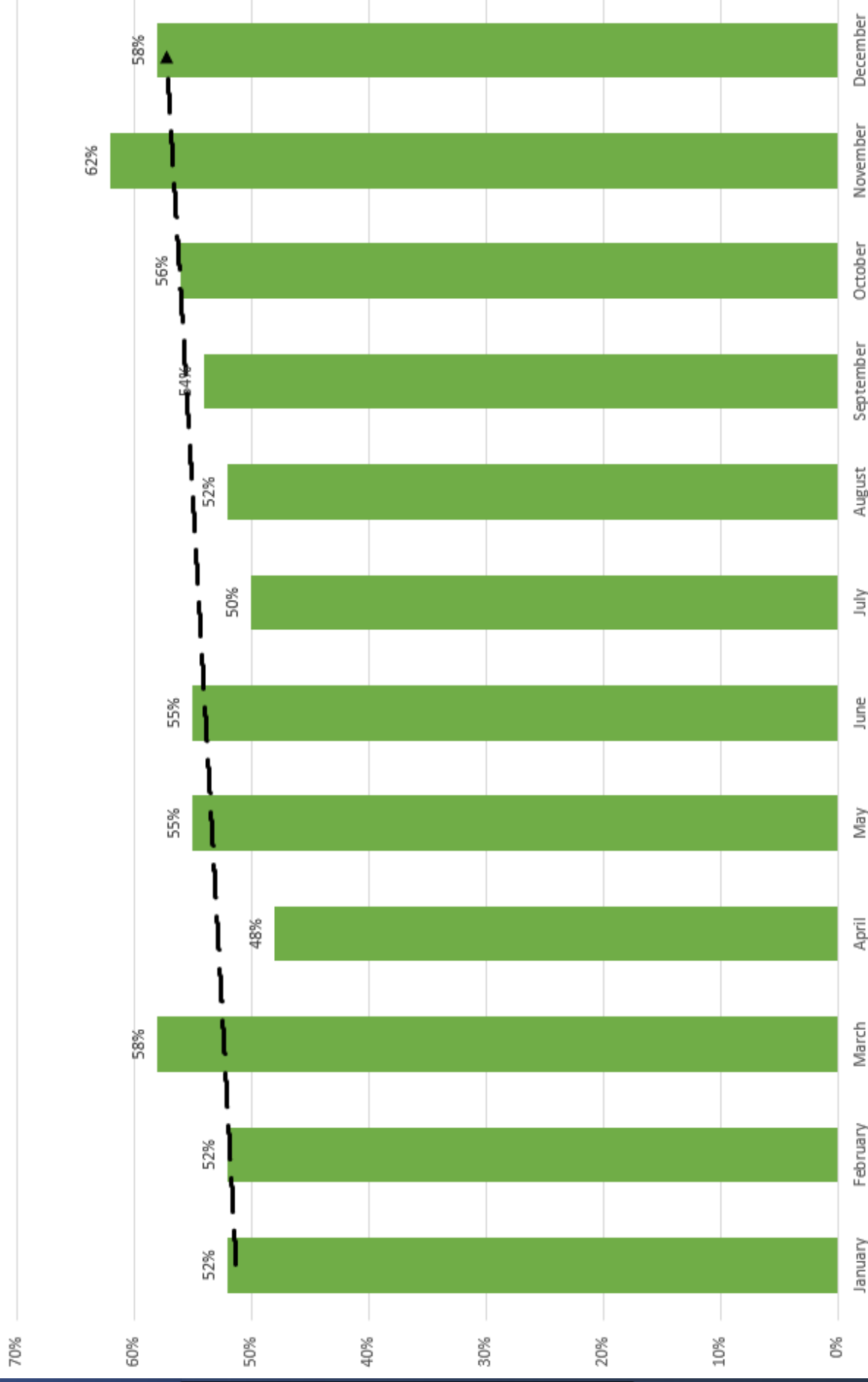
- New Strategic Plan
- Increase certified staff
- Continuing to address call wait times
- Employee wellness
- Greater focus on QA and providing excellent service
- Aiming for agency accreditation



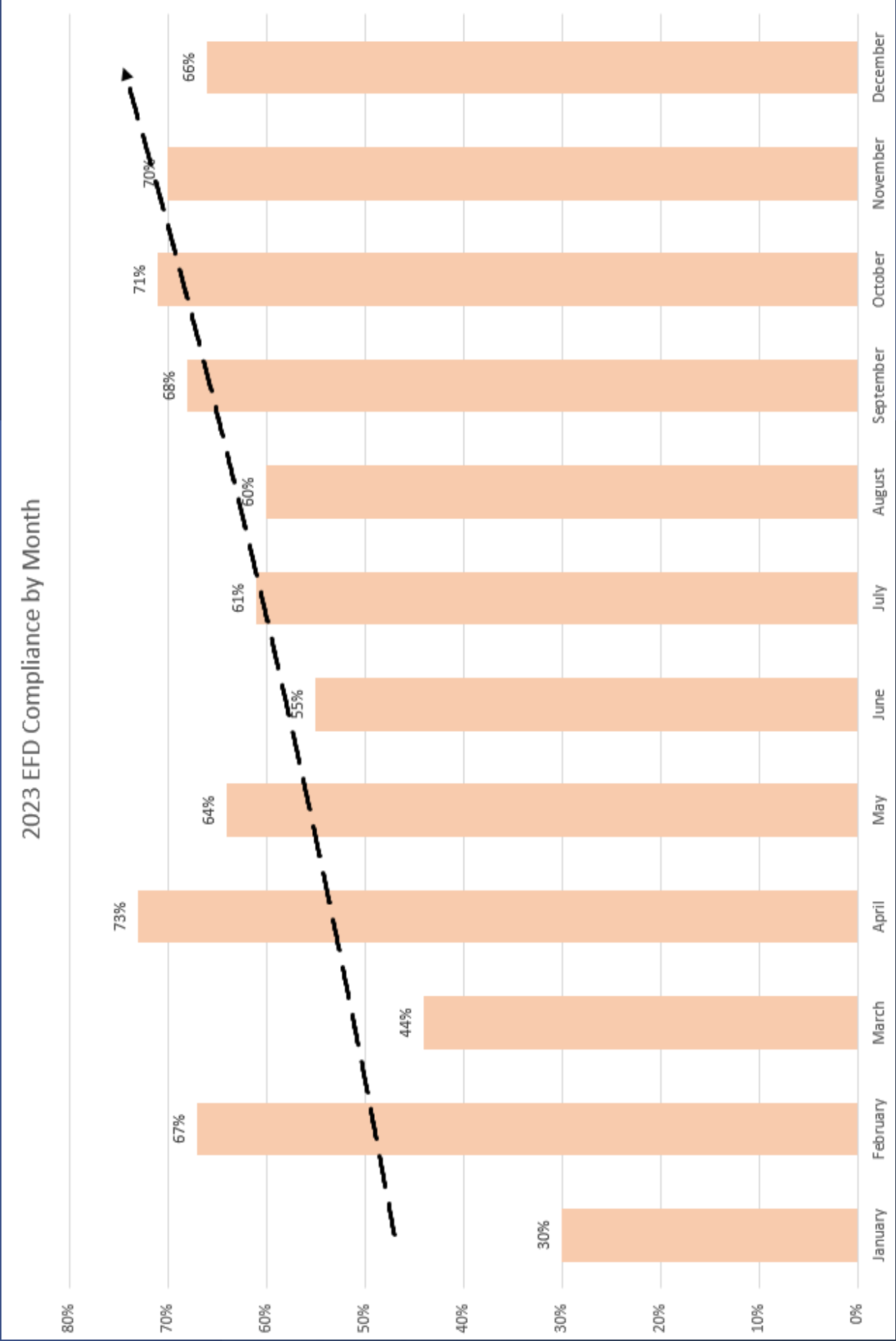
Accreditation Criteria:

- 73% compliance (min)
- ≤ 7% non-compliance
- ≤ 10% partial compliance
- ≤ 10% low compliance

2023 EMD Compliance by Month



- Accreditation Criteria:
- 73% compliance (min)
 - ≤ 7% non-compliance
 - ≤ 10% partial compliance
 - ≤ 10% low compliance

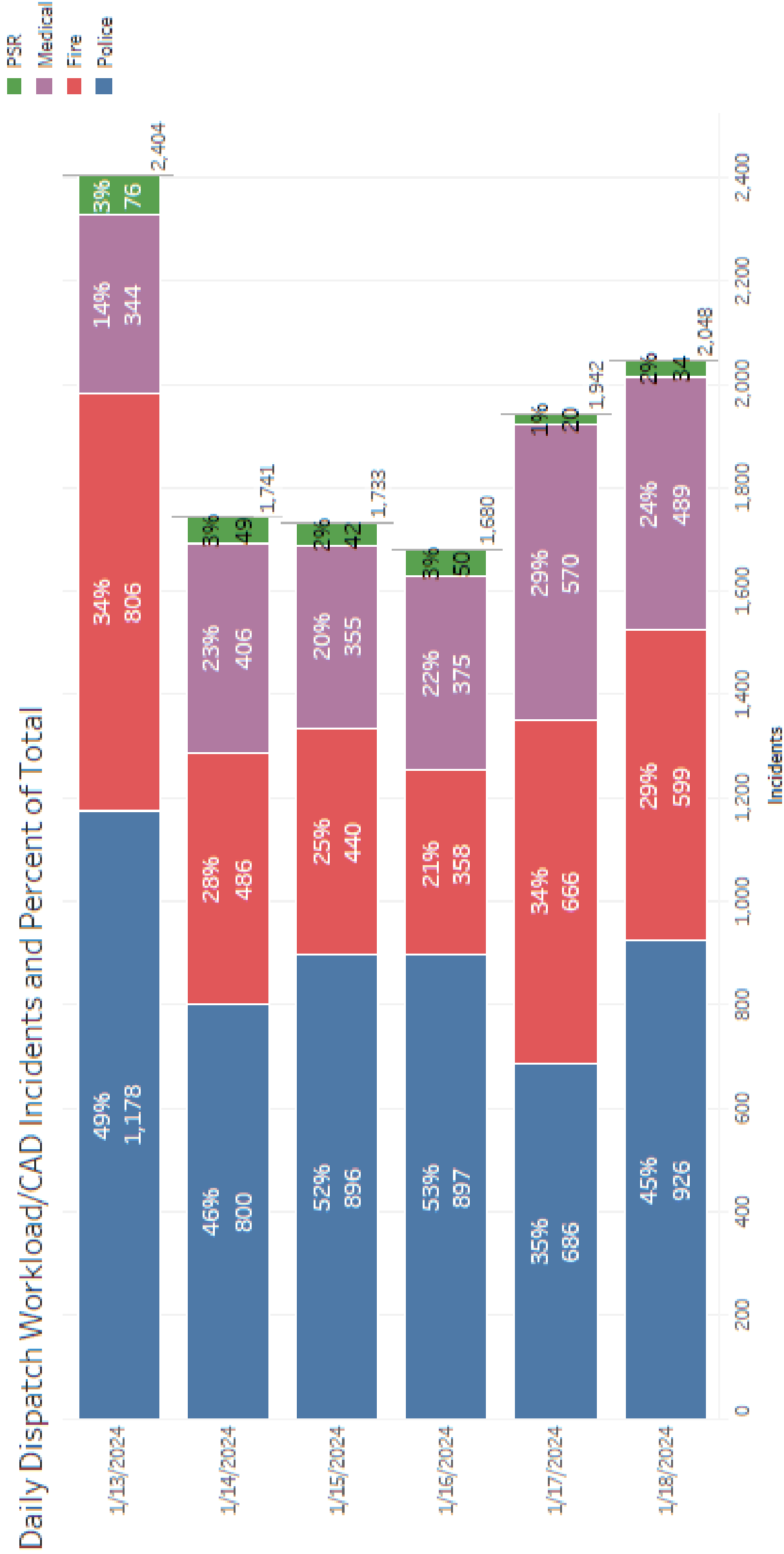


Winter Storm Data – 1/13-1/18, 2024

Daily Workload Call Volume and Percent Increase from Previous Day



Winter Storm Data – 1/13-1/18, 2024





Thank you!

robert.cozzie@portlandoregon.gov

Exhibit B

January 23, 2024 Council Meeting Minutes

Mayor and Councilors,

There are enough issues at play here that I had to put it in writing so I wouldn't leave anything out.

On the staff report itself, I have a couple of issues. At the Dec. PAC meeting the members voted 8-0 to recommend not allowing dogs at Glenn Otto Park. That is not addressed anywhere in the staff report. There was also some question whether Sugar Pine actually sits on park property, in which case dogs would be prohibited there as well. Perhaps prohibitions are a subject for another meeting.

I noticed on the Exhibit A map that only the western edge of Sandee Palisades is color-coded green for on-leash dogs. Is that intentional, or a coloring error? The PAC members also voted 8-0 to recommend on-leash dogs at all "neighborhood" parks. On the city parks website there's an amenities chart that divides all city parks into four different classifications; community, neighborhood, open space/greenway, and mini parks. This raises a question as to which parks the PAC intended since the Exhibit A map includes parks not under the neighborhood classification. In my mind, I also questioned some of the parks included in the Exhibit A map. For example, I would consider the mini parks possibly too small in area to allow shared use by both dog and non-dog users. Sweetbriar Park is also immediately adjacent to Sweetbriar Elementary School, putting young children at risk. I also question the inclusion of Woodale Park, which is surrounded by the back yards of two dozen homes, and doesn't have any established walking paths. A visitor there in the Spring might find foot-high grass.

I continue to hear and see references to dogs not being allowed in any city parks according to city code, including the latest Resolution #2611, yet Sunrise Park has been signed for on-leash dogs for many years.

Submitted by:

Paul Wilcox

Troutdale

1/23/24



STAFF REPORT

SUBJECT:

A resolution approving an amended and restated Intergovernmental Agreement with the Regional Water Providers Consortium.

MEETING TYPE: City Council - Regular Meeting

MEETING DATE: February 27, 2024

PRESENTER: Travis Hultin, Public Works Director

DEPARTMENT / AFFILIATION: Public Works

ACTION REQUIRED: Resolution (Consent)

PUBLIC HEARING: No

COMMITTEE / COMMISSION RECOMMENDATION: N/A

STAFF RECOMMENDATION: Approval

Exhibits:

- A. Amended and Restated Intergovernmental Agreement of Region Water Providers Consortium

Subject Relates to:

☐ Council Goals ☐ Legislative ☐ Land Use / Development ☒ Other (describe)

Public Works Operations, emergency planning and operations, agency coordination and cooperation, collaboration, regional messaging, water conservation

Discussion Points:

- Should the City of Troutdale continue its participation and collaborative relationship with other water providers in the region through the Regional Water Provider's Consortium and under the consortium's consensus Amended and Restated Intergovernmental agreement?

Background:

The Regional Water Providers Consortium is a voluntary organization that provides leadership and support in the planning, management, stewardship, and resiliency of drinking water in the Portland, OR metropolitan region. The Consortium is comprised of 25 members which are located in the Clackamas, Columbia, Multnomah, Washington, and Yamhill Counties.

The City was a funding partner and collaborator for the creation of the original Regional Water Supply Plan in the early to mid-nineties. The Regional Water Providers Consortium (Consortium) Intergovernmental Agreement (IGA) was first developed and adopted by individual members in 1996 to endorse the Regional Water Supply Plan and form the Consortium. The IGA was last updated and adopted in 2005, and the City became a signatory to that IGA in 2018, formally joining the consortium as a voting member. Since 2005, the organization has grown and evolved requiring a need to update the IGA. The Consortium and its members have conducted a thorough review and update of the Consortium IGA language. At its meeting on October 4, 2023, the Consortium Board unanimously approved the IGA with a recommendation that Consortium members' individual board, council, or commission approve the amended and restated Intergovernmental Agreement of the Regional Water Providers Consortium (2023). Currently, each voting member of the Consortium is a signatory to the IGA. The updated IGA will require all voting and non-voting member (Participant) approval.

Staff have found participation in the RWPC to be beneficial to the City in many respects, with minimal demand on City resources or staff time. Staff recommends approval of the Amended and Restated IGA.

Summary:

The Amended and Restated Intergovernmental Agreement supplants the existing Intergovernmental Agreement between the consortium partners. Each individual member board, council, or commission must approve and sign the amended and restated Intergovernmental Agreement of the Regional Water Providers Consortium (2023).

Changes from the existing IGA are summarized as follows:

- New and updated definitions added including types of members: "Associate Member" and "Full Member" and defines "Region"
 - Removal of outdated Metro references from when Consortium was formed
 - Update of purposes of Consortium to align with mission statement and Strategic Plan
 - Update of Participant language regarding "Associate Members"
 - Update of withdrawal language to encourage timely notification
 - Update to dues language (primarily for Associate Members)
 - Added obligation and Board authority to maintain a Strategic Plan to guide its work and removed obligation to update Regional Water Supply Plan
 - Added language regarding the roles and responsibilities of the Executive Committee
- Update to language to reflect current best practices for agreements

Pros & Cons:

Pros:

- Continues support, educational opportunities, and involvement in regional water supply matters.
- Continues collaboration in management and conservation of regional water supply resources.
- Continues collaborative access to emergency messaging, support, equipment, emergency planning, water conservation materials, and multilingual multi-media messaging including television, news, social media, and ads on busses.
- Continues leveraging regional partnerships to meet Federal and State-mandated requirements for drinking water systems at greatly reduced costs.

Cons:

- None

Oversight:

- *Budget Impact:* ☐ Yes, current year (describe) ☐ Yes, future (describe) ☒ N/A
- *Community Involvement Process:* ☐ Yes (describe) ☐ N/A
- *Approval by City Attorney:* ☐ Yes ☐ N/A

Reviewed and Approved by the City Manager: _____





AMENDED AND RESTATED

INTERGOVERNMENTAL AGREEMENT OF

REGIONAL WATER PROVIDERS CONSORTIUM

(2023)

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REGIONAL WATER PROVIDERS CONSORTIUM

This Amended and Restated Intergovernmental Agreement of the Regional Water Providers Consortium (2023) is entered into by and among the undersigned municipalities and districts, hereinafter called "Participants," to participate in the Regional Water Providers Consortium for the Portland Metropolitan Region ("the Consortium").

RECITALS

WHEREAS, in 1989 water providers of the Portland metropolitan area began meeting in an informal group called the "Regional Providers Advisory Group" to coordinate water supply planning efforts; and

WHEREAS, in 1996 a Regional Water Supply Plan was completed; and

WHEREAS, the Regional Water Supply Plan, which contains specific recommendations for cooperation and coordination between the water providers in this region through the formation of the Regional Water Providers Consortium, was adopted by signatory water providers in their *Inter-Governmental Agreement of Regional Water Providers Consortium*; and

WHEREAS, as the regional land use agency under state law and regional charter, the Metropolitan Service District ("Metro") adopted the Regional Water Supply Plan as part of the Metro Regional Framework Plan; and

WHEREAS, in 1997 the Consortium was formed when 15 Participants entered into an intergovernmental agreement to endorse the Regional Water Supply Plan and coordinate and cooperate in its implementation, and amended that intergovernmental agreement in 2004-05 (*2004-05 IGA*); and

WHEREAS, the Participants desire to amend and restate the 2004-05 IGA to make certain updates to the Participants and their obligations, and to streamline certain procedures, while continuing to endorse the Regional Water Supply Plan; and

WHEREAS, ORS Chapter 190 authorizes units of local government to enter into written agreements with any other unit or units of local government for the performance of any or all functions and activities that any of them has authority to provide; and

WHEREAS, all the Participants of this Agreement are thus authorized to enter into an intergovernmental agreement;

NOW, THEREFORE, the Participants agree as follows:

Section 1. Definitions

For purposes of this Agreement, the following terms shall be defined as follows:

"Agreement" – Shall mean this document and any authorized amendments thereto.

"Associate Member" – Shall mean a Participant that does not have an appointed representative to the Board and that pays reduced dues as determined by the Board.

"Board" – Shall mean the Board of Directors established by Section 9 of this Agreement, consisting of one member from the governing body of each Full Member Participant.

"Bylaws" – Shall mean the regulations of the Consortium adopted by the Board pursuant to Section 9.B. of this Agreement.

"Consortium" – Shall collectively mean all Participants to this Agreement acting pursuant to and under the terms of the Agreement.

"Consortium Funds" – Shall mean Consortium funds consisting of all dues, voluntary contributions, grant monies, and funding from any other source provided to the Consortium to conduct the activities and business of the Consortium.

"Executive Committee" – Shall mean the committee established by Section 10 of this Agreement.

"Full Member" – Shall mean a Participant that has an appointed representative to the Board and Technical Committee and that pays full dues as outlined in Section 7.

"Participant" – Shall mean any signatory to the Agreement.

"Plan" – Shall mean the 1996 "Regional Water Supply Plan" for the Portland Metropolitan Area, and all subsequent amendments thereto.

"Region" – Shall mean the area within which Participants provide services to Retail Customer Accounts.

"Retail Customer Accounts" – Shall mean all retail accounts that are billed by a Participant (including residential single family, residential multifamily, commercial, industrial, and wholesale accounts).

"Technical Committee" – Shall mean the committee established by Section 11 of this Agreement.

"Total average daily water use" – Shall mean all billed water usage for Retail Customer Accounts.

Section 2. Purposes

The general purposes of the Consortium are as follows:

- A. To provide leadership in the planning, management, stewardship, and resiliency of drinking water in the Region;
- B. To foster coordination in the Region by sharing knowledge, technical expertise, and resources between Participants;
- C. To serve as the central custodian for Consortium documents, data, and studies;
- D. To review and recommend revisions to the Plan, as appropriate;
- E. To provide a forum for the study and discussion of water supply issues of mutual interest to Participants;
- F. To promote fiscal responsibility by pooling resources to achieve economies of scale;
- G. To allow for public participation in Consortium activities;
- H. To promote stewardship, emergency preparedness, and water conservation in the Region through outreach and education;
- I. To strengthen emergency preparedness and resiliency among water providers in the Region;
- J. To ensure safe and reliable drinking water is accessible to all.

Section 3. Strategic Plan

- A. The Consortium will maintain a strategic plan to guide its work, establish priorities, and set goals for the strategic planning timeline.
- B. The strategic plan will be updated at an interval set by the Board.

Section 4. Cooperation and Participants' Retained Powers

The Participants intend that the Consortium shall act through the processes laid out herein in the spirit of cooperation. Unless specifically provided for herein, by entering into this Agreement, no Participant has assigned or granted to any other or to the Consortium its water rights or the power to plan, construct, and operate its water system or perform any other obligation or duty assigned to it under law.

Section 5. Consortium Authority

In accomplishing its purposes, and utilizing the organizational structure and decision-making processes contained herein, the Consortium is authorized to:

- A. Adopt or revise Bylaws and other operating procedures consistent with the terms of this Agreement to govern Consortium operation and administration, including such things as meeting arrangements, voting procedures, election of officers of Consortium boards and committees, notice procedures, procedures for execution of binding legal documents, budgeting, and financial operations.
- B. Adopt or revise, and implement an annual work plan and budget and issue annual reports and such supplementary reports as the Consortium may determine appropriate;
- C. Update and adopt its strategic plan as set forth in Section 3.
- D. Collect regular dues from Participants to support the routine business of the Consortium in amounts established as established in Section 7;
- E. Accept voluntary contributions from Participants in amounts higher than the regular dues for the purpose of conducting studies or engaging in other activities consistent with Consortium purposes;
- F. Apply for and receive grants and accept other funds from any person or entity to carry on Consortium activities;
- G. Expend Consortium funds, however obtained, and establish accounts and accounting processes to manage Consortium funds, which may include utilizing the accounts and processes of Participants for such purposes under appropriate agreements;
- H. Execute public procurement contracts and enter into arrangements whereby Participants may enter into a public procurement contract on behalf of the Consortium;
- I. Execute intergovernmental agreements;
- J. Establish procedures or recommendations for the hiring, dismissal, and review of Managing Director, and to delegate such activities to a Participant;
- K. Accept assignment of staff from individual Participants to conduct Consortium work and to reimburse the Participants for the salary and other costs associated with the assigned staff;
- L. Establish procedures and criteria whereby other governmental entities may become a Participant in this Agreement;

- M. Establish a process to coordinate Participant response to water policy issues of mutual interest or concern;
- N. Establish procedures to solicit the views of the public on water supply and water resource issues within the purview of the Consortium;
- O. Establish a process whereby water policy and water supply disputes or disagreements among Participants may be resolved;
- P. Protect Consortium rights and enforce obligations owed to the Consortium by third parties to the extent permitted by law;
- Q. Take other action within the powers specifically granted to the Consortium herein by the Participants to exercise the authority granted in this Section 5 and to carry out the purposes stated in Section 2.

Section 6. Participants

- A. Participant Memberships: A Participant may join as a Full Members or Associate Member in accordance with the definitions set forth in Section 1 and as further provided in the Bylaws.
- B. Any Participant which, having once joined, withdraws or is expelled from the Consortium for non-payment of dues, may only re-join as provided in Section 7.F.
- C. Additional Participants: The Board may accept additional governmental entities as Participants into the Consortium under terms and financial arrangements that the Board determines just and appropriate. The Board may establish standards for membership in the Bylaws or may allow Participants to join on a case-by-case basis. Provided, however, that in all cases, no new Participant may join the Consortium without the affirmative vote of a majority of the Board.
- D. Withdrawal: Any Participant may withdraw from the Consortium at any time by giving written notice to the Chair of the Consortium Board. Consortium dues already paid shall not be refunded to the withdrawing Participant. Unless otherwise approved by the Board, a withdrawing Participant shall have no ownership or interest in a Consortium asset after the date of withdrawal. Any Participant intending to withdraw from the Consortium shall make its best efforts to advise the Board Chair of that fact prior to February 1 and the approval of the Consortium budget for next fiscal year. Participants acknowledge that failure to notify the Consortium in accordance with these procedures may cause financial harm to the Consortium.

Section 7. Dues

- A. Each Participant shall pay annual dues no later than September 1 of each year sufficient to fund the approved annual budget of the Consortium, as established by the Board, provided, however, that the Board may establish a different payment amount and/or schedule for a Participant upon request from that Participant or upon the Board's own motion.
- B. The dues of each Participant shall be determined annually as follows:
 - 1. Total annual dues for all Participants shall be set to equal the annual budget for the Consortium, not counting budget items to be funded by fewer than all the Participants as provided in Section 8.C.
 - 2. Any grants or non-dues monies obtained by the Consortium may be applied towards the annual budget, thereby reducing the annual dues assessments commensurately.
 - 3. The Board shall establish the dues obligation of Associate Members at the time it approves an entity's membership and which amount is subject to any changes set forth in the Bylaws.
 - 4. The total annual dues of an Associate Member shall be subtracted from the total annual dues-based budget, described in subsection 7.B.1. leaving a budget number to be funded by Full Member dues. Dues shall be set so that the dues of each Full Member reflect its proportional share of that sum based on the following formula:
 - (a) 50% of the dues shall be allocated proportionally based on the Participant's proportional share of the total number of all Participants' Retail Customer Accounts for the prior year;
 - (b) 50% of the dues shall be allocated proportionally based on the Participant's proportional share of total average daily retail water use (in million gallons per day) in the prior year of all Participants.
- C. Minimum dues may be set by the Board to cover costs of adding a new Participant as outlined in the Bylaws.
- D. In-kind contributions may be made in lieu of dues if approved by the Board. In-kind contributions must be tracked and quantified.
- E. A Participant that fails to pay its assigned dues by September 1, or a time otherwise established by the Board pursuant to Section 7.A., may be removed by the Board as a Participant after two reminders are sent.

- F. Upon a majority vote of the Board, a removed Participant (or a Participant that has previously withdrawn from membership) may be reinstated in the Consortium upon its agreement to pay its full dues for the year during which it wishes to rejoin (calculated as if the entity had been a Participant at the time the budget was approved). Upon receipt of such dues by a rejoining Participant, the Board shall add the dues payment to the existing budget for expenditure or carry over to the following year's budget.
- G. If a new Participant joins the Consortium during an annual dues cycle, its dues and those of the existing Participants shall be calculated as follows:
 - 1. If a new Participant is a Full Member, its dues requirement will be calculated pursuant to Section 7.B.4.
 - 2. If a new Participant is an Associate Member, its dues will be determined as provided in Section 7.B.3.
 - 3. The initial year dues for a new Participant joining partway through a fiscal year will be pro-rated to reflect partial year membership if more than halfway through the fiscal year.
 - 4. New Participants joining at any time after September 1 shall pay their initial year's dues within 90 days of signing this Agreement.

Section 8. Work Plan and Budgeting

- A. Each year, at the first Board meeting of the calendar year, the Board shall adopt an annual work plan of Consortium activities for the upcoming fiscal year beginning on July 1.
- B. At the same time, the Board shall adopt a budget sufficient to conduct the Consortium's annual work plan. The budget shall also include a calculation of the dues owed by each Participant to fund the budget as provided in Section 7 and a table apportioning the dues to each Participant.
- C. The budget may include special projects that will be funded by fewer than all of the Participants on a voluntary basis as outlined in Section 5.E.
- D. The Board may amend the budget and the work plan at any time as it deems appropriate except that dues may only be increased annually as provided for in Section 7. Additional expenditures may be permitted so long as there are identified sources of revenue, other than increased dues, for such expenditures.
- E. Participants shall provide to Consortium staff the data necessary to calculate the annual dues for budgeting and planning in a timely manner.

Section 9. Consortium Board

- A. The Board shall be made up of one member from the governing body of each Full Member. Each Participant shall also name an alternate Board representative from its governing body to serve in case the primary representative cannot. Provided, however, that if the Board Chair does not attend a meeting, the Vice Chair shall assume the Chair's duties rather than the Chair's alternate.
- B. Annually, the Board shall elect a Board Chair and a Vice Chair and appoint the Executive Committee members in accordance with the provisions in the Consortium Bylaws.
- C. The Board is authorized to: (1) approve the Consortium's annual work plan and budget; (2) approve the Consortium's strategic plan; (3) set Consortium policy; (4) approve new Participants; (5) initiate updates to the Plan as needed; (6) approve minor amendments to the Plan; (7) recommend to Participants' governing bodies major amendments to the Plan; (8) recommend to Participants' governing bodies amendments to this Agreement; (9) adopt and update the Bylaws; (10) exercise any other powers and authority granted to the Consortium by this Agreement necessary to accomplish the Consortium's purposes.
- D. The Board shall have the authority to designate which amendments to the Plan are major and which are minor for purposes of determining the process for amendment consideration. Generally, major amendment to the Plan should include revisions to the Plan's policy objectives, resource strategies, or implementation actions which significantly alter Plan direction or would significantly change the implementation strategies. Minor amendments are all other changes to the Plan.
- E. The Board may assign such duties or delegate such Board authority as the Board deems advisable to any Participant, Board committee, the Executive Committee, or to the Technical Committee, except that the Board may not delegate the authority (1) to execute intergovernmental agreements, (2) to designate Plan amendments as minor or major, (3) to recommend major Plan Amendments or amendments to this Agreement, (4) to approve the annual work plan and the budget, (5) to approve minor Plan amendments, (6) to approve the admission of Participants to the Consortium, or (7) to dissolve the Consortium.
- F. To be effective, Board actions must be approved by a vote of a majority of the Board at a meeting at which a simple majority of the Board is present.

Section 10. Executive Committee

- A. The Consortium shall have an Executive Committee, which shall be appointed by the Board and consist of seven Board members, one of which shall be the Board Chair. The Board shall endeavor to appoint Executive Committee members in a manner that achieves geographic representation and representation from municipalities, special districts, and other types of entities that form the Consortium.

- B. The Board Chair shall be the Chair of the Executive Committee.
- C. The Executive Committee shall serve to assist the Board in more timely and meaningful policy action as outlined in the Bylaws.
- D. The Executive Committee shall at no time act on behalf of the Board unless specifically authorized by the Board to do so as provided in Section 9.E.
- E. Except for the Board Chair, the term for each Executive Committee member shall be two years, and individuals may serve consecutive terms if re-appointed.
- F. To be effective, Executive Committee actions must be approved by a vote of a majority of the Executive Committee at a meeting at which a simple majority of the Executive Committee is present.

Section 11. Technical Committee

- A. The Consortium shall have a Technical Committee, which shall be made up of one staff representative appointed by each Full Member. Each Full Member shall also appoint an alternate Technical Committee representative to serve when the primary representative cannot. Provided, however, that if the Technical Committee Chair does not attend a meeting, the Vice Chair shall assume the Chair's duties rather than the Chair's alternate.
- B. On an annual basis, the Technical Committee shall elect a Chair and Vice Chair.
- C. The Technical Committee shall advise and provide assistance to the Board on any matters falling within the Consortium's purview under this Agreement, and may act upon Board delegation of authority as provided in Section 9.E.
- D. The Technical Committee under the provisions of any agreement or contract to provide staff shall advise Consortium staff and assume the responsibility to draft proposed work plans, budgets, annual and other reports, plan amendments, and implementation proposals for submission to the Board or Executive Committee as appropriate.
- E. To be effective, Technical Committee actions must be approved by a vote of a majority of the Technical Committee at a meeting at which a simple majority of the Technical Committee is present.

Section 12. Dispute Resolution

It is the intention of the Participants to limit the issues available for dispute resolution. The issues raised must be related to interpretation of the express terms of this Agreement. No issues related to water supply development or program development by individual Participants may be raised.

Any such dispute shall, if possible, be resolved through the use of a mandatory, but non-binding dispute resolution mechanism established by the Board through the Bylaws.

Section 13. Duration and Dissolution

This Agreement shall remain in effect, subject to the following: (1) any Participant may withdraw at any time as provided in Section 6.D. of this Agreement; (2) should all but one Participant withdraw, the Agreement shall end and the Consortium shall be dissolved; (3) the Agreement may be ended and the Consortium dissolved by a vote of the Board; (4) remaining funds shall be distributed in accordance with the Bylaws.

Section 14. Legal Liability

Participants agree to share any costs or damages, including reasonable attorney's fees, from third party actions against the Consortium. The obligation shall apply to any entity that was a Participant in the Consortium at the time the liability arose or the cause of action accrued. Payment obligations shall be proportional to the dues of each entity. Participants agree to assist and cooperate in the defense of such an action. Settlement of any action that would impose an obligation to pay upon the Participants under this provision must be approved by a majority of the Board. The obligations of a Participant under this Section 13 shall survive that Participant's withdrawal from the Consortium, termination of this Agreement, or dissolution of the Consortium.

Section 15. Oregon Law and Forum

- A. This Agreement shall be construed according to the law of the State of Oregon.
- B. Any litigation between the Participants under this Agreement or arising out of work performed under this Agreement shall occur, if in the state courts, in the Multnomah County Court having jurisdiction thereof, and if in the federal courts, in the United States District Court for the District of Oregon.

Section 16. Public Notification

The Board, the Executive Committee, and the Technical Committee shall be deemed public bodies for purposes of Oregon's public meeting laws as provided by ORS Chapter 192. Other committees or sub-committees are subject to ORS Chapter 192 only as applicable.

Section 17. Agreement Amendment

Amendments to this Agreement shall be recommended by the Board and shall be effective when authorized by the governing body of every Participant.

Section 18. Indemnification

Subject to the conditions and limitations of the Oregon Constitution, Article XI, Section 7, and Oregon Tort Claims Act, ORS 30.260 through 30.300, each Participant shall indemnify, defend, and hold harmless the Consortium and other Participants from and against all liability, loss, and costs arising out of or resulting from the negligent or intentionally wrongful acts of the indemnifying Participant, their governing bodies, officers, employees, and agents in the performance of this Agreement.

Section 19. Severability

If any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular term or provision held to be invalid.

Section 20. No Third-party Beneficiaries

The Participants are the only parties to this Agreement and as such are the only parties entitled to enforce its terms. Nothing contained in this Agreement gives or shall be construed to give or provide any benefit, direct, indirect, or otherwise to third parties unless third persons are expressly described as intended to be beneficiaries of its terms.

Section 21. Merger Clause

This Agreement constitutes the entire agreement between the Participants. No waiver, consent, modification or change of terms of this Agreement shall bind a Participant unless in writing and signed by the affected Participants. Such waiver, consent modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement.

Section 22. Counterparts

This Agreement may be signed in counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same Agreement.

The Participants agree that any Participant may execute this Agreement, including any Agreement amendments, by electronic means, including the use of electronic signatures.

AMENDED AND RESTATED REGIONAL WATER PROVIDERS CONSORTIUM
INTERGOVERNMENTAL AGREEMENT

IN WITNESS WHEREOF, the signatory hereby causes this agreement to be executed.

(Signatory page can be changed to fit specific adoption process)

SIGNATORY PARTY

Jurisdiction or Entity Name

By: _____

Title: _____

Print Name: _____

Contact Person: _____

Dated: _____

Address: _____

Send signed agreement to Patty Burk patty.burk@portlandoregon.gov or mail to:

Portland Water Bureau
Attn: Patty Burk
1120 SW 5th Ave. Suite 405
Portland, OR 97204

RESOLUTION NO.

A RESOLUTION APPROVING AN AMENDED AND RESTATED INTERGOVERNMENTAL AGREEMENT WITH THE REGIONAL WATER PROVIDERS CONSORTIUM

THE TROUTDALE CITY COUNCIL FINDS AS FOLLOWS:

1. The City was a funding partner for the creation of the Regional Water Supply Plan in the 1990's, which led to the formation of the Regional Water Providers Consortium.
2. The Regional Water Providers Consortium (Consortium) Intergovernmental Agreement (IGA) was first developed and adopted by individual members in 1996 and was last updated and adopted in 2005,
3. The City of Troutdale became a signatory to the Consortium IGA in 2018, formally joining the ranks of the consortium as a voting member and accruing the many benefits of this regional partnership.
4. The Consortium and its members have conducted a thorough review and update of the Consortium IGA language, and the Consortium Board unanimously approved the IGA with a recommendation that all consortium members approve the IGA through their individual governing bodies.
5. The City of Troutdale desires to continue its collaboration with the Consortium and its members and finds the Amended and Restated Intergovernmental Agreement acceptable.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TROUTDALE

Section 1. The City of Troutdale approves the Regional Water Providers Amended and Restated Intergovernmental Agreement (2023).

Section 2. The City Manager is authorized to sign the Regional Water Providers Amended and Restated Intergovernmental Agreement (2023) in substantial conformity with Exhibit A of the Staff Report.

YEAS:
NAYS:
ABSTAINED:

Randy Lauer, Mayor
Date:

Sarah Skroch, City Recorder
Adopted:



STAFF REPORT

SUBJECT: A presentation on the Troutdale Destination Strategy plan

MEETING TYPE: City Council - Regular Meeting

MEETING DATE: February 27, 2024

PRESENTER: Marlee Boxler, Economic Development Coordinator
Erika Palmer, Community Development Director

DEPARTMENT / AFFILIATION: Economic Development & Tourism Division of Community Development Department

ACTION REQUIRED: Presentation

PUBLIC HEARING: No

COMMITTEE / COMMISSION RECOMMENDATION: N/A

STAFF RECOMMENDATION: N/A Future resolution to accept Troutdale Destination Strategy as a guiding document for Economic Development & Tourism Division work.

Exhibits:

- A. Troutdale Destination Strategy 2023 - 2038
- B. Stakeholder Survey Results
- C. Visitor Opportunities Study
- D. Strategic Marketing Plan

Subject Relates to:

☒ Council Goals ☐ Legislative ☐ Land Use / Development ☐ Other

Click or tap here to enter text.

Discussion Points:

- Future resolution to accept Troutdale Destination Strategy as a guiding document for Economic Development & Tourism Division work.

Background:

In July of 2020, the City took on the role of tourism management and marketing, redirecting 0.95% of transient lodging taxes collected to the Economic Development & Tourism Division to establish a new visitor center and market Troutdale to visitors. In 2022, the City applied for and received a grant from Travel Oregon, the state's destination marketing and management organization, to develop a roadmap for advancing a tourism strategy in Troutdale.

The City engaged Crosscurrent Collective in 2023 to lead a robust research and engagement process culminating in the Troutdale Destination Strategy 2023 - 2038. A local project advisory team was selected to guide this process, which included background research, visitor and stakeholder surveys, one community workshop, and several strategy sessions. This Destination Strategy will serve as a roadmap to help the community and its partners pursue a future of tourism that embodies its values and aspirations. It clarifies where we are as a community, where we want to go, and how we're going to get there.

The overarching project goals are:

- Coalesce the City of Troutdale with tourism leaders from the destination in one conversation about the future of tourism.
- Better understand the wants and needs of stakeholders from the tourism ecosystem to create a community-informed plan.
- Better understand the wants and needs of current visitors to Troutdale to ensure we are building strategies that will encourage return visits.
- Identify clear strategies to advance Troutdale as a sustainable tourism destination.
- Identify resources (human capacity and budget) needed to advance recommended strategies.
- Form a leadership team to support the City of Troutdale with carrying out work that will impact the community over the long term.

From the work conducted and public outreach, a 15-year vision of success was created focusing on the following themes:

- Gateway to Greater Adventures
- Quaint, Vibrant Downtown
- The River Connects Us All
- Growing and Connected Tourism Ecosystem

Four strategic objectives were developed through the themes listed above. The objectives will help the city organize activities and funding to achieve specific outcomes. They are as follows:

- A. Become the Gateway to the Columbia River Gorge and a basecamp for car-free travel.
- B. Increase connectivity with the Wild and Scenic Sandy River while protecting its ecological values.
- C. Improve the vibrancy of our quaint downtown by evolving the visitor experience.
- D. Connect and build our tourism ecosystem.

Details on the outcomes and measures of success can be found within the Troutdale Destination Strategy 2023-2038 Plan.

Pros & Cons:

Pros:

- The City has a strategic roadmap to provide direction for destination management, development, marketing, and stewardship informed through community and visitor engagement.

Cons:

- None

Oversight:

- *Budget Impact:* ☐ Yes, current year (describe) ☒ Yes, future (describe) ☐ N/A
The plan outlines strategic impact areas that will guide how resources and time are spent in order to accomplish tasks to meet desired outcomes toward our collective vision of Troutdale as a destination. The work in this plan was funded by a Travel Oregon capacity building grant and has already helped the City pursue and receive other grant monies for related projects.
- *Community Involvement Process:* ☒ Yes (describe) ☐ N/A
Tourism industry stakeholders and visitors to Troutdale were surveyed as a part of this work. The tourism industry was also invited to a community planning workshop.
- *Approval by City Attorney:* ☐ Yes ☐ N/A

Reviewed and Approved by the City Manager: _____



Exhibit A

2/27/24 Council Mtg. Item #6

TROUTDALE DESTINATION STRATEGY 2023 - 2038

CROSSCURRENTCOLLECTIVE.COM



A DESTINATION STRATEGY FOR TROUTDALE

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PRODUCED BY





TROUTDALE DESTINATION STRATEGY SUMMARY

01

ABOUT

Troutdale is situated at the confluence of the Sandy and Columbia Rivers, on the western boundary of the Columbia River Gorge National Scenic Area. Thousands of visitors pass Troutdale's doorstep every day, traveling to these iconic outdoor recreation destinations. Signature anchor attractions have put Troutdale on the map, but the visitor experience is fragmented across them.

In 2022, the City of Troutdale launched Explore Troutdale to manage marketing and destination development for the community, opening the Gateway to the Gorge Visitor Center that spring. Later that year, the city applied for and received a grant from Travel Oregon, the state's destination marketing and management organization, to develop a roadmap for advancing a tourism strategy in Troutdale.

The City of Troutdale engaged Crosscurrent Collective in 2023 to lead a robust research and engagement process culminating in this Destination Strategy. A local project advisory team was selected to guide this process, which included background research, visitor and stakeholder surveys, one community workshop and several strategy sessions.

This Destination Strategy will serve as a roadmap to help the community and its partners pursue a future of tourism that embodies its values and aspirations.





DESTINATION STRATEGY

WHAT IS A DESTINATION STRATEGY?

Managing for sustainable tourism in a destination is a complex activity. Having a road map is necessary to align diverse stakeholders for impact. A destination strategy is exactly that – a vision and a road map that clarifies where a community wants to go, and how they're going to get there.

This destination strategy for Troutdale contains direction on destination management, development, marketing and stewardship activities. It is meant to directly complement the accompanying marketing plan produced by Lookout Co.

WHAT DOES SUCCESS LOOK LIKE?

- We have a solid roadmap for the future
- The community is moving forward together
- Everyone is aligned around a common set of priorities so we can get things done
- We're building off past work and augmenting existing work
- Information is flowing among stakeholders
- People are working together in new ways to accomplish bigger results

OVERARCHING PROJECT GOALS

- Coalesce the City of Troutdale with tourism leaders from the destination in one conversation about the future of tourism
- Better understand the wants and needs of stakeholders from the tourism ecosystem to create a community-informed plan
- Better understand the wants and needs of current visitors to Troutdale to ensure we are building strategies that will encourage return visits
- Identify clear strategies to advance Troutdale as a sustainable tourism destination
- Identify resources (human capacity and budget) needed to advance recommended strategies
- Form a leadership team to support the City of Troutdale with carrying out work that will impact the community over the long term

SUSTAINABLE TOURISM:

Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.

U.N. World Tourism Organization, 2002

PROJECT ADVISORY TEAM

In order to guide the development of a destination strategy for Troutdale, the City of Troutdale assembled a project advisory team of business and community leaders. These leaders met five times throughout the duration of the project to provide critical input and foster connections to support the destination research process, community engagement efforts, and the development of strategies.

With the City as a convener, this team will consider its composition and commitment to carry on as a long-standing Destination Leadership Team to support the implementation of this strategy.

CONVENER

Marlee Boxler, City of Troutdale

PROJECT ADVISORY TEAM

Jean Linn, Owner, Artistree NW

Corey Rust, Owner, Envi Adventures

Sam Purvis, Owner, Good Coffee

Renee Rank Ignacio, Director of Marketing, McMenamins Edgefield

Lizzie Keenan, Regional Lead, Experience Mt. Hood and the Gorge

Emily Cafazzo, Co-Owner, Sugarpine Drive-In

Ryan Domingo, Co-Owner, Sugarpine Drive-In

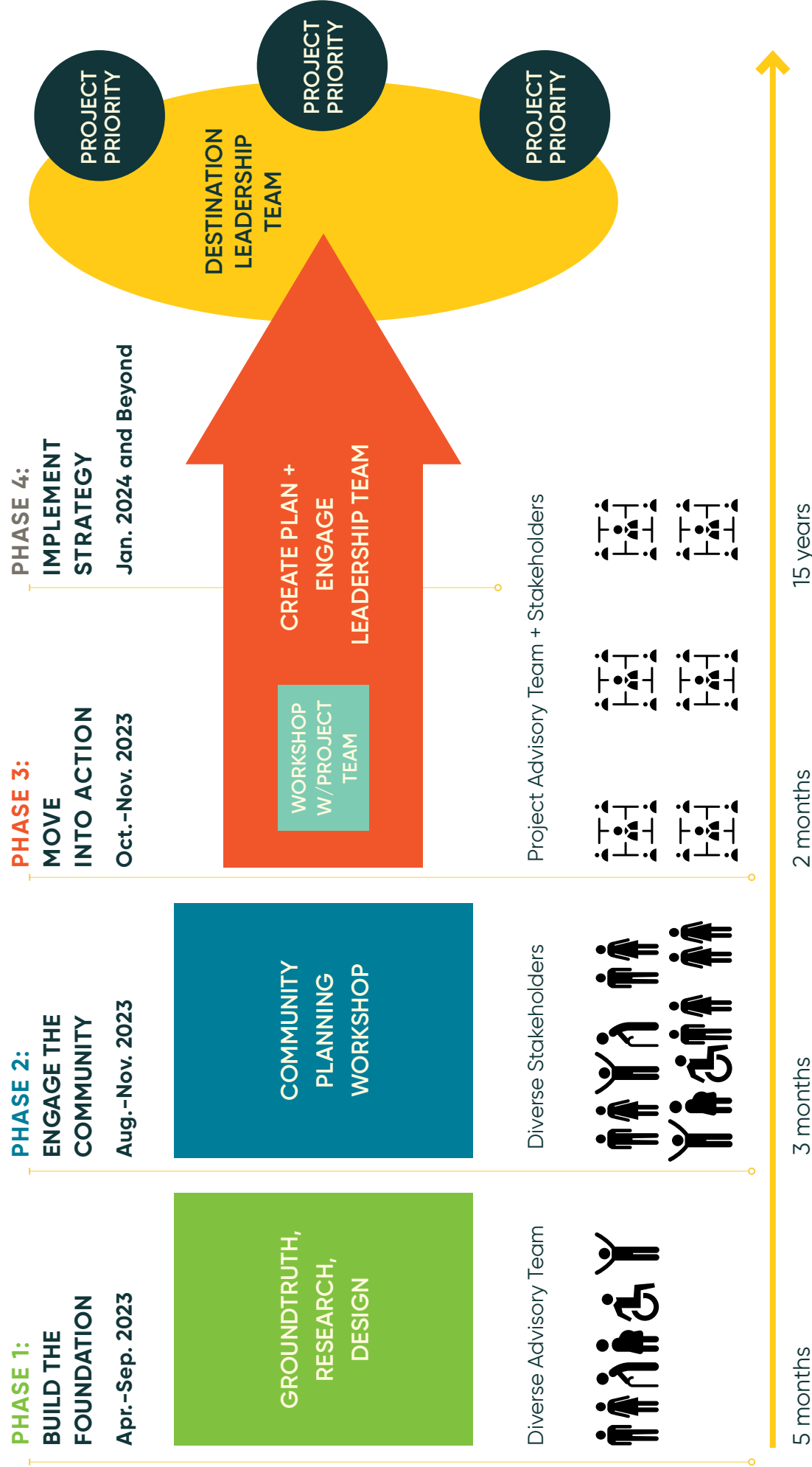
Loree Harrell, Artist, Troutdale Art Center

Stephen Elgart, Recreation Staff Officer, Columbia River Gorge National Scenic Area, U.S. Forest Service



DESTINATION STRATEGY DEVELOPMENT PROCESS

AT A GLANCE



PHASE 1:

BUILD THE FOUNDATION

Apr. - Sep. 2023

PROJECT LEADERSHIP TEAM

To kick things off, we established a project advisory team of members from the local tourism ecosystem. This team included members from the private and public sectors, as well as both for-profit and nonprofit organizations. This group convened over the course of the six-month project. Together they helped craft a 15-year vision for success and community values to guide the process, and they also contributed to strategies included in the final destination strategy.

LIGHT DESTINATION SCAN

Crosscurrent Collective reviewed all relevant background documents and plans pertaining to the future of Troutdale as a destination. They distilled highlights from these plans into a simple deck for the internal project team to use throughout the process.

STAKEHOLDER SURVEY

The project team distributed a survey to members of the local tourism ecosystem, including questions about current strengths, weaknesses, barriers and opportunities in the tourism landscape. The survey received 42 responses. The full survey results can be found on Google Drive here: [Troutdale Stakeholder Survey](#).

VISITOR OPPORTUNITY SURVEY

The project team also worked with ECONorthwest to distribute a visitor survey during the summer of 2023. This survey received 256 responses. The full survey results can be found on Google Drive here: [Troutdale Visitor Opportunities Survey 2023](#).

PHASE 2:

ENGAGE THE COMMUNITY

Aug. - Nov. 2023

STRATEGY SESSIONS

The project advisory team met several times throughout this phase to help draft the community vision, values and strategies. A subcommittee also attended a separate marketing work session.

WORKSHOP

Over 40 tourism partners and community members convened for a half-day workshop. Participants learned about work already underway in the region and discussed a vision for success, along with possible strategies.

PHASE 3:

MOVE INTO ACTION

Oct. - Nov. 2023

DESTINATION & MARKETING STRATEGY DEVELOPMENT

Crosscurrent Collective and Lookout Co. developed the final Destination Strategy and Marketing Strategy documents with input from the project lead and advisory team. The Marketing Strategy is available here: [Troutdale Destination Marketing Strategy](#).

STRATEGIC MARKETING PLAN DEVELOPMENT

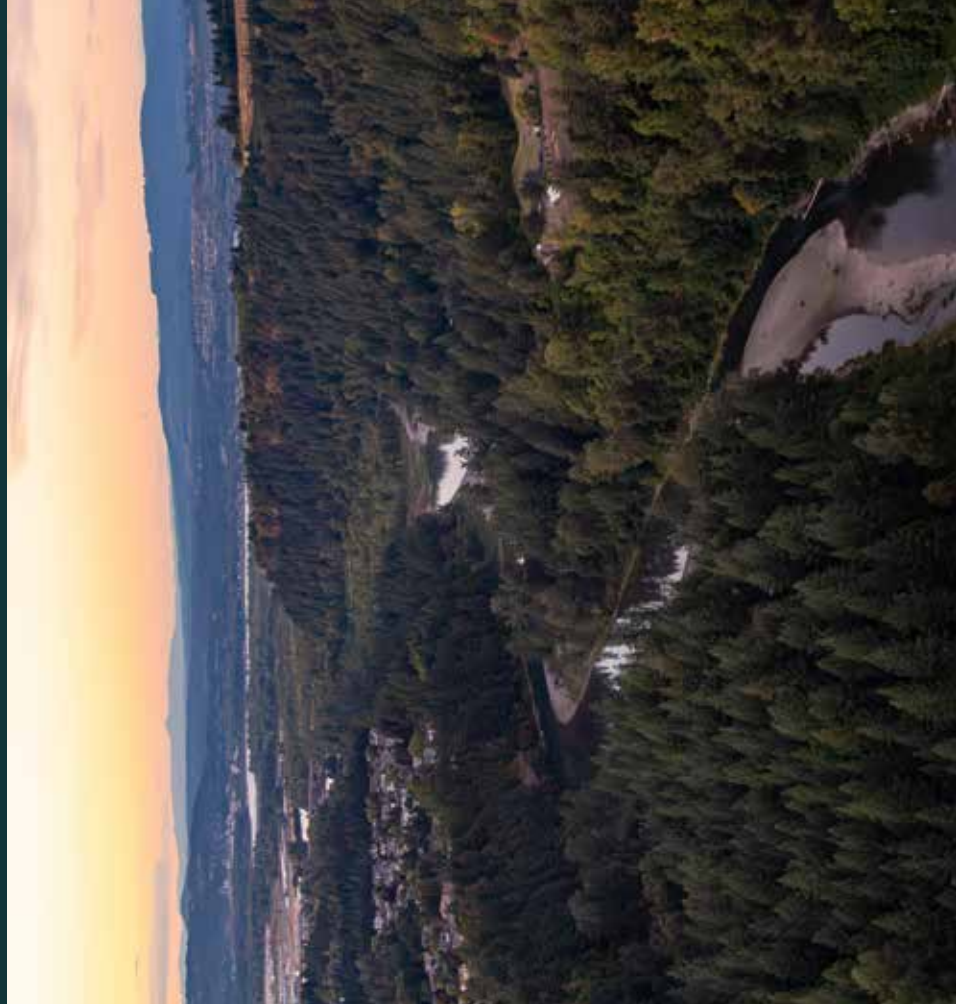
Alongside the Destination Strategy development process, the project advisory team worked with Lookout Co. to develop a [Strategic Marketing Plan](#). This process began with an audit of Explore Troutdale's existing marketing program and brand, followed by an in-depth work session with a sub-committee of the project advisory team.

Look for items marked with an * throughout this strategy to identify strategies supported by the Strategic Marketing Plan.



15-YEAR VISION OF SUCCESS

A vision is like a community's North Star. It should paint a vivid picture of where community members would like to be in the future. A clearly articulated and inspiring narrative of what a community sees for itself will help individuals and organizations envision what's possible and allow them to direct their energy and resources toward achieving it.



What this visitor destination will look like in 2038:

GATEWAY TO GREATER ADVENTURES

Troutdale has become THE jumping-off point for embarking on a world-class Columbia River Gorge recreation experience or an adventure on the Historic Columbia River Highway State Trail. Troutdale is uniquely positioned to increase its standing as a “basecamp” for outdoor recreation in the Columbia Gorge and Mt. Hood.

We take strong pride in the infrastructure and connections we’ve built within multiple transportation systems to offer revolutionary car-free travel for Gorge visitors – including seamless links to the Portland metro area for residents and visitors alike. Our commitment to this work has elevated our status as a gateway community and has also helped reduce congestion and traffic in our treasured National Scenic Area and nearby natural areas.

This focus on accessibility has spurred an emerging cluster of businesses that cater to the needs of adventure-seekers through services and amenities. Existing downtown businesses are also capturing the benefits of this new stream of visitors.



QUAINT, VIBRANT DOWNTOWN

Troutdale is a destination in its own right, drawing explorers who seek a taste of authentic small-town life surrounded by phenomenal natural riches, all just a stone's throw from Portland. Troutdale's renown draws both day-trippers and overnight visitors.

Troutdale's comfortable scale and walkable nature invite visitors and residents to slow down and savor their surroundings. Along the streets, diverse businesses spark visitor interest and further exploration. Our pedestrian-friendly community makes it easy for people of all ages to explore with a sense of safety, inviting them to discover businesses and amenities beyond their initial point of interest.

The scale and design of our quaint, historic downtown has shaped thoughtful development, creating and connecting new amenities to the broader community. Our downtown draws visitors and residents of all ages to businesses, services and events. Because locals are embracing and caring for downtown, it remains a vibrant and authentic community to visit. In Troutdale, everyone can feel what it's like to live in a small town – even if it's only for a weekend.

THE RIVER CONNECTS US ALL

The Wild and Scenic Sandy River is the natural centerpiece of our community. River stewardship is paramount; it's our responsibility to ensure it thrives for generations to come. To mitigate human impact, we're pursuing collaborative solutions to manage river use and ease parking-congestion issues. We've invested in walkable connections between downtown and the river, providing safe access to the river as well as new, sustainable revenue for more businesses in town.

GROWING AND CONNECTED TOURISM ECOSYSTEM

We're building on the established Explore Troutdale brand, reinforcing a strong shared identity as a destination. Our community and business leaders are aligned in recognizing the value of tourism. This shared emphasis keeps our development trajectory in sync with other community efforts, connecting to and complementing other regional and statewide initiatives.

COMMUNITY VALUES

TROUTDALE'S COMMUNITY VALUES

Community values are core to any destination – they're the invisible backbone of a community's culture. If we want to celebrate and retain a community's culture, it is important to first gain clarity on its commonly held, yet not often discussed, values. These values can be used as an internal compass or communicated with visitors directly.

What we're committed to protecting:

SMALL-TOWN CHARACTER

Our small, clean and well-cared-for historic town provides a place to gather, connect and develop a sense of closeness.

CARE FOR OTHERS

Caring for one another in both our current community and our past cultures translates into welcoming others and creating safe places for all to enjoy.

STEWARDSHIP

We honor the natural resources our community resides within and work to ensure these places thrive, for nature's sake and for all to enjoy.

THOUGHTFUL, HUMAN-SCALE DEVELOPMENT

We value thoughtful design and quality development that connects people with both people and place. Our community design facilitates all forms of mobility: bikers, walkers, riders and more.

LOCAL PRIDE

We support locally owned businesses, as well as locally grown and made products, because this creates a stronger community and a richer local economy.



02

STRATEGIC IMPACT AREAS



STRATEGIC IMPACT AREAS

Undertaking steps to develop or manage a destination can be daunting, given the sheer number of possibilities and stakeholder interests. It's important to create focus, especially for rural destinations where capacity and resources may be thin. Strategic impact areas can help leaders organize activities and funding to achieve specific outcomes.

Through the initial visitor research and stakeholder surveys the project team agreed on four impact areas to help move Troutdale toward its 15 Year Vision of Success. These areas were selected with existing destination momentum and capacity in mind, as well as an eye toward the future for projects that will be truly catalytic. Together, they provide a holistic approach to weaving and managing Troutdale's emerging and long-standing visitor experiences.

IMPACT AREA A Become the Gateway to the Columbia River Gorge and a Basecamp for Car-Free Travel	IMPACT AREA B Increase Connectivity with the Wild and Scenic Sandy River While Protecting its Ecological Values	IMPACT AREA C Improve the Vibrancy of our Quaint Downtown by Evolving the Visitor Experience	IMPACT AREA D Connect and Build Our Tourism Ecosystem
Develop Gateway Services, Amenities, Experiences Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway. Foster Greater Transportation Connectivity Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel. Build Relationships Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions. Architect Wayfinding and Signage Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions. Communicate with Visitors Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.	Foster Coordination and Collaboration Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River. Develop the Sandy River Recreation Experience Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences. Develop Town-to-River Connections Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas. Communicate with Visitors Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences.	Develop the Visitor Experience in Downtown Troutdale Evolve and diversify the visitor experience in downtown to build upon existing strengths. Develop and Connect Surrounding Visitor Experiences to Downtown Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experiences in a way that will draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses. Communicate with Visitors Strengthen visitor information messaging to encourage visitor movement through the whole community.	Develop Destination Leadership Capacity for Troutdale Cultivate a broader network of local tourism leaders and partners to implement the destination vision. Communicate with Your Tourism Ecosystem Develop consistent and relevant industry-facing communication in order to engage and support Troutdale's tourism ecosystem. Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities. Build City Staff Capacity for Tourism Development and Marketing Ensure staff has capacity to deliver on destination strategy and marketing plan. Increase Funding for Building the Tourism Economy Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.

IMPACT AREA A:

BECOME THE GATEWAY TO THE COLUMBIA RIVER GORGE AND A BASECAMP FOR CAR-FREE TRAVEL

Troutdale is strategically positioned to be THE jumping-off point for experiencing the Columbia River Gorge National Scenic Area and the soon-to-be-completed Historic Columbia River Highway State Trail (HCRHST). Troutdale can leverage its proximity to these premier destinations by supporting seamless transit connections and car-free access to visitor attractions throughout the Gorge and Mt. Hood. Once complete, the world-class HCRHST will bring a new wave of visitors interested in walking, hiking and biking. There is an opportunity to attract this new audience of overnight visitors and to invite existing day-trippers to rethink how they access recreation in the Gorge. With foresight and intentional planning, Troutdale can develop needed visitor services that cater to adventure travelers visiting the Gorge and Mt. Hood, including shuttles to key recreation trailheads, guide services, outdoor shops, gear rentals, easy-to-pack groceries and to-go meals.

SHORT-TERM OUTCOMES (1-2 YEARS)

- More visitors are beginning their trips (any mode) in Troutdale
- Troutdale’s priority destination objectives are integrated in local and regional recreation and transportation plans
- Visitor messaging and collateral shows how trips can originate from Troutdale
- More private and public transit services are originating trips in Troutdale
- The Columbia Gorge Express is better integrated within the community of Troutdale

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Troutdale has increased its number of outbound trips to the Columbia River Gorge and inbound transportation from the Portland metro area via public and private transit
- The City of Troutdale is actively pursuing the development of transportation infrastructure, including a park-and-ride, comprehensive parking strategy, and improved bus stops to complement Gorge-serving transit
- Troutdale sees an increase in overnight stays due to HCRHST usage/visitation
- Additional/new recreation amenity businesses and services are locating in Troutdale

KEY MEASURES

- Number of transit and shuttle routes originating in Troutdale
- Number of Gorge Passes sold at the Visitor Center
- Number of businesses that support the outdoor recreation experience located in Troutdale
- Number of Columbia Gorge Express trips originating in Troutdale



STRATEGIES SUMMARY

There is strong momentum toward developing a car-free Columbia Gorge and Mt. Hood experience that Troutdale can capitalize on. The Historic Columbia River Highway State Trail is near completion, and the transportation system connecting the Gorge to the Portland metro area is improving each year. It's up to Troutdale to secure its place as the "gateway" to Mt. Hood and Gorge experiences by delivering the services travelers need. We recommend beginning with strategies that further develop Troutdale's identity as a gateway to the Columbia Gorge, Historic Highway and Mt. Hood while building partnerships to continue advancing the transportation and

recreation development work already underway. Critical to this regional transportation system's success is a comprehensive parking strategy to manage visitor vehicles.

In the medium term, strategies focus on completing and streamlining these transportation connections; continuing to build out amenities and infrastructure to cater to a growing audience of overnight adventure travelers; and better integrating recreation offerings with lodging partners and local businesses.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
A1: Develop Gateway Services, Amenities, Experiences Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway.	• Develop support services for outdoor recreation by soliciting and incentivizing outdoor recreation service providers in the realm of shuttles, outdoor stores and gear rentals • Work with existing businesses to understand outdoor recreation-based travelers' needs; encourage businesses to provide appropriate food, gear and services • Cultivate new guide services originating from the City of Troutdale • Improve accessibility of high-use recreation sites and tourism-related businesses for all abilities	• Continue to incentivize outdoor recreation service providers to locate in the City of Troutdale • Conduct front-line staff familiarization tours to build local awareness of outdoor recreation and transit opportunities • Encourage the growth of bike storage capacity on existing transit • Develop local bike storage options with lodging partners • Continue work of improving accessibility for all users
A2: Foster Greater Transportation Connectivity Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel.	• Strengthen integration with existing outbound transit options (public and private) • Convene partners connected to possible park-and-ride facility and visitor hub • Identify short-term parking options • Begin looking at local transit options that fill gaps and create connectivity	• Continue to develop and enhance outbound connections, including Mt. Hood • Strengthen inbound connections to Troutdale from the Portland metro area, including PDX Airport (TriMet and private shuttles) • Develop a comprehensive parking strategy to include outdoor recreationist parking • Pursue capital for park-and-ride facility

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
A3: Build Relationships Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions.	• Become a partner in key trail initiatives • Build relationships with guides, outfitters and tour operators operating in the region to become a stop on tours*	• Continue involvement in regional initiatives
A4: Architect Wayfinding and Signage Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.	• Develop a wayfinding and signage plan for Troutdale and surrounding area, including the HCRHST, the Columbia Gorge, Mt. Hood, and their associated Scenic Byways	• Implement wayfinding and signage strategy, including improved HCRHST/Byway gateway signage* • Invest in streetscape improvements to develop the sense of arrival to Troutdale
A5: Communicate with Visitors Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.	• Develop Columbia Gorge Visitor Map* • Develop HCRHST-specific itineraries • Develop Columbia Gorge itineraries* • Develop Mt. Hood itineraries • Develop messaging targeted at re-educating existing local recreationists on car-free travel	• Continue short-term strategies • Work with trail partners and key messengers to educate the public about new transit and recreation links • Develop messaging to attract overnight stays to Troutdale based on unique lodging opportunities and recreation access*

* Denotes a strategy that references the [Explore Troutdale Strategic Marketing Plan](#), November 2023. This plan was developed in tandem with this Destination Strategy.

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

A1: DEVELOP GATEWAY SERVICES, AMENITIES, EXPERIENCES

Develop supporting services, amenities and experiences to provide a world-class experience for recreationists, and take steps to fully “own” Troutdale’s position as the gateway to the Historic Columbia River Highway State Trail:

- **Develop support services for outdoor recreation by actively soliciting, recruiting and incentivizing outdoor recreation service providers in the realm of shuttles, outdoor stores and gear rentals:** Attract new or incentivize existing businesses to expand services in Troutdale for adventure travelers, including outdoor recreation retail, gear rentals, shuttles and guide services. Create criteria in RFP to attract businesses owned in the Pacific Northwest that cater to fishing, tubing, river activities, bicycling and camping. Visitors need a reason to begin their outdoor adventures in Troutdale. Make it convenient for them to gear up and plan their trips around Troutdale with appropriate services.
- **Work with existing businesses to understand outdoor recreation-based travelers’ needs; encourage businesses to provide appropriate food, gear and services:** Conduct trainings with local businesses to build awareness of adventure traveler needs and the ways existing businesses might meet them through new products or service modifications.
- **Cultivate new guide services originating from the City of Troutdale:** Attract guide services and outfitters to originate trips from Troutdale to leverage the newly completed HCRHST.
- **Assess key outdoor recreation access points and visitor-related businesses for accessibility.** Develop ways to support land managers and business owners in implementing changes to improve access for all abilities.



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

A2: FOSTER GREATER TRANSPORTATION CONNECTIVITY

Build upon existing transit systems to position Troutdale as a hub for Columbia Gorge and Mt. Hood-bound car-free travel. Continue to enhance both inbound and outbound connections to create a seamless system:

- **Strengthen integration with existing outbound transit options (public and private):** Work with MCEDD, CGTA and private companies to identify and fill gaps in the existing Columbia Gorge transit system. Continue to attend meetings and support actions identified by the Columbia Gorge Car-Free Visitor Transportation Action Team. This includes beginning to sell the Gorge Pass at the Visitor Center and foster connectivity between transit providers that serve Troutdale (including TriMet).

- **Convene partners connected to potential park-and-ride facility and visitor hub:** Troutdale has the ability to host a transportation hub serving several regional assets, but threading the needle on the design and function of the facility will take close coordination among partners. Convening relevant parties will ensure that this project appropriately integrates both local and visitor needs.

- **Identify short-term parking options:** Support the start of a park-and-ride concept for the Columbia Gorge Express as vehicle numbers grow due to outbound Gorge trips originating in Troutdale. Plan for increases in parking volume while maintaining community character.

- **Begin looking at local transit options that fill gaps and create connectivity:** Assess gaps in local transit systems and identify opportunities to connect routes with outbound Columbia Gorge and Mt. Hood routes.

A3: BUILD RELATIONSHIPS

Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions. Develop relationships with strategic recreation partners to make sure Troutdale is part of the bigger picture:

- **Become a partner in key trail initiatives to ensure Troutdale is included in plans and maximizing its connection to large-scale initiatives. Initiatives include:** Gorge Towns to Trails (Friends of the Columbia Gorge), Historic Columbia River Highway State Trail (Oregon Department of Transportation), and 40-Mile Loop (Metro).
- **Build relationships with guides, outfitters and tour operators operating in the region to become a stop on tours:*** These industry partners can position Troutdale as a jumping-off point for the region and introduce us to new visitors to the community.

A4: ARCHITECT WAYFINDING AND SIGNAGE

Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.

- **Develop a wayfinding and signage plan for Troutdale:*** Connect to surrounding attractions including the Historic Columbia River Highway State Trail, the Columbia Gorge, Mt. Hood, and their associated Scenic Byways. Improve pedestrian and bike connectivity between major attractions within the community. The plan should be mutually supportive of the Troutdale Parks Master Plan and Town Center Plan. Ensure that any wayfinding and signage plan also connects to and is reflected in businesses downtown.

* Denotes strategy also noted in Strategic Marketing Plan

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

A5: COMMUNICATE WITH VISITORS

Develop messaging to position Troutdale as a can't-miss first and last stop on trips to the Gorge targeted at both new and existing visitors. Further develop Troutdale's identity as part of the Gorge travel experience through the following messaging tactics:

- **Develop a Columbia Gorge Visitor Map.*** The waterfall corridor map is an extremely popular collateral piece at the visitor center, but it does not currently center Troutdale. Producing a new map that identifies Troutdale as the starting point for Columbia Gorge travel will make it easier for visitors to plan trips on all modes from the city. Consider including a detail map for Sandy River usage (or create a second map).
- **Develop itineraries specific to the Historic Columbia River Highway State Trail for cyclists and drivers to make it easy for visitors to plan trips originating in Troutdale.**
- **Develop itineraries specific to the Columbia Gorge and Mt. Hood:*** Develop two to three itineraries that focus on different themes based on Troutdale's target visitor segments, such as families and adventure-seeking friend groups. Share itineraries with key travel industry partners.
- **Develop messaging targeted at re-educating existing local recreationists on car-free travel:** As new transportation options become available, a large population of current Gorge outdoor recreationists traveling from the Portland metro area will need to learn how to use this system. Work with partners to develop messaging to make this transit system accessible and appealing to this audience.

* Denotes strategy also noted in Strategic Marketing Plan



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

A1: DEVELOP GATEWAY SERVICES, AMENITIES, EXPERIENCES

Develop supporting services, amenities and experiences to provide a world-class experience for recreationists, and take steps to fully “own” Troutdale’s position as the gateway to the Historic Columbia River Highway State Trail:

- **Continue to incentivize outdoor recreation service providers in order to attract:** retail, gear rentals, shuttles, guides and outfitters with localized ownership to locate in Troutdale based on recreational strengths.
- **Conduct front-line staff familiarization tours (FAMs) to build local awareness of outdoor recreation and transit opportunities:** Familiarize staff through in-person excursions.
- **Encourage the growth of bike storage capacity on existing transit:** Many cyclists on the State Trail may only want to travel one way by bike. Advocate for adequate bike storage on transit and shuttles to meet this demand.
- **Support the development of local bike storage options with lodging partners:** Visitors looking to stay in Troutdale for their Historic Columbia River Highway State Trail adventures will require safe and secure bike storage. Work with lodging partners to establish this amenity.

A2: FOSTER GREATER TRANSPORTATION CONNECTIVITY

- **Continue to develop and enhance outbound connections, including Mt. Hood:** Support existing transit initiatives and advocating for convenient service to Troutdale and for high quality real-time transit information.
- **Strengthen inbound connections to Troutdale from the Portland metro area:** Through both public services and private shuttles.
- **Pursue capital and create an enabling environment for the development of a new park-and-ride facility:** To serve long-term parking and transportation needs.
- **Develop comprehensive parking strategy to include outdoor recreationist parking:** Parking in the community should be assessed holistically. Long-term solutions should include planning for an increased number of recreationists leaving their cars in Troutdale for several hours up to multiple days. Consider E.V. charging capacity at this facility as well.



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE - CONTINUED

A3: BUILD RELATIONSHIPS

- Continue involvement in regional initiatives. Support projects that align with the destination's vision and values as they emerge.

A4: ARCHITECT WAYFINDING AND SIGNAGE

- Implement wayfinding and signage strategy, including improved HCRHST/Byway gateway signage.* Create additional signage or banners reflecting Troutdale's brand and offerings (including waterfalls, Historic Columbia River Highway State Trail, and Sandy River).
- Invest in streetscape improvements to improve the sense of arrival to Troutdale consistent with the city's refined brand.
- Engage in additional placemaking activities that build on Troutdale's unique sense of place: Tactics could include branding the water tower so it's a visual marker for Troutdale; embracing and highlighting the connection to the railroad; and creating a photo-op in downtown.*



* Denotes strategy also noted in Strategic Marketing Plan

MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE - CONTINUED

A5: COMMUNICATE WITH VISITORS

- **Work with trail partners and key messengers to educate the public about new transit and recreation links** as the local system expands. Use tactics such as blog articles, interviews, and updating popular hiking websites to feature car-free options.
- **Develop messaging to attract overnight stays to Troutdale** based on unique lodging opportunities and recreation access.*



* Denotes strategy also noted in Strategic Marketing Plan

IMPACT AREA B:

INCREASE CONNECTIVITY WITH THE WILD AND SCENIC SANDY RIVER WHILE PROTECTING ITS ECOLOGICAL VALUES

The Sandy River attracts thousands of recreationists every year; however, there is still a disconnect between the river experience and the community of Troutdale. High use and uncoordinated management of river infrastructure and amenities are also leading to negative impacts and experiences, as shared in our visitor and stakeholder research. Troutdale leaders have an opportunity to address these negative impacts through better management, as well as to enhance and integrate the river experience with the community and to support stewardship of the river ecosystem itself. The health of the river ecosystem and the strength of the community’s connection with the river will ultimately influence the future of Troutdale. There is a real opportunity to have a storybook relationship with this treasured Wild and Scenic river.



SHORT-TERM OUTCOMES (1-2 YEARS)

- Key Sandy River stakeholders are convening in a cross-agency collaborative
- Partners are actively exploring parking solutions
- Major management issues have been identified and groups are beginning to coordinate to create solutions
- A new Sandy River shuttle is being piloted

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Safety and recreation messaging are consistent across river access points
- New recreation experiences and services exist to draw Sandy River visitors into downtown Troutdale
- New city developments are river-oriented
- A river ambassador program has been launched

KEY MEASURES

- Regularity of meetings among Sandy River stakeholders (agencies, organizations and communities)
- Number of Sandy River access sites with consistent safe-and-responsible recreation messaging
- Number of sites hosting river ambassadors
- New infrastructure increasing accessibility to the river

STRATEGIES SUMMARY

The primary hurdle surrounding the Sandy River is coordinating the many partners and agencies involved with its management and visitation. We recommend prioritizing coordination and collaboration while pursuing more visionary and long-term projects. In the short term, we also recommend pursuing projects that will help evolve the river experience to better manage and serve visitors – such as shuttles, safety messaging and other amenities – while easing pressure on the environment. It will also be extremely important to ensure the larger developments in the community are guided with a connected river experience in mind. These are long-term visions, and the city is well positioned to stay in tune with ongoing development.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
B1: Foster Coordination and Collaboration Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River.	- Develop a cross-agency collaborative to improve the user experience while promoting ecological values on the Sandy River - Liaison with major city planning efforts - Host in-person advocacy tours with key partners to build awareness and relationships	Continue to track key developments and projects
B2: Develop the Sandy River Recreation Experience Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences.	- Conduct Sandy River shuttle feasibility study - Coordinate Sandy River Shuttle pilot with inbound transit development efforts	- Launch Sandy River shuttle - Develop infrastructure in town and at lodging properties to support river recreation
B3: Develop Town-to-River Connections Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.	- Support the development of river-to-town access trails in existing city plans - Coordinate with major private commercial developments to integrate with public pedestrian infrastructure	- Leverage the wayfinding and signage plan in Impact Area A - Continue to coordinate with major riverfront developments

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
B4: Communicate with Visitors Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences.	• Develop coordinated responsible recreation/safety messaging for visitors • Develop incentives to draw river users into town • Explore the possibility of a river ambassador program such as the one that has been running on the Clackamas River • Work in partnership with AMR to enhance their river rescue program • Explore the opportunity to install “Stash the Trash” reusable garbage bag kiosks at key river recreation sites; create a fun incentive program with downtown businesses	• Continue to share coordinated safety/user messaging • Continue to fund/support a river ambassador program, “Stash the Trash” kiosk refills, and the American Medical Response River Rescue Program • Continue to incentivize river users to come into town



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

B1: FOSTER COORDINATION AND COLLABORATION

Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River. There are many moving parts and players within the Sandy River recreation sites neighboring Troutdale, and upcoming commercial developments within the city. Coordination is crucial for leveraging and guiding these investments to create an integrated experience.

- **Develop a cross-agency collaborative to improve the user experience while promoting ecological values on the Sandy River:** This collaborative will foster better solutions and information and resource-sharing in order to improve the user experience and connectivity between the Sandy River and the City of Troutdale. This collaborative should begin by identifying critical management issues. Consider including Friends of the Sandy River Delta, Friends of the Columbia Gorge, BLM, Metro, OPRD, USFS, Multnomah Co. Sheriff's Dept., and the Columbia River Gorge Commission, as well as non-profit volunteer cleanup groups such as SOLV, We Love Clean Rivers, etc.
- **Liaison with major city planning efforts that will help connect the city with the river. Track and coordinate key developments ensuring pedestrian connections are seamless and connect to key attractions; advocate for greater city-river connectivity in urban redesign.**
- **Host in-person advocacy tours with key partners to build awareness and relationships:** Many of the management issues facing the river are long-standing. With staff turnover and so many stakeholders involved, it's important to build a shared context by having shared on-the-ground experience of management issues.



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

B2: DEVELOP THE SANDY RIVER RECREATION EXPERIENCE

Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences, connecting parks and river access points with services.

- **Conduct a Sandy River shuttle feasibility study in partnership with local agencies and private businesses:** The feasibility study will include parking management and shuttle feasibility to ease congestion at high-visitation sites and provide easy access to parks along the Sandy River from Troutdale.
- **Coordinate the Sandy River shuttle pilot with inbound transit development efforts:** Ensure that the potential shuttle system provides seamless connections to other transit services.

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.

- **Support the development of river-to-town access trails in existing city plans:** Implementing concepts outlined in the 2020-40 Town Center Plan.
- **Coordinate with major private commercial developments:** To integrate with public pedestrian infrastructure.

B4: COMMUNICATE WITH VISITORS

Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences. Work in collaboration with AMR and find ways to uplift and enhance their award-winning, impactful river rescue program.

- **Develop coordinated responsible recreation/safety messaging for visitors** throughout parks along the Sandy River; leverage existing responsible recreation messaging such as Ready, Set, Gorge! (Columbia Gorge Tourism Alliance), Take Care Out There (Travel Oregon), Recreate Responsibly (U.S. national campaign) or Leave No Trace.
- **Develop incentives to draw river users into town** by including maps and local information at key intercept points for river users.
- **Explore the possibility of a river ambassador program**, such as the one that has been running on the Clackamas River to station volunteers at high-use river access points. Ambassadors can share responsible recreation and safety messaging. Determine how a program of this nature could complement AMR's river rescue program.
- **Explore the opportunity to install "Stash the Trash" reusable garbage bag kiosks** at key river recreation sites; create a fun incentive program with downtown businesses.

MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

B1: FOSTER COORDINATION AND COLLABORATION

- Continue to track key developments and projects. Support projects that align with the destination's vision and values as they emerge.

B2: DEVELOP THE SANDY RIVER RECREATION EXPERIENCE

- Launch a Sandy River shuttle: Build off findings from the shuttle feasibility study to launch a pilot shuttle. Leverage an existing private transportation business if a public partner is not available.
- Develop infrastructure in town and at lodging properties to support river recreation, including kayak lockers, tube rentals, and storage next to visitor-facing businesses.

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

- Leverage the wayfinding and signage plan in Impact Area A.
- Continue to support the development of river-town access trails outlined in the 2020-40 Town Center Plan.

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

- Continue to share coordinated safety and user messaging throughout parks. Add in messaging to account for new services and connected recreation opportunities.
- Continue to fund and support a river ambassador program, "Stash the Trash" kiosk refills, and the American Medical Response River Rescue Program to build upon existing work.
- Continue to incentivize river users to come into town by improving and updating information and wayfinding as new pedestrian connections and attractions come online.



IMPACT AREA C:

IMPROVE THE VIBRANCY OF OUR QUAINT DOWNTOWN BY EVOLVING THE VISITOR EXPERIENCE

Troutdale’s historic downtown has a strong look and feel, but it’s often overlooked by visitors who come to the area for its other well-known anchor attractions. The visitor and stakeholder research both highlighted that many people are traveling to Troutdale for dining and seek more options. Similarly, there is an opportunity to entice day-trippers to the river and the Gorge to spend an evening in town. Developing amenities and experiences that focus on downtown, as well as improving messaging and signage to unify the community, can amplify the economic impact of people traveling through and close to downtown Troutdale.

SHORT-TERM OUTCOMES (1-2 YEARS)

- Tourism businesses in Troutdale are well connected (relates to Impact Area D)
- Key businesses and organizations are speaking about the Troutdale experience as a whole
- Troutdale has a refined brand
- New visitor experiences have been identified for future development

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Downtown has a high occupancy, with a strong mix of businesses
- Downtown hosts expanded food and beverage options
- Downtown is connected to anchor attractions and other regional recreation opportunities through messaging and physical improvements
- Downtown Troutdale has new signature events that reinforce its identity as a Sandy River community and the gateway to the Historic Columbia River Highway State Trail

KEY MEASURES

- Number of visitors patronizing downtown businesses
- Occupancy rate of downtown buildings
- Occupancy rate in Troutdale-based lodging properties of all types



STRATEGIES SUMMARY

Troutdale has strong anchor attractions, a welcoming downtown core, and new businesses and developments on the horizon in the next five years. Strategies begin with connecting and uniting existing experiences and leveraging current assets to create a more unified Troutdale experience for visitors. This theme of connectivity complements other transportation,

infrastructure, and wayfinding efforts in the Impact Areas above. New experiences should build upon the needs of all travelers, with a special focus on food. Visitors are already coming to Troutdale for culinary experiences, but crowding or lack of diversity in options may keep them from returning. Developing additional options will build on existing momentum.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
C1: Develop the Visitor Experience in Downtown Troutdale Evolve and diversify the visitor experience in downtown to build upon existing strengths.	• Work with the tourism ecosystem and downtown businesses to identify visitor experience gaps • Evaluate programming that will accompany the Confluence project; identify complementary services and types of businesses for downtown Troutdale • Encourage the City of Troutdale to support the acceleration of downtown business development for the tourism industry	• Fill the downtown visitor experience gaps • Support policy updates that help tourism-sector businesses start up and thrive within the City of Troutdale • Support development of additional restaurant and retail options • Develop a local bikeshare program • Promote dog-friendly businesses
C2: Develop and Connect Surrounding Visitor Experiences to Downtown Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experience to draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.	• Cultivate outdoor recreation culture and visitor experiences broadly throughout the destination • Elevate support for food and farm businesses in the destination; increase presence on existing regional Food Trails • Develop intentional connections between area businesses offering quality visitor experiences with downtown Troutdale	• Support development of local food and agritourism experiences and education • Develop signature events celebrating the Sandy River and the Historic Columbia River Highway State Trail
C3: Communicate with Visitors Strengthen visitor information messaging to encourage visitor movement through the whole community.	• Refine Troutdale's existing brand* • Create awareness of the downtown experience and greater connectivity with anchor businesses* • Go "all in" on Troutdale's destination brand throughout town • Tap into brands expanding into Troutdale*	• Continue to strengthen the destination brand throughout town • Draw Edgefield, Outlet, and Sandy River visitors downtown

* Denotes strategy also noted in Strategic Marketing Plan

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

C1: DEVELOP THE VISITOR EXPERIENCE IN DOWNTOWN TROUTDALE

Evolve and diversify the visitor experience in downtown to build upon existing strengths.

- **Work with the tourism ecosystem, and downtown businesses specifically, to identify visitor experience gaps:** Identify gaps during particular times of day or days of the week that may keep a visitor from staying in the community longer.
- **Evaluate programming that will accompany the Confluence project:** Identify complementary services and types of businesses for downtown Troutdale.
- **Encourage the City of Troutdale to support the acceleration of downtown business development for the travel and tourism industry.** Conduct a survey, interviews or focus groups with downtown business owners to evaluate where the issues are and create a committee to make recommendations to the City for how to improve the business climate.

C2: DEVELOP AND CONNECT SURROUNDING VISITOR EXPERIENCES TO DOWNTOWN

Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experiences in a way that will draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.

- **Cultivate outdoor recreation culture and visitor experiences broadly throughout the destination** (see specific recommendations in Impact Area A).
- **Elevate support for food and farm businesses in the destination;** increase their presence on existing regional Food Trails, including the West Gorge Food Trail and Breweries in the Gorge, to increase Troutdale's presence in the regional food narrative.
- **Develop intentional connections between area businesses offering quality visitor experiences with downtown Troutdale.**



C3: COMMUNICATE WITH VISITORS

Strengthen visitor information messaging to encourage visitor movement through the whole community.

- **Refine Troutdale's marketing communications and branding to have a greater impact. See marketing strategy for more details.**
- **Create awareness of the downtown experience and greater connectivity with anchor businesses:*** Promote connectivity among assets such as Outlets, Edgefield and the Sandy River through messaging that complements new infrastructure improvements and pedestrian connectivity.
- **Go "all in" on Troutdale's destination brand throughout town** by including outdoor recreation themes in visitor communications and services. Additional tactics could include front-line staff training once the Historic Columbia River Highway State Trail is complete.
- **Tap into brands expanding into Troutdale,*** leveraging the existing followings and marketing of businesses expanding into Troutdale to build our audience through cross-promotion. Build upon these new businesses to enhance Troutdale's position as a culinary destination.



* Denotes strategy also noted in Strategic Marketing Plan

MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

C1: DEVELOP THE VISITOR EXPERIENCE IN DOWNTOWN TROUTDALE

- Fill the downtown visitor experience gaps.
- Support policy updates that help tourism-sector businesses start up and thrive within the City of Troutdale.
- Support development of additional restaurant and retail options.
- Develop a local bikeshare program to promote the flow of visitors between local anchor attractions such as Sugarpine Drive-In, McMenamins Edgefield, and the Columbia Gorge Outlets.
- Promote dog-friendly businesses: Leverage Troutdale's proximity to the Sandy River delta by identifying and promoting dog-friendly businesses and public spaces to better capture the high volume of dog-owning visitors to the area. Tactics could include collateral identifying dog-friendly businesses and maintaining or expanding dog-friendly public spaces in the city.

C2: DEVELOP AND CONNECT SURROUNDING VISITOR EXPERIENCES TO DOWNTOWN

- Develop signature events celebrating the Sandy River and the Historic Columbia River Highway State Trail to draw more visitors from out of town for day trips and overnight stays. Options include:
 - Launch or build upon existing bike events focused on the Historic Columbia River Highway State Trail to further cement Troutdale as THE gateway to the highway.
 - Launch a festival (e.g., "Sandy River Days – Celebrate the Great TROUTDOORS!") similar to White Salmon's Wildflower Festival. Emphasize our connection to the river through events so when people think of Troutdale, they think of "Troutdale on the Sandy."
- Support development of local food and agritourism experiences and education.

C3: COMMUNICATE WITH VISITORS

- Continue to strengthen the destination brand throughout town, through front-line staff training and physical branding.
- Draw Edgefield, Outlet, and Sandy River visitors downtown through new, high-quality food and event options.



IMPACT AREA D:

CONNECT AND BUILD OUR TOURISM ECOSYSTEM

Visionary plans for a complex tourism economy are only possible through collaboration and collective impact. Projects in this Destination Strategy must be pursued deliberately and consistently over time. Because tourism touches so many sectors, solutions require a breadth of partners. Creating this strong network of local tourism partners requires care and cultivation. While Troutdale’s current dedicated capacity for tourism is modest, it has the potential to grow and better leverage local, regional and statewide networks.

SHORT-TERM OUTCOMES (1-2 YEARS)

- Tourism ecosystem stakeholders are meeting and communicating regularly
- The city is leading additional tourism-related projects
- The city has added staff capacity to support the implementation of this strategy

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- The community sees increased funding for tourism development, marketing and stewardship projects
- Local tourism stakeholders have increased engagement in industry trainings and events

KEY MEASURES

- Number of partners in our tourism ecosystem
- Number of destination strategy tactics pursued
- Continuity and engagement of local Destination Leadership Team members



STRATEGIES SUMMARY

Short-term strategies should prioritize building a strong foundation for the local tourism ecosystem and identifying where the city can partner with regional and statewide partners, rather than reinventing the wheel. As the local tourism ecosystem matures, Troutdale can collectively pursue more ambitious tourism initiatives and advocacy.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
D1: Develop Destination Leadership Capacity for Troutdale Cultivate a broader network of local tourism leaders and partners to implement the destination vision.	• Solidify the structure of and regularly convene a local Destination Leadership Team • Develop stronger relationships with key strategic partners	• Strengthen leadership network
D2: Communicate with Your Tourism Ecosystem Develop consistent and relevant industry-facing communication in order to engage and support Troutdale’s tourism ecosystem.	• Solidify industry email list • Produce quarterly industry e-news*	• Continue to produce and evolve industry communications
D3: Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.	• Assess needs and barriers tourism partners face • Build a photo asset and story library • Develop journalist relationships	• Create “Tourism 101” one-pager for new businesses/partners • Develop funding opportunity to supplement technical assistance and professional development training

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
D4: Build City Staff Capacity for Tourism Development and Marketing Ensure staff has capacity to deliver on the destination strategy and marketing plan.	• Assess needs and options for augmenting staff capacity and resources for tourism development and marketing • Transition management of city events to another position, either internal or contracted	• Consider creating a standalone destination management and marketing organization, 501(c)(3) or otherwise
D5: Increase Funding for Building the Tourism Economy Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.	• Ensure short-term rental (STR) taxes in Troutdale are being collected and STRs are properly licensed • Continue to seek grant funding	• Leverage cooperative marketing opportunities with local partners • Explore new funding sources



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

D1: DEVELOP DESTINATION LEADERSHIP CAPACITY FOR TROUTDALE

Cultivate a broader network of local tourism leaders and partners to implement the destination vision.

- **Solidify the structure of and regularly convene a local Destination Leadership Team** to help advise and carry out tourism initiatives. Convene this group quarterly to support, advise and connect, and to maintain project momentum.
- **Develop stronger relationships with key strategic partners** to better leverage existing regional tourism capacity. Evaluate how Troutdale appears in other visitor marketing channels; enhance and improve placements and content on partner channels, including Travel Portland, the Columbia Gorge Tourism Alliance, Car-Free Gorge, and McMenamins Edgefield.

D2: COMMUNICATE WITH YOUR TOURISM ECOSYSTEM

Develop consistent and relevant industry-facing communication in order to engage and support Troutdale's tourism ecosystem. The city needs foundational tools and processes to do the work of becoming a better leader in local tourism. Priority next steps for building this foundation include:

- **Solidify an industry email list**, building upon the draft list from the Destination Strategy process. This list will make it easier for city staff to communicate with partners, coordinate timely calls to action, and track business turnover.
- **Produce quarterly industry e-news*** to better inform local tourism partners of existing opportunities and resources.

* Denotes strategy also noted in Strategic Marketing Plan



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

D3: PROVIDE CAPACITY AND TECHNICAL ASSISTANCE TO LOCAL BUSINESSES IN THE TOURISM ECOSYSTEM

Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.

- **Assess needs and barriers tourism partners face.**
- **Build a photo asset and story library** based on Troutdale’s refined brand to be better positioned to respond to industry callouts and marketing opportunities.

D4: BUILD CITY STAFF CAPACITY FOR TOURISM DEVELOPMENT AND MARKETING

Ensure staff has capacity to deliver on the destination strategy and marketing plan. Capacity is a foundational need for implementing this Destination Strategy, and it should be prioritized in the short term.

- **Pursue options to augment staff capacity and budget for tourism development, management and marketing** by increasing budget, reallocating budget or pursuing external funding sources.
- **Transition management of city events to another position, either internal or contracted**, to free up existing staff time for tourism project management and leadership. New signature events could remain within the umbrella of tourism, while current events attracting mostly local attendees could be moved.

D5: INCREASE FUNDING FOR BUILDING THE TOURISM ECONOMY

Troutdale is in a unique position within the statewide tourism landscape, straddling multiple tourism regions. Because of this, there is some ambiguity around allocation of tourism tax streams. As part of its foundational tourism work, the city should have a solid understanding of its current tourism tax streams through the following tactics:

- **Ensure short-term rental (STR) taxes in Troutdale are being collected and that STRs are properly licensed.**
- **Continue to seek grant funding** to support destination development projects. The city can leverage partnerships with nonprofits to support project advancement.

* Denotes strategy also noted in Strategic Marketing Plan

MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

D1: DEVELOP DESTINATION LEADERSHIP CAPACITY FOR TROUTDALE

- Strengthen the leadership network. Build upon the existing Destination Leadership Team by getting additional partners to participate in industry events. For example: the Columbia Gorge Tourism Alliance and Mt. Hood/Gorge region events; the Oregon Destination Association conference; the Oregon Restaurant and Lodging Association's Oregon Tourism Leadership Academy; the Governor's Conference on Tourism; and Travel Oregon's learning labs, learning communities, destination development boot camp and other events.

D2: COMMUNICATE WITH YOUR TOURISM ECOSYSTEM

- Continue to produce and evolve industry communications.

D3: PROVIDE CAPACITY AND TECHNICAL ASSISTANCE TO LOCAL BUSINESSES IN THE TOURISM ECOSYSTEM

- Create a "Tourism 101" one-pager to help new businesses and partners understand how to plug in when they join the community. Identify easy to-dos to ensure new businesses are leveraging Troutdale's brand and experience development efforts. Leverage local tourism leadership to help include new businesses in local efforts.
- Develop funding opportunity to supplement technical assistance and professional development training.

* Denotes strategy also noted in Strategic Marketing Plan



MEDIUM-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

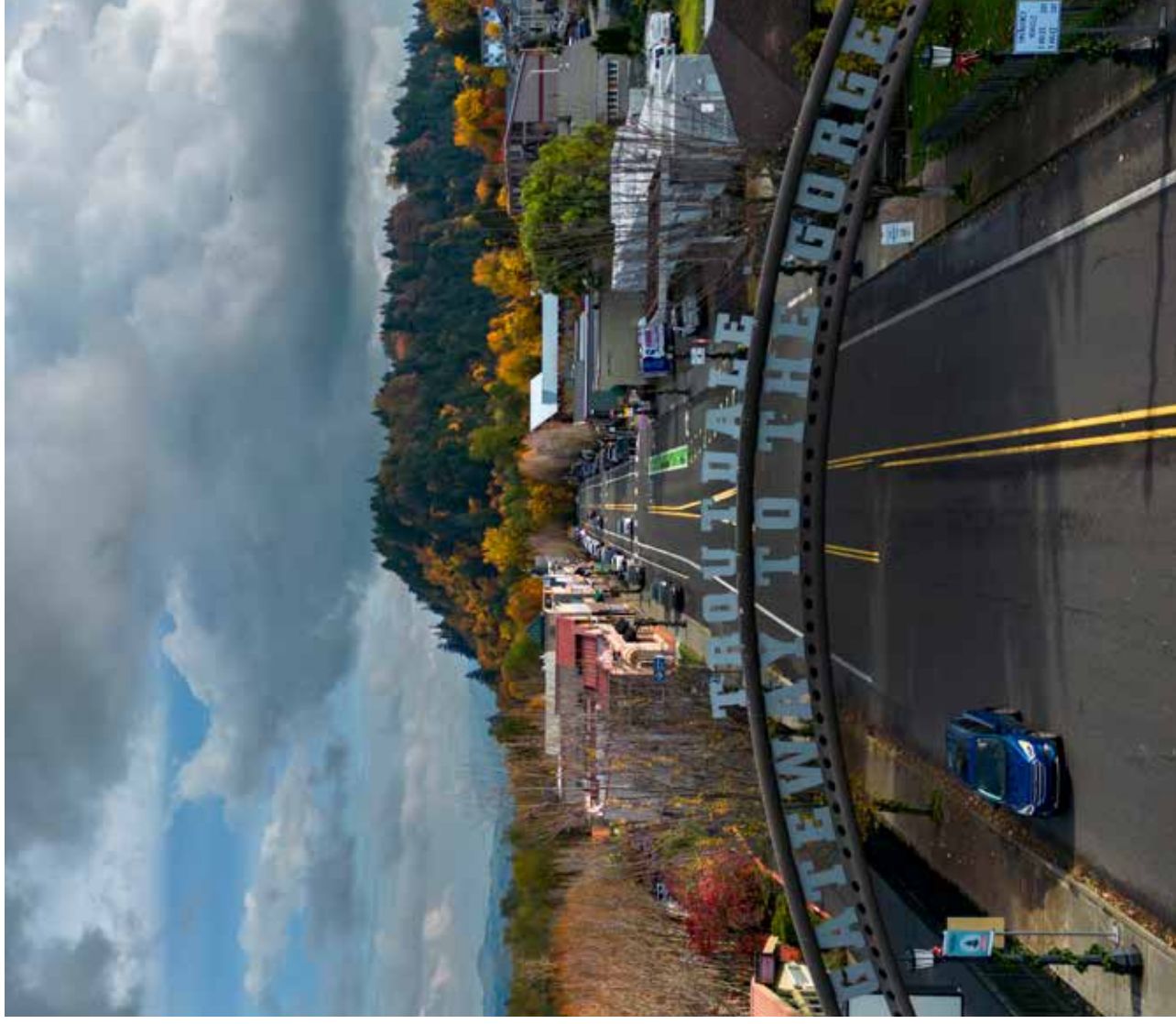
D4: BUILD CITY STAFF CAPACITY FOR TOURISM DEVELOPMENT AND MARKETING

- Consider creating a standalone destination management and marketing organization, 501(c)(3) or otherwise, to ensure the objectives of this destination strategy can be achieved.

D5: INCREASE FUNDING FOR BUILDING THE TOURISM ECONOMY

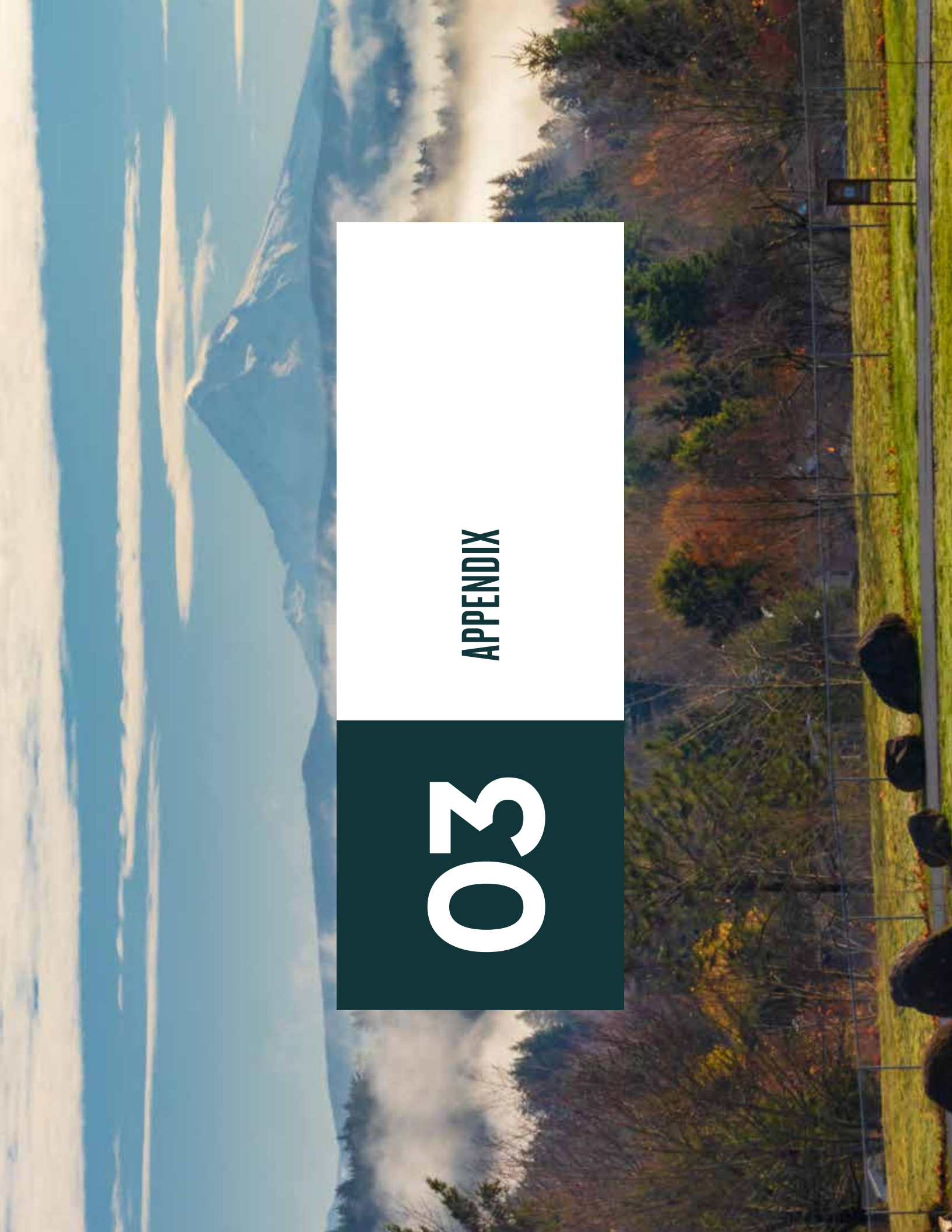
Over time, the city will need additional funding to expand its marketing and experience development efforts. Tactics for increasing funding in the medium term (along with bringing on new lodging properties) include:

- Leverage cooperative marketing opportunities with local partners to maximize marketing dollars and coordinate messaging.
- Explore possible new funding sources to capture more funding from day trips.



03

APPENDIX



APPENDIX

A. BACKGROUND RESEARCH SUMMARY

To inform the production of this Destination Strategy, the Crosscurrent team reviewed existing plans and studies relevant to the future of tourism in Troutdale. These background documents included:

- Statewide (Oregon) and Regional (Mt. Hood-Gorge) Visitor Profile Data, 2022
- Oregon Travel Impacts, 2003-2022
- City of Troutdale Housing Needs Analysis, 2020
- Sandy River Access Plan, 2014
- Historic Columbia River Highway Congestion and Transportation Safety Improvement Plan, 2019
- City of Troutdale Parks Master Plan Draft, 2022
- Hospitality Submarket Report: Portland I-84/I-205 East, 2022
- 2020-2040 Town Center Plan, 2022
- Greater Portland Comprehensive Economic Development Strategy, 2021

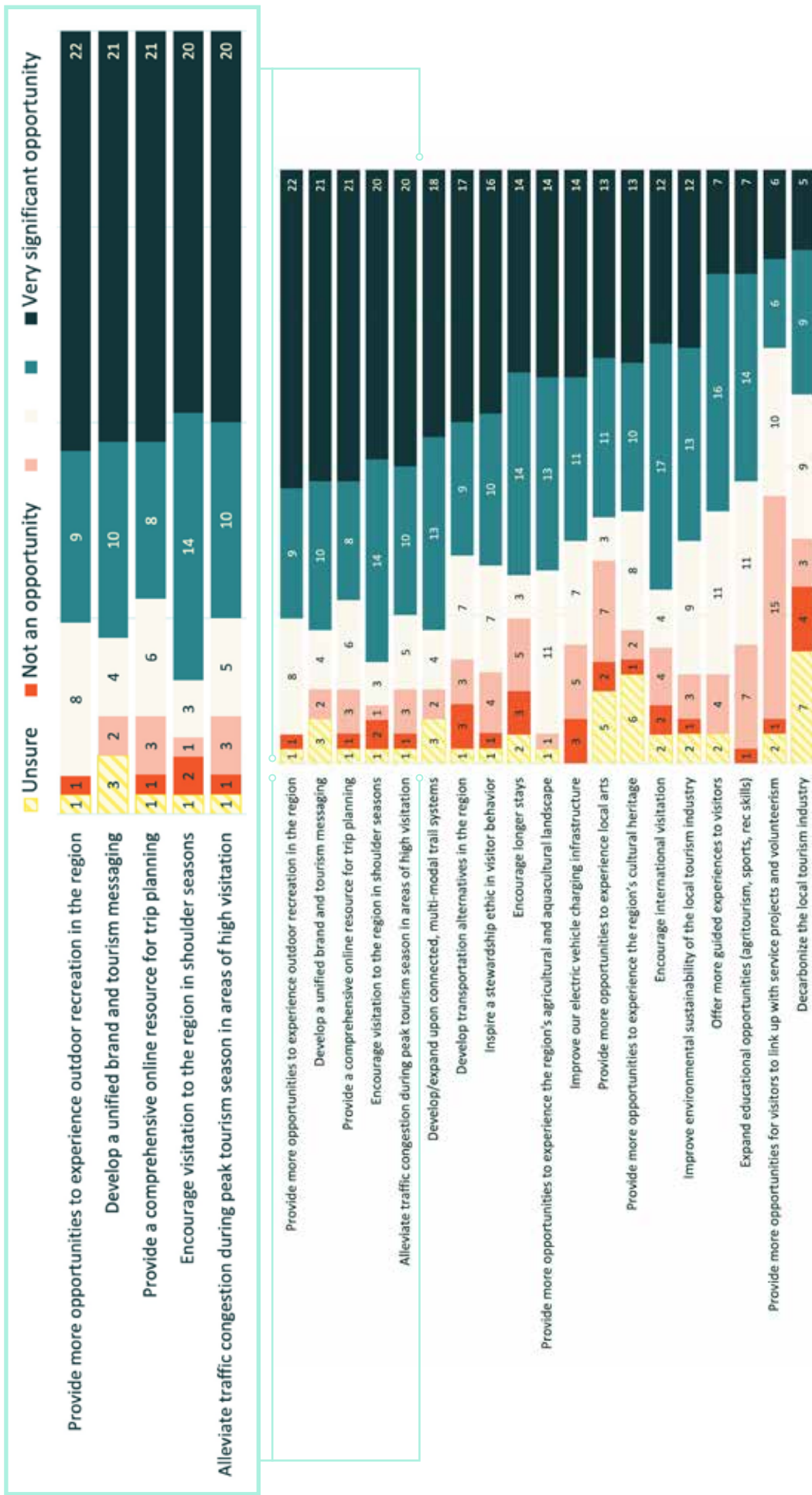


B. HIGHLIGHTS FROM STAKEHOLDER SURVEY

As part of Phase 1, Crosscurrent Collective – in collaboration with the City of Troutdale and a local project advisory team – conducted a stakeholder survey to provide a solid baseline of information that would guide our selection of four impact areas and priority strategies. Forty-two tourism-related stakeholders living or working in the Troutdale area weighed in on the region's best opportunities and biggest challenges for tourism in the region. For complete results: [Troutdale Stakeholder Survey](#).

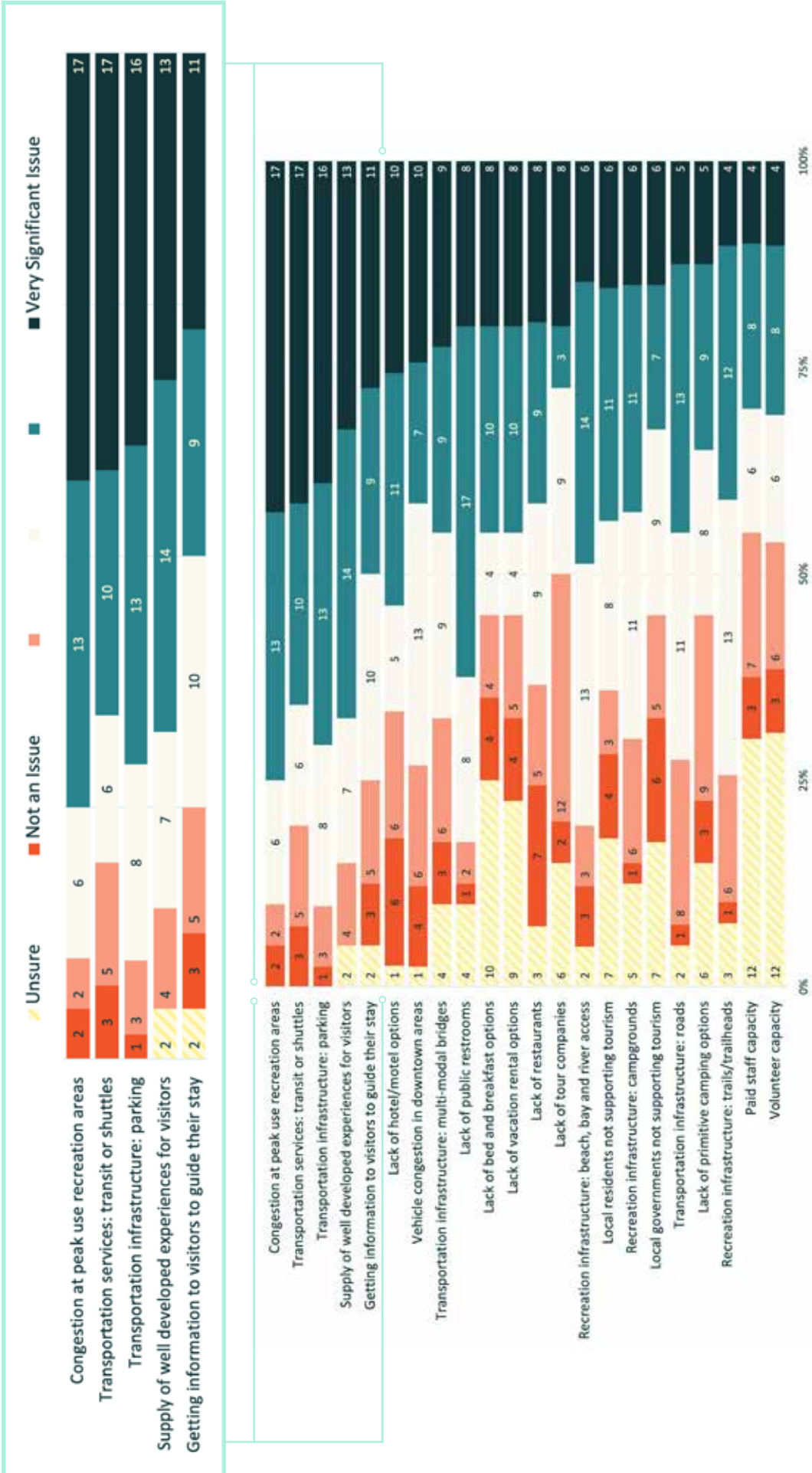
In addition to sentiments that fed directly into the 15-year vision of success (pg. 9) and community values (pg. 11), respondents shared their perspectives on what they believe the best opportunities are for Troutdale to advance the positive impact of local tourism.

BEST OPPORTUNITIES FOR ADVANCING THE POSITIVE IMPACT OF TOURISM IN TROUTDALE



Respondents also shared their perspectives on the most significant constraints and challenges that might lie ahead.

CONSTRAINTS/CHALLENGES FACING THE DEVELOPMENT OF THE TROUTDALE TOURISM ECONOMY



C. HIGHLIGHTS FROM VISITOR OPPORTUNITY STUDY

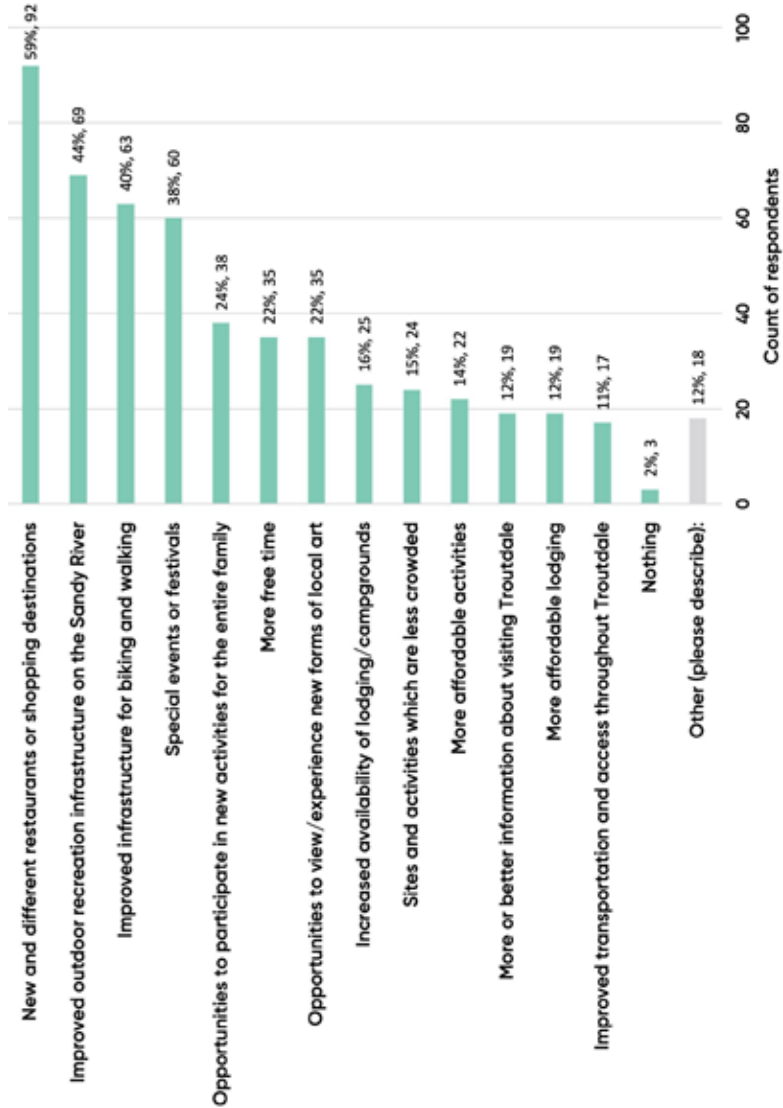
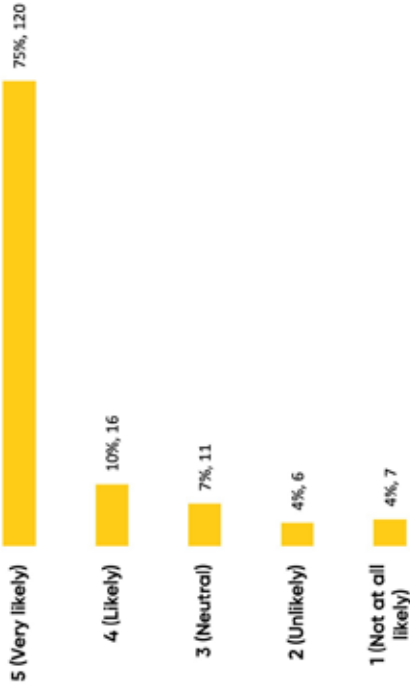
Another component of Phase 1 included a visitor opportunity study, conducted by EConorthwest and Crosseurrent Collective in collaboration with the City of Troutdale and the local project team. The survey was completed by 256 Troutdale visitors over a six-week span during the summer of 2023. While response levels were not as high as the team had hoped for, the results still provide a window of insight into what can be done to improve the destination. For complete results: [Troutdale Visitor Opportunity Study](#).

VISITOR EXPERIENCE

RETURNING TO VISIT TROUTDALE

Most respondents (75%) reported that they were very likely to return to Troutdale within the next two years. Only 8% of respondents reported their likelihood being below neutral.

LIKELIHOOD TO VISIT TROUTDALE IN THE NEXT TWO YEARS



“Other” includes – Safer and cleaner environment, more high-end accommodations, more covered outdoor seating, dog access to the Sandy River, and a Skatepark.

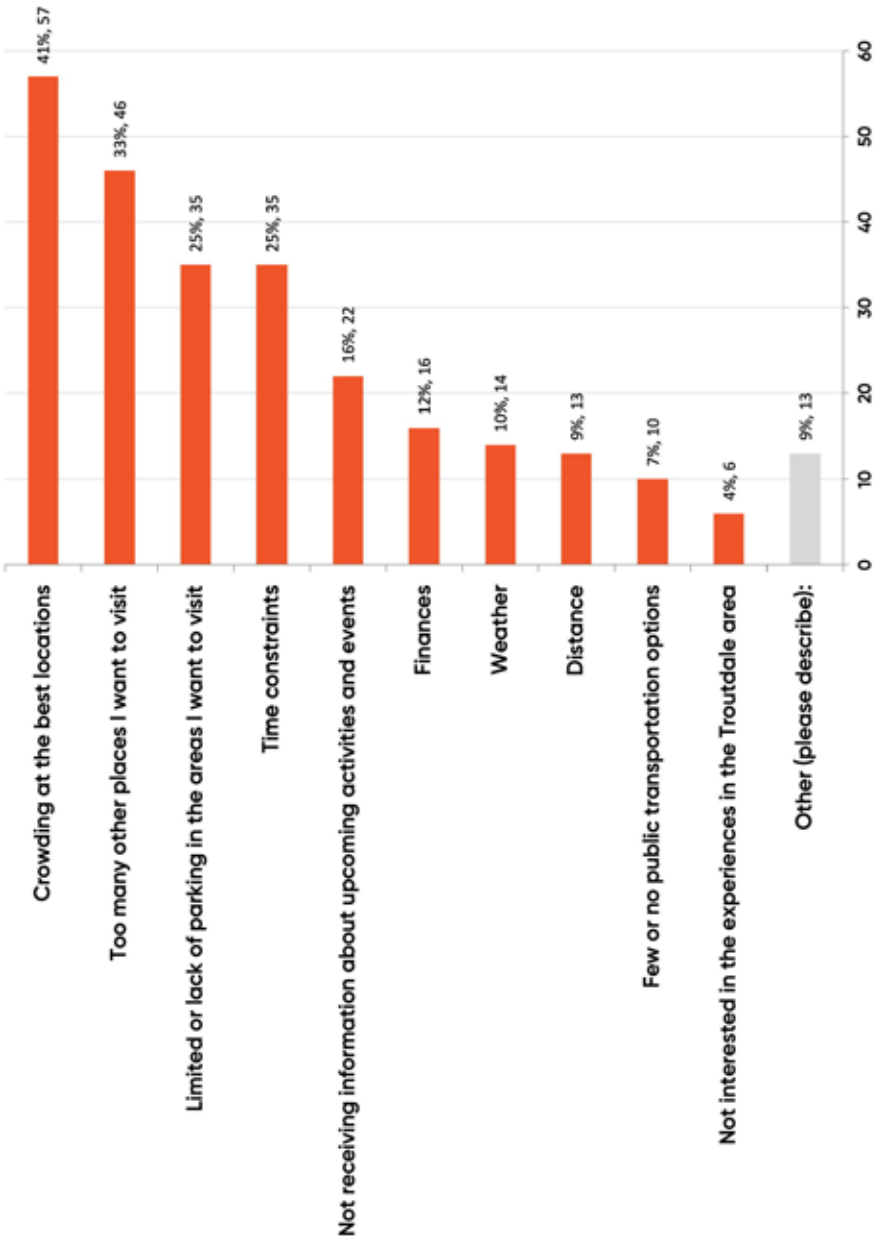
VISITOR EXPERIENCE

PREVENTING A RETURN VISIT

Of the reasons that would prevent a return visit to Troutdale that are related to the place-based factors, crowding at the best locations was listed by 41% of the respondents that answered this question.

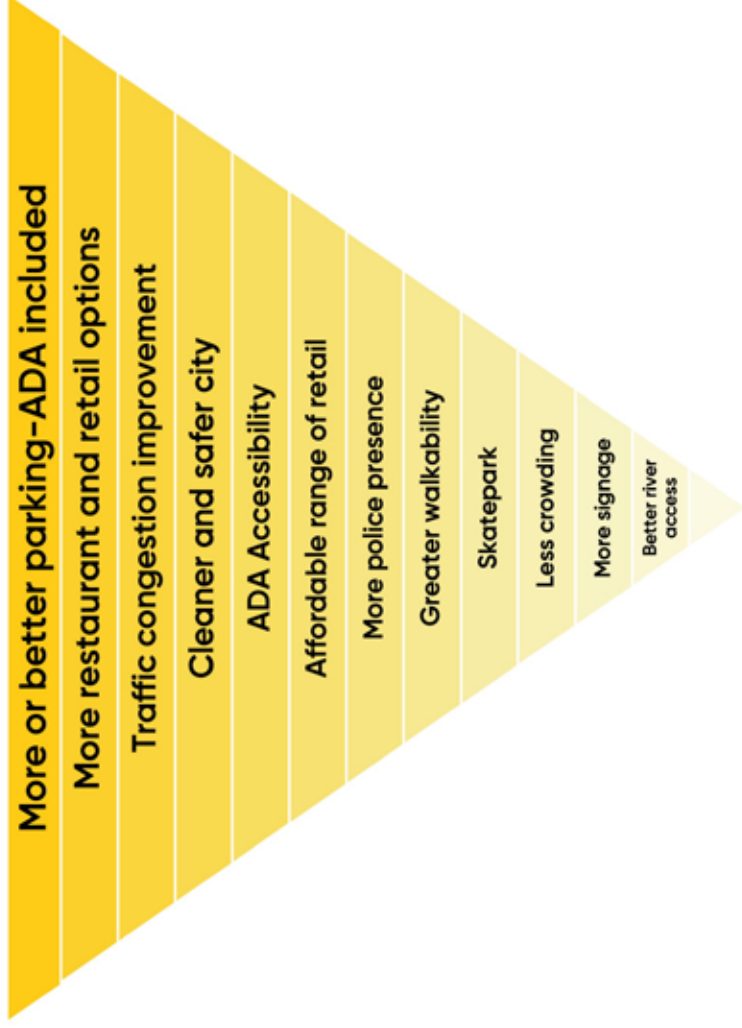
A common theme in preventing a return visit and found in other open-ended questions, was the limited or lack of parking in the areas respondents wanted to visit.

REASONS TO PREVENT A RETURN VISIT



VISITOR EXPERIENCE

SUGGESTED IMPROVEMENTS



The following is a list of suggested improvement themes that were generalized from an open-ended question asking what would have improved the respondents' visit to Troutdale.

Most reported improving or providing more parking, including ADA accessible parking and general ADA access. Traffic flow, congestion, and confusing intersections were noted frequently.

A theme of inviting a greater range and choice of restaurants and retail, was among the top listed. A greater range of affordability in retail shops was suggested by a few.

Many did not have a strong sense of safety because of the lack of enforcement present, unclean and unmaintained areas in the city, and negative encounters with houseless folks.

Consistently mentioned throughout the comments was lack of access to the river, bike trails, and outdoor activities. Some reported increasing signage and improving/creating trails-access from downtown to surrounding areas would improve walkability.



THANKS

FOR QUESTIONS OR MORE
INFORMATION ABOUT
THIS STRATEGY PLEASE
CONTACT:

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503-784-1072



STAKEHOLDER SURVEY RESULTS

TROUTDALE DESTINATION STRATEGY | AUGUST 2023

TROUTDALE
GATEWAY TO THE GORGE

Exhibit B

2/27/24 Council Mtg. Item #6



CROSSCURRENT
COLLECTIVE

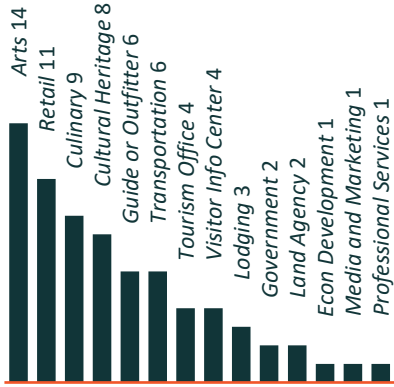
TROUTDALE STAKEHOLDER SURVEY

OVERVIEW OF RESPONDENTS: 42 TOTAL

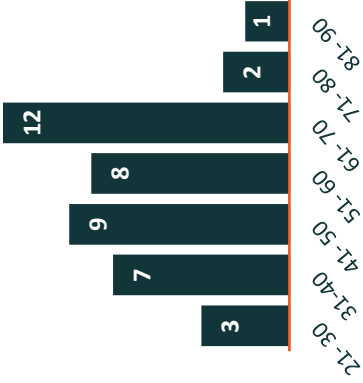
ZIP CODE

97080	97202	97219	97060 14
97019	97015	97089	
98671	97206	97220	
97031	97233		
97212	97009		
97232	97239		
97241	97214		
97236	98607		
Others			97030
24			4

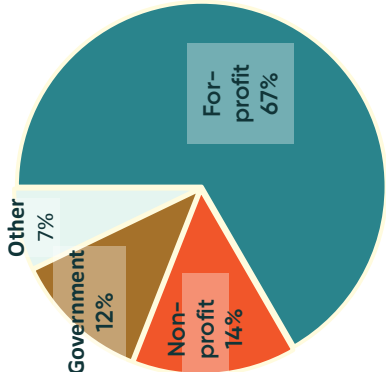
INDUSTRY SECTOR



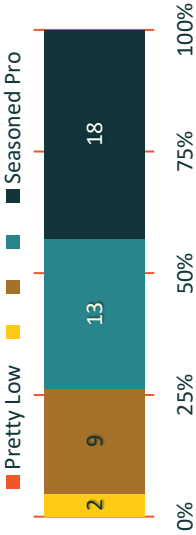
AGE



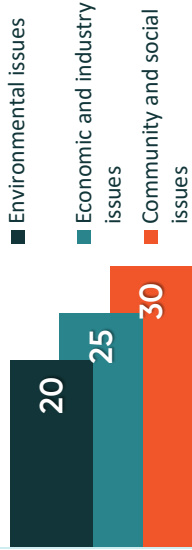
ORGANIZATION TYPE



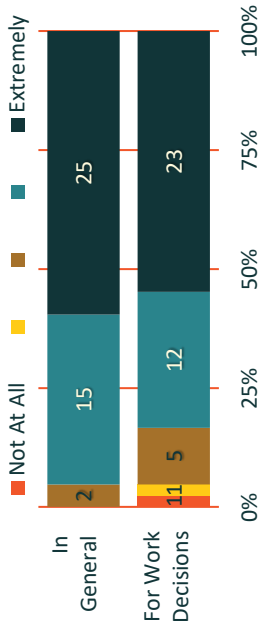
TROUTDALE FAMILIARITY



TOPICS OF INTEREST



IMPORTANCE OF TOURISM VISION



ONE EXPERIENCE

you love to share



top three
VISITOR DRAWS

TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

community
small town feel
local
businesses
sustainable
caring tourism
safe
preservation
restaurants
work
live
development
safety
friendly
clean
protecting
value
shops
nature
friendly
accessible
cute
connection
portland
welcoming
streets
premium
cleanliness
unique
quality
warm
walkable
experience
people
beauty



TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

SMALL TOWN CLOSENESS

- Small-town feel (5)
- Welcoming, small-town feel
- Small, friendly town feel
- A progressive small-town feel
- Home town feel
- Small town friendliness, cleanliness, and safety
- The welcoming small town feel and charm
- Friendly, clean, safe community
- Family friendly
- That the region is different than Portland, aka not a big city experience



TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

A CULTURE OF CARE – SAFE + WELCOMING

- Welcoming culture
- Community connection
- Caring for neighbors
- Sense of Community
- [Preservation of] diversity in the community
- Safety and quality of life
- Safety - my tenants are beginning to feel unsafe
- Nondiscrimination. Safety.
- Clean, cared for city streets including, parks, river properties, residential areas.
- Troutdale has that "Hallmark Movie" kind of feel. It is vital that it remains clean and safe as a great place to be able to live, work, and visit. Friendly people and lots of cute shops will bring people again and again. Think, Sister's Oregon but this side of the mountain.
- Warm hospitality serving premium ecotourism destinations



TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

STEWARDSHIP – OF PEOPLE + PLACE

- Environmental stewardship
- To keep the beauty of our surrounding nature – don’t plow down green space to build, work with what we have and adapt to blend in
- Protecting the natural environment as much as possible, and educating the public about caring for nature or more rural places
- Protecting natural lands and the unique culture of the community
- A strong value in sustainable destination development... developing tourism in a way that supports the local community and its residents, not detracts from their experience.
- Maintain accessible and clean natural areas
- Strength of the Wild end of the continuum of “between the world and the wilds”
- “Act local, think Global”
- Maintaining access for current and future visitors in a sustainable way.
- Preservation of existing sites of ecological value
- Protect the natural resources in the area
- Beauty
- Authentic, sustainable



TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

THOUGHTFUL, HUMAN-SCALE DEVELOPMENT

- Thoughtful development that creates vibrant commercial spaces/districts that interact with one another.
- High quality developments that lend itself to our community, quaint small town feel and protection of our rivers and natural environment.
- I would like to see responsible growth without compromising the qualities and culture of Troutdale.
- Walkable streets
- The appearance of being a cute little downtown area
- Car-free transit options
- Make sure that the locals now can still live here without the cost of housing going crazy. We need to keep it local.
- [A]rea venues to support the community
- Inviting community gathering events (by clearing utility structures from Town Center and maintaining cleanliness)



TROUTDALE VALUES

14. What are the MOST IMPORTANT LOCAL VALUES you want to maintain as your region develops over time?

LOCAL – GROWN + OWNED

- Local owned shops, local fresh foods
- A premium put on local and regional businesses and brands; to try and avoid the pitfalls of most “suburbs” where the only retailers, restaurants, etc. are national chains
- Small businesses, local food
- Thriving consumer-based businesses
- Provide first class businesses and restaurants
- Open and friendly shops, restaurants, and housing opportunities
- Businesses with character and integrity, community over competition.
- Warm hospitality serving premium ecotourism destinations



DESTINATION VISION

13. If done right, what would a successful tourism economy LOOK AND FEEL LIKE in Troutdale in 15 years?

- We are a Distinctive Basecamp Destination (rather than a “pit stop”)
- Troutdale is an Innovative Transportation Hub – a Jumping off Point for Unparalleled Outdoor Recreation and Car-free Travel
- Improved and Integrated Outdoor Recreation Experience
- Vibrant Downtown as a Draw: Historic Feel with Smalltown Charm



IDEAL DESTINATION VISION

13. If done right, what would a successful tourism economy LOOK AND FEEL LIKE in Troutdale in 15 years?

We are a Distinctive Basecamp Destination (rather than a “pit stop”)

- Visitors will recognize Troutdale as a destination in its own right on trips to explore the Sandy River, Columbia River, and Hood. Similar to what Government Camp is now, it'll be a basecamp rather than a pass-through community.
- Visitors would stay in Troutdale due to its perfect accessible location and wonderful small-town charm and available amenities.
- Visitors would spend more time enjoying businesses and spaces indoors and out within Troutdale as a year-round “destination” instead of a “pit stop.”
- Visitors will come with an itinerary of things to do and see in the Troutdale area that justifies additional full day(s) focused here in addition to their time in the Gorge, rather than just being a place to sleep and eat after they've done what they came to do.

DESTINATION VISION

13. If done right, what would a successful tourism economy LOOK AND FEEL LIKE in Troutdale in 15 years?

Troutdale is an Innovative Transportation Hub – a jumping off point for unparalleled outdoor recreation and car-free travel

- Hop off at easy to access/central transit stop for a day of hiking, dining and shopping (connected by cute, integrated pathways)
- Visitors will leave their vehicles in Troutdale, stroll the downtown and business district spending money before/after their car-free trip to the Gorge.
- Outdoor recreational destinations near Troutdale are not over-crowded by vehicles, and the interconnected public and private transit gets visitors, residents, and workers where they need to go in a timely and efficient manner.
- We're an outdoor excursion starting point for fishing, flying, hiking, boating, and sightseeing
- Visitors to the area would utilize Troutdale area as a stepping off point for all the activities that are available in the surrounding areas. Gorge activities, Mountains, Portland, etc.
- Hub to the gorge

DESTINATION VISION

13. If done right, what would a successful tourism economy LOOK AND FEEL LIKE in Troutdale in 15 years?

Improved and Integrated Outdoor Recreation Experience

- We are a summer outdoor activity paradise with river and gorge and parks.
- Better tie-in between downtown area and nearby trails.
- Construction would complement the environment already here and encourage more access to nature/walkability/biking.
- There will be rafting/ kayaking support for visitors who didn't drive (or didn't drive two cars).
- Thousand Acres will be cleaned up and feel safe again.
- Crowd management of very heavily used outdoor sites.
- Activities and recreation areas would be accessible by all, including family pets (currently we do have restrictions in some popular outdoor places). Outdoor spaces would be more consistently utilized across town instead of in a few pockets.

DESTINATION VISION

13. If done right, what would a successful tourism economy LOOK AND FEEL LIKE in Troutdale in 15 years?

Vibrant Downtown as a Draw: Historic Feel with Smalltown Charm

- Diversity would be celebrated in a variety of ways, such as events, art installations, etc. that highlight the people of the community while attracting others from outside it to join in.
- This quaint street would be filled with retail, galleries and restaurants. What I hear from most visitors is, "So cute, but everything is closed."
- There will be significantly increased retail downtown, with more visitor-attractive fun / boutique / shops. We don't have a very strolling/shopping-friendly downtown unless you're hungry. Boatloads of space taken by offices / services that don't enhance Destination and aren't of interest to visitors.
- Indoor spaces and businesses would be more diverse in types of offerings, both in purchasable goods and interactive experience, still including but also expanding beyond art, attracting a wider range of ages and interests while still keeping a smalltown charm.
- Hassle free parking to enjoy year-round special events as well as general shopping, food and outdoor activity.
- The look will be that of a historic town, from the commercial establishments to the residential

SHORT TERM GOALS

15. What do you believe needs to be accomplished in the short term to achieve this vision of success?

Support existing businesses, and recruit new ones

Need to make it easier and incentive businesses. It's too hard to do business in Troutdale right now

I feel strongly that step one is getting the local front-facing businesses solidly "into the room" together. All of them and their engaged employees.

Improve city friendliness to businesses, improvement grants, decrease permitting turn around time

I think the marketing efforts in the past couple of years for Troutdale have done more for the city and the area in a short amount of time than the efforts made for many years before that. I think keeping that momentum going and expanding on it is really important

We need to bring in more locally owned small businesses such as great little boutique shops. Affordable space rent and ample parking is going to be key to that being a possibility.

Diversify and connect the main street experience

Encourage more varied range of businesses to downtown Troutdale. Need a deli, outdoor adventure shop. Currently downtown looks cute but there's nothing really there.

More Farmer's Market stands in the summers and all leased spaces be rented and thriving

Wayfinding and walkability between river/outlets/downtown

Complete the Confluence master plan with community buy in and support

Investments in active transportation, boutique lodging, and visitor friendly downtown storefronts. Great wayfinding would be awesome too.

SHORT TERM GOALS

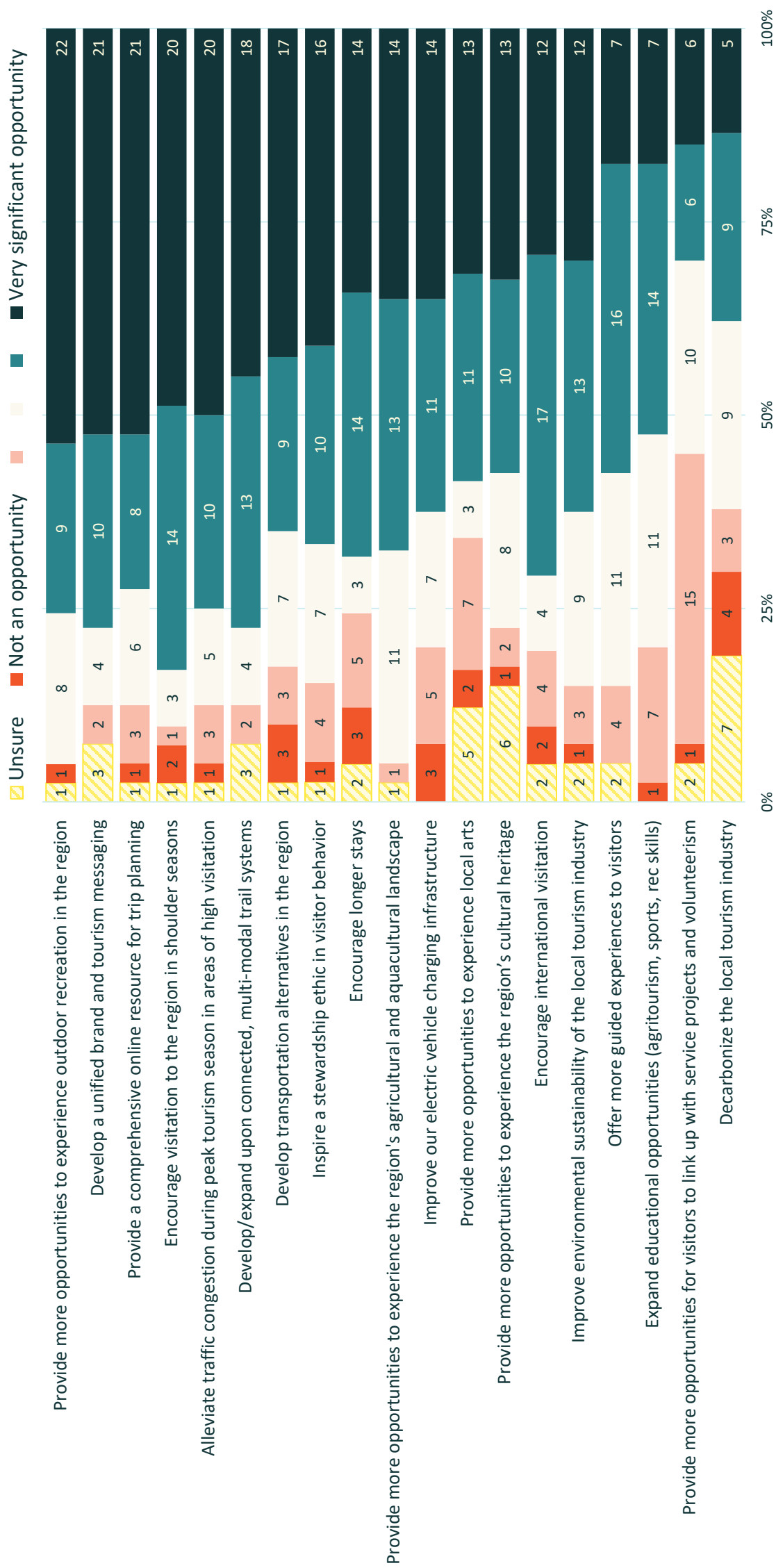
15. What do you believe needs to be accomplished in the short term to achieve this vision of success?

Strengthen Outdoor Recreation Experience

- Park upgrades to beautify and provide recreational experiences
- Maintain good trails for hiker, bikers and rafters
- Greater education of the importance of being caring and cohesive with surrounding environment
- Bike hub and trails behind the Visitor Center

OPPORTUNITIES - RANKING

17. What do you believe are the best tactical OPPORTUNITIES to advance the positive impact of local tourism



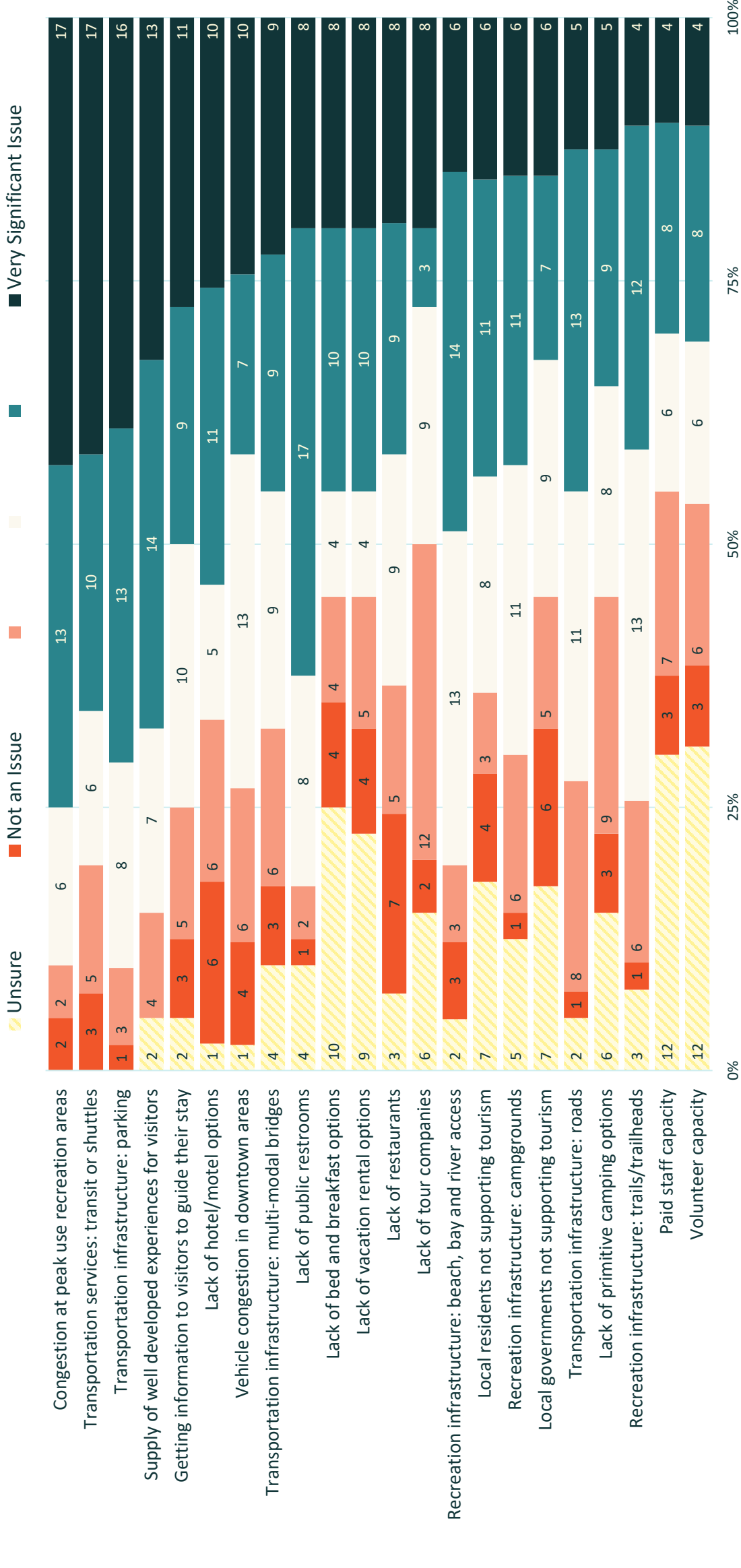
OPPORTUNITIES - REPORTING

17. What do you believe are the best tactical OPPORTUNITIES to advance the positive impact of local tourism

- A travel “passport” or something that encourages people to come back. Besides the outlet mall, what other attractions are in Troutdale? A locally sponsored race along the highway state trail with the finish line in downtown? Is there a place that sells recreational passes? Link up with Mt Hood Meadows/Ski Bowl, or another resort to be a boarding point for transport to Mt Hood.
- It might be worth it to try offering local art classes. Come paint Crown point, come draw Multnomah falls, come cross stitch a flower you saw after we went on our nature walk.
- Landscape confluence disc golf course to make it more inviting. Developing the MHCC disc golf course on Troutdale Rd. Landscaping Sunrise part to make it more inviting and less hot.
- The urban renewal work behind the visitor center to bring in a boutique hotel and possible retail and parking options. Bringing a brewery into downtown. Maybe get Trail Ambassadors or something similar down to the river or delta area to improve visitor behavior. Work with RDMO to get EV charging stations downtown.
- Small cabins or similar built as far east as we can and advertised as a gorge getaway.

CHALLENGES - RANKING

18. What are critical CONSTRAINTS/CHALLENGES facing the development of the local tourism economy?



CHALLENGES - REPORTING

16. What might stand in the way? What challenges do you feel may be ahead for realizing these opportunities?

Lacking “full” product mix to round out a day of variety

The local visitors that come to Troutdale for a “Sunday” drive or shop this cute street, always comment about the lack of stores that are open. Basically, too many offices and salons and not enough retail.

Troutdale is supposed to be the gateway to the gorge but it really doesn’t offer a lot of incentives for visitors to stop and explore.

I think the success of the development will largely hinge on denser offerings to the larger population. Destinations like Edgefield and Sugar Pine are excellent but if people feel like they can reliably find other solutions when those places are busy, people will be more confident in making plans in Troutdale.

Current business mix is the biggest hurdle I see for downtown. It is both somewhat immovable (not like we’re going to kick anyone out), and we aren’t going to attract the type of businesses that would be largely tourism-dependent and, therefore, tourism-supportive until we have tourists.

The mission of our current visitors is Columbia River Gorge or concert at Edgefield, and in either case, we don’t currently have the critical mass of wow! let’s make sure we see / try / do THAT to pull them off their appointed tasks and stick around

We need more variety downtown as far as shopping and food.

CHALLENGES - REPORTING

16. What might stand in the way? What challenges do you feel may be ahead for realizing these opportunities?

Administrative Capacity & Collaboration

Digital infrastructure for the city and lack of a single building, lack of cross training - when one employee is out, it can hold up an entire project by 10+ days.

The outlet mall's willingness to participate in the Confluence vision and a potential recession

Our community must reach consensus about what exactly we want in the way of economic development. Right now our approach seems scattered and incohesive, with each business doing its own thing and not talking to neighbors. Ideally, all the restaurants would be talking with each other, all the small shops would communicate with each other, all the tour support systems would be talking, etc. Regular meetings in each industry are requisite to success, and that will cost resources.

Improvement of cross-business direct communication and support. We often (usually) find out what's going on in other visitor-facing businesses by stumbling over it on social media, or not at all.

Financial and Political capital

Funding.

Funding, funding, funding. And political will.

Allocating more money from hotel tax to advertising tourism, creating more parking for visitors. Being friendly to creative business ideas, having someone to help guide a new business through the codes and problem solve.

Money, and buy-in from the people who make the decisions

CHALLENGES - REPORTING

16. What might stand in the way? What challenges do you feel may be ahead for realizing these opportunities?

Concerns & Considerations

People think Troutdale is Gresham. Gresham is not well liked. People think Gresham is dirty and full of gang violence and although that may not be true anymore people haven't forgotten. Troutdale needs to separate itself from Gresham. We are not the same.

Smaller communities looking to foster economic development frequently search for white whale tenants in the form of large, national brands. Although these businesses can bring many employment opportunities in one fell swoop, and the financial muscle of big business they are often result in sterile, uniform spaces. The identity and soul of a place is lost when these sorts of business partners become the status quo.

Affordability of rental or purchased homes for local workers; increased reliance on cars by suburban style requiring people to drive for all amenities; inclusion of health providers in local population areas

RELEVANT INITIATIVES

19. What current things are underway that could be built upon to advance the tourism economy?



Waterfall Corridor Congestion Study



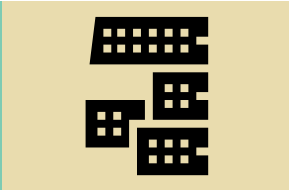
Troutdale Station Food Carts



First Fridays



Historic Columbia River Highway Trail



Confluence Project



Halsey Street Walkability

VISITORS

20. What types of visitors represent the best opportunity in the coming five years to grow our tourism economy?

Cyclists

- Go all in on the cycling tourism economy. Need an outdoor adventure shop/ rental/ guides.

- Cycling visitors to connect into the experience of the Historic Columbia Highway State trail.

- Need to play off the new bike path in the gorge

Daytrip Shoppers

- Business visitors and their spouses. They enjoy tax free shopping, visiting attractions (Multnomah Falls, Vista House, etc.), and general sightseeing. Providing green, comfortable transportation options for them is an opportunity that is being missed.

Influencers and Followers

- [Visitors] who want to see the attractions from their Instagram feeds.

- Influencers and foodies. they have a large local following and people trust them.

Accessible/Family Getaway

- Active, outdoorsy people, families who aren't able to travel long distances due to cost or logistics

- Folks who want the experience of the Gorge without the extreme physical exertion (disabled visitors, older visitor)

Day on the river, Night on the town.

- Floating the river, running, biking stop here for food and people come out to walk around and shop

- Visitors that want a taste of place experience at restaurants and breweries. They want to purchase art, clothing and handmade products that represent the gorge. They want lodging options that include premium hotel accommodations, vacation rental options, vintage destination trailer lodging and day use camping.

TROUTDALE | OREGON VISITOR OPPORTUNITIES SURVEY

Survey Results 2023

CROSSCURRENTCOLLECTIVE.COM





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- VISITOR PROFILE

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01

INTRODUCTION

- SURVEY DESIGN AND METHODOLOGY
- SURVEY RESPONSES



INTRODUCTION

Purpose and Intent

This presentation documents the process and results of a survey that was conducted by ECONorthwest and Crosscurrent Collective in 2023. The purpose of the survey is to gather insights from visitors about their experiences and perceptions after visiting the greater Troutdale area. The results of this survey will help inform the development of the City of Troutdale’s destination strategy to capitalize on opportunities and improve the visitor experience.

INTRODUCTION

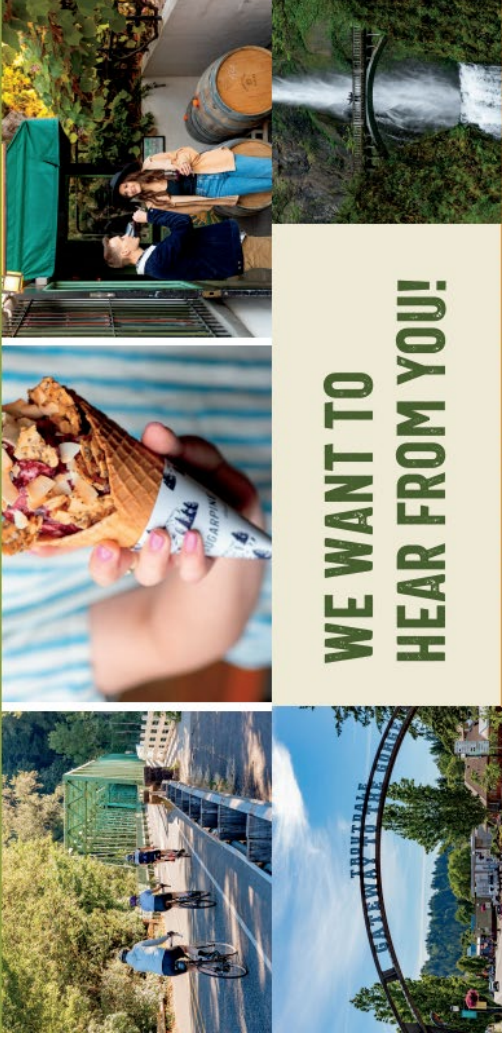
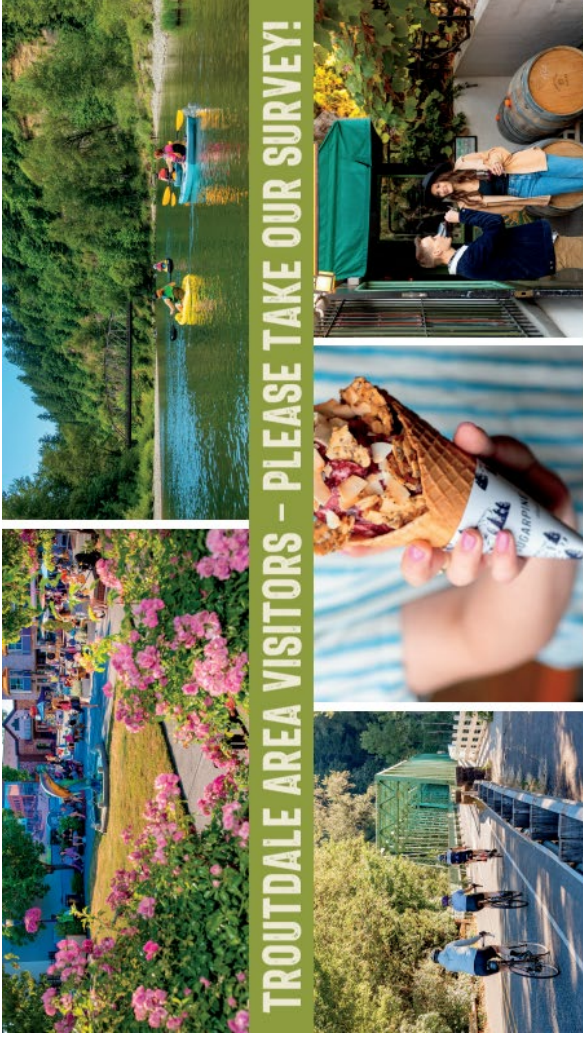
Survey Design and Methodology

ECONorthwest collaborated with Crosscurrent Collective and Explore Troutdale to develop a set of concise survey questions that would identify the most pertinent factors about visitation to inform Explore Troutdale’s tourism strategy.

The survey was designed using Survey Monkey and only offered online. In total, there were **39 questions** on the survey with an estimation of 15 minutes to complete.

The Explore Troutdale outreach team aimed for a target sample size of **385 respondents** based on annual estimated visitation to the area (1,297,000 visitors), with 95% confidence and a 5% margin of error.

The Explore Troutdale outreach team distributed survey materials online, delivered cards with a survey QR code and URL to local businesses, the visitor center, and other venues in the Troutdale area, and ECONorthwest conducted in-person intercept surveys.



TROUTDALE AREA VISITORS – PLEASE TAKE OUR SURVEY!

WE WANT TO HEAR FROM YOU!

THANK YOU FOR VISITING OUR AREA!

The community of Troutdale would like to learn more about your experience as a visitor. If you've visited the Troutdale area sometime in the last three years, please take this survey!

Please scan this QR code - or visit the link below - to take our 15-minute survey to provide feedback about your trip! Survey will close on September 5, 2023.

Your responses will help us improve the visitor experience and continue to develop our community in positive ways! Thank you on behalf of the Economic Development & Tourism Division of the City of Troutdale!

Survey link:
<https://www.surveymonkey.com/r/78Q6NBF>

Scan to open survey!



INTRODUCTION

Survey Outreach and Intercepts

Online outreach methods using social media platforms was the dominant means for receiving survey responses at 54%.

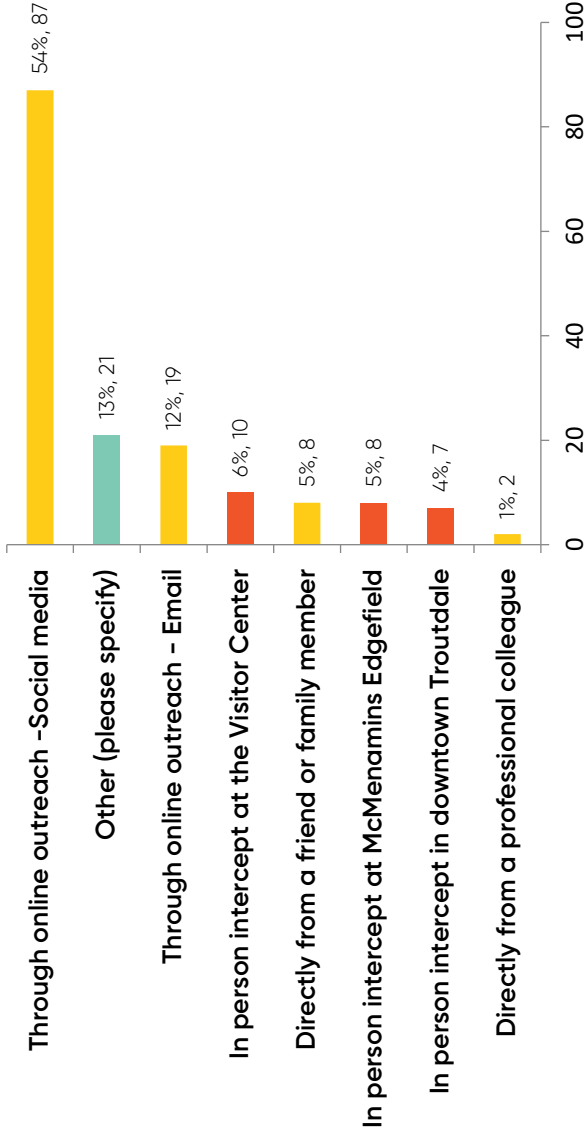
Intercept surveys were conducted during the month of August at the following events and locations:

- Downtown Troutdale
- Troutdale First Fridays
- Troutdale Cruise-In
- Sugarpine Drive-In
- Glenn Otto Park
- McMenamins Edgefield and Concert

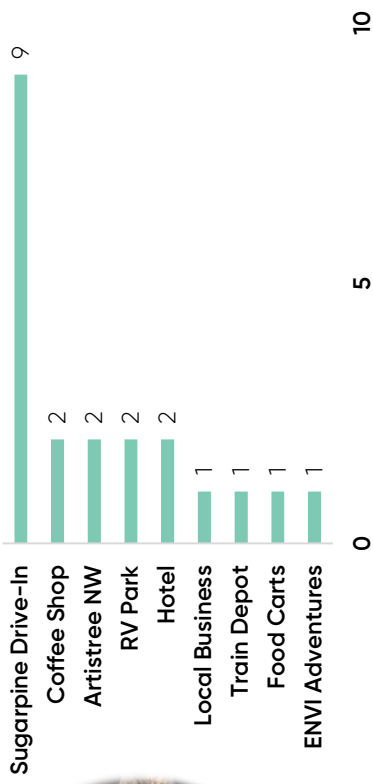
About 15% of the 162 survey respondents reported receiving the survey from an in-person intercept.

The Other category for survey reception primarily included Sugarpine Drive-In, representing 5%+ of the total survey responses

HOW RESPONDENTS RECEIVED THE SURVEY



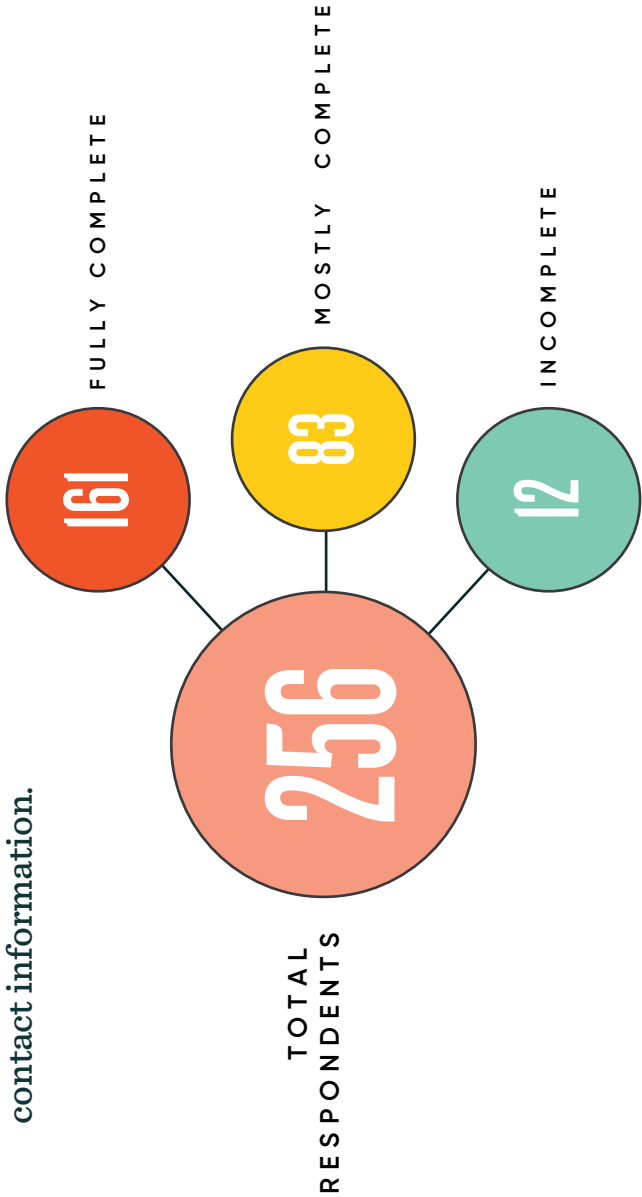
OTHER - SPECIFIED



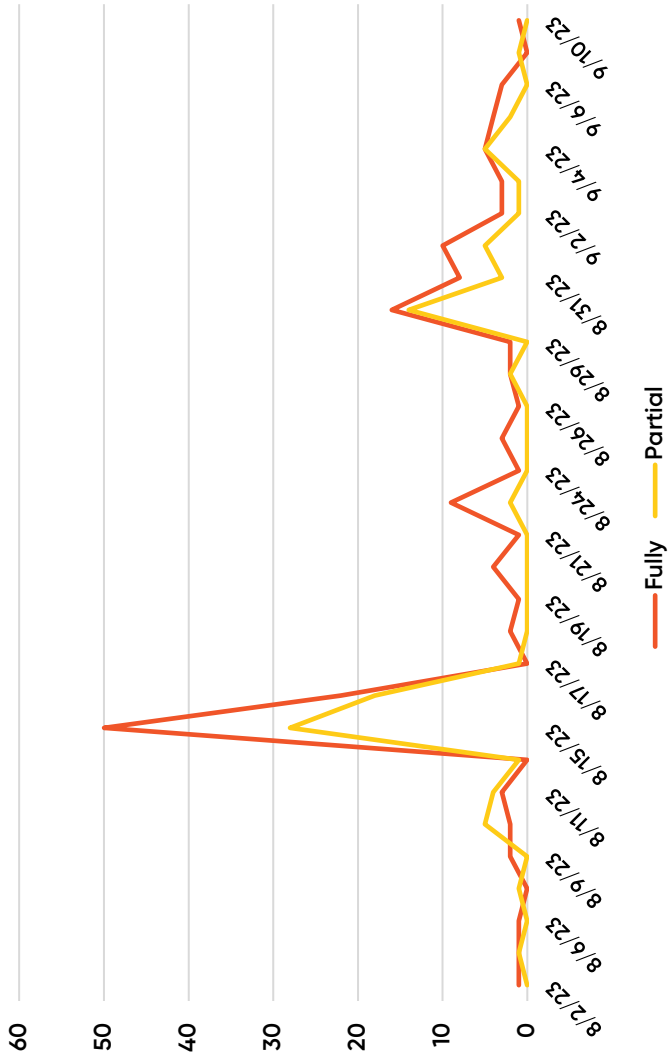
INTRODUCTION

Survey Response

The survey opened to the public on August 1, 2023 and closed on September 10, 2023. In total, there were 256 responses collected in the six weeks the survey was open. Of those total responses, 161 surveys were fully completed, 83 were mostly complete, and 12 were incomplete, having one question answered. The prize drawing captured 72 interested respondents that consented to sharing their contact information.



SURVEY RESPONDENTS OVER TIME



TIME TO COMPLETE SURVEY

	Average Time	Min Time	Max Time
Fully Complete	0:13:01	0:04:12	1:26:13
Partially Complete	0:03:50	0:00:13	0:39:20



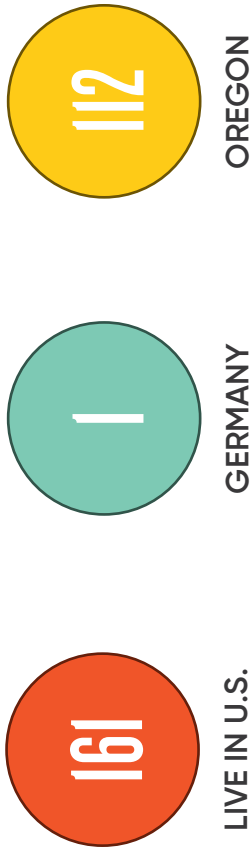
02

DEMOGRAPHICS

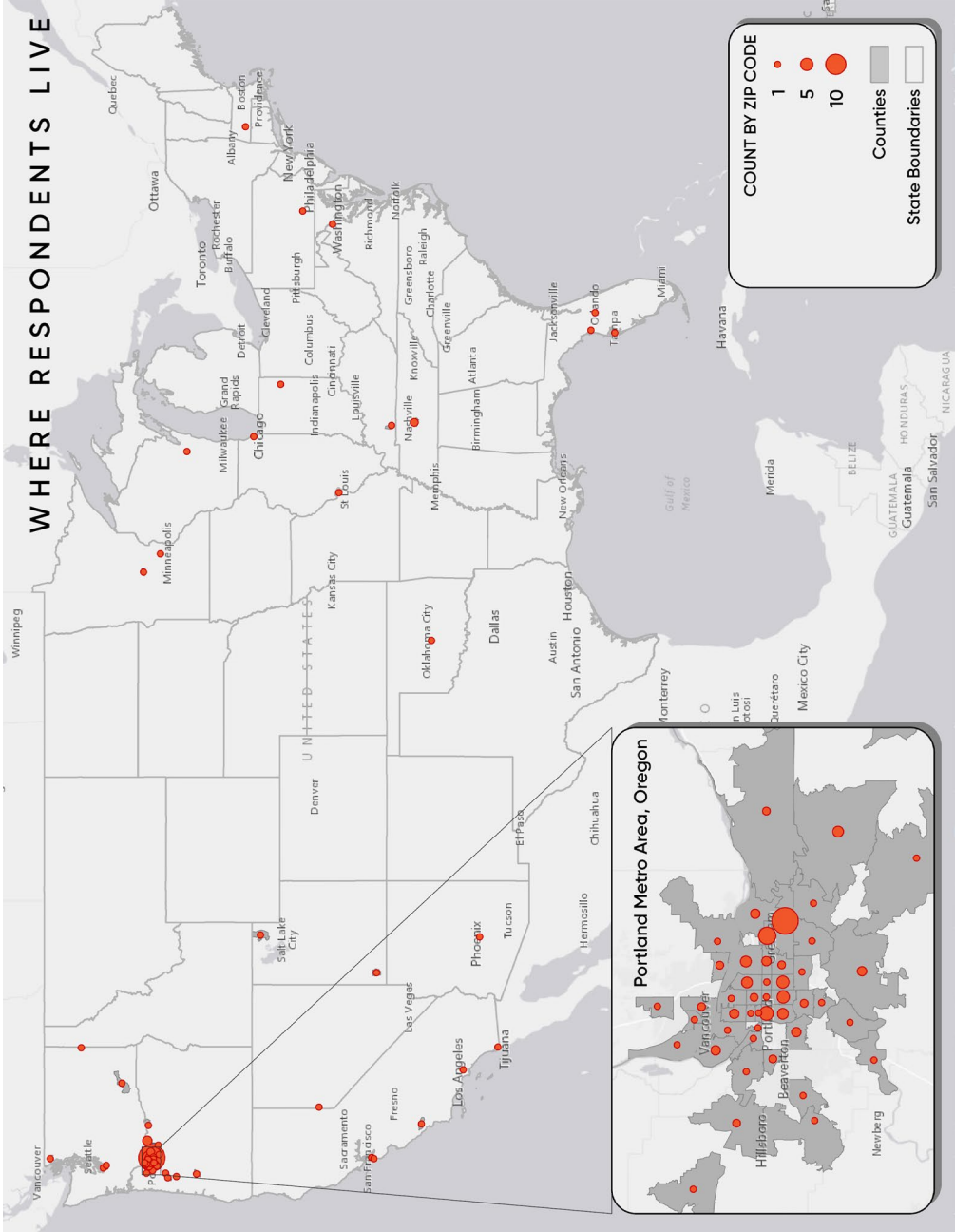
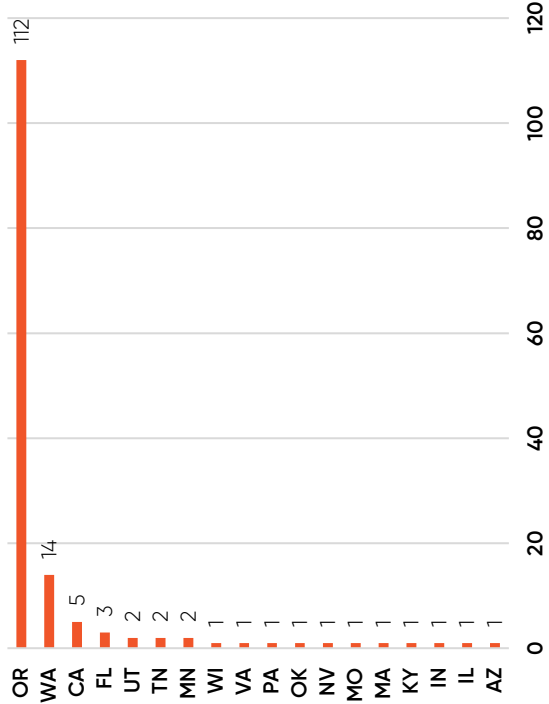
- AGE
- RACE
- INCOME
- TRAVEL ORIGIN

DEMOGRAPHICS

Origin of Respondents



RESPONDENTS PER STATE



Of the 256 respondents, 161 answered yes to living in the US, and one International visitor listed Germany as their place of residence.

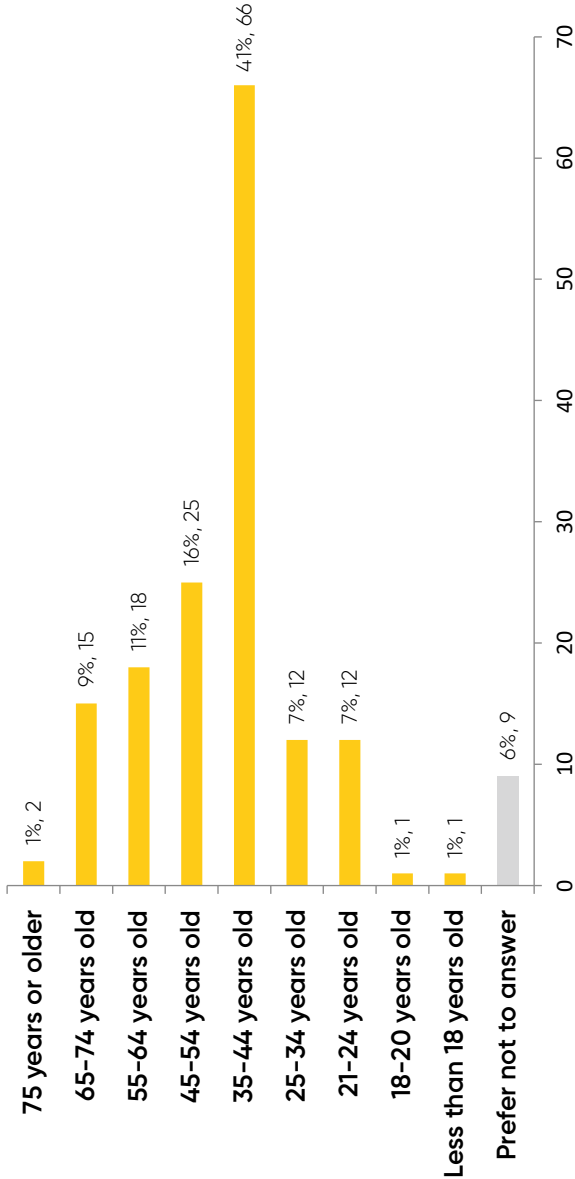
Most survey respondents live in Oregon, 112 respondents (~70%), and mostly visited from areas outside of the study area of Troutdale, primarily from the Portland Metro Area.

DEMOGRAPHICS

Age

161 respondents reported their age, the majority within the 35-44 years old range, 66 (41%) of these 161 respondents.

AGE OF RESPONDENTS

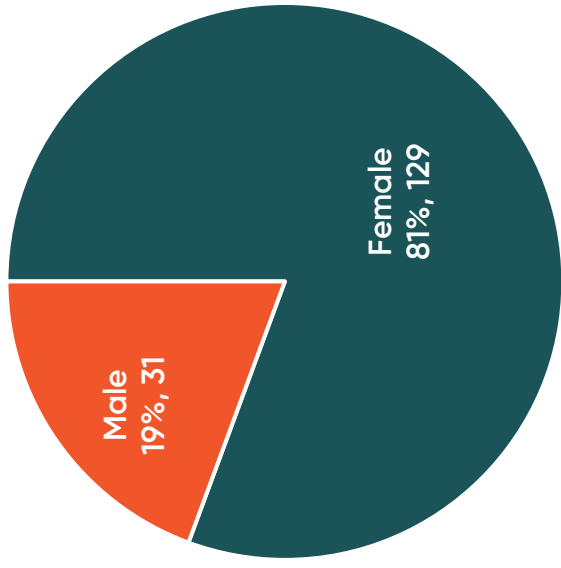


Note: During the first few weeks of the survey, it was identified the 25-34 age range was not displaying. The survey was corrected on August 19th. By this time, there were 147 total responses, 89 had responded, 59 had skipped the question, and 5 had marked “prefer not to answer”. It is possible the responses for this question are skewed because of this error, with less respondents in the 25-34 range than had taken the survey.

Gender

161 respondents chose to report their gender. Of these, 129 (81%) respondents identified as Female, while 31 (19%) identified as Male, and 1 respondent reported their gender as not listed.

GENDER OF RESPONDENTS

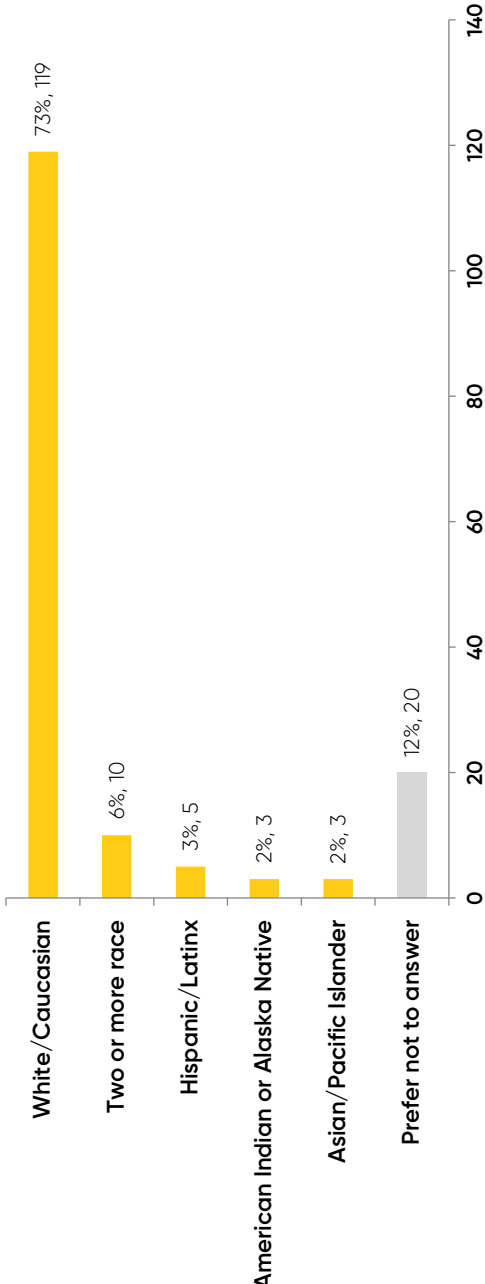


DEMOGRAPHICS

Racial Background

Most survey respondents identified as White/Caucasian , at 118 (73%) of the 161 responses. 20 (12%) respondents chose not to answer.

RACIAL BACKGROUND OF RESPONDENTS



Income

The annual household income range of \$100,000-\$149,999 was most reported, at 33 (21%) of the 160 respondents that answered this question.

Of these 160 respondents, 25 (16%) chose “prefer not to answer” regarding annual household income.

RESPONDENTS ANNUAL HOUSEHOLD INCOME





03

VISITATION SUMMARY

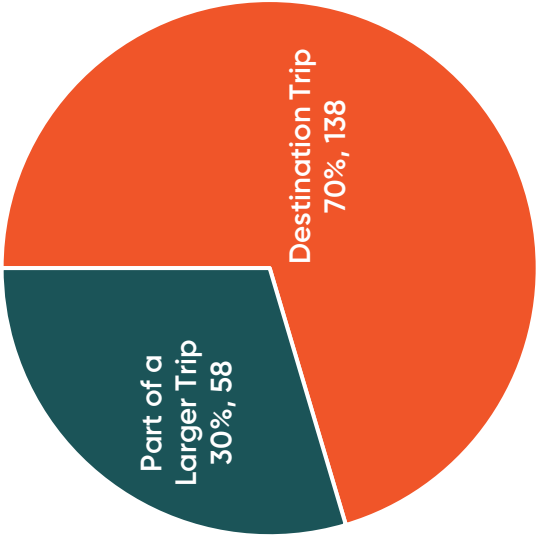
- TYPE OF VISIT
- VISITATION PLANNING
- VISITOR PROFILE

VISITATION SUMMARY

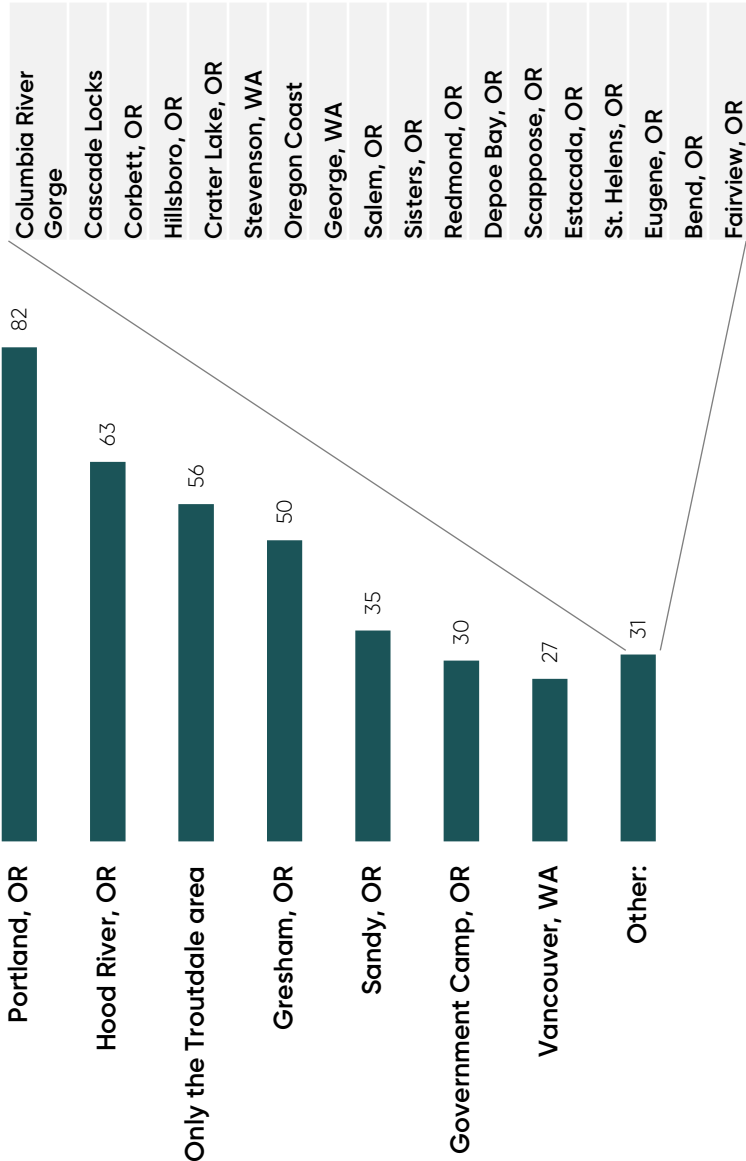
Visitor Profile – Type of Trip

Seventy percent of respondents visited Troutdale as their primary destination, while almost one-third of respondents visited as part of a larger trip.

TYPE OF TRIP TO TROUTDALE



OTHER DESTINATIONS VISITED



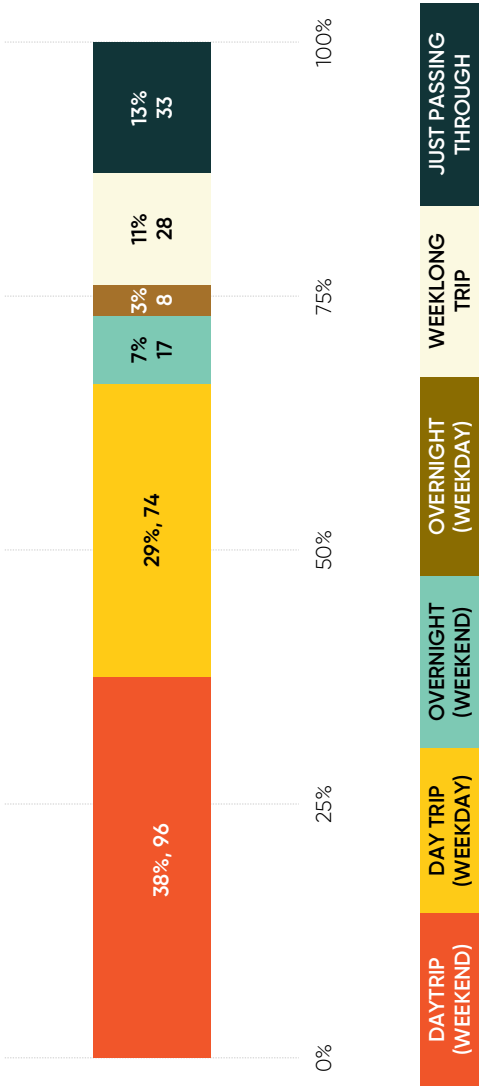
Respondents that marked Troutdale as being part of a larger trip (30%), listed these locations as other places visited, including Troutdale as the primary destination.

VISITATION SUMMARY

Visitor Profile – Duration and Frequency of Visits

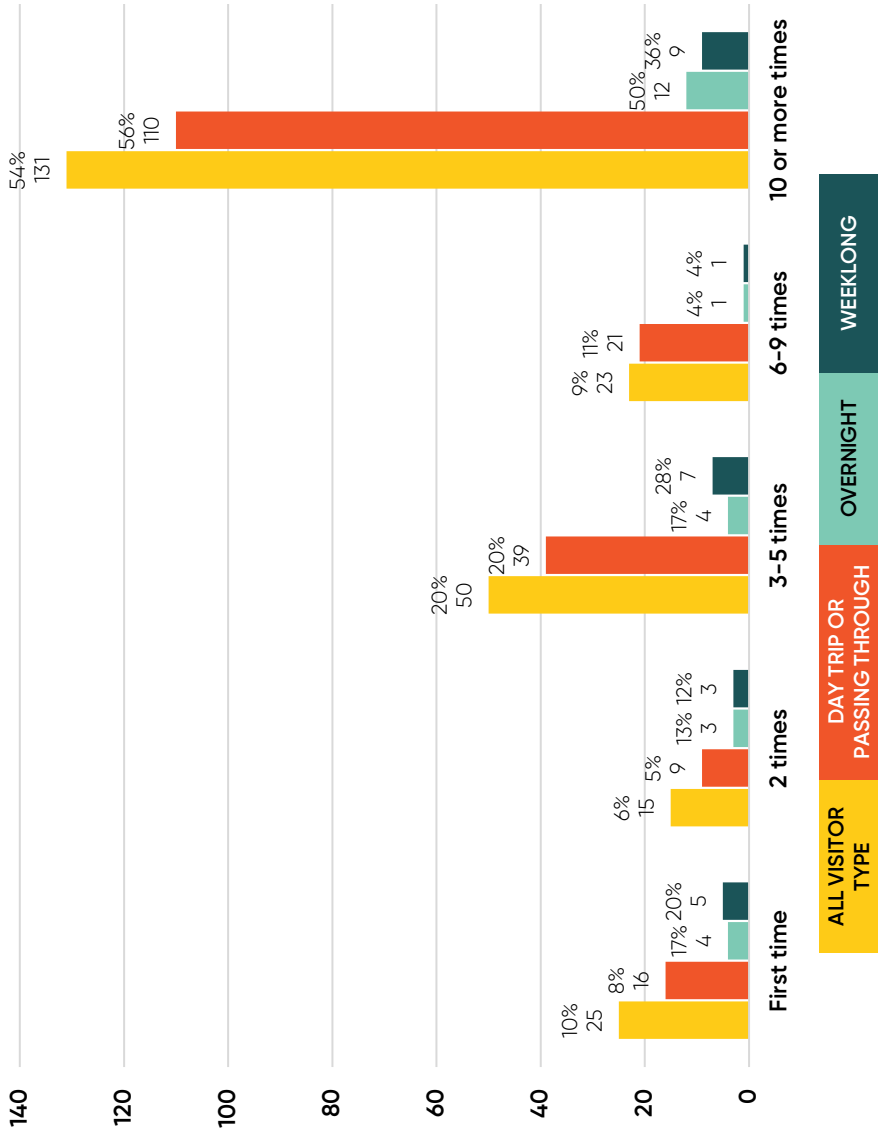
The majority (80%) of trips to Troutdale were just passing through or day trips, either on the weekend or weekdays.

DURATION OF TRIPS TO TROUTDALE



Over half the respondents that visited Troutdale in the last three years are frequent visitors (10+ times) and another fifth are somewhat frequent (3-5 times) visitors.

FREQUENCY OF TRIPS BY DURATION

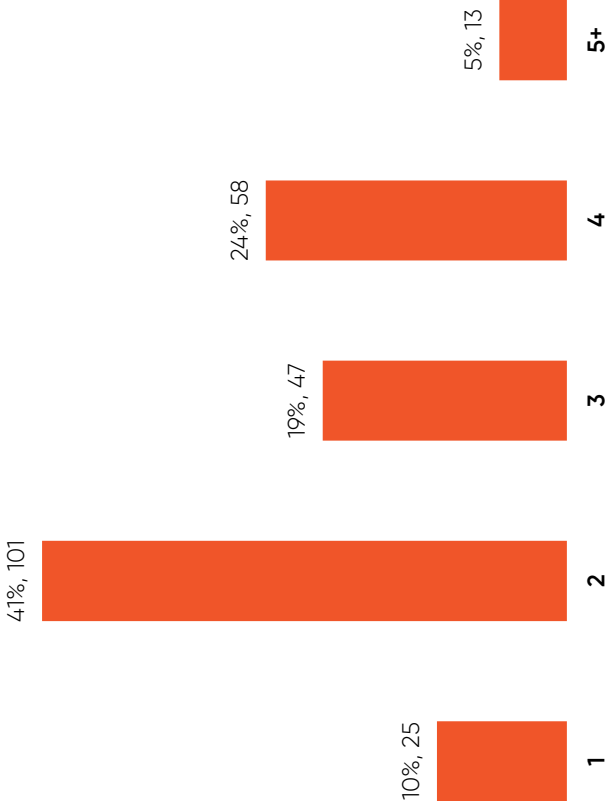


VISITATION SUMMARY

Visitor Profile – Travel Party

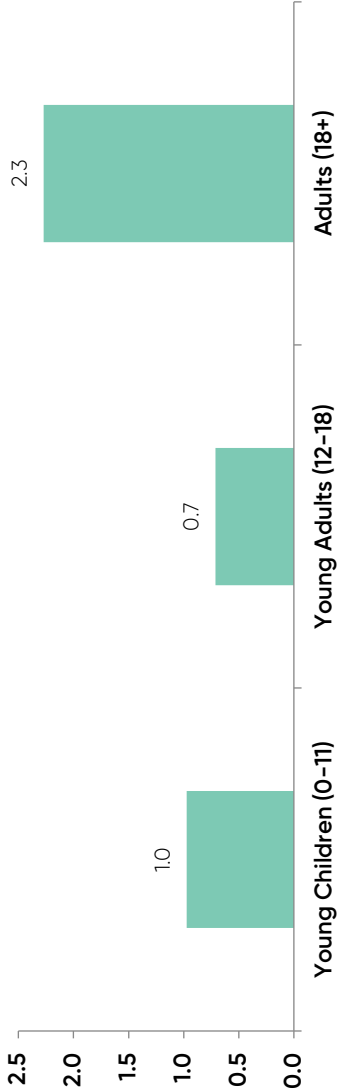
Most respondents (41%) traveled in parties of two, with the next most common party size of four (24%).

PARTY SIZE OF RESPONDENTS



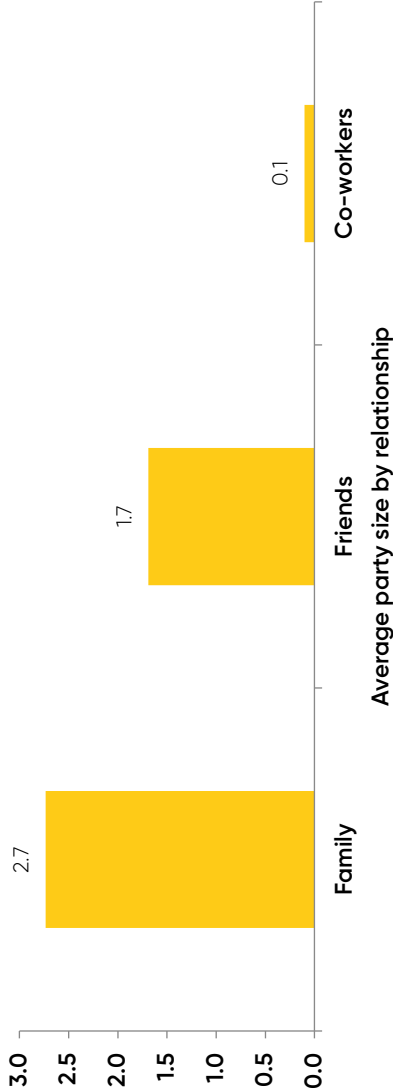
The average party generally had one child (1), occasionally one young adult (.7), and two or more adults (2.3) per group.

AVERAGE PARTY SIZE BY AGE



The average number of family members traveling in a party was about three and the number of friends was usually two.

RELATIONSHIP TO MEMBERS IN PARTY

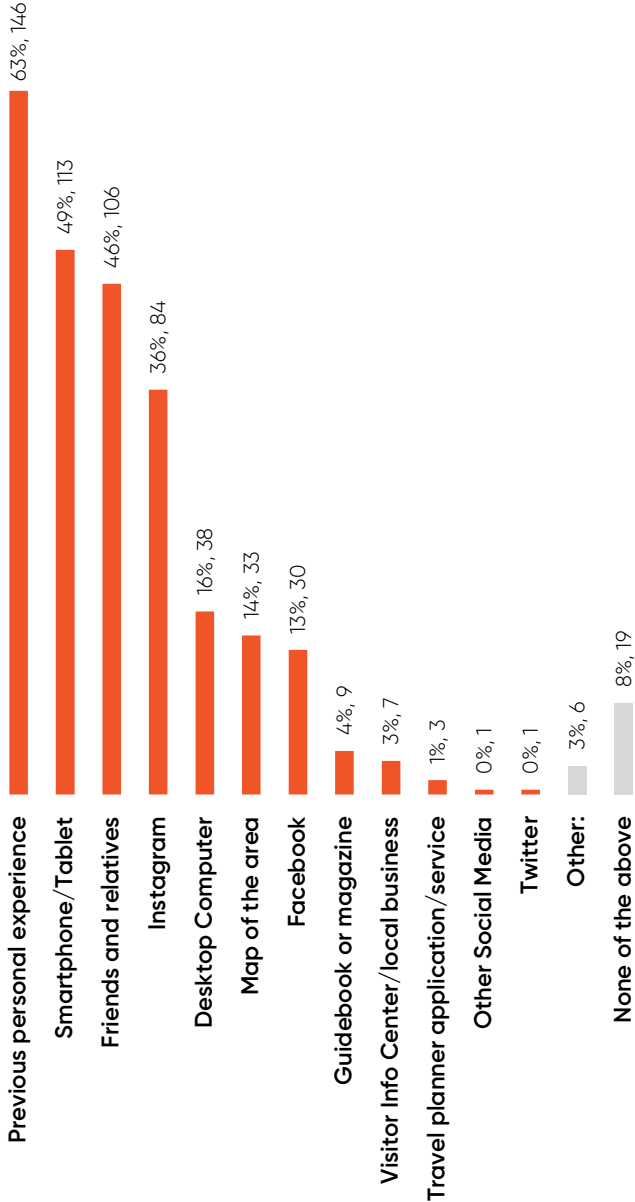


VISITATION SUMMARY

Planning

The most common tool used to plan trips to Troutdale was previous personal experience, marked 146 times (63% of respondents) by 232 respondents that answered the question. Instagram was marked as the most popular social media platform for trip planning.

TOOLS RESPONDENTS USED TO PLAN TRIP

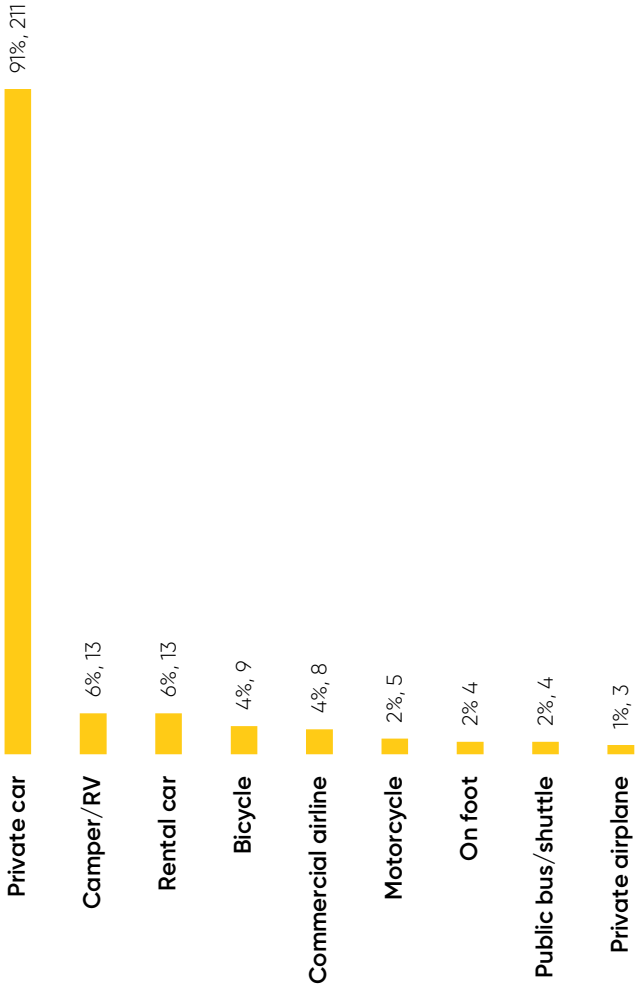


Percent Respondents Marked and Count of Types of Tools Used

Traveling

The majority (91%) of respondents traveled to Troutdale using a private car. Some respondents marked multiple methods of travel to Troutdale.

TRAVEL METHOD TO TROUTDALE



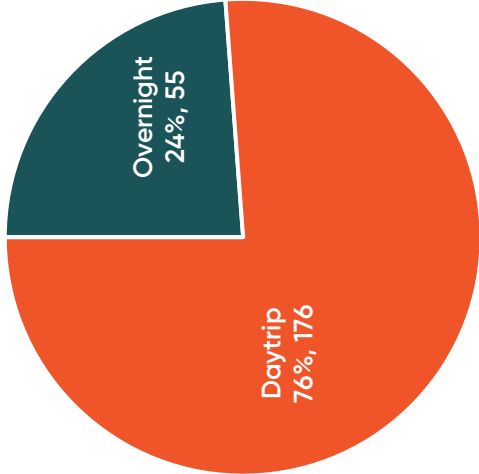
Percent Respondents Marked and Count of Travel Method Types

VISITATION SUMMARY

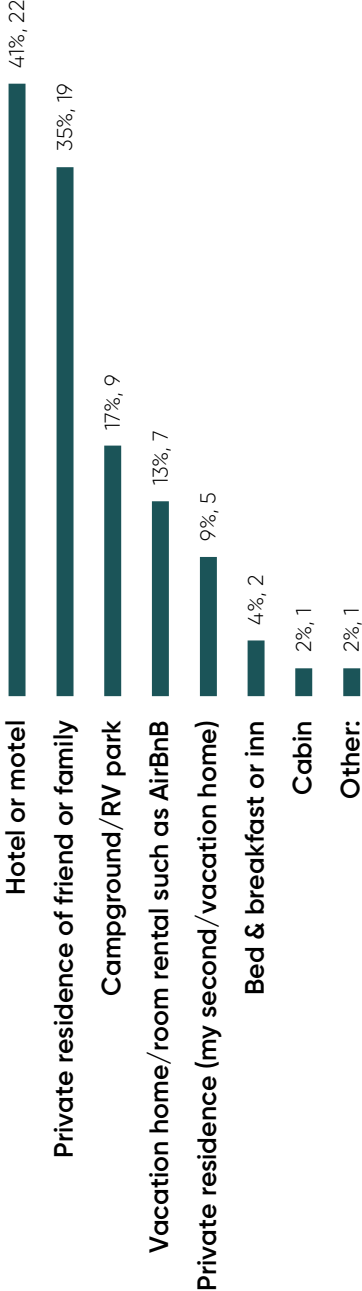
Accommodations

The majority (76%) of respondents did not stay overnight as part of their trip to Troutdale. Zero respondents marked “yes” to staying overnight in the Troutdale area. The respondents that marked overnight may be staying in areas outside of the Troutdale area.

PERCENTAGE OF RESPONDENTS STAYING OVERNIGHT

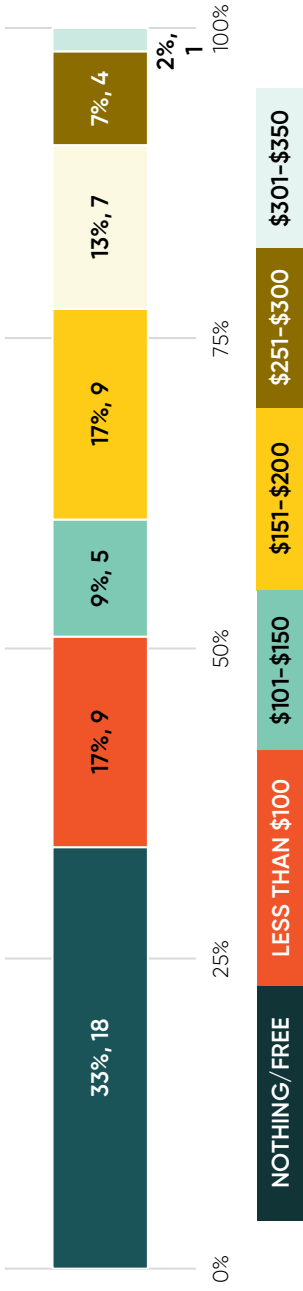


TYPES OF ACCOMMODATIONS



The accommodation costs and types are listed for the respondents that marked they stayed overnight. Any accommodation types or costs marked by day trip visitors were excluded from the results. 15 of the 18 respondents listing accommodation costs as nothing or free, also listed a private residence of friend or family or second home as their type of accommodation.

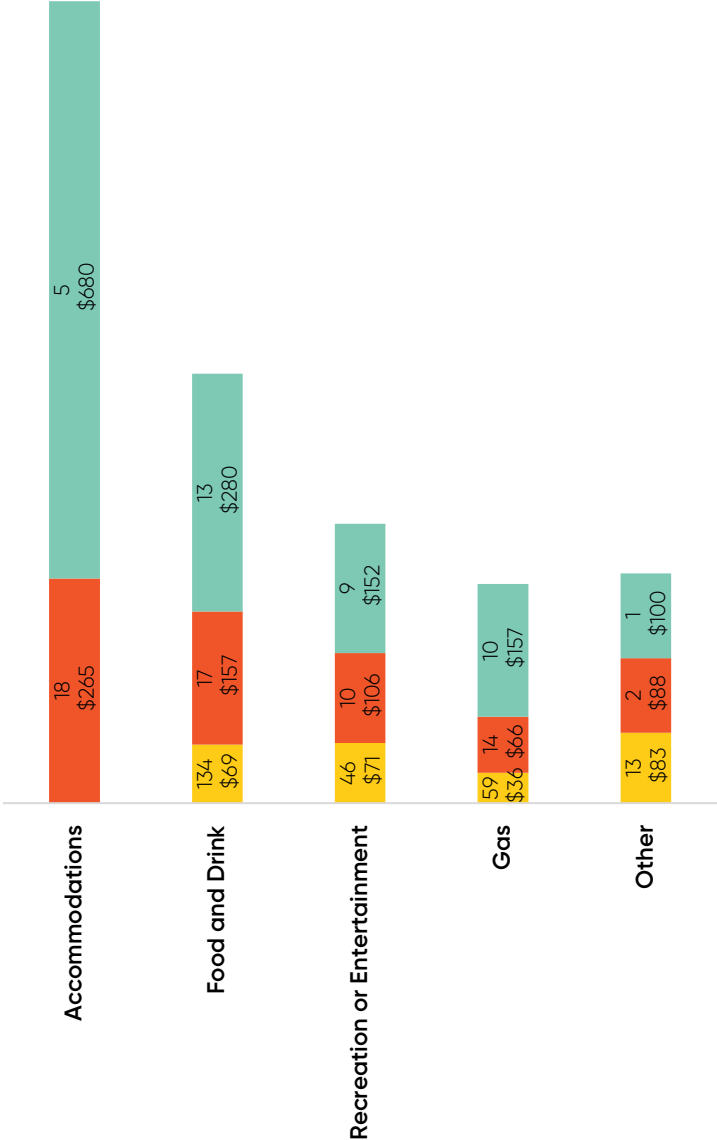
COST OF ACCOMMODATIONS



VISITATION SUMMARY

Trip Spending

CATEGORIES OF TOTAL TRIP SPENDING BY VISITOR TYPE



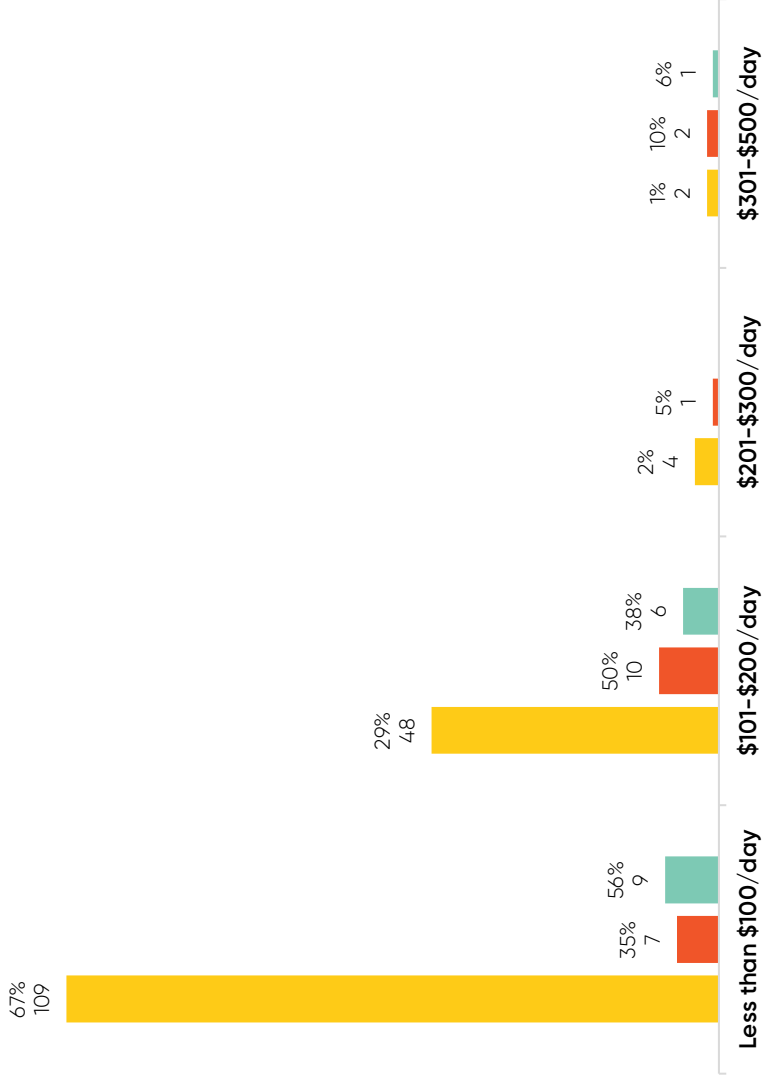
Average Spending Amount per Respondent

DAY VISITOR

OVERNIGHT VISITOR

WEEKLONG VISITOR

DAILY SPENDING BY VISITOR TYPE

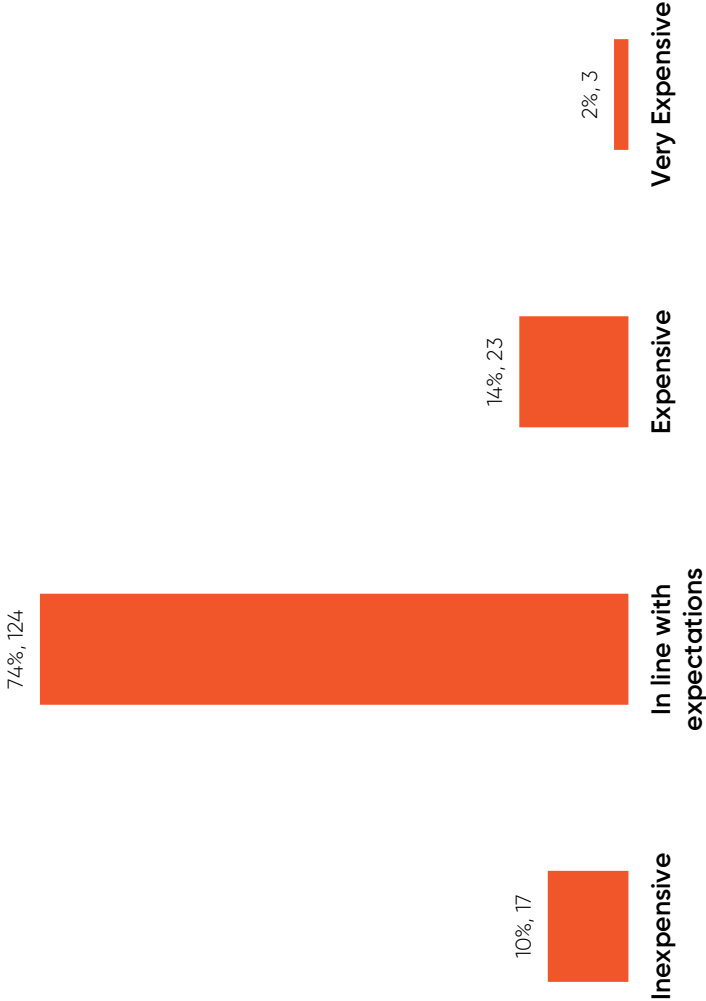


VISITATION SUMMARY

Perception of Value for Costs

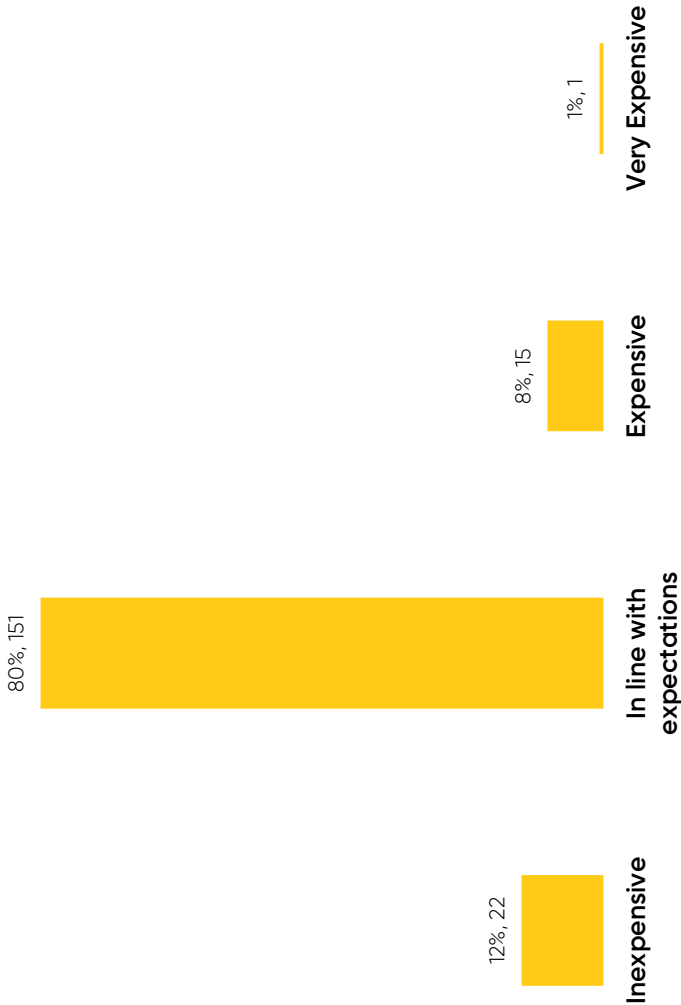
Most respondents (74%) felt the cost for accommodations were in line with their expectations. Very few (2%) felt they were very expensive.

PERCEPTION OF ACCOMMODATION COSTS



PERCEPTION OF ACTIVITIES COSTS

The majority (80%) of respondents reported the cost of activities as being in line with their expectations. Only one respondent felt they were very expensive.



04

VISITOR EXPERIENCE

- ACTIVITIES AND MOTIVATORS
- IMPORTANCE AND SATISFACTION
- OVERALL EXPERIENCE

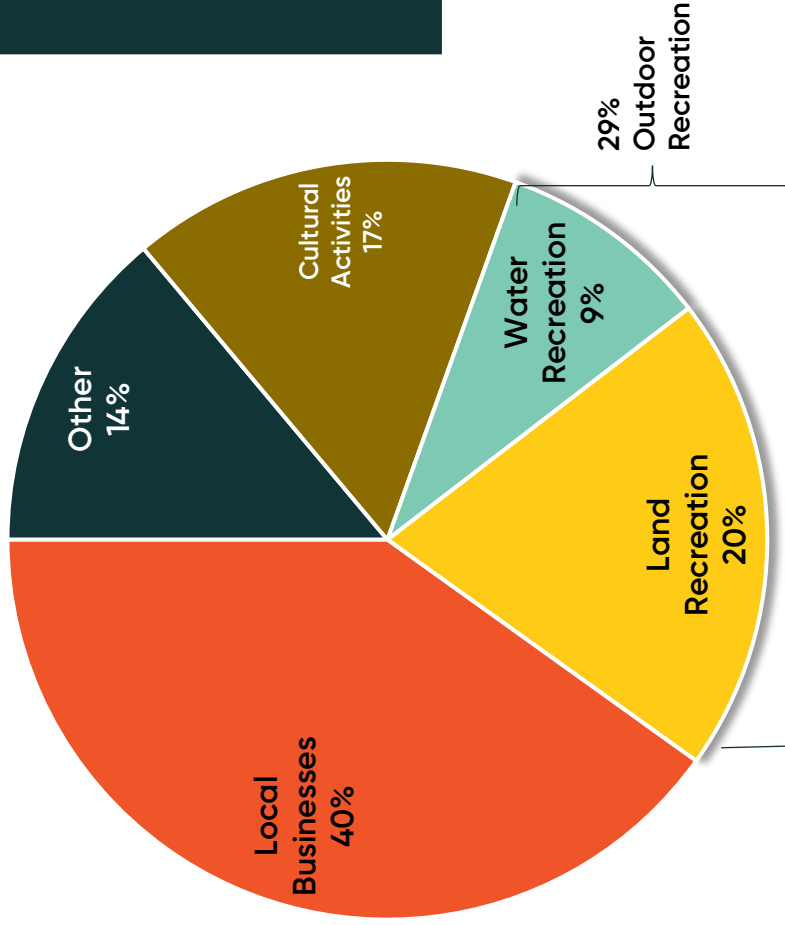
VISITOR EXPERIENCE

Primary Motivator for Visiting Troutdale

Almost half (40%) of the respondents listed an activity of visiting various local business as their primary motivation for visiting the Troutdale area . Types of activities in the local business category for primary motivator included:

- Visiting restaurants/cuisine
- Visiting a local guide/outfitter
- Shopping
- Visiting an outdoor gear store/bike shop
- Visiting a brewery
- Visiting a cidery
- Visiting a distillery
- Visiting a winery/wine tasting room

PRIMARY MOTIVATOR FOR VISITING

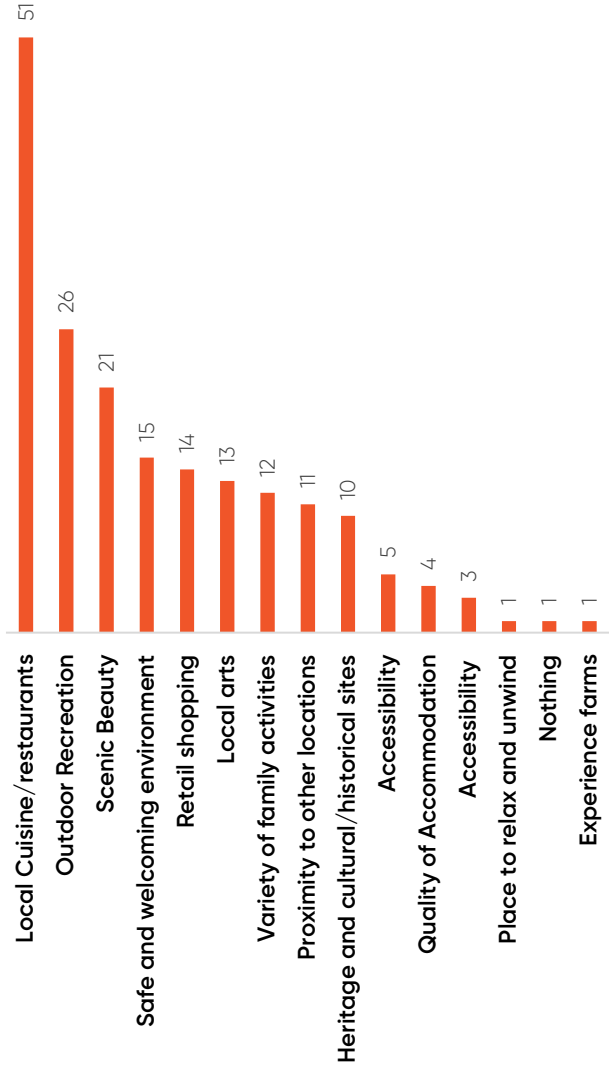


VISITOR EXPERIENCE

Most Enjoyed Experience While Visiting

The most enjoyed experiences were coded to factors for visitation to identify patterns in the relationship of importance and satisfaction of the factors. The most enjoyed experiences fell into three factors for visitation, Local Cuisine/Restaurants, Outdoor Recreation and Scenic Beauty.

ENJOYED EXPERIENCES BY FACTORS FOR VISITATION



SUGARPINE DRIVE-IN

26 Mentions



SCENERY

19 Mentions



SANDY RIVER

13 Mentions

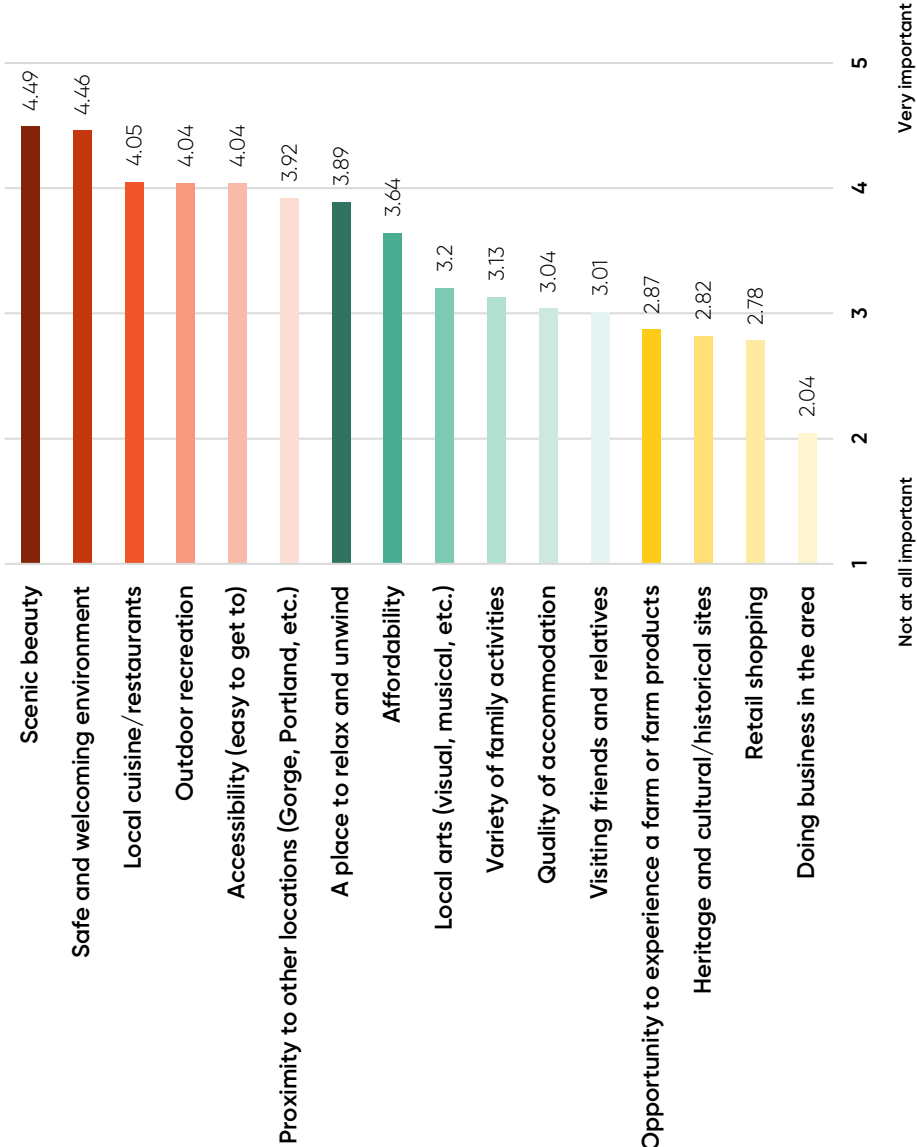


LOCAL CUISINE

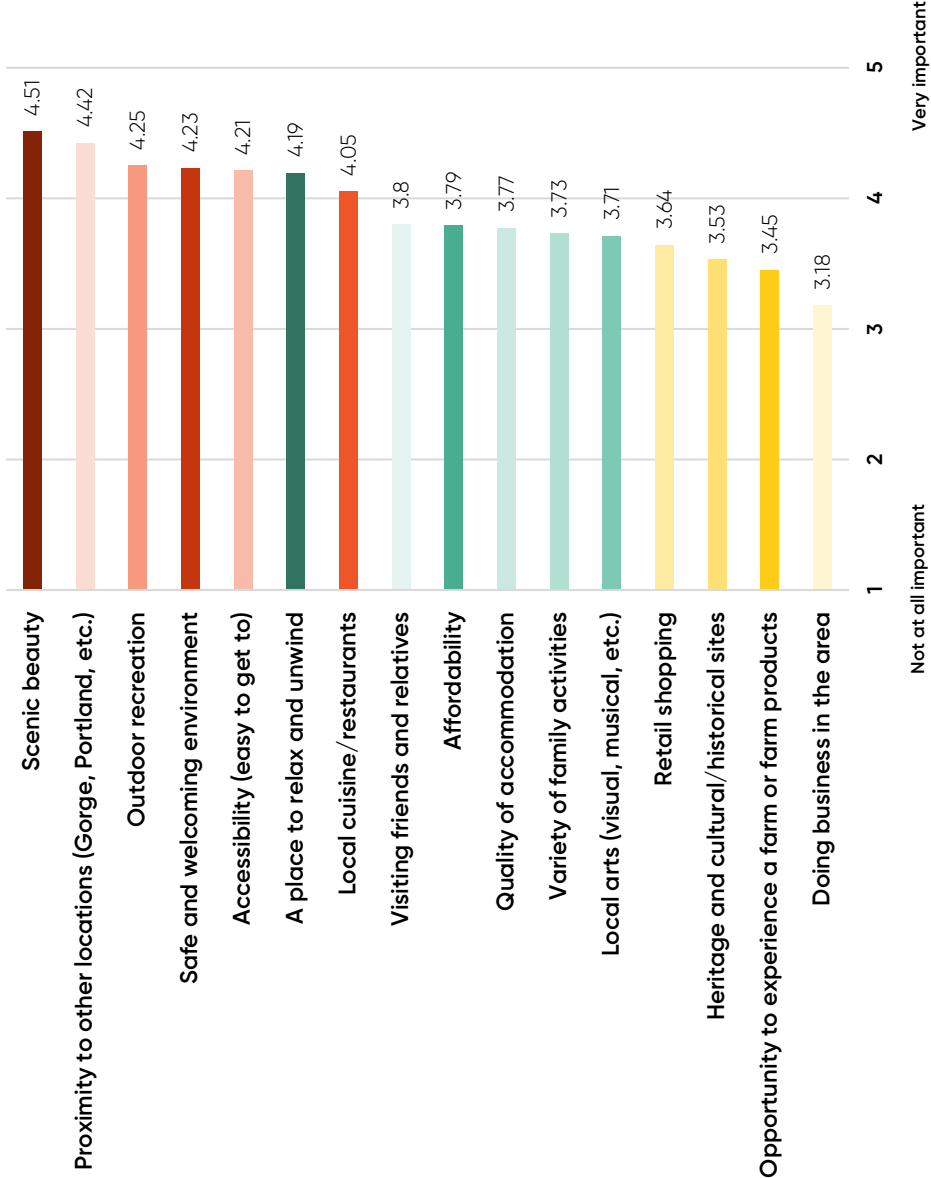
13 Mentions

VISITOR EXPERIENCE

Importance of Factors for Visiting



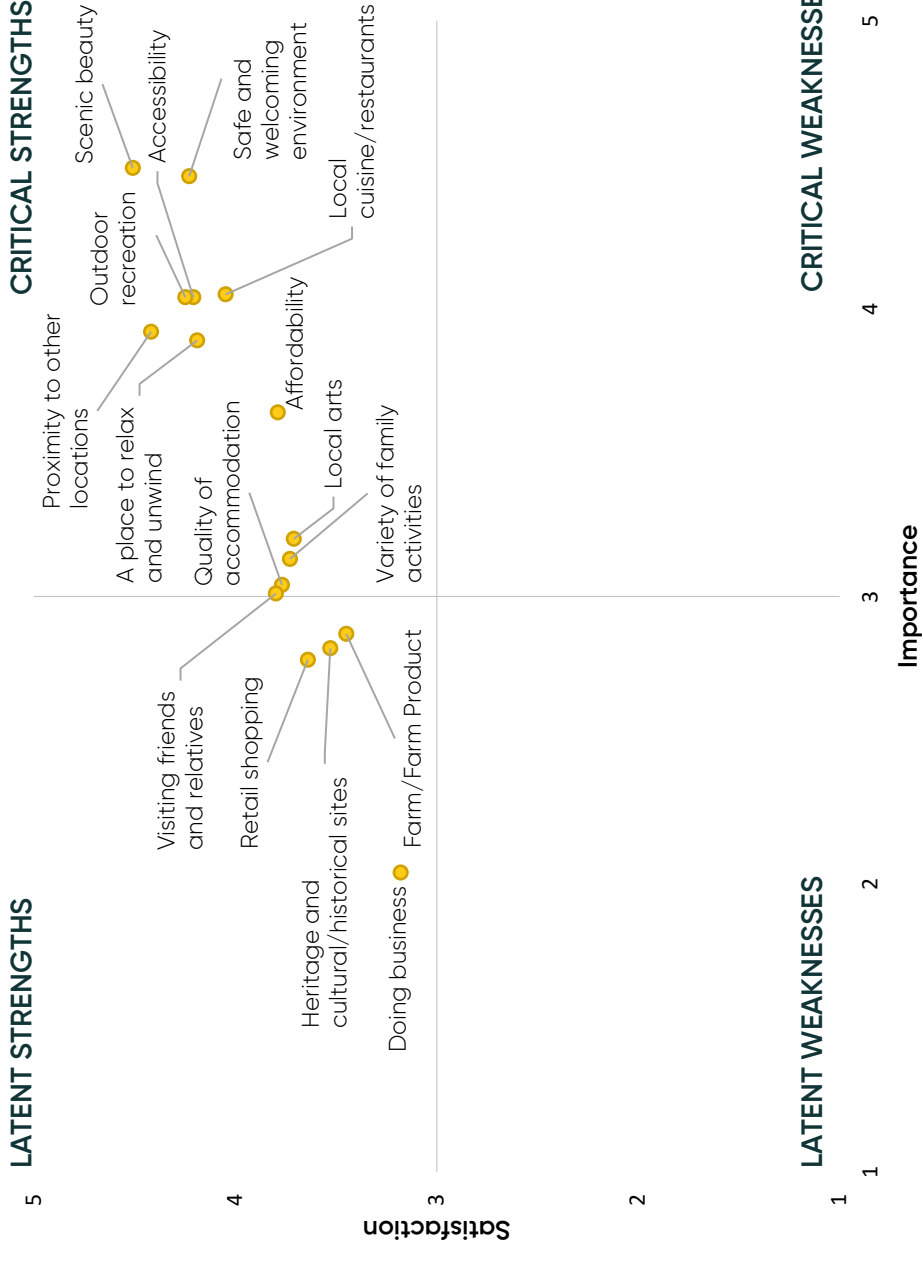
Satisfaction of Factors



VISITOR EXPERIENCE

Importance and Satisfaction Factors for Visiting the Troutdale Area

IMPORTANCE AND SATISFACTION MATRIX



DEFINITIONS

Respondents rated importance and satisfaction on a scale from 1 to 5, where 3 is neutral, less than 3 is latent, and greater than 3 is critical.

LATENT WEAKNESSES are factors of comparatively low importance and low satisfaction. These factors are a low priority.

CRITICAL WEAKNESSES are factors of comparatively high importance and low satisfaction. These factors should be prioritized.

LATENT STRENGTHS are factors of low importance and high satisfaction. Due to their high performance, these factors are also a low priority.

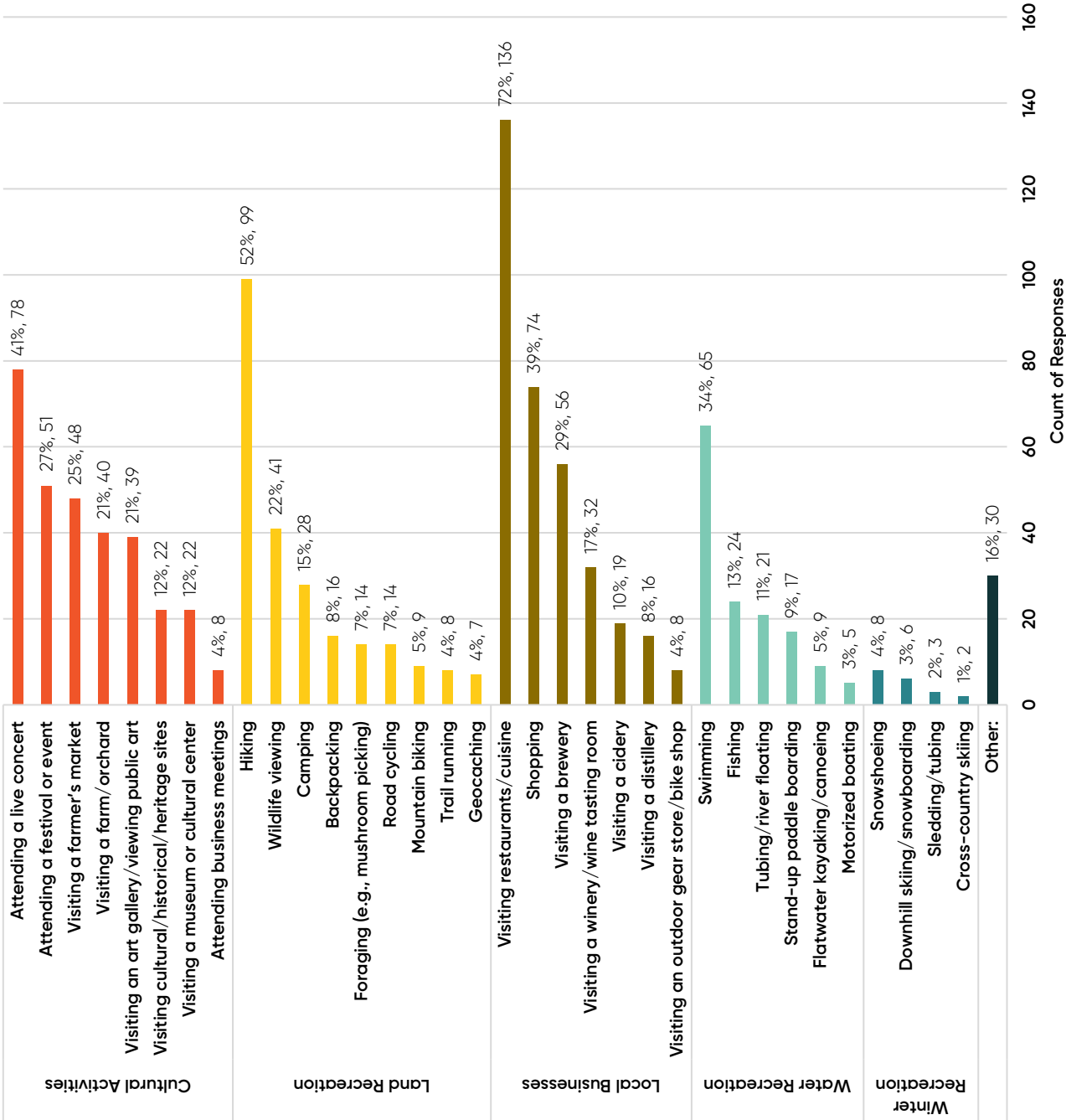
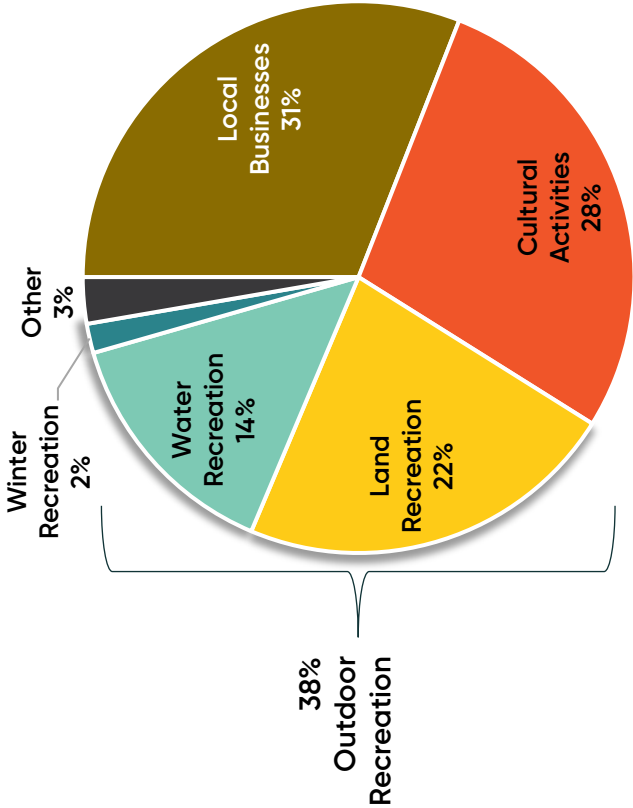
CRITICAL STRENGTHS are factors of both high importance and high satisfaction. Continued strong performance in these areas is a top priority.

VISITOR EXPERIENCE

Activities Respondents Participated In

Respondents were asked which activities they participated in during their visit. Of the 190 respondents that answered this question, a total of 1,075 activities were participated in, with the most reported activity as **visited restaurants and experienced local cuisine** (72%). The next most frequent activity listed was **hiking** (52%), followed by **attending a live concert** (41%).

CATEGORIES OF ACTIVITIES

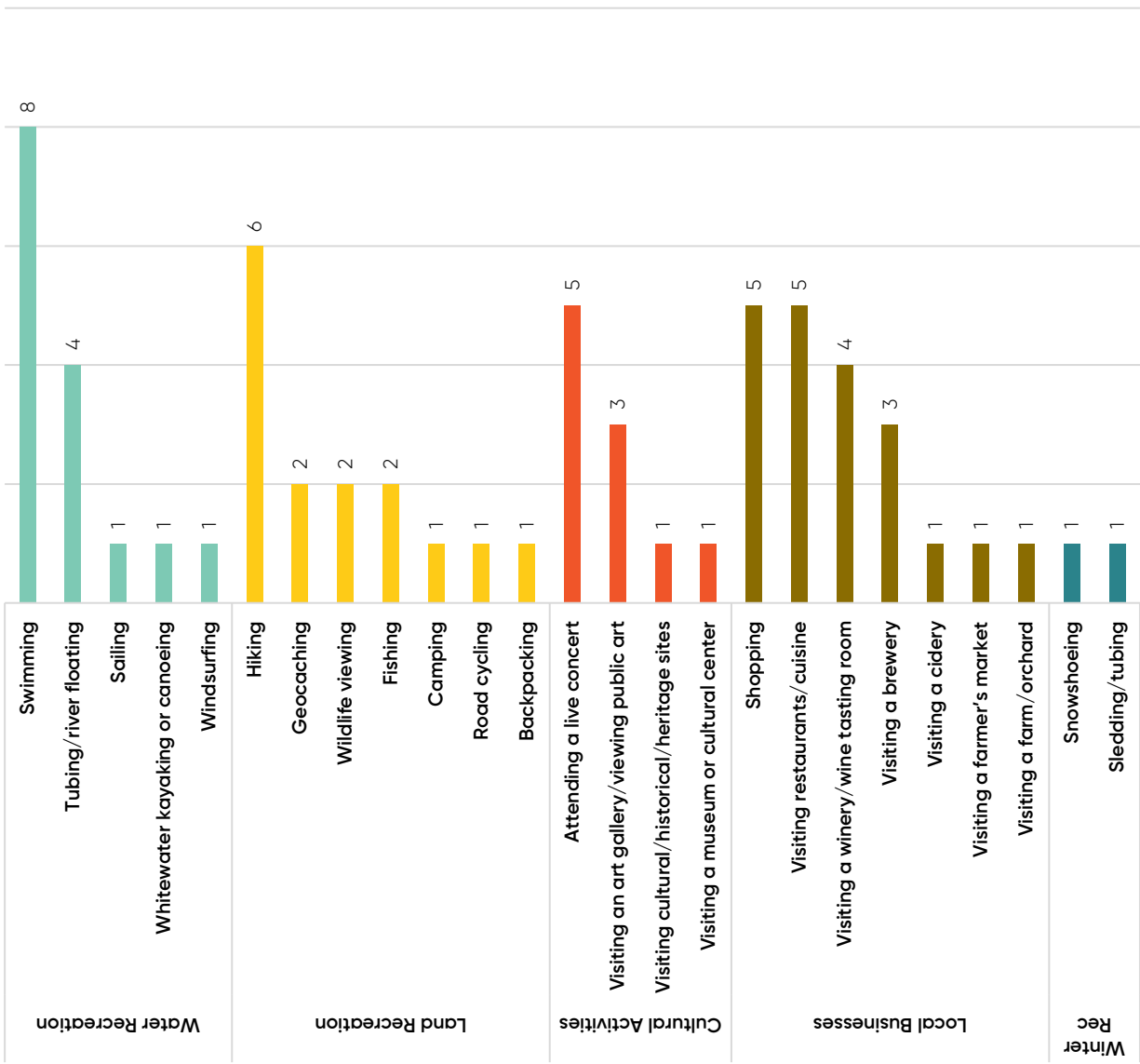
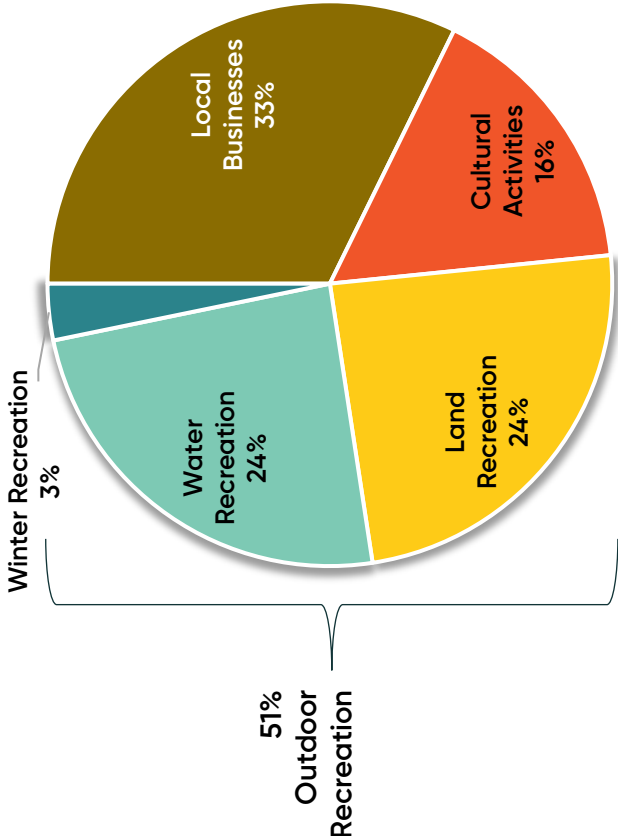


VISITOR EXPERIENCE

Activities New to Respondents

Respondents were asked which activities they participated in during their visit that were new experiences. About 74% (115 responses) of the 156 respondents that answered the question said the activities they engaged in were not new experiences. Top new activities included **swimming**, **hiking**, **attending a live concert**, and an assortment of **visiting local businesses** in the area.

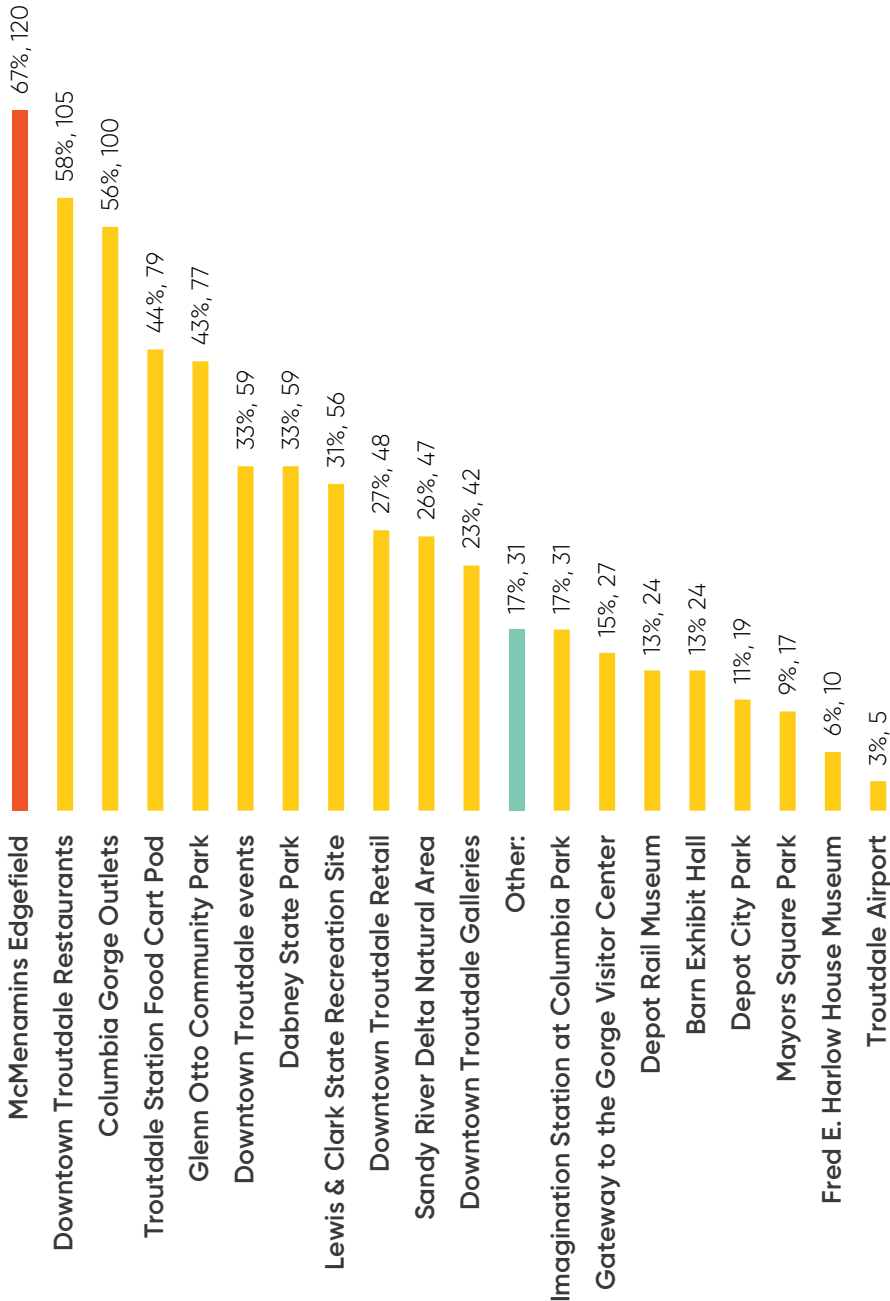
CATEGORIES OF NEW ACTIVITY



VISITOR EXPERIENCE

Key Attractions

KEY ATTRACTIONS VISITED BY RESPONDENTS



Of the 180 responses to this question, McMenamins Edgefield was the most popular attraction (67%), with a close follow-up for downtown restaurants (58%) and Columbia Gorge Outlets (56%).

31 (17%) of the 180 respondents indicated “Other”, and 24 (13%) of these responses included Sugarpine Drive-In.

3 of the 180 respondents indicated “none of the above.”

VISITOR EXPERIENCE

Overall Favorite Activity

The word cloud was generated from an open-ended question asking respondents about their favorite activity.

The favorite activities most commonly listed included:

- Sugarpine Drive-In
- McMenamins Edgefield and concerts
- Sandy River
- Downtown Troutdale
- Food, restaurants and food carts
- Coffee shops – Good Coffee
- Glenn Otto Park
- Shopping
- Columbia River Gorge

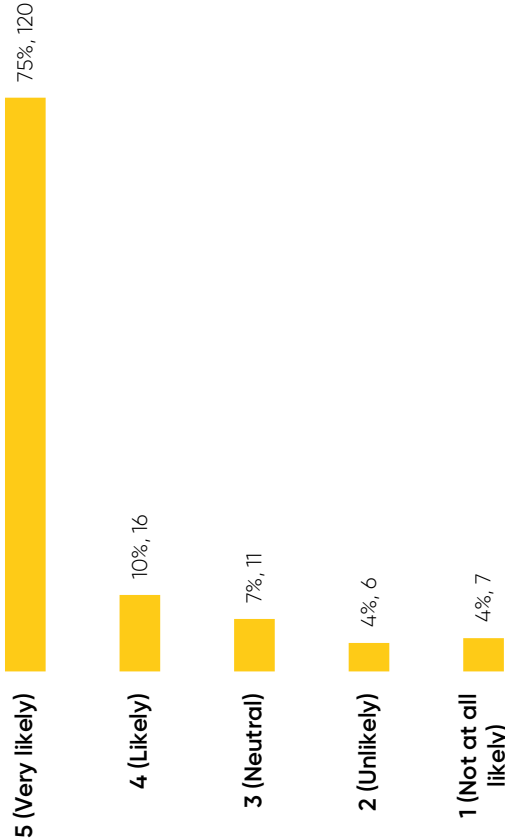


VISITOR EXPERIENCE

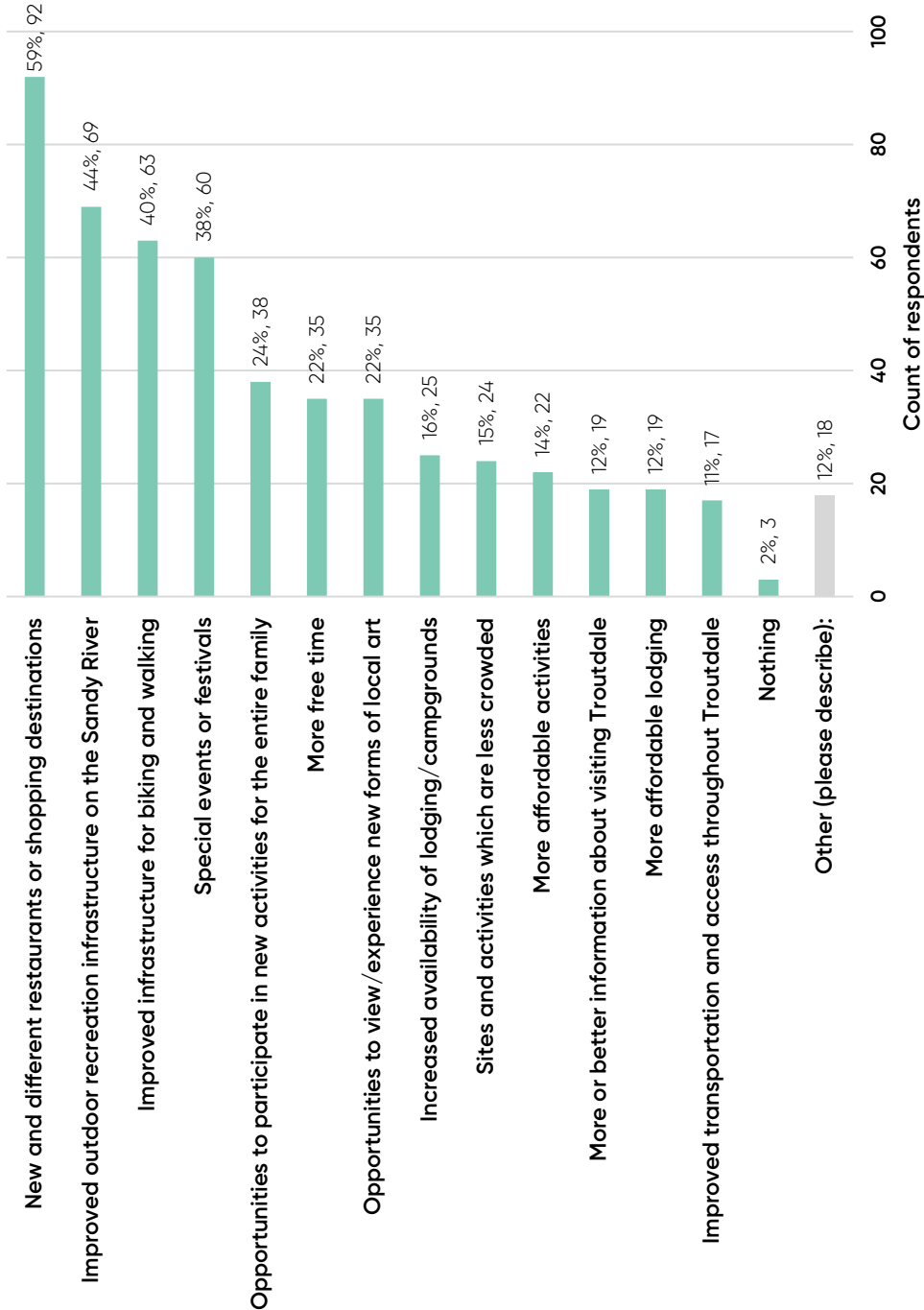
Returning to Visit Troutdale

Most respondents (75%) reported that they were very likely to return to Troutdale within the next two years. Only 8% of respondents reported their likelihood being below neutral.

LIKELIHOOD TO VISIT TROUTDALE IN THE NEXT TWO YEARS



REASONS TO ENCOURAGE A RETURN VISIT



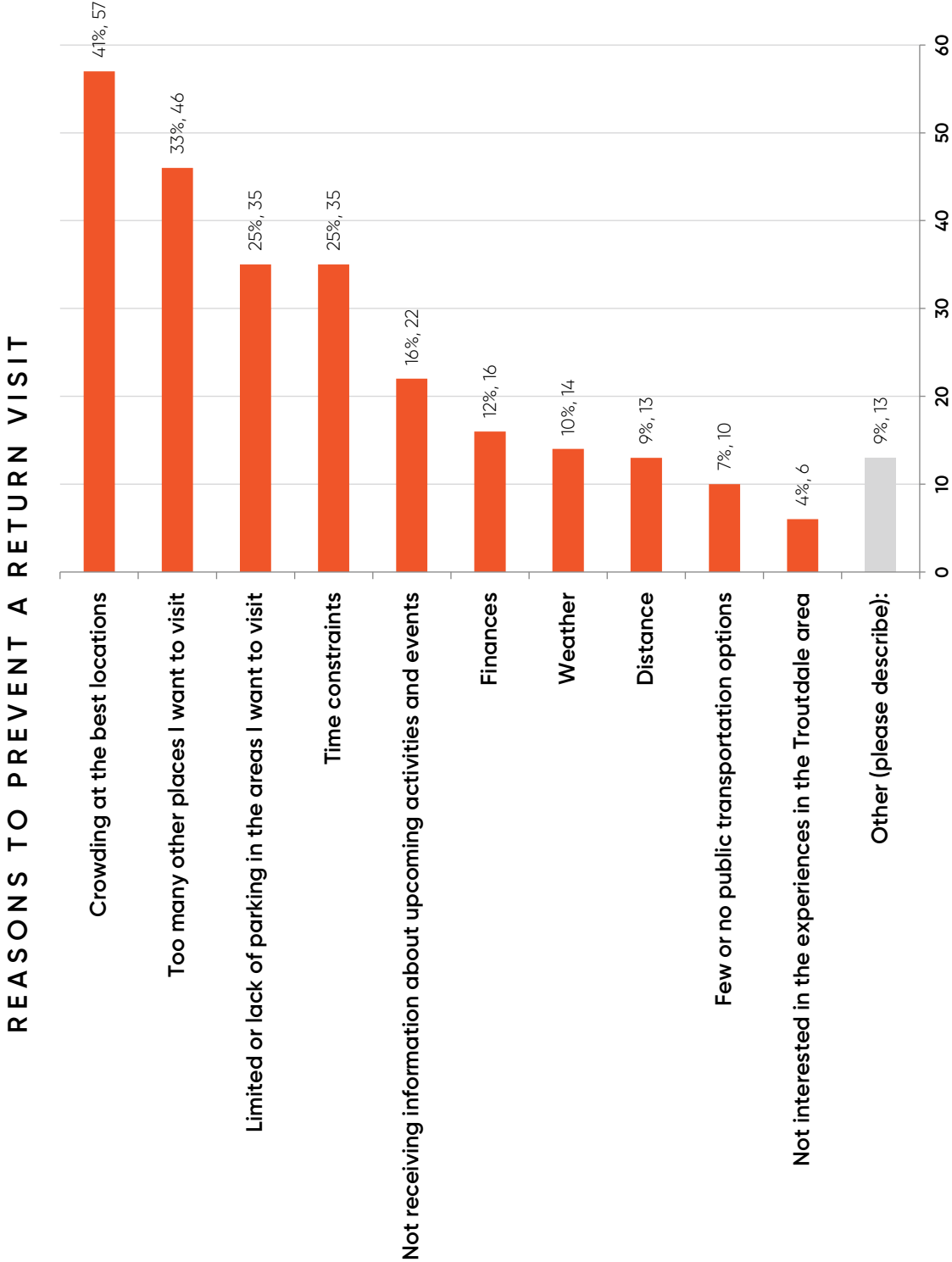
“Other” includes – Safer and cleaner environment, more high-end accommodations, more covered outdoor seating, dog access to the Sandy River, and a Skatepark.

VISITOR EXPERIENCE

Preventing a Return Visit

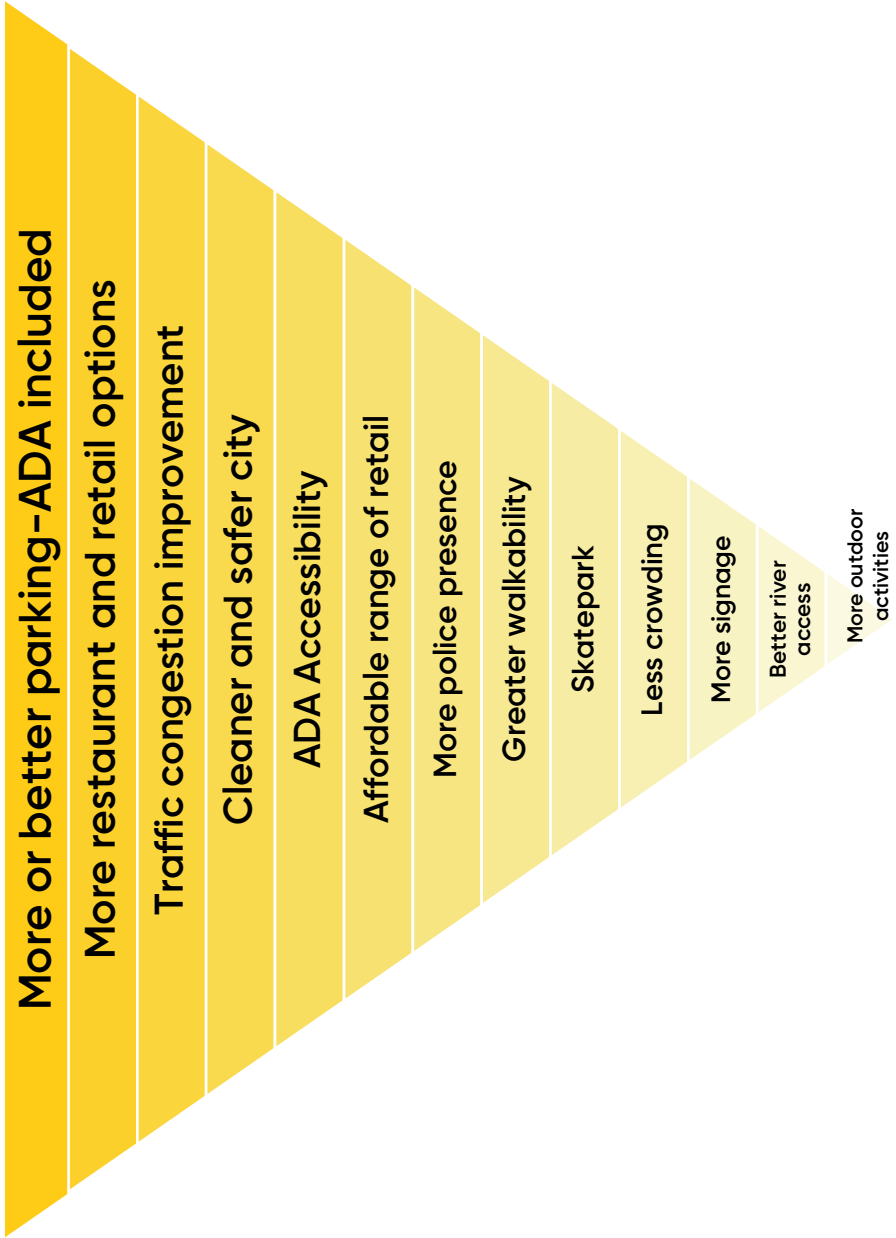
Of the reasons that would prevent a return visit to Troutdale that are related to the place-based factors, crowding at the best locations was listed by 41% of the respondents that answered this question.

A common theme in preventing a return visit and found in other open-ended questions, was the limited or lack of parking in the areas respondents wanted to visit.



VISITOR EXPERIENCE

Suggested Improvements



The following is a list of suggested improvement themes that were generalized from an open-ended question asking what would have improved the respondents’ visit to Troutdale.

Most reported improving or providing more parking, including ADA accessible parking and general ADA access. Traffic flow, congestion, and confusing intersections were noted frequently.

A theme of inviting a greater range and choice of restaurants and retail, was among the top listed. A greater range of affordability in retail shops was suggested by a few.

Many did not have a strong sense of safety because of the lack of enforcement present, unclear and unmaintained areas in the city, and negative encounters with houseless folks.

Consistently mentioned throughout the comments was lack of access to the river, bike trails, and outdoor activities. Some reported increasing signage and improving/creating trails-access from downtown to surrounding areas would improve walkability.



05

APPENDIX | REFERENCES

- SURVEY QUESTIONS
- COMPLETE SURVEY RESULTS

Appendix A: Survey Questions

Troutdale Visitor Survey

This survey is intended for people visiting Troutdale, or who have visited the Troutdale area in the past three years.

Your response will be used to help Troutdale better understand the reasons people like you visit, how visitors like you spend their time in Troutdale, and how they feel about their experience. Whether this is your first time visiting or one of many, we appreciate your input.

Please note that we do not ask for identifying information, as the survey is completely confidential. Reported results will be presented in aggregate, to ensure anonymity. However, if you consent to participating in the prize drawing, we'll ask for your contact information at the end of the survey.

We estimate this survey to take **approximately 15 minutes** to complete. The survey will close **Sunday, September 10 at 11:59pm PST**.

This survey is being conducted by Crosscurrent Collective and ECONorthwest on behalf of Explore Troutdale, which is operated by the City of Troutdale. If you have any questions, please contact us at marlee.boxler@troutdaleoregon.gov.

Thank you for your time and participation!

1) Which of the following best describes your most recent visit to the Troutdale area?

- ☐ Day trip (weekend)
- ☐ Day trip (weekday)
- ☐ Overnight (weekend)
- ☐ Overnight (weekday)
- ☐ Weeklong trip
- ☐ Just passing through

2) How many times have you visited the Troutdale Area in the past 3 years, including your most recent trip?

- ☐ This is my first time ever visiting
- ☐ 2 times
- ☐ 3–5 times
- ☐ 6–9 times
- ☐ 10 or more times

3) When you visit the Troutdale area, including yourself, what is your typical party size?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5+

4) What season(s) did you previously visit the Troutdale area? (Select all that apply)

- ☐ Winter (December – February)
- ☐ Spring (March – May)
- ☐ Summer (June – August)
- ☐ Fall (September – November)

5) Before or during your trip, which tools did you use to help you plan? (Select all that apply)

- ☐ Previous personal experience
- ☐ Friends and relatives
- ☐ Map of the area
- ☐ Travel planner application/service
- ☐ Internet on a desktop computer
- ☐ Internet on smartphone or tablet (including Google/Apple maps)
- ☐ Visit/call a visitor information center or local business
- ☐ Guidebook or magazine

- ☐ From social media: Facebook
- ☐ From social media: Twitter
- ☐ From social media: Instagram
- ☐ From social media (other):
- ☐ None of the above
- ☐ Other:

6) How did you travel to the Troutdale area? (Select all that apply)

- ☐ Private car
- ☐ Private bus or tour
- ☐ Public bus/shuttle
- ☐ Rental car
- ☐ Bicycle
- ☐ Camper/RV
- ☐ Motorcycle
- ☐ On foot
- ☐ Private Airplane

- ☐ Commercial airline
- ☐ Train

7) Did you spend/are you spending the night in the Troutdale area as a part of your trip?

- ☐ Yes
- ☐ No

8) Which of the following forms of accommodation did you use/are you using on your trip?

- ☐ Hotel or motel
- ☐ Bed & breakfast or inn
- ☐ Cabin
- ☐ Vacation home/room rental such as booked through Airbnb or VRBO
- ☐ Private residence (my second/vacation home)
- ☐ Private residence of a friend or family member
- ☐ Campground/RV Park
- ☐ Other:

9) How much does your accommodations cost *per night*?

- ☐ I did not get overnight lodging
- ☐ Nothing/Free
- ☐ Less than \$100
- ☐ \$101 – \$150
- ☐ \$151 – \$200
- ☐ \$201 – \$250
- ☐ \$251 – \$300
- ☐ \$301 – \$350
- ☐ \$351 – \$400
- ☐ Over \$400

10) In total, how many people, including yourself, are in your party?

Young Children (0–11):
Young Adults (12–18):
Adults (18+):

11) How many members of your party would you consider:

Family:
Friends:
Co-workers:
Other:

12) Approximately how much money did you/ will you spend in Troutdale on your entire trip?

Accommodations (hotel/camping/etc.):

Gas:

Food and drink:

Recreation or entertainment:

Other:

13) How much do you estimate your party spends on average *per day* during your visit to the Troutdale area?

- ☐ Less than \$100/day
- ☐ \$101 – \$200/day

- ☐ \$201 – \$300/day
- ☐ \$301 – \$500/day
- ☐ More than \$500/day

14) How did/does the costs for your trip to or through the Troutdale area feel, for accommodations?

- ☐ Inexpensive
- ☐ In line with expectations
- ☐ Expensive
- ☐ Very expensive

15) For activities?

- ☐ Inexpensive
- ☐ In line with expectations
- ☐ Expensive
- ☐ Very expensive

16) Was/is the Troutdale your primary destination for your trip?

- ☐ Yes
- ☐ No

17) Did you visit/do you plan to visit any of these communities on your trip? (Select all that apply)

- ☐ Portland, OR
- ☐ Sandy, OR
- ☐ Hood River, OR
- ☐ Gresham, OR
- ☐ Vancouver, WA
- ☐ Government Camp, OR
- ☐ Only the Troutdale Area
- ☐ Other:

18) Which of the following activities have you participated in while visiting the Troutdale area? (Select all that apply)

- ☐ Fishing
- ☐ Windsurfing
- ☐ Kiteboarding
- ☐ Whitewater kayaking/canoeing
- ☐ Whitewater rafting
- ☐ Flatwater kayaking/canoeing
- ☐ Stand-up paddle boarding
- ☐ Tubing/river floating
- ☐ Swimming
- ☐ Motorized boating
- ☐ Sailing
- ☐ Hiking
- ☐ Backpacking
- ☐ Trail running
- ☐ Road cycling
- ☐ Mountain biking
- ☐ Off-road/gravel biking
- ☐ Camping
- ☐ Wildlife viewing
- ☐ Foraging (e.g., mushroom picking)
- ☐ Horseback riding
- ☐ Mountaineering
- ☐ Rock climbing
- ☐ Geocaching
- ☐ Hunting
- ☐ Cross-country skiing
- ☐ Downhill skiing/snowboarding
- ☐ Sledding/tubing
- ☐ Snowshoeing
- ☐ Attending a festival or event
- ☐ Attending a live concert
- ☐ Attending conferences
- ☐ Attending business meetings
- ☐ Visiting a farm/orchard
- ☐ Visiting a farmer's market
- ☐ Visiting an art gallery/viewing public art

- ☐ Visiting a museum or cultural center
- ☐ Visiting cultural/historical/heritage sites
- ☐ Visiting restaurants/cuisine
- ☐ Visiting a local guide/outfitter
- ☐ Shopping
- ☐ Visiting an outdoor gear store/bike shop
- ☐ Visiting a brewery
- ☐ Visiting a cidery
- ☐ Visiting a distillery
- ☐ Visiting a winery/wine tasting room
- ☐ Other:
- ☐ None of the above

19) Which of these activities was your primary motivator for visiting the Troutdale area?

Same list as question 18

20) Were any of these activities a new experience for you during your visit in the Troutdale area? (Select all that apply)

Same list as questions 18 and 19

21) Which attractions have you visited in the Troutdale area or plan on visiting if you are currently in the area? (Select all that apply)

- ☐ Barn Exhibit Hall (Historic Columbia River Highway Exhibit)
- ☐ Columbia Gorge Outlets
- ☐ Dabney State Park on the Sandy River
- ☐ Depot Cit Park off East Columbia River Highway
- ☐ Depot Rail Museum
- ☐ Downtown Troutdale Events (First Friday, Wind-er Wonderland, Cruise-in, Troutdale Arts Festival, etc.)
- ☐ Downtown Troutdale Galleries
- ☐ Downtown Troutdale Restaurants

- ☐ Downtown Troutdale Retail
- ☐ Fred E. Harlow House Museum
- ☐ Gateway to the Gorge Visitor Center
- ☐ Glenn Otto Community Park & Beach on the Sandy River
- ☐ Imagination Station (playground) at Columbia Park
- ☐ Lewis & Clark State Recreation Site on the Sandy River
- ☐ Mayors Square Park (central downtown)
- ☐ McMenamins Edgefield
- ☐ Sandy River Delta Natural Area "Thousand Acres"
- ☐ Troutdale Station Food Cart Pod
- ☐ Troutdale Airport
- ☐ Other:
- ☐ None of the above

22) On a scale of 1-5, where 1 is not at all important and 5 is very important, how important were the following factors in motivating your decision to visit the Troutdale area?

1 (Not at all important)

2 (Not very important)

3 (Neutral)

4 (Important)

5 (Very important)

- ☐ A place to relax and unwind
- ☐ Accessibility (easy to get to)
- ☐ Affordability
- ☐ Local arts (visual, musical, etc.)

- ☐ Local cuisine/restaurants
- ☐ Variety of family activities
- ☐ Doing business in the area
- ☐ Heritage and cultural/historical sites
- ☐ Outdoor recreation

- ☐ Opportunity to experience a farm or farm products
- ☐ Proximity to other locations (Gorge, Portland, etc.)
- ☐ Quality of accommodation
- ☐ Retail shopping
- ☐ Scenic beauty
- ☐ Safe and welcoming environment
- ☐ Visiting friends and relatives

23) On a scale of 1-5, how satisfied were you/are you with each of these qualities?

Same list as question 22

24) What did you enjoy most about your most recent visit to the Troutdale area? (Open-ended)

25) What are your favorite experiences/activities in the Troutdale area? (Open-ended)

26) What, if anything, would most encourage you to return to Troutdale, or visit more often? (Select all that apply)

- ☐ Improved transportation for better access throughout Troutdale
- ☐ New and different restaurants or shopping destinations
- ☐ Improved outdoor recreation infrastructure on the Sandy River (parking lots, river access, etc.)
- ☐ Improved infrastructure for biking and walking (bike lanes, trails, pathways)
- ☐ Opportunities to participate in new activities for the entire family
- ☐ Opportunities to view/experience new forms of local art (visual, musical, etc.)
- ☐ More affordable activities
- ☐ More affordable lodging
- ☐ Increased availability of lodging/campgrounds
- ☐ Special events or festivals
- ☐ More free time

- ☐ More or better information about visiting Troutdale
- ☐ Sites and activities which are less crowded
- ☐ Nothing can encourage me to visit Troutdale again
- ☐ Other (please describe):

27) What would have improved your visit to the Troutdale area? (Open-ended)

28) Which of the following reasons would most likely prevent you from returning to the Troutdale area again? (Select all that apply)

- ☐ Too many other places I want to visit
- ☐ Finances
- ☐ Time constraints
- ☐ Distance
- ☐ Weather
- ☐ Not interested in the experiences in the Troutdale area
- ☐ Crowding at the best locations
- ☐ Few or no public transportation options

- ☐ Limited or lack of parking in the areas I want to visit
- ☐ Not receiving information about upcoming activities and events
- ☐ Other (please describe):

29) On a scale of 1–5, how likely are you to visit the Troutdale area again?

- 1 (Not at all likely)
- 2 (Unlikely)
- 3 (Neutral)
- 4 (Likely)
- 5 (Very likely)

30) How did you receive this survey?

- ☐ Through online outreach (notification via email)
- ☐ Through online outreach (notification via social media)
- ☐ In person intercept at the visitor center

- ☐ In person intercept at the Sandy River
- ☐ In person intercept in downtown Troutdale
- ☐ In person intercept at McMenamins Edgefield
- ☐ In person intercept at a community event
- ☐ Directly from a friend or family member
- ☐ Directly from a professional colleague
- ☐ Other (please specify):

31) Do you live in the U.S?

- ☐ Yes
- ☐ No

32) What is the zip code of your primary residence? (if in U.S.)

Zip code:

33) What is your annual household income? (if in U.S.)

- ☐ Less than \$20,000
- ☐ \$20,000 – \$39,999
- ☐ \$40,000 – \$59,999
- ☐ \$60,000 – \$79,999
- ☐ \$80,000 – \$89,999
- ☐ \$100,000 – \$149,999
- ☐ \$150,000 – \$199,999
- ☐ \$200,000 or above
- ☐ Prefer not to answer

34) What country do you live in?

Dropdown list of all countries

35) What is your gender?

- ☐ Female
- ☐ Male
- ☐ Not listed:

36) What is your age?

- ☐ Less than 18 years old
- ☐ 18-20 years old
- ☐ 21-24 years old
- ☐ 25-34 years old
- ☐ 35-44 years old
- ☐ 45-54 years old
- ☐ 55-64 years old
- ☐ 65-74 years old
- ☐ 75 years or older
- ☐ Prefer not to answer

37) How would you identify your ethnic or racial background? (Select one choice)

- ☐ White/Caucasian
- ☐ Hispanic/Latinx
- ☐ Black/African American
- ☐ Asian/Pacific Islander
- ☐ American Indian or Alaska Native

☐ Two or more races

☐ Other (please specify):

☐ Prefer not to answer

38) Would you be interested in a drawing for one of Envi Adventure’s most popular scenic flightseeing tours in the Troutdale area? Details below.

☐ Yes

☐ No

39) Please enter your contact information below. A winner will be selected within two weeks of the survey closing. The City of Troutdale will reach out to you if you are a winner. (only if yes to previous question)

☐ Name:

☐ Email Address:

☐ Phone Number:

SURVEY RESULTS

The table lists all questions in the survey with the total respondents that answered, the total respondents that skipped, and the percent of respondents that completed the question.

Some questions contained logic, which allowed respondents to answer additional questions given their answer to the previous question. These questions are noted with an L after the question number.

See the next slide for the trend in completion of the questions.

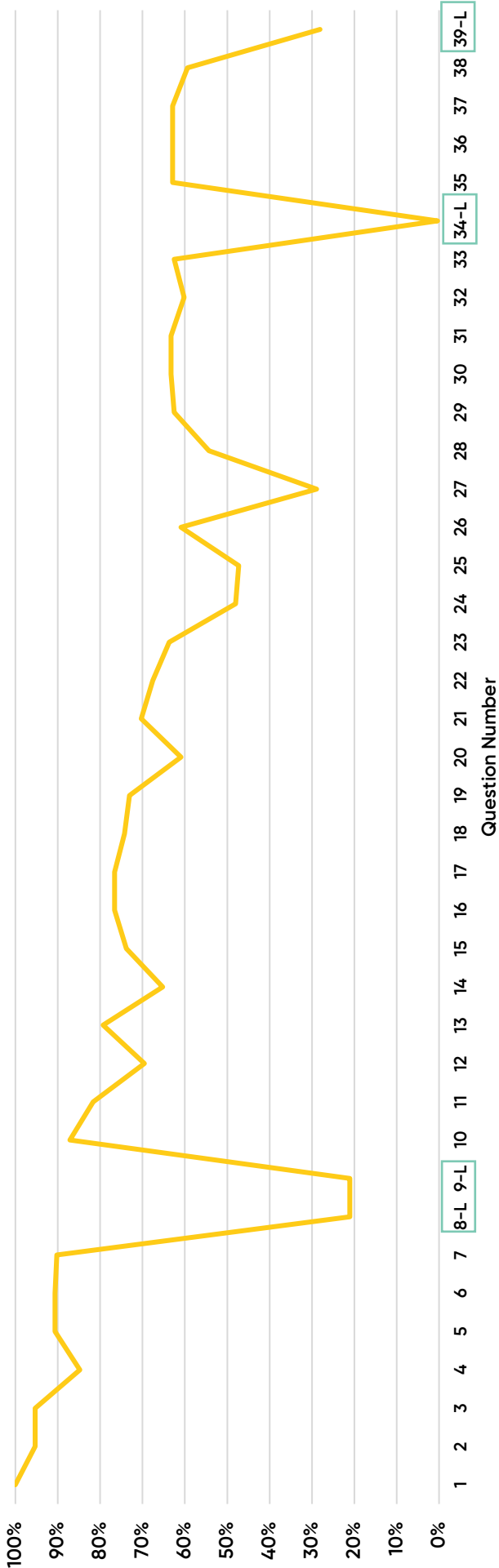
Question				Answered	Skipped	% Completed
1	Which of the following best describes your most recent visit to the Troutdale area?			256	0	100%
2	How many times have you visited the Troutdale area in the past 3 years, including your most recent trip?			244	12	95%
3	When you visit the Troutdale area, including yourself, what is your typical party size?			244	12	95%
4	What season(s) did you previously visit the Troutdale area? (Select all that apply)			217	39	85%
5	Before or during your trip, which tools did you use to help you plan? (Select all that apply)			232	24	91%
6	How did you travel to the Troutdale area? (Select all that apply)			232	24	91%
7	Did you spend/are you spending the night in the Troutdale area as a part of your trip?			231	25	90%
8-L	Which of the following forms of accommodation did you use/are you using on your trip?			54	202	21%
9-L	How much does your accommodations cost per night?			54	202	21%
10	In total, how many people, including yourself, are/were in your party?			223	33	87%
11	How many members of your travel party would you consider:			209	47	82%
12	Approximately how much money did you/will you spend in Troutdale on your entire trip?			178	78	70%
13	How much do you estimate your party spends on average per day during your visit to the Troutddale area?			203	53	79%
14	How much do you estimate your party spends on average per day for accommodations?			167	89	65%
15	How much do you estimate your party spends on average per day for activities?			189	67	74%
16	Was/is the Troutdale area your primary destination for your trip?			196	60	77%
17	Did you visit/do you plan to visit any of these communities on your trip?			196	60	77%
18	Which of the following activities have you participated in while visiting the Troutdale area? (Select all that apply)			190	66	74%
19	Which of these activities was your primary motivator for visiting the Troutdale area?			187	69	73%
20	Were any of these activities a new experience for you during your visit in the Troutdale area? (Select all that apply)			156	100	61%
21	Which attractions have you visited in the Troutdale area or plan on visiting if you are currently in the area? (Select all that apply)			180	76	70%
22	On a scale of 1-5, where 1 is not at all important and 5 is very important, how important were the following factors in motivating your decision to visit the Troutdale area?			173	83	68%
23	On a scale of 1-5, how satisfied were you/are you with each of these qualities?			163	93	64%
24	What did you enjoy most about your most recent visit in the Troutdale area?			123	133	48%
25	What are your favorite experiences/activities in the Troutdale area?			121	135	47%
26	What, if anything, would most encourage you to return to Troutdale, or visit more often? (Select all that apply)			156	100	61%
27	What would have improved your visit to the Troutdale area?			74	182	29%
28	Which of the following reasons would most likely prevent you from returning to the Troutdale area again? (Select all that apply)			139	117	54%
29	On a scale of 1-5, how likely are you to visit the Troutddale area again in the next two years?			160	196	63%
30	How did you receive this survey?			162	94	63%
31	Do you live in the U.S?			162	94	63%
32	What is the zipcode of your primary residence?			154	102	60%
33	What is your annual household income?			160	96	63%
34-L	What country do you live in?			1	255	0%
35	What is your gender?			161	95	63%
36	What is your age?			161	95	63%
37	How would you identify your ethnic or racial background? (Select one choice)			161	95	63%
38	Would you be interested in entering a drawing for one of Envi Adventure's most popular scenic flightseeing tours in the Troutdale area? Details below.			152	104	59%
39-L	Please enter your contact information below. A winner will be selected within two weeks of the survey closing. The City of Troutdale will reach out if you are a winner.			72	184	28%

SURVEY RESULTS



After removing the questions containing logic, the average percent of questions completed by respondents was 71%.

PERCENT OF COMPLETED QUESTIONS



THANKS

For questions or more information about this study please contact:

ECONorthwest | Alicia Milligan
milligan@econw.com | 503-380-3184

ECONorthwest | Mark Buckley
buckley@econw.com

Crosscurrent Collective | Kristin Dahl
info@crosscurrentcollective.com | 503-784-1072



Exhibit D

2/27/24 Council Mtg. Item #6

1

Strategic Marketing Plan November 2023

Lookout



Contents

Project Background	3
Visitor Profile Data	5
Target Audiences	9
Current Marketing Overview	13
Advisory Team Inputs	16
Marketing Plan	19
Budget + Metrics	35
Ideas + Opportunities	37



Lookout

Background

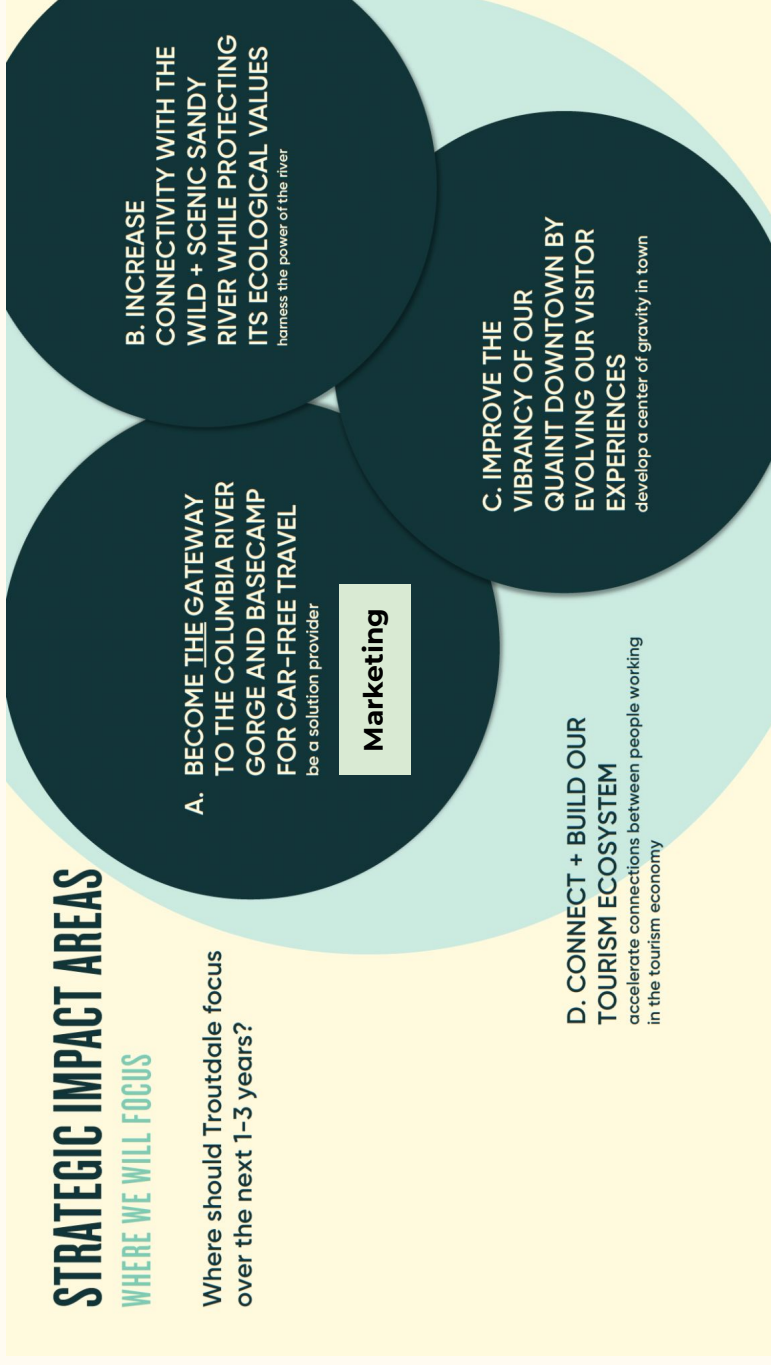
In 2023, Explore Troutdale engaged with Crosscurrent Collective to build a 15 year Destination Strategy for the town. The process joins diverse tourism stakeholders from our community to develop a shared vision for success and build a roadmap toward a more impactful Troutdale tourism economy.

In conjunction with building our Destination Strategy, we identified the need to evaluate our marketing programs and ensure Troutdale's limited resources are highly targeted and being deployed as effectively as possible to meet our objectives.

We engaged with Holly Macfee, founder of [Lookout Co.](#), a seasoned destination branding and marketing planning consultancy, to facilitate this process and help build a **high level Strategic Marketing Plan**.



How Marketing Fits into the Destination Strategy



- These are the 3 impact areas identified in the Destination Strategy
- Marketing sits under "A," the "gateway concept" needs to be established through consistent messaging and tactics in our marketing

VISITOR PROFILE DATA



Travel Oregon Regional Visitor Profile Mt Hood/Gorge Region



Talking: Marlee Boxler

COLUMBIA RIVER GORGE/MT. HOOD VISITORS *Who They Are*



Gender

Female: 60.6%

Male: 39.4%

Other: 3.3%



Average Age: 50.9

Gen Z: 6.0%

Millennials: 26.9%

Gen Xers: 26.3%

Boomers or older: 40.8%



Household Income

\$116,246



Marital Status

Married/partnered: 74.3%

Single: 16.3%



Ethnicity

White/Caucasian: 86.0%

Asian: 6.0%

Hispanic/Latino: 5.1%

Black/African American: 1.9%

Native American/Indigenous: 2.0%



Children in Household

Under 18: 25.1%



Accessibility

Has Accessibility Needs: 15.9%

[Travel Oregon](#)
[Regional Visitor](#)
[Profile 2022.](#)
[Destination](#)
[Analysts](#)

Destination  Analysts

6

Travel Oregon Regional Visitor Profile, cont'd.



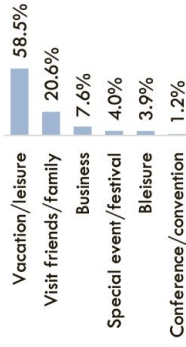
COLUMBIA RIVER GORGE/MT. HOOD VISITORS Trip Details

AVERAGE LENGTH OF STAY

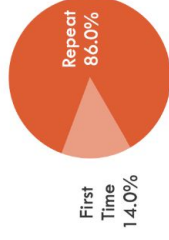
6.2

DAYS

PRIMARY PURPOSE



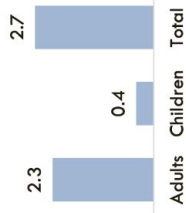
TRAVELER TYPE



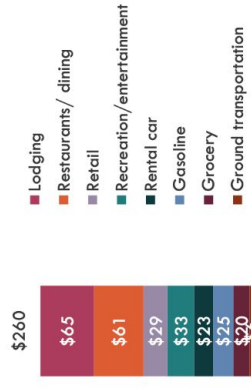
REGION VISITED

Portland Region	70.4%
Oregon Coast	59.9%
Willamette Valley	48.3%
Central Oregon	39.5%
Southern Oregon	31.2%
Mt. Hood/Columbia River Gorge	100.0%
Eastern Oregon	28.3%

AVERAGE PARTY SIZE



AVERAGE DAILY SPEND PER PERSON



Crosscurrent Troutdale Visitor Study*

Troutdale demographics mostly align with regional demographics

- **Age** - majority 35-44 (skews younger than regional data)
- **Gender** - 80% female
- **70% from Portland Metro**, majority **repeat** visitors
- **76% Daytrippers** (big opportunity to increase overnights)
- **HHI** - avg \$100-\$149k
- **70% surveyed visited Troutdale as their primary destination** - Note: Lookout/Crosscurrent pov: many visitors survey were in Troutdale to visit the Sandy River, Sugar Pine Diner or McMenamin's Edgefield
- **Troutdale event attendees were local** - attendees surveyed in study were all from Troutdale



*Study conducted summer 2023

TARGET AUDIENCES

Strategic Messaging for Different Markets

- **MARKET: Visitors planning trip to Oregon/the Gorge, 350 miles or flying (e.g., Seattle, Bend, Medford)**

Strategy: BUILD BRAND/DESTINATION AWARENESS

Message:

"Troutdale is the gateway to the Gorge / Stay in Troutdale and visit the Gorge"

- **MARKET: Portland Metro - Leisure Travelers Staying in Hotels**

Strategy: DRIVE DAY TRIPS / STOP-INS

Message:

"Make Troutdale part of your day trip to the Gorge" (media buy targeted at hotel guests)

- **MARKET: Portland Suburbs (Gresham, Fairview, Tigard, Clackamas, Oregon City, etc.)**

Strategy: DRIVE EVENT ATTENDANCE + VISITING FRIENDS + FAMILY

Message:

"Attend this great event"

"Bring your visiting friends & family to Troutdale & the Gorge"

"Come to Troutdale & enjoy the river" (future?)



Ideal Target Audiences

- **Couples/Friend Recreators** - 20's-30's (Millennials) + Gen Xers
 - Loves Edgefield, river floating, visits in 4 seasons
 - Nothing better than a brewery & good eats at the end of a day
- **Families**
 - Millennials w/ school-aged children - Portland Public Schools has many long weekends/teacher in-service days; Troutdale is perfect day getaway or quick overnight
 - Come for week in the summer, do all the things, stay in VRBO or brings own camper. Encourage return visits *during school breaks*
 - Great family assets like Imagination station & new dog park
- **Retirees**
 - Boomers + older, visits year round
 - RVers, scenic drives, history buffs, railroad



Niche Audiences

- We can hyper-target visitors who are passionate about specific activities you have to offer through social media, digital ad platforms, YouTube, etc.
- Freelance writers and specialized digital/print publications cater to niche fans (pitch them your stories or consider paid content).
- Additionally, consider how and where these fans gather *in person or virtually* to pursue their passion – outdoor retailers + recreation shows, bike shops + events, cycling clubs etc.
 - **River Recreators**
 - **Dog owners** - Thousand acres, many PDxers bring their dogs
 - **Cyclists**
 - **Campers** - Staying at Oxbow & nearby parks
 - **Hikers**
 - **Foodies** (coffee & craft beer especially) - 2 new destination breweries
 - **History/Culture/Art Lovers** - Historic highway, First Fridays, Columbia Highway Museum

Explore Troutdale CURRENT MARKETING



Current Programs

- Marketing Signature events **\$70k** (ads & logistics)
 - First Friday (June-Sept)
 - Arts Festival
 - Wind-er Wonderland
- Limited brand advertising **\$10k**
 - Travel Oregon Visitor Guide
 - Skamania County VG
 - West Columbia Gorge VG
 - Columbia Gorge News VG
 - Columbia Gorge Magazine
 - Champion City Print Newsletter (great way to market to locals) #1 way people people find out info (free to ET)
- Manage Website + Social Channels - Website hosting + content **\$10k**, (social no cost)
- Visitor Center - (not marketing) but lots of visitor interaction
- **2023-24 & beyond, estimated budget: \$90-100k** (this number represents what the chamber would have been receiving in TLT)

Present-



We are the gateway to the endless natural splendor and unforgettable adventures of Oregon's Columbia River Gorge and Mount Hood.

Troutdale's historic downtown will charm you. Our exceptional dining will delight you. And our beautiful setting will enchant you.

EXPLORE
TROUTDALE
GATEWAY TO THE
COLUMBIA RIVER GORGE



WWW.EXPLORETROUTDALE.COM

Examples: Ad Creative

YOUR GATEWAY TO

OUTDOOR ADVENTURE

DESTINATION DINING

FAMILY FUN

EXPLORE TROUTDALE
GATEWAY TO THE COLUMBIA RIVER GORGE

VISIT US 475 E Historic Columbia River Hwy Troutdale, OR 97060 503-491-4000 www.exploretROUTDALE.com

GATEWAY TO THE GORGE

EXPLORE TROUTDALE
GATEWAY TO THE COLUMBIA RIVER GORGE
WWW.EXPLORETROUTDALE.COM



We are the gateway to the endless natural splendor and unforgettable adventures of Oregon's Columbia River Gorge and Mount Hood.

Troutdale's historic downtown will charm you. Our exceptional dining will delight you. And our beautiful setting will enchant you.

EXPLORE TROUTDALE
GATEWAY TO THE COLUMBIA RIVER GORGE

WWW.EXPLORETROUTDALE.COM

MARKETING ADVISORY TEAM INPUTS

What Problems are We Trying to Solve?

- Troutdale gets bypassed on way to Gorge
- City is lost in Portland's identity
- People are NOT choosing to stay in Troutdale as their basecamp for the Gorge
- McMenamin's Edgefield is such an anchor attraction, but people don't necessarily it with Troutdale or come into town
- Short term challenge: No boutique/unique lodging in short term (except for Edgefield); new hotel coming within 5 years
- Short term rentals taxes are not being collected - that could be more tourism dollars for city
- Not connected to the river - visitor experience is fragmented
- Wayfinding needs improvement
 - no signage indicating you are on the HCRH on Main St.
 - directional signs & banners could better connect you to river & gorge "*Waterfalls this way*" "*Paddling this way*"
- Need to fill vacant lots/gaps on Main St. with recreation business, quality eatery, bakery or unique shopping
- Many services are missing that reinforce the gateway messaging (shuttles, secure cycling, information, services for the way you want to recreate. Make it as easy as possible!)

What Would be Big Marketing Wins for Troutdale in Next 2 Years?

- Troutdale featured on homepage of partner websites as main image for xx time period
- Troutdale featured in multiple photos in partner brochures/visitor guides
- Establish marketing relationship with Travel Portland; implement 1-2 messages about Troutdale:
 - “Best day trips” enews
 - Be part of an influencer’s tour
 - Recommend Hold off going to Travel Portland until we have our destination breweries & brand refined
- Be a stop on a tour company itinerary like First Nature Tours
- Make it easy for Travel Oregon and other partners to market us - share key messages, photos, pitch/story ideas
- Launching a partnership/promotion with Edgefield

MARKETING PLAN

Overall Marketing Objective:

Establish Troutdale as an easy, “Must-Visit” Destination for Columbia River Gorge Visitors.

Like Hood River, Vista House & Multnomah Falls, Troutdale Becomes Synonymous with an Outstanding Gorge Experience.

Short Term vs. Long-Term Goals

Short Term (1-2 years)

What action do we want our audiences to take?



- Make Troutdale a day trip, or part of their trip to the Gorge

Why? Limited unique lodging options makes it a challenge to inspire significant overnight stays; in addition, the city is not currently regularly collecting taxes from STRs, limiting our marketing budget & our desire to promote the STRs

Long Term (3-5 years)

What action do we want our audiences to take?



- Make Troutdale a base for exploring the Gorge and Portland

Why? The city needs to ensure they're maximizing tax collection from short term rentals in Tdale; then we'll have more marketing \$\$ & can promote STRs in the lodging mix; in addition, the Confluence project on the Sandy River will include a boutique hotel

This year's theme:

Get our marketing house in order

1. Refine our marketing communications & brand to have greater impact
2. Maximize our marketing tools
3. Follow the marketing plan & marketing strategies! Say “no” to other marketing programs & last minute “opportunities” that don’t align with our objectives

Strategies - HEADLINES

1. REFRESH BRAND + IMPLEMENT CONSISTENTLY
2. BUILD DESTINATION AWARENESS
3. BUILD SOCIAL FOLLOWING & ENGAGEMENT
4. CREATE IMPACTFUL CONTENT (Map + Itineraries)
5. LEVERAGE LOCAL BUSINESS PARTNERSHIPS
6. GROW ATTENDANCE TO SIGNATURE EVENTS BY PDX METRO SUBURBS
7. IMPLEMENT INDUSTRY COMMUNICATIONS + SUPPORT

NOTE: With only one Explore Troutdale staff member, the destination planning strategies combined with the marketing strategies above may be too much to take on in year 1; Explore Troutdale will need to prioritize which strategies come first and possibly push off others to future years.

Strategies Grouped by Explore Troutdale budget areas

Professional Services

REFRESH BRAND + IMPLEMENT CONSISTENTLY

Advertising

BUILD DESTINATION AWARENESS

BUILD SOCIAL FOLLOWING & ENGAGEMENT

CREATE IMPACTFUL CONTENT (Map + Itineraries)

LEVERAGE LOCAL BUSINESS PARTNERSHIPS

Community Events

GROW ATTENDANCE TO SIGNATURE EVENTS BY PDX METRO SUBURBS

IMPLEMENT INDUSTRY COMMUNICATIONS + SUPPORT



Strategies Detailed

1. **REFRESH BRAND + IMPLEMENT CONSISTENTLY - Develop Unified Brand Communications with a New Troutdale Positioning**
 - Develop new mini brand style guide with **updated positioning, refined logo** that meets today's best destination marketing practices and guides all future communications
 - Includes: new key messages, headlines, colors/fonts, copy blocks, etc. (note: *Explore Troutdale does not have a style guide*);
 - Includes audit Explore Troutdales Key Marketing Tools (website, social) for alignment with new positioning + key messages + implement needed changes
 - Includes event poster templates

How/Who:

- Marlee: write brand guide brief for needs
- Contract with Lookout (or other) to develop style guide / new positioning & assets



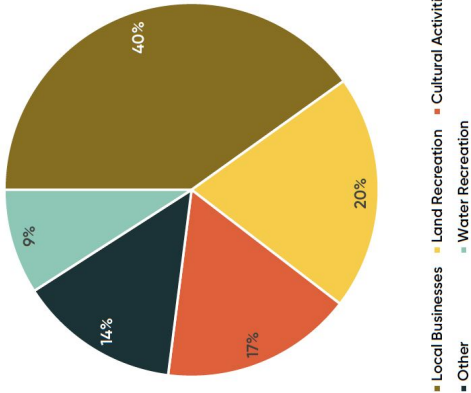
A Note about Key Messages

Use findings from Visitor Study + Stakeholder Survey to help inform messaging in new brand guide

Focus on key activities driving visitation

Don't forget shoulder season!

PRIMARY MOTIVATOR FOR VISITING



Above all else, message:
Troutdale is a must stop destination in the Gorge Experience

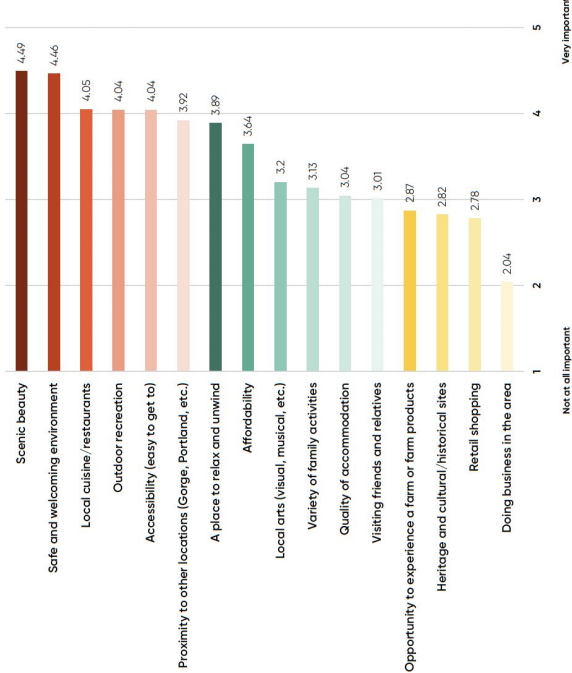
VISITOR EXPERIENCE

Overall Favorite Activity

The word cloud was generated from an open-ended question asking respondents about their favorite activity.

The favorite activities most commonly listed included:

- Sugarpine Drive-In
- McMenamins Edgefield and concerts
- Sandy River
- Downtown Troutdale
- Food, restaurants and food carts
- Coffee shops - Good Coffee
- Glisan Otto Park
- Shopping
- Columbia River Gorge



Strategies Detailed

2. BUILD DESTINATION AWARENESS: Build Awareness for Troutdale as Gateway to the Columbia River Gorge, Synonymous with the Gorge Experience

1. Update ad creative to align with new positioning + new key messages
 - a. Run ad campaigns once brand is refined - see budget spreadsheet for targets
 - i. Assess partner/Troutdale business marketing channels to ensure they are featuring Troutdale, and positioning Troutdale with your new messaging. If not, **develop key message document** with new refined logo and some key photos and send to them.
2. Audit Partner Sites & Supply New Messaging/Images toolkit:
 - i. Regional (Hood Gorge, WCG, etc.) visitor guides and websites
 - ii. State (Travel Oregon) visitor guides & websites, city page on TO.com is in OTIS
 - iii. Mcmenamins Edgefield
 - iv. Other local attractions - outlets, breweries, etc

How/Who: Marlee, creative agency & media planner

Strategies Detailed

3. GROW ATTENDANCE TO SIGNATURE EVENTS

- Limited but appropriate investment in marketing signature events
 - Event listings, social & digital ads, posters
 - Focus on surrounding PDX suburbs (e.g., Clackamas, Happy Valley, Gresham, Wilsonville, Lake Oswego...)
- **How/Who:** Marlee & media planner



Strategies Detailed

4. BUILD SOCIAL FOLLOWING & ENGAGEMENT

Troutdale is underutilizing social channels to drive tourism due to lack of resources/staff capacity

- **Recommendation:**
 - Either outsource monthly social management to SoMe tourism expert contractor and reallocate current staff members time work on other tourism projects

OR

- Hire SoMe expert contractor to audit channels & set up best practice program for ET staff to manage, including boosting/spend recommendations; develop a SoMe [marketing plan](#) with expert & staff

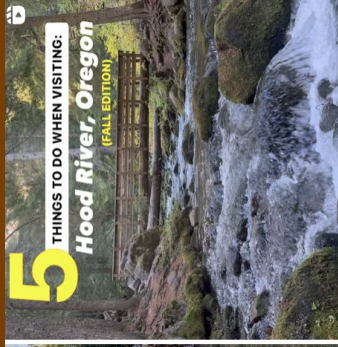


The Power of Social Media in Travel Marketing

- *Expedia's 2023 Traveler Value Index* found nearly 35% of travelers turn to social media for travel inspiration
- 75% of respondents chose a specific destination inspired by social media (*Amex's 2023 Global Travel Trends Report*)
- Travel Live Streaming is increasingly popular on social media; 60% of travelers say they've watched a live stream of a travel experience
- 74% of travelers use social media while traveling; 92% trust word of mouth & User Generated Content more than other forms of advertising, making UGC crucial for tourism marketing.



@HoodRiverOregon



Strategies Detailed

5. CREATE IMPACTFUL CONTENT: Develop Inspiring Content that aligns with our new messaging + meets visitor needs

1. **Develop Troutdale to the Gorge Visitor Map** - #1 request at Visitor Center is waterfall map - we are currently handing out *someone else's marketing collateral*
 - i. create map with Troutdale as starting point to Gorge
2. **Develop Itineraries** that feature Troutdale as basecamp for the Gorge— this will serve Troutdale in many areas
 - i. Develop 2 to 3 itineraries that focus on different themes — for families, adventure friend group, etc. include 3-5 key photos for each itinerary; gather a few itin. best practices from other DMOs
 - ii. Send to Hood Gorge DMO, Travel Oregon, PR, Travel Oregon sales, Mediamarrica
 - iii. Give the itineraries to your content writer, write blog posts
 - iv. Post the itineraries on your social and website

How/Who: Marlee + Lookout for map & itin design (as needed), content writer

Strategies Detailed

6. LEVERAGE LOCAL PARTNERSHIPS: Leveraging local partners marketing channels, create promotions, etc. to drive business to downtown. Ideas:

- **Edgefield:**
 - What are McMenamin's key objectives for the year and can we build a win win partnership?
 - Test a weekend shuttle or trolley for a season to bring guests to downtown?
 - Test a holiday shopping McMenamin's & Troutdale Promotion - market the holiday fare weekend, special package offer market in advance, Tdale could do boosted social posts, contest, add a shuttle with carolers between hotel & town
 - McMenamin's adds bikes for guests - we create a map for them with a tour of downtown & river?
- **Outlets:**
 - What are Outlets key objectives for the year and can we build a win win partnership
 - Work with Outlets to communicate downtown fun/creative incentive for Outlets to drive people downtown

Strategies Detailed

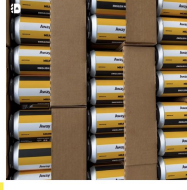
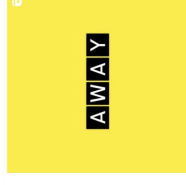
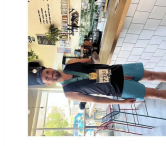
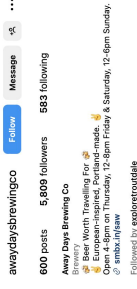
LOCAL PARTNERSHIPS, cont'd.

- **TAP INTO PORTLAND BRANDS EXPANDING IN TROUTDALE**
 - Good Coffee, Away Days, Wayfinder - these businesses have great marketing & followings in PDX
 - Partner to get *in front of their audiences* & cross promote. Contest, promotion, social
 - Can you put a display/contest in their Portland locations - “Check us out in Troutdale! Win a trip to Troutdale!”
- **How/Who:** Marlee meet with brands & make a plan

flourbait



Tap into brands in Troutdale that have big PDX following



Strategies Detailed

7. IMPLEMENT INDUSTRY COMMUNICATIONS/SUPPORT: Implement Industry Communications Plan to CONNECT + BUILD OUR TOURISM ECOSYSTEM (Note: this strategy overlaps with *Destination Strategies*)

- **Year 1**
 - Begin Building Tourism Ecosystem - Focusing on Troutdale area first:
 - Host Quarterly Gathering/Networking event - Marlee
 - Publish Quarterly Tourism Industry Enews - Marlee & contractor
- **Year 2**
 - Hold two Familiarization Tours a year with frontline staff from key visitor attractions & other key partners (front desk of McMenamins & all hotels) - Contractor
 - Implement Industry page on Explore Troutdale Website: key events, research, grants etc.
 - Technical support to businesses on how to build marketing foundation (google profiles, social, connecting to tourism entities, OTIS listings)

How/Who: Marlee

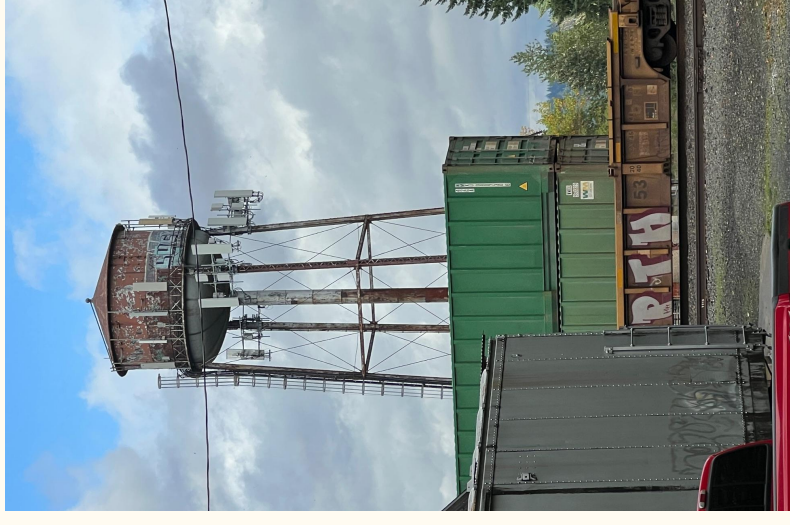
IDEAS + OPPORTUNITIES

Ideas

- **PAINT THE WATER TOWER!**
 - Use Illustration/new brand
 - Apply for grant to paint water tower; Depending on condition of surface can cost \$150k plus
 - Good grant idea!
- **ADD BANNERS ON “MAIN ST”**
 - Since physical signs can take time & are costly, produce colorful banners in your updated brand to communicate Troutdales offerings & connect it to the river & the gorge
“Waterfalls this way”



Sample town banner showing activity



Troutdale water tower

Ideas

- **CREATE A PHOTO OPP IN DOWNTOWN!**

- Families love “that crazy thing they have to see” like the Dinosaur at Prehistoric Gardens on 101 (pictured at right) - why not build one for Troutdale
- Also, great for social: create an amazing edible treat in downtown Troutdale that becomes the thing **you have to try**. Think *Oregon’s biggest cinnamon roll, the best marionberry cookies, the huckleberry Gorge milkshake...*

- **EMBRACE THE TRAIN!**

- Hear that frequent whistle of trains passing and fill an empty lot downtown with your historic train
- Add some train themed playhouses
- Train activity maps in Welcome Center



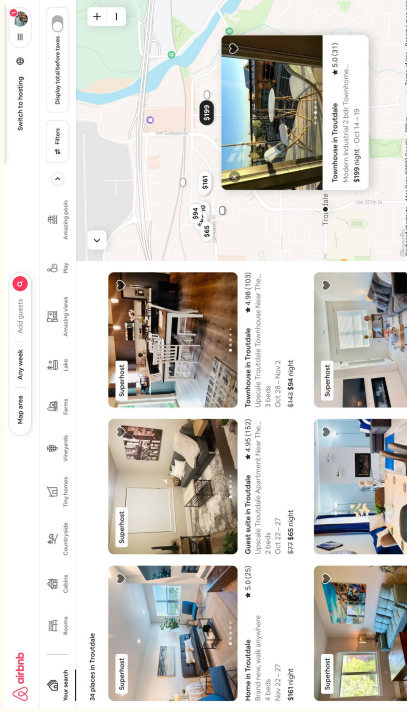
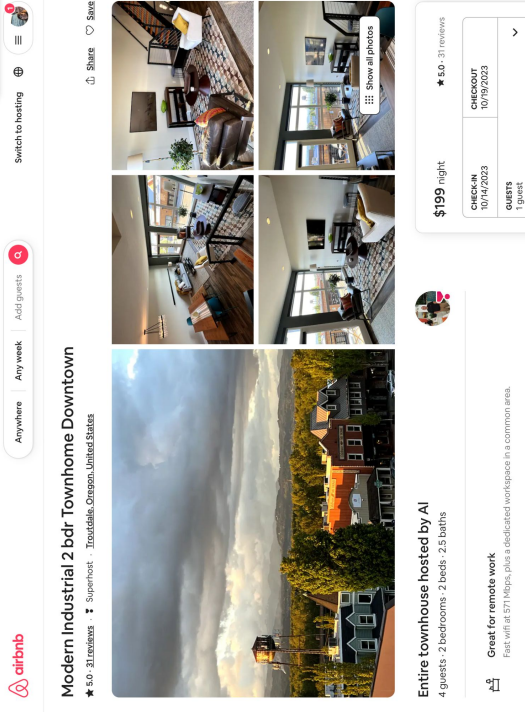
Prehistoric
Gardens
Giant dino on 101



City Tax Office & Short Term Rentals (STR's)

USE STR'S TO YOUR ADVANTAGE

- Troutdale has many quality STR's – a great addition to your limited lodging options
- Many millennials & gen-xers **prefer** to stay in airbnb/vrbo
- Great for groups of cyclists, families, etc.
- Explore Troutdale should feature some of these unique properties in your content: “*Unique Stays in Troutdale*,” “*Family Gorge Getaway*” - include links to noteworthy properties
- However, the city needs to pursue collecting TLT from these properties - ***Troutdale is missing an important additional revenue stream (est. \$25k) that could fund tourism marketing***



Resources + Grants

Here's a [list a resources](#) and grants for destination development, marketing, trails and more

BUDGET + METRICS

Marketing Budget Recommendation

SAMPLE TROUTDALE MARKETING BUDGET / COSTS 2023-24			
2023-24 PROGRAMS	2023-24 estimates only	Notes	2024-25 PROGRAMS
Estimates are coded by color per city of Troutdale/Explore Troutdale budget areas:			
professional services - 70k			
advertising - 50k			
events - 70k			
above does not include salaries - that is accounted for separately			
REFRESH BRAND + IMPLEMENT CONSISTENTLY			
Audit all Troutdale & partner communications to assess messaging	2,000		
Build new brand style guide with updated logo, colors, fonts, headlines, creative comps	\$18,000		
Update Tdale website with refreshed brand	\$7,000	current developer might be able to do it for low or no cost	
BRAND MESSAGING TOOLKIT & COMMUNICATIONS PLAN			
Build & distribute new logo and key messages & image toolkit to partners and local businesses	1,750		
BUILD SOCIAL FOLLOWING & ENGAGEMENT			
Website hosting, maintenance & content	10,150	How many stories/year are in contract?	
Social Channels management	0		
Hire SoMe contractor to manage channels & grow audiences; re-allocate Kevin's time to manage other tourism programs	15,000	Estimated cost with so me contractor is \$15-18k/year	
OR			
Hire SoMe expert to audit ET channels + provide recommendations/cadence/best practices		3500 if we hire consult	
Social - paid posts - year round	4000		
CREATE IMPACTFUL CONTENT			
Develop 2-3 itineraries formatted differently for audiences (PR, web)	\$2,000	web content current contractor might be able to write these	

Marketing Budget Recommendation, cont'd.

SAMPLE TROUTDALE MARKETING BUDGET / COSTS 2023-24			
2023-24 PROGRAMS	2023-24 estimates only	Notes	2024-25 PROGRAMS
INDUSTRY COMMUNICATIONS/SUPPORT			
Design industry enews + upload to email platform (Lookout design)	1,200		
Email subscription to platform	500	Software licences	
Build industry email list, write stories & publish 4 industry newsletters/year (outsource freelance industry writer)	2000	Discuss outsourcing writing?	
Quarterly industry networking social at local business	0		
Technical Business Support	0		HOLD OFF UNTIL THIS YEAR
Local Partner training & fams	0		HOLD OFF UNTIL THIS YEAR
	181,600	TOTAL	

Budget available (see below) \$790k; budgeted marketing items total \$181,600
Note: some budget items may be reallocated to fund tourism development priorities

Estimates are coded by color per city of Troutdale/Explore Troutdale budget areas:
professional services - 70k
advertising - 50k
events - 70k
<i>above does not include salaries - that is accounted for separately</i>

Measuring Success - Key Performance Indicators (KPI's)

As your marketing programs expands, it's critical to track performance of your tactics & campaigns. Proving efficacy can = more funding.

This concise social media performance snapshot at right is used by the Oregon Wine Board as a monthly reports to their board & stakeholders.

Tab 2 of your [budget spreadsheet](#) also features a robust KPI spreadsheet.

Sample performance graphic, Oregon Wine Board



THANK YOU

HOLLY MACFEE

HOLLY@LOOKOUTCO.COM
503.830.6191

Lookout

Troutdale City Council 2024 Annual Report

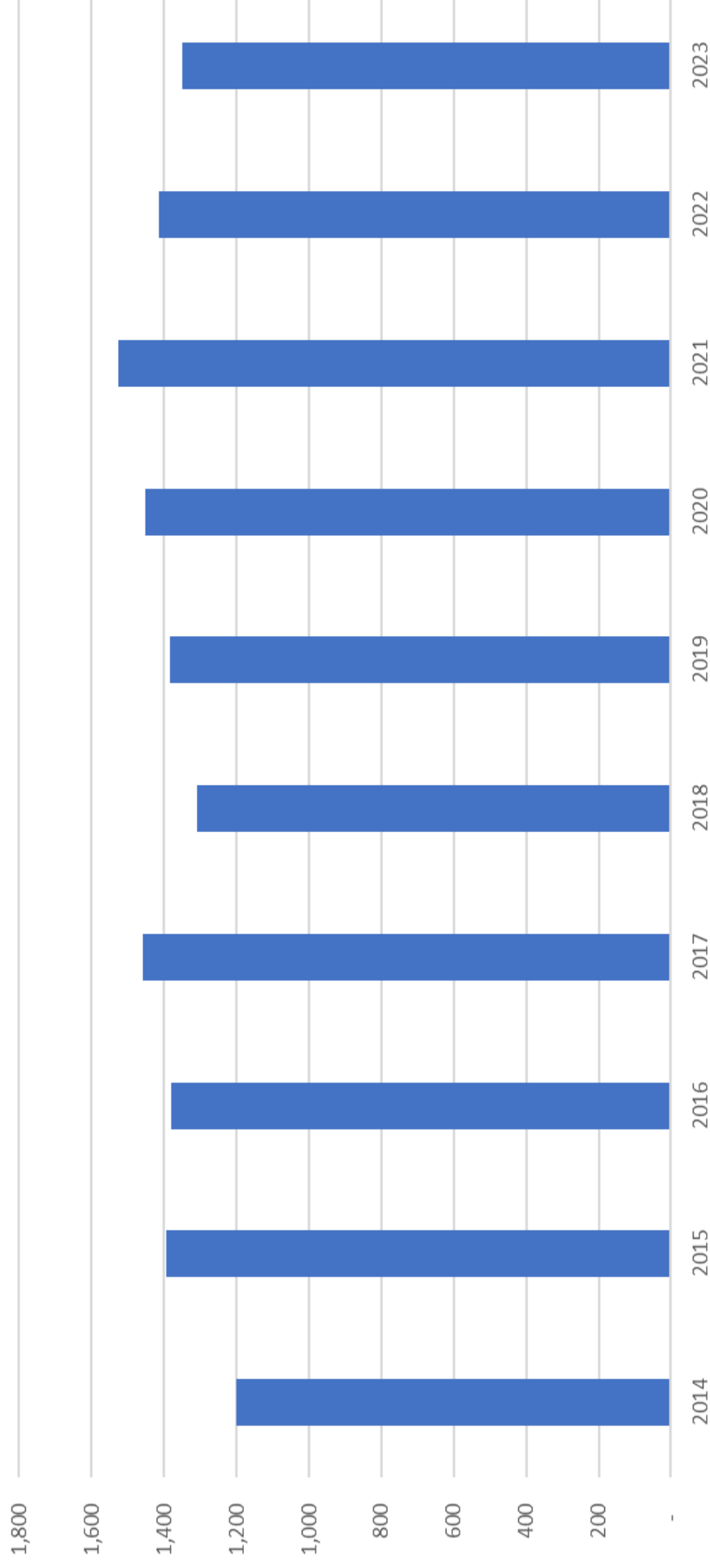
Agenda Item #7
2/27/24 Council Meeting

GRESHAM

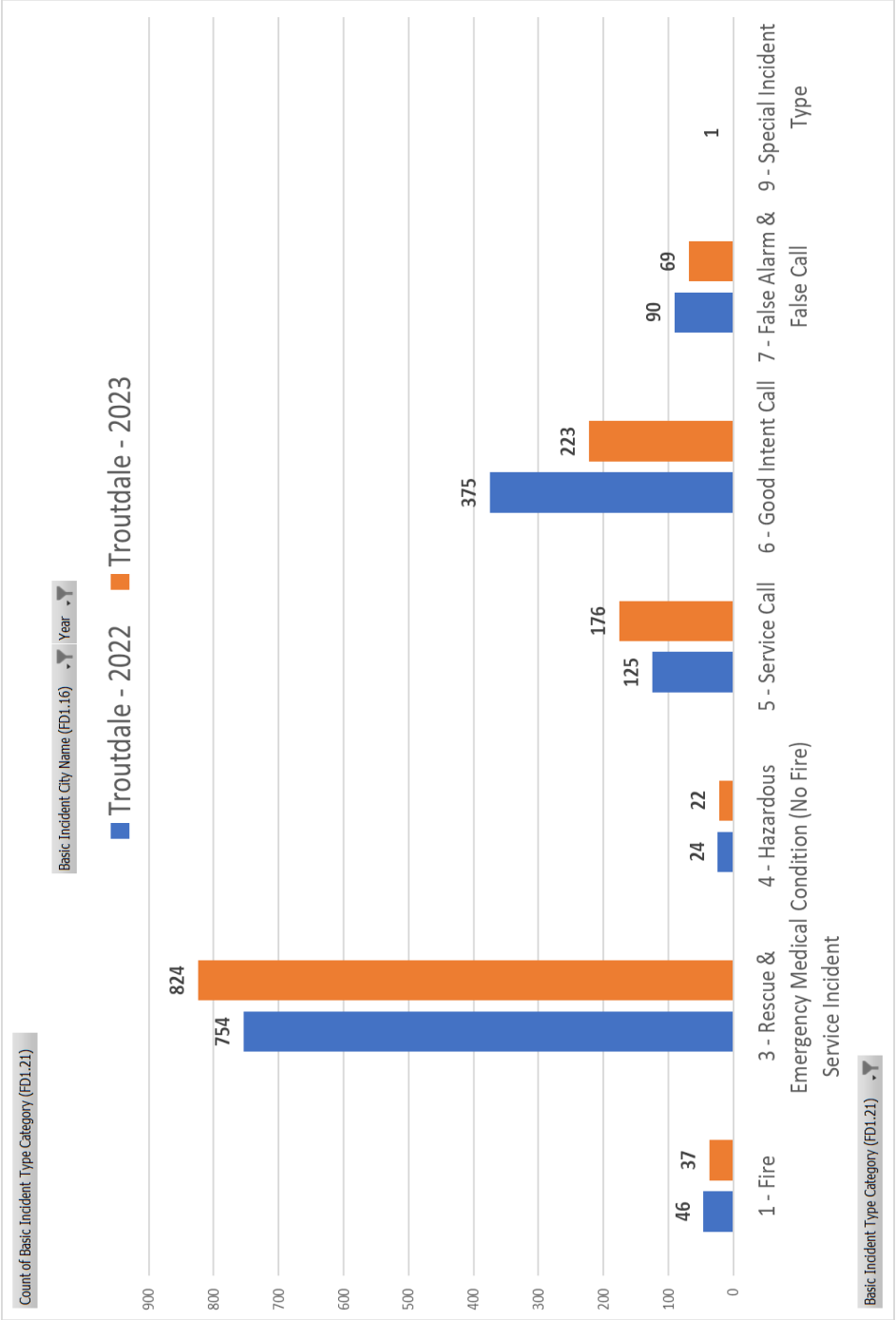


FIRE DEPARTMENT

Total Annual Incidents for City of Troutdale



2022 and 2023



FIRES		Search for Lost Person	CANCELED / GOOD INTENT
Structure Fires		341 Search for person on land 342 Search for person in water 343 Search for person underground	Dispatched and Canceled En Route (Only Use Action Taken Code 93 Canceled En Route)
111 Building fire			
112 Fire in structures other than in a building			
113 Cooking fire, confined to container			
114 Chimney or flue fire, confined to chimney or flue			
115 Incinerator overload/malfunction, fire confined			
116 Fuel burner/boiler malfunction, fire confined			
117 Commercial compactor fire, confined to rubbish			
118 Trash/rubbish fire in a structure, contained			
Fires in Mobile Property Used as a Fixed Structure			
121 Fire in mobile home used as a fixed residence			
122 Fire in motor home, camper, RV, fixed location			
123 Fire in portable building, fixed location			
Mobile Property (Vehicle) Fires			
131 Passenger vehicle fire			
132 Road freight or transport vehicle fire			
133 Rail vehicle fire			
134 Water vehicle fire			
135 Aircraft vehicle fire			
136 Self-propelled motor home or RV fire			
137 Camper or trailer fire (not self-propelled)			
138 Off-road vehicle or heavy equipment fire			
Natural Vegetation Fires			
141 Forest, woods, or wildland fire			
142 Brush or brush-grass mixture fire			
143 Grass fire, includes fire confined to area			
Outside Rubbish Fires			
151 Outside rubbish, trash, or waste fire			
152 Garbage dump or sanitary landfill fire			
153 Construction or demolition landfill fire			
154 Dumpster or other outside trash receptacle fire			
155 Outside fixed compactor/compacted trash fire			
Special Outside Fires			
160 Special outside fire, other (mulch, compost)			
161 Outside storage fire on residential/ commercial/ industrial property			
162 Outside equipment fire			
163 Outside gas or vapor combustion explosion			
164 Outside mailbox fire			
Cultivated Vegetation, Crop Fire			
171 Cultivated grain or crop fire			
172 Cultivated orchard or vineyard fire			
173 Cultivated trees or nursery stock fire			
OVERPRESSURE RUPTURE, EXPLOSION, OVERHEAT (NO FIRE)			
Overpressure Rupture From Steam (No Fire)			
211 Overpressure rupture of steam pipe or pipeline			
212 Overpressure rupture of steam boiler			
213 Steam rupture of pressure or process vessel			
Overpressure Rupture From Air or Gas (No Fire)			
221 Overpressure rupture of air or gas pipe/pipeline			
222 Overpressure rupture of boiler from air or gas			
223 Air or gas rupture of pressure or process vessel			
Overpressure Rupture, Chemical Reaction (No Fire)			
231 Chemical reaction rupture of pressure/process vessel			
Explosion (No Fire)			
241 Munitions or bomb explosions (no fire)			
242 Blasting agent explosion (no fire)			
243 Fireworks explosion (no fire)			
Excessive Heat, Scorch Burns with No Ignition			
251 Excessive heat, scorch burns with no ignition			
RESCUE & EMS			
Medical Assist			
311 Medical assist, assist EMS crew			
Emergency Medical Service (EMS) Incident			
321 EMS call, excluding vehicle accident with injury			
322 Vehicle accident with injuries			
323 Motor vehicle/pedestrian accident			
324 Motor vehicle accident with no injuries			
Lock-in			
331 Lock-in, includes vehicles (if lock-out, use 511)			
Search for Lost Person			
341 Search for person on land			
342 Search for person in water			
343 Search for person underground			
Extrication, Rescue			
351 Extrication of victim(s) from building/structure			
352 Extrication of victim(s) from vehicle			
353 Removal of victim(s) from stalled elevator			
354 Trench/below grade rescue			
355 Confined space rescue			
356 High angle rescue			
357 Extrication of victim(s) from machinery			
Water or Ice-related Rescue			
361 Swimming/recreational water area rescue			
362 Ice rescue			
363 Surf water rescue			
364 Swift water rescue			
365 Watercraft rescue			
Electrical Rescue			
371 Electrocution or potential electrocution			
372 Trapped by power lines			
373 Electrocution or potential electrocution			
Rescue or EMS Standby			
381 Rescue or EMS standby; hazardous conditions			
HAZARDOUS CONDITION (NO FIRE)			
Combustible/Flammable Spills & Leaks			
411 Gasoline or other flammable liquid spill, Class I			
412 Gas leak (natural gas or LPG)			
413 Oil or other combustible liquid spill, Class II or III			
Chemical Release, Reaction or Toxic Condition			
421 Chemical hazard (no spill or leak)			
422 Chemical spill or leak			
423 Refrigeration leak			
424 Carbon monoxide incident			
Radioactive Condition			
431 Radiation leak, radioactive material			
Electrical Wiring/Equipment Problem			
441 Heat from short circuit (wiring), defective/worn insulation			
442 Overheated motor or wiring			
443 Breakdown of light ballast			
444 Power line down			
445 Arcing, shorted electrical equipment			
Biological Hazard			
451 Biological hazard, confirmed or suspected			
Accident, Potential Accident			
461 Building or structure weakened or collapsed			
462 Aircraft standby			
463 Vehicle accident, general cleanup			
Explosive, Bomb Removal			
471 Explosive, bomb removal (bomb scare use 721)			
Attempted Burning, Illegal Action			
481 Attempt to burn (Complete failure)			
482 Threat to burn			
SERVICE CALL			
Person in Distress			
511 Lock-out			
512 Ring or jewelry removal, no transport to hospital			
Water Problem			
521 Remove water from area			
522 Water or steam leak, includes open hydrants			
Smoke Problem			
531 Smoke or odor removal			
Animal Problem or Rescue			
541 Animal problem			
542 Animal rescue			
Public Service Assistance			
551 Assist police or other governmental agency			
552 Police matter			
553 Public service, not governmental agencies			
554 Assist invalid			
555 Defective elevator, no occupants			
Unauthorized Burning			
561 Unauthorized burning			
Cover Assignment, Standby at Fire Station			
571 Cover assignment, standby			
Malicious, Mischievous False Alarm			
711 Municipal alarm system, malicious false alarm			
712 Direct tie to PD, malicious false alarm			
713 Telephone, malicious false alarm			
714 Central station, malicious false alarm			
715 Local alarm system, malicious false alarm			
Bomb Scare			
721 Bomb scare (no bomb)			
System or Detector Malfunction			
731 Sprinkler activation, system malfunction/failure			
732 Extinguishing system activation, malfunction			
733 Smoke detector activation, malfunction			
734 Heat detector activation, malfunction			
735 Alarm system activation, malfunction			
736 CO detector activation, malfunction			
Unintentional System/Detector Operation (No Fire)			
741 Sprinkler activation, no fire (unintentional)			
742 Extinguishing system activation			
743 Smoke detector activation, no fire (unintentional)			
744 Detector activation, no fire (unintentional)			
745 Alarm system activation, no fire (unintentional)			
746 Carbon monoxide detector activation (no CO)			
Biological Hazard			
751 Biological hazard, malicious false report			
SEVERE WEATHER & NATURAL DISASTER			
Severe Weather & Natural Disaster			
811 Earthquake assessment, not rescue/other service			
812 Flood assessment, not water rescue			
813 Wind storm, tornado/hurricane assessment			
814 Lightning strike (no fire), includes investigation			
815 Severe weather or natural disaster standby			
SPECIAL INCIDENT TYPE			
Citizen Complaint			
911 Citizen complaint, includes code violations			



FIRE DEPARTMENT

For assistance, email us at:
GFD@GreshamOregon.gov

FIRES

Structure Fires

- 111 Building fire
- 112 Fires in structures other than in a building
- 113 Cooking fire, confined to container
- 114 Chimney or flue fire, confined to chimney or fire
- 115 Incinerator overload/malfunction, fire confined
- 116 Fuel burner/boiler malfunction, fire confined
- 117 Commercial compactor fire, confined to rubbish
- 118 Trash/rubbish fire in a structure, contained

Fires in Mobile Property Used as a Fixed Structure

- 121 Fire in mobile home used as a fixed residence
- 122 Fire in motor home, camper, RV, fixed location
- 123 Fire in portable building, fixed location

Mobile Property (Vehicle) Fires

- 131 Passenger vehicle fire
- 132 Road freight or transport vehicle fire
- 133 Rail vehicle fire
- 134 Water vehicle fire
- 135 Aircraft vehicle fire
- 136 Self-propelled motor home or RV fire

Search for Lost Person

- 341 Search for person on land
- 342 Search for person in water
- 343 Search for person underground

Extrication, Rescue

- 351 Extrication of victim(s) from building/structure
- 352 Extrication of victim(s) from vehicle
- 353 Removal of victim(s) from stalled elevator
- 354 Trench/below grade rescue
- 355 Confined space rescue
- 356 High angle rescue
- 357 Extrication of victim(s) from machinery

Water or Ice-related Rescue

- 361 Swimming/recreational water areas rescue
- 362 Ice rescue
- 363 Swift water rescue
- 364 Surf rescue
- 365 Watercraft rescue

Electrical Rescue

- 371 Electrocution or potential electrocution
- 372 Trapped by power lines

Rescue or EMS Standby

PROPERTY USE		Health Care, Detention, and Correction	ACTIONS TAKEN		Assistance
Assembly	111 Bowling establishment	311 Nursing homes (24-hr, 4+ residents)	639 Communications center (radio, tv, telecom)	Fire Control or Extinguishment	71 Assist physically disabled
	112 Billiard center, pool hall	321 Mental retardation/disability facility (24-hr, 4+ residents)	642 Electrical distribution-and components	11 Extinguishment by fire service	72 Assist animal
	113 Electronic amusement center/Video Arcades	322 Alcohol/substance recovery center, housing (24 hr)	644 Gas distribution, gas pipeline	12 Salvage and overhaul	73 Provide manpower
	114 Ice rink-exclusively used	323 Asylum, mental institution (24hr)	645 Flammable liquid distribution system/pipeline	13 Establish fire lines around wildfire	74 Provide apparatus
	115 Roller rink/Skateboard Park (exclusively used)	331 Hospital/Infirmary (24hr)	647 Water utility	14 Contain fire (Wildland)	75 Provide equipment to another agency
	116 Swimming facility	332 Hospices (24hr)	648 Sanitation utility-Not dump, landfills	15 Confine fire (Wildland)	76 Provide water, non-fire suppression
	110 Other recreation (golf, batting)	341 Clinic, (no overnight care)	640 Utility or distribution system, other	16 Control fire (Wildland)	77 Control crowd, not vehicles
	121 Dance Hall, gymnasium, indoor courts, tracks	342 Doctor, dentist/oral surgeon office	655 Livestock production, inc. processing	17 Manage prescribed fire (Wildland)	78 Control traffic
	122 Convention center, exhibit hall	343 Hemodialysis unit-free standing	669 non-grassland	Search and Rescue	79 Assess damage of severe weather/natural disaster
	123 Stadium/large fixed seating area	361 Jail, prison (not juvenile)	679 Mine, quarry	21 Search for lost/missing persons, animals	Fill-In, Standby, Cancelled
	124 Playground or outdoor area with fixed recreational equipment.	363 Juvenile detention center	Manufacturing, Processing	22 Rescue, remove from harm-non-vehicle	91 Fill in, move up to another fire station
	129 Amusement center Includes carnivals, Circuses	365 Police station	Storage	23 Extrication/disentangling of live person	92 Standby
	120 Variable-use amusement, recreation places, other.	300 Other healthcare, detention or correction-Includes animal care		24 Recover body or body parts	93 Canceled en route
	131 Church	Residential		EMS and Transport	(Use w/ Incident Type 611 only)
	134 Funeral parlor, morgue, crematorium	419 1 or 2 family dwelling	807 Outside material storage area	31 Provide first aid/check for injuries, evaluate, obtain refusal	Tips
	130 Places of worship, other	429 Multifamily dwelling	808 Outbuilding or shed, not offices	32 Provide basic life support (BLS)	
	141 Athletic or health club	439 Boarding/Rooming house	816 Grain elevator, silo	33 Provide advanced life support (ALS)	
	142 Clubhouse	449 Hotel/Motel, commercial	819 Livestock, poultry storage/pens	34 Transport of person-fire service ambulance/apparatus	Fire Service Casualties are recorded for any firefighter injury or death including those at the station or training.
	143 Yacht club and facilities	459 Residential care, halfway houses, assisted-care	839 Refrigerated storage	Hazardous Condition	The Incident Type should be coded for what you encounter on scene. Not what you are dispatched for.
	144 Casino, gambling clubs-primary use	460 Dormitory-type residence, other	849 Outside storage tank	41 Identification, analysis of HazMat	"Mutual Aid" is only between fire departments, not PD or private ambulance. Two FDs must be on scene together
	140 Clubs, other	462 Sorority house, fraternity house	880 Vehicle storage, other, non-garage	42 Hazardous materials detection	An "Exposure Fire" means a separate property outside of the initial fire property has actually caught fire. Melted siding is not an exposure fire. A car inside of a structure is just considered its contents. Therefore, a car fire inside a building is coded as a 111: Building Fire
	151 Library	464 Barracks, dormitory	881 Residential detached garage	44 HazMat leak control and containment	Fires confined to trash cans inside a building may be coded as a 118 (Only Basic Module Required)
	152 Museum, galleries, aquariums	Mercantile, Business	888 Fire station	45 Remove hazard	Fires confined to cooking vessels in a building may be coded as a 113 (Only Basic Module Required)
	154 Memorial structure. Inc monuments and statues	511 Convenience store-Excludes service stations	891 Warehouse, non-refrigerated	46 Decontaminate persons or equipment	Fires in any other object inside a building including dryers, ovens, or microwaves must be coded as a 111: Building Fire
	155 Courthouse. Includes courtrooms	519 Food and beverage/liquor sales, store	898 Dock, marina, pier, wharf	47 Decontaminate area exposed to HazMat	If your department does not have any incidents in a month, you must complete a No Activity Report
	150 Public or government, other	529 Textile, wearing apparel sales	899 Residential storage or self-storage unit	Fires, Rescues, and Hazardous Conditions	
	161 Restaurant or cafeteria	539 Household goods, sales, repairs	Outside or Special Property	51 Ventilate	
	162 Bar, nightclub, saloon, tavern, pub	549 Specialty shop	919 Dump, sanitary landfill, recycling point	52 Forcible entry by fire service	
	160 Public or government, other	557 Personal service-barber/beauty	921 Bridge, trestle	53 Evacuate area	
	171 Airport passenger terminal	559 Recreational-hobby, sports, garden, lumber	922 Tunnel	54 Identify/Monitor nonhazardous product	
	173 Bus station	564 Laundromat, dry cleaning	926 Outbuilding, shelter, booth, mailbox	55 Establish safe area	
	174 Rapid transit/train station	569 Professional supplies, services	931 Open land or field, non-cultivated	56 Provide air supply	
	170 Passenger terminal, other	579 Vehicle/boat sales/services/repair	935 Campsite with utilities	57 Provide light or electrical power	
	181 Live performance theater	581 Department or discount store	936 Vacant lot-Undeveloped	58 Operate apparatus or vehicle	
	182 Auditorium, concert hall	580 General retail, other	937 Beach	Systems and Services	
	183 Movie theater	592 Bank/Standalone ATM	938 Cared-for land: parks, cemeteries, golf courses	61 Restore municipal services	
	185 Radio, television studio	593 Office: veterinary or research non- laboratory	946 Lake, river, stream	62 Restore sprinkler or fire protection system	
	186 Film/Movie production studio	596 Post office or mailing firms	940 Water area, other	63 Restore fire alarm system	
	180 Studio, theater, other	599 Business office, non-military	951 Railroad right-of-way	64 Shut down system	
Educational	210 Schools, non-adult, other	Industrial, Utility, Defense, Agriculture, and Mining	952 Railroad yard, switching station, etc.	65 Secure property	
	211 Preschool (standalone)	614 Steam or heat generating plant	961 Highway or divided highway	66 Remove water or control flooding condition	
	213 Elementary school	615 Electric generating plant, regardless of fuel source	962 Residential street, road, driveway	Information, Investigation, and Enforcement	
	215 High school, junior high, middle school	610 Energy production plant, other	963 Commercial street or road	81 Incident command	
	241 Adult education center, college classroom	629 Laboratory or science laboratory	965 Vehicle parking area	82 Notify other entity	
	254 Day care in commercial property	631 Defense, military installation	972 Aircraft runway	83 Provide information to public or media	
	255 Day care in residence, licensed	635 Computer center	973 Aircraft taxiway	84 Refer to proper authority	
	256 Day care in residence, unlicensed		974 Aircraft loading area	85 Enforce fire code and other codes	
			981 Construction or demolition site	86 Investigate	
			982 Oil or gas field	87 Investigate, fire out on arrival	

PROPERTY USE		Health Care, Detention, and Correction	639 Communications center (radio telecom)
111 Bowling establishment	Assembly	311 Nursing homes (24-hr, 4+ residents)	642 Electrical distribution-and collection
112 Billiard center, pool hall		321 Mental retardation/disability facility (24-hr, 4+ residents)	644 Gas distribution, gas pipeline
113 Electronic amusement center/Video Arcades		322 Alcohol/substance recovery center, housing (24 hr)	645 Flammable liquid distribution system/pipeline
114 Ice rink-exclusively used		323 Asylum, mental institution (24hr)	647 Water utility
115 Roller rink/Skateboard Park (exclusively used)		331 Hospital/Infirmary (24hr)	648 Sanitation utility-Not dump, incinerator
116 Swimming facility		332 Hospices (24hr)	640 Utility or distribution system
110 Other recreation (golf, batting)		341 Clinic, (no overnight care)	655 Crops or orchard, inc. processing
121 Dance Hall, gymnasium, indoor courts, tracks		342 Doctor, dentist/oral surgeon office	659 Livestock production, inc. processing
122 Convention center, exhibit hall		343 Hemodialysis unit-free standing	669 Forest, timberland, woodland
123 Stadium/large fixed seating area		340 Clinics, doctors' offices, other	non-grassland
124 Playground or outdoor area with fixed recreational equipment.		361 Jail, prison (not juvenile)	679 Mine, quarry
129 Amusement center Includes carnivals, circuses		363 Juvenile detention center	Manufacturing, Processing
120 Variable-use amusement, recreation places, other.		365 Police station	700 Factories, packing, assembly
131 Church		300 Other healthcare, detention or correction-Includes animal care	Storage
134 Funeral parlor, morgue, crematorium		419 1 or 2 family dwelling	807 Outside material storage area
		429 Multifamily dwelling	808 Outbuilding or shed, not office
		439 Boarding/Rooming house	816 Grain elevator, silo
		449 Hotel/Motel, commercial	819 Livestock, poultry storage/poultry processing
		459 Residential care, halfway houses,	839 Refrigerated storage
			849 Outside storage tank
			880 Vehicle storage, other, non-garage

Fire Station 75, Built in 1975 – 600 SW CHERRY PARK RD
Engine 75, Water Rescue 75



Year	Unit Responses	Total FF's on shift
1993	650	3
2023	1,764	3

Station 75

- Building does not meet Federal ADA regulations.
- Improper space for exercise equipment.
- Lack of adequate bathroom and showering facilities.
- Property footprint is too small and does not allow for expansion.
- HVAC systems recently completed overhaul to meet minimum needs.
- Recent Radon Mitigation



Ambulance Response Times

- What is Happening
- Who Can Make Changes
- Resolutions Passed
- What's Next



Firefighter Line of Duty Deaths



FIREFIGHTER

Brian E. Flowers

Gresham Fire Department



FIREFIGHTER/PARAMEDIC

Brandon W. Norbury

Gresham Fire Department



Tractor Drawn Aerial Ladder, aka Tiller Truck

Recruit Firefighter Academies

- Class 23-01



- Class 23-02



Questions

Thank You For Your Time and Attention