

Agenda - Dundee Tourism Committee

Date: Wednesday October 15, 2025

Start: 10:00 am (Dundee Fire Station/Zoom) Meeting)

Attendance: Chair Alex Chiper __, Megan Carda __, Jennifer Sitter __, Sondra Storm __, Mary Gregoire __, Ted Crawford __, Michelle Kropf __, Bethany Caruso __ Juli Eagle __, Mila Headley __.

Agenda Items	Presenter	Time allotted
1. Marketing Update	Greenhouse	20
Notes:		
2. Destination Dundee Update	Bethany/John S.	10
Notes:		
3. Third Thursday Update	Michelle/Mary	5
Notes:		
4. Discussion of Retreat Results	John/All	50
Notes:		
5. Opens	All	5
Notes:		

Meeting of the Tourism Committee June 18, 2025

Committee Chair, Alex Chiper called the meeting to order at 10:00 am via hybrid meeting
Dundee Fire Station / Zoom Web Conference

Committee Attendees: Alex Chiper, Ted Crawford, Megan Carda, Jennifer Sitter, Sondra Storm,
Mary Gregoire, Michelle Kropf, Bethany Caruso, and Mila Headley (a quorum was reached)

Committee Absentee(s): Juli Eagle

Other Attendees: Cathy Martin, Molly Bailey, Steve Dahl, Benjamin Cahoon, Josh Hren, Cary
Griffith, Leigh Jensen, and John Southgate

Marketing Update: Benjamin Cahoon, Cary Griffith & Josh Hren representing Greenhouse
Collaboratives provided updates on Instagram, Facebook and website metrics. All metrics
continue to show substantial improvement compared to same period last year. Travel Oregon
grant for collaborative work with the Dundee Hills AVA for 20th anniversary – mid-year report
was sent and approved by Travel Oregon. Giveaway campaign completed – resulted in 1,299
emails gathered, Seattle people had the highest interest followed Houston. Dundee Hills videos
completed that include 30, 60 and 90 second videos. Next 20th anniversary event will be on July
26th. Fueled-by-Fine-Wine event will be on July 13th, Travel Dundee can have a booth if a
somebody volunteers to help – nobody volunteered. The Travel Dundee blog will launch in July.
An updated Dundee walking map will be sent out via email for approval soon. Working on dog-
friendly getaways and culinary excursions.

Destination Dundee: John Southgate provided the update. Received a \$60,000 grant (with a
required \$11,000 match) from Travel Oregon for wayfinding. TGM TSP update grant
application to be submitted in July, focus for this grant is along 99W and connecting to the
riverside of Dundee. Will be working on a Dundee-wide signage project that will include a
walking map on the public bathroom wall at Tipsu Palach Park. Some discussion about finding
better/improved communication methods to reach Dundee businesses.

Third Thursday Update: All is going well. Some discussion of feather banners to place along
99W, where and how many. Alex volunteered to go and find locations along 99W where they
can be placed. Also some discussion of advertising upcoming Third Thursdays on the Fire
Station reader board.

2025 Retreat Date: New survey sent out. It looks like July 8th from 1-5 pm is the day/time.
Megan offered to host the retreat at Dundee Landing – a rental property near the river.

Next Travel Dundee Tourism meeting – Wednesday, July 16th, 10am.

Meeting was adjourned at 11:30 AM.

Dundee Tourism Committee Retreat

July 8, 2025

Summary & Recommendations

Introduction

On the afternoon of July 8, 2025, the Dundee Tourism Committee held a Retreat at *Dundee Landing*, a privately owned vacation rental home near the Willamette River, on the eastern edge of Dundee. The purpose of the meeting was to “clarify the role and the operational protocols of the Tourism Committee, to optimize its effectiveness in making Dundee a highly desirable destination for tourists”. Under this broad goal, the Retreat was intended to:

- *Clarify the role of the Committee*
- *Seek alignment of purpose among Committee members*
- *Articulate protocols for how the Committee operates*
- *Consider how the Committee might evolve*

In attendance at the meeting were all nine of the currently active members of the Committee:

Active Committee Members*

- Alex Chiper, City Council, Tourism Committee Chair
- Megan Carda
- Bethany Caruso
- Ted Crawford
- Mary Gregoire
- Ludmila Headley
- Michelle Kropf
- Jennifer Sitter
- Sondra Storm

Also in attendance were City Administrator Steve Dahl and Retreat Facilitator John Southgate. Julie Eagle is still officially on the Committee rolls, but has been inactive (see discussion on this topic later in this Report).

The heart of the Retreat was three highly interactive conversations; the first about what the Committee’s goals and objectives should be; the second about the Committee’s role in achieving those goals and objectives; and the third about modifications to the Committee’s operations to make it more effective.

This Report is intended to summarize the content of the Retreat, and provide recommendations regarding the Committee's actions and operations. The Report will be considered at the September 17, 2025 meeting of the Tourism Committee. *Please note that most of the comments and conversation from the Retreat has been transcribed and is available upon request.*

Goals & Objectives

Committee members participated in a vigorous discussion about their vision for the future, i.e. what goals and objectives should guide them in their efforts to make Dundee a great destination for visitors. Members contributed a plethora of ideas, almost all of which appeared to enjoy support from most or all in attendance. At the meeting, the ideas were categorized into broad topic areas. The following represents a refinement to that categorization.

Goal I. Promote Development & Business Investment which Supports Dundee's Position as a Premier Visitor Destination for Oregon's Wine Country

- Objective I-A: Activate Dundee's empty/under-developed properties with purposeful development
- Objective I-B: Promote a diverse mix of high-quality, independent businesses which reinforce attractiveness to visitors. *Ideas include a quality grocery store, food & beverage, a bookstore, art galleries.*
- Objective I-C: Discourage fast food/drive-through businesses and chain stores.
- Objective I-D: Ensure that Dundee is supportive of desired forms of development through policies, regulations and incentives; reasonable fee structures; and a strong customer service ethic in permitting processes.
- Objective I-E: Encourage the creation and judicious enforcement of zoning code language to maintain and enhance a quality aesthetic and pleasant experience in Downtown Dundee through such features as undergrounded utilities, flower installations, murals and other art, and signage.

Goal II. Enhance Lodging & Tourism Metrics

- Objective II-A: Increase high-end lodging options, undertaking projects and programs which boost occupancy rates, average daily rates (ADR), and length of stay (LOS).
- Objective II-B: Monitor the City's new Short Term Rental (STR) regulations, and encourage refinements where appropriate (i.e. related to spacing between STRs, and other codes that may stifle new STRs).

Goal III. Develop Events & Activities that Promote & Broaden Dundee's Appeal and Reinforce the Dundee Brand

- Objective III-A: Focus on events that take place during the off-season, and over multiple days, to generate tourism revenue
- Objective III-B: Incorporate wine, food, art, dance, and/or music in events
- Objective III-C: Create an international festival
- Objective III-D: Encourage the development of facilities to hold events, weddings, performances, etc.
- Objective III-E: Create more family-friendly activities in Dundee
- Objective III-F: Pursue the creation of a Wine Museum/Resource Center/Education facility, reinforcing Dundee's emergence as the epi-center of the Oregon wine country

Goal IV. Promote Recreation & Outdoor Experiences

- Objective IV-A: Build walking and bike paths that highlight the area's natural beauty, historic and cultural facilities, and enhanced on-path activities (interpretive kiosks, exercise stations, viewing spots)
- Objective IV-B: Preserve and expand parks with enhanced infrastructure for enjoyment, including those with disabilities.
- Objective IV-C: Improve trail access to the Willamette River for recreation and tourism, including creating opportunities for kayaking, fishing, and other water experiences.

Goal V. Promote Transportation & Infrastructure that Enhances Sense of Place & Livability

- Objective V-A: Improve safe and convenient pedestrian connections to promote walkability, especially along and across 99W
- Objective V-B: Pursue innovative transportation options which serve both community members as well as tourists. Possible ideas include a trolley system (connecting Downtown businesses to nearby wineries and possibly other destinations); a gondola; a traffic circle along 99 (to slow down vehicular traffic); and public parking.

Goal VI. Promote Dundee's Brand

- Objective VI-A: Make Dundee an internationally known destination with a recognizable and cohesive brand identity, as the epicenter of the Willamette Valley wine and culinary experience, and as a friendly, livable, and attractive place.
- Objective VI-B: Develop coordinated PR and marketing efforts that reinforce the brand.

Goal VII. Promote Placemaking & Aesthetics

- Objective VII-A: Establish and codify thematic design and consistent aesthetic characteristics for buildings and streets.

- Objective VII-B: Promote public art, murals, outdoor sculpture, and water features.
- Objective VII-C: Establish landscaping elements which create beauty and identity (e.g. flower baskets).

Goal VIII. Expand & Optimize Organizational Resources

- Objective VIII-A: Increase funding and staffing, capitalizing on increased TLT (Tourism & Lodging Tax) revenue from new hotels currently in development.
- Objective VIII-B: Embrace a regional perspective to support and scale capacity

Role of the Tourism Committee in Achieving its Goals & Objectives

As with the goals and objectives, members of the Tourism Committee had a robust discussion on what their role should be in carrying out these goals and objectives. This discussion took place with the understanding that the Tourism Committee largely serves as an *advisory* body to the City Council on matters pertaining to tourism and on budget expenditures related to tourism. The following represent key themes that were brought forth in the discussion:

- Intentionality in aligning budget and activities with goals and objectives.
- Be vocal/persistent: The Tourism Committee should be assertive in advocating for its goals and objectives.
- Core mission: the marketing and promotion of Dundee as a tourist destination.
- Serve as the stewards of the long-term vision (as embodied in the goals and objectives, above).
- Solid, informed, regular communication is essential – within and among the Tourism Committee members, with City Council, with community groups, and with strategic partners outside the City (Taste Newberg, Chamber of Commerce, Travel Oregon, Yamhill County, etc.).
- Engage with City Council, through standing meetings, and by making sure that City Council consults with the Tourism Committee on any tourism-related matter, particularly related to budget or City code/policy. (examples: the “last minute” amendment to the STR regulations, made with no TC input or awareness; the decision to not engage a manager for Third Thursday; the concern that a fast food/drive-in business may be built along 99W).
- Engage with the Community, through participation in Main Street Committees, and other community-based activities.
- Budget: a key function of the TC is to advise the City Council on the annual allocation of TLT dollars in the budget process. The TC should determine its budget priorities/recommendations early in the year, to provide timely input to the Budget

Committee and City Council. Similarly, the TC should be informed of tourism-related budget decisions (e.g. amendments) throughout the year, and be given an opportunity to weigh in on those decisions. It is important that TLT dollars are spent in accordance with State-mandated parameters.

- Destination Dundee: Given the City's dedication of significant funding to implement Destination Dundee, a better understanding among Committee members as to the purpose of this document and its relationship between community development and the City's tourism agenda is warranted.
- Marketing: The Tourism Committee currently oversees the work of two consultants related to marketing. Contracted activities include maintaining (and regularly updating) the website and social media. As with Destination Dundee, it appears that a discussion regarding this work is warranted, related to the best alignment and complementarity of these two consultant firms. Such a discussion might also include current (or possible future) events intended to build the brand.

Operational Considerations

The third major portion of the Retreat was a wide-ranging discussion of how the Committee operates to best achieve its role in fulfilling its goals and objectives. Below are a number of ideas for Tourism Committee consideration, ideas which are the Facilitator's attempt to capture the direction of the Committee discussion. These ideas can be discussed at the September, 2025 meeting of the Committee, and possibly at subsequent meetings as warranted. Some of the ideas can be implemented immediately; others will take time and/or funding to implement.

- Communications with City Council: Consider having an annual presentation to the City Council from the Tourism Committee. Also, make budget recommendations to the City Council (and Budget Committee) no later than April of every year, in time to inform the annual budget process. Perhaps the annual presentation and budget recommendations would take place at the same meeting. Also request that City Council elicit Committee input on any decisions affecting tourism-related matters (e.g. regulation of STRs, or mid-year budget amendments).
- Communications with community. Tourism Committee members are encouraged to participate in community organizations, neighborhood groups, advocacy organizations, the Main Street Committees (initiated under Destination Dundee) and any other ongoing or ad hoc group that is pursuing goals that complement or overlap with the Tourism Committee's agenda. This participation can be formal (i.e. a member of the Tourism Committee is the Committee's designated representative on a group, and serves as a

conduit of information between that group and the Committee), or informal (i.e. attending meetings when possible).

- Develop a Communication Plan to regularly update the community, businesses, and partners regarding the Tourism Committee’s activities and vision (goals & objectives).
 - A specific element of the Communication Plan might be a regular newsletter to inform interested parties (businesses, participants in the Main Street effort, partners, the general public) about the activities of the Tourism Committee, upcoming events, etc. Depending on frequency, consider using the City’s quarterly newsletter for this purpose, or the monthly water bill.
- Monthly meeting protocols: Meeting agendas should be intentionally aligned with the Committee’s priorities. Consider establishing an annual calendar to stay “on task”, devoting the lion’s share of each meeting to a major topic; and move standing reports to the end of the meeting (marketing metrics, grant updates, etc.). Direct appropriate consultants or other responsible parties to provide simple written summaries in advance of the meeting, so as to reduce the time devoted to the details.
- Annual Kick-Off Meeting: at the Committee’s January meeting, consider reviewing the Committee’s goals and objectives. Use this session to prioritize the Committee’s efforts for the following year, and consider whether any amendments to the goals or objectives are warranted. Use this annual discussion to frame the Committee’s recommendations to the City Council regarding budget.
- As suggested above, two specific topics to which a significant portion of Tourism Committee meetings in the near future should be devoted are *Destination Dundee* and *Marketing*. Ideally these discussions might occur at two different meetings in the Fall of 2025, i.e. prior to the first meeting of the new year at which the review and prioritization of goals and objectives (and the ramifications for budget) are discussed.
- Maintain an annual calendar that provides direction to meeting agendas, and to anticipate check-ins at reasonable intervals on Tourism Committee activities. For instance, there should be a mid-term report on grant-funded activities, to assure that the activity is being conducted as intended by the Committee, and also to anticipate what will happen when grant funding ends, i.e. decide whether to seek other funding sources for the activity, or whether the activity can/should be sustained without funding.
- Membership: Membership/Attendance: Pursuant to Council ordinance, the Tourism Committee is comprised of 9 members, one of whom must be a member of the City Council, and three of whom must be residents of Dundee. The City Council liaison is to serve as the Chair. All members serve two year terms (the ordinance establishes no term limits). At the Retreat, Committee members seemed comfortable with these provisions. However, there was discussion about the fact that one member has not attended in a considerable amount of time. Technically, if that long-absent member is

included, the Tourism Committee currently has ten members, in violation of the City ordinance. Several possible actions related to Committee membership were suggested at the Retreat:

- One suggestion was to have the Chair (the City Council liaison) become an ex-officio, non-voting member, but this would appear to be proscribed under the City ordinance.
 - The Committee may also want to consider adopting a policy regarding unexcused absences (e.g., if a member has 3 or more unexcused absences during a calendar year, the Committee may so advise the City Administrator, and request Council removal of that member, to be replaced by someone else).
 - It is possible that some of the current members (likely including the long-absent member) have not had their appointments renewed; in which case, the Council should address this matter, preferably prior to the next Committee meeting.
 - Consider ex-officio memberships (non-voting) for partner organizations to promote effective regional collaboration.
 - (Facilitator question): should the Tourism Committee discuss possible modifications to the City ordinance related to its (the Committee's) establishment – related to number of members, length of terms, term limits, categories of Committee members?
- Promote a strong identify through-out the activities of the Tourism Committee and related initiatives. This might include consistent marketing and branding materials and signage; utilization of a “franchise” approach, with standardized templates for businesses to consider; and the use of a cohesive architectural theme in new building design.
 - Assemble and distribute a “Welcome Kit” to new businesses, explaining programs and projects of interest (both related to the Tourism Committee, as well as other entities). Funding sources, liaisons to assist with permitting, information about art, murals, events, flower baskets – all the things that a business owner should be aware of to help the business understand and embrace the “Dundee Brand”. Also include information about “ground rules” – things a business owner should know he/she needs to do not merely to comply with City ordinances, but also to be a “good neighbor”, operating the business in a manner that creates to a positive environment for all.
 - Subcommittees: It has been the practice of the Tourism Committee to convene sub-committees, sometimes on an ad hoc basis and other times (apparently) on an ongoing basis. Sub-committees are beneficial to the operations of the Committee, by dividing up work so that not every member has to devote time to every issue that may arise. Subcommittee recommendations and deliberations should be reported to the full Committee, and should not be final until and if the full Committee ratifies them. In

minor matters, the ratification can occur through email; in larger matters, it should require consideration at a regularly scheduled meeting of the full Committee.

- **Conflict of Interest:** Inevitably, members of the Tourism Committee and/or the consultants that work on tourism related matters will wear multiple hats. At times, this may arise to the level of a conflict, wherein a Committee member will have to recuse himself/herself on a vote on a particular matter. As a matter of course, members should declare any known or possible conflicts (perhaps at the first meeting of the year, and throughout the course of the year as new potential conflicts may arise), providing an opportunity for other members to express whether they are comfortable with the potentially conflicted member participating in deliberations on an issue.
- **Staffing:** Current TLT funding is limited, but in the near future as new hotels come on line (dramatically increasing TLT revenues to the City), the City may want to consider creating a part-time or full-time staff position, perhaps to oversee both Tourism-related activities as well as complementary economic development activities (administration of the urban renewal program, business recruitment and retention, “place-making” projects & programs, etc.).