

January 19, 2024

TO: Tourism Committee
FROM: John Southgate
SUBJECT: Dundee Tourism Strategy

In anticipation of your next meeting on January 24, 2024, I wanted to provide information about the Dundee Tourism Strategy which is now underway. The Strategy, funded by a Travel Oregon grant, is intended to "...activate downtown Dundee and to bring the experience of visiting Dundee in line with the exceptional quality of Dundee's most precious asset, its world-class wines".

Our consultant team consists of professionals from a variety of backgrounds and areas of expertise. All of us have some experience and knowledge of Dundee and the area; and we all share a passion for helping Dundee to fulfill its enormous and exciting potential. Team members include:

- Chris Cullina, Transtulit LLC
- Steven Ehlbeck, Steven Ehlbeck Architecture & Design, LLC
- Leigh Jensen, Executive Director, Taste Newberg
- Jeff Roberts, Earthwise Design, Inc.
- John Southgate, John Southgate LLC

Our team held our kick-off meeting on January 5th (at a local winery, suitable enough!), and we hope to share with you in this memorandum and at the Tourism Committee meeting on the 24th our thoughts on how to proceed. Specifically, we seek your direction/feedback on the following:

- Advisory Committee Membership
- Project Scope & Schedule
- Community Engagement (including pinning down a date for the first of two proposed Open Houses, on the evening of either March 4th or March 7th)
- Stakeholder Interviews
- Work Product/Deliverables
- Communication Protocols with the Tourism Committee

Advisory Committee

The RFP for the Tourism Strategy calls for the establishment of an *Advisory Committee* to assist the Consultant team in this work. The RFP notes that this Committee should include Travel Dundee members, the City Manager, a Civil Engineer, Residents, Representatives from the wine industry, local business owners, as well as regional tourism representatives. The Committee is not intended to be a decision making body, but instead to serve in an "advice and consent" role. We have sought to populate the Advisory Committee with a diverse group of individuals, while also maintaining a relatively small group for the sake of efficiency and effectiveness.

Based on the RFP's requirements, the Consultant team recommends the following individuals to serve on the Advisory Committee; we welcome Tourism Committee feedback on this slate:

- Ted Crawford, Travel Dundee
- Alan Holstein, Dundee resident
- Michelle Kropf, business owner - Red Hills Market & Lofts
- Cathy Martin, business owner - Argyle Winery
- Katie McFall, Willamette Valley Visitors Association
- Michel Ponzi, business owner - Dundee Bistro
- Galit Reilly, Dusty Goose Winery
- Bruce Starr, Travel Dundee & Dundee City Council
- Sondra Storm, Travel Dundee & Dundee Hotel
- *Steve Dahl, Dundee City Administrator, ex-officio*
- *Greg Reid, Dundee Civil Engineer, ex-officio*

Please note that we have not reached out to all of these potential Advisory Committee members. We will do so once we have your feedback on this list. Do let us know if you suggest any additions or modifications to this list.

Project Scope & Schedule

Below is a Task List by month for the Strategy.

January, 2024

- Consultant Team Kick-off (including SWOT Analysis)
- Initiate Research and Data Analysis
- Initiate Stakeholder Interviews
- Tourism Committee on 1-24: elicit feedback on Advisory Committee membership, Project Scope & Schedule; Stakeholder Interview List; Community Engagement; and Communication Protocols with the Committee
- Pin down date and location for Community Open House
- Contact all Advisory Committee members and schedule AC Meeting #1

February, 2024

- Summary "work in progress" Findings from Stakeholder interviews, Data collection.
- Advisory Committee Meeting #1: Facilitated Goal Setting Session (informed by the data and research conducted). SWOT analysis.
- Preliminary/"work in progress" Outline of the Strategy to City Administrator, Advisory Committee, and Tourism Committee
- Prep for Community Open House #1 (including publicizing the event, and confirming agenda)
- Ongoing stakeholder engagement as warranted (e.g., follow up on issues, challenges, opportunities raised in initial stakeholder interviews)
- Initial prioritization of goals and strategies, begin to develop a year-by-year implementation plan with built-in follow-up tracking and evaluation metrics.

March, 2024

- Community Open House #1
- Draft I of the Tourism Strategy (the “Strategy”), incorporating feedback from stakeholders (including the Advisory Committee, Tourism Committee, as well as wineries, related businesses, agency partners, and the general community), and focused on policy and physical actions that will reinforce Dundee as the epicenter of the Oregon wine industry and as such a regionally prominent tourist destination.
- Advisory Committee Meeting #2: Review and Feedback on Draft I Tourism Strategy
- Ongoing stakeholder engagement as warranted
- Article for April City newsletter – summarizing where things are at, and noting the date, time and location of next Open House, etc.

April, 2024

- Community Open House #2
- Refinement of Strategy (including refined goals and actions)
- Advisory Committee Meeting #3: Review and Feedback of *refined* Draft Strategy including input and feedback from Open House #2
- Ongoing stakeholder engagement as warranted

May, 2024

- “90%” Draft Strategy: updating narratives, graphics, and analysis to reflect feedback from Adv Comm, staff, community
- Presentation to City Council for feedback and guidance
- Presentation to Travel Oregon for feedback and guidance

June, 2024

- Final Refinements to Strategy (incorporating City Council, Tourism Committee, Advisory Committee, and Travel Oregon feedback)
- Submit/Present to City Council
- Submit to Travel Oregon (per grant requirements)

Community Engagement

Per the Scope & Schedule noted above, the heart of our community engagement will be two open houses, to be widely publicized, at which Dundee residents and other guests will be invited to provide input on the broad array of issues that the Tourism Strategy will ultimately contain (for more detail on these likely/possible contents, please see “Work Product/Deliverables” section of this memorandum, below). We anticipate providing flyers on the doors of all Dundee residents and businesses, along with information in the local press as available. For those who are unable to attend either or both open houses, we will provide contact information and alternative means of providing feedback.

Stakeholder Interviews

Various members of our team will attempt to interview the following individuals during the course of this effort. Some will likely be interviewed more than once, particularly where follow-up is warranted.

Interview list is in no particular order. Note this list is a work in progress, and additional names will likely be added, including current owners and possible future developers of key properties:

- Steve Schulz, Cycle Oregon - Exec Director
- Eric Ladouceur, Cycle Yamhill County - President
- Don Clements - Superintendent – CPRD
- Anna Maria Ponzi, Ponzi Vineyards, Travel Oregon, OWB Board Member, and Interim Director of Linfield Wine Studies program
- Michel Ponzi, Dundee Bistro
- Jody & Michelle Kropf, Red Hills Market and Lofts
- Genna White - Manager of Dundee hotel and also on the DDHW Board
- Megan Carda - Owner & Manager - Lifestyle Properties - Vacation rentals in Yamhill and Travel Dundee Committee
- Katie McFall - Destination Development - Willamette Valley Visitor Association
- Percy Brandon - General Manager - The Allison Inn & Spa
- Cody Wright-Purple Hands
- Keely O'Brien, O'Brien Design-Build
- Sean Rivers, Run for the Hills - Fueled by Fine Wine
- Dawn Morris - Winderlea
- Jeff Lewis, Alexana
- Anthony Van Nice, Woodshed
- Lauren Montague
- Jesse Lange, Lange
- KC Marold, IPNC
- Michelle Kaufman, Stoller -> Stoller is in Dayton
- Jeff Knapp, Visit McMinnville
- ODOT Region 2 Representative
- Shawn Andries, Executive Director Chehalem Arts Council (CPRD)
- Representative for Art Harvest Tour
- Bethany Caruso, Travel Dundee - Organizer of Third Thursday program
- Molly Bailey, tourism consultant to City
- Ted Crawford, Tourism Committee
- Cathy Martin, Argyle Winery
- Sondra Storm/Mark Keller, Embarcadero Hospitality Group - The Dundee Hotel
- (Other Advisory Committee and Tourism Committee members, as requested)

Stakeholder Interview Questions:

- Briefly describe who you are, and what your “stake” or interest in Dundee is.
- The Dundee Tourism Strategy is intended to build on the extraordinary quality of wines in/near Dundee by making the City more appealing to tourists (as well as residents), creating a stronger sense of place, more activity, more walkability. Do you concur with this intention? What would it mean to you for Dundee to be a more walkable, attractive place? What features need to be incorporated to pull this off?

- Are there places that come to mind that might serve as *examples* of what we should aim for with this plan? Places that we should *avoid* emulating?
- How do you see your business/org/entity *benefitting* from this effort? What *concerns* might the business/org/entity have?
- What is your vision for Dundee in ten years – (this could be physical, or cultural, or social, or economic, or all the above).
- Name 2-3 things that you'd really like to see in Dundee – things the City currently lacks. (suggestions, if the interviewee needs them: grocery store? More housing for worker bees? 99 more attractive and a stronger "pedestrian feel"? more shops and restaurants? Better ways to access the surrounding beauty – riverfront, hills, wineries...)
- Can you think of other folks that we should be talking with, in order to craft a better plan that is more responsive to local needs and aspirations?

Work Product/Deliverables

The primary deliverable will be a graphically document consisting of text and illustrations. The text will include a vision and goals for how to make Dundee a more attractive place to tourists and residents alike, touching on such subjects as pedestrian walkability; connections to the River, hills, and wineries; parking and circulation; parks and open space; arts & culture; wayfinding; uses and features that will better serve our tourism base, and expand it to new demographics ("Extend the Tourism Experience"); housing (including workforce housing); and treatment of 99W (possibly to include undergrounding of utilities, and improvements to make 99W more conducive to a lively pedestrian environment).

The heart of the document will be a concept plan that lays out the physical improvements identified in the text noted above. This concept plan and the text will also be brought to life with an array of sketches and images that flesh out what is intended for Dundee. Some of the images will likely be from other settings that provide suitable examples for Dundee; many images will be original to Dundee.

Other important components of the Strategy will include an *Action Plan* and a *Financing Strategy*. The Action Plan will be organized by time frame (short term of 1-3 years; intermediate term of 4-6 years; and long term of 7-20 years). For each action there will be an identified "lead partner" who will hold the primary responsibility for implementing the action; there will also be "co-partners" who will play a substantial but subordinate roll in implementing the action. The Financing Plan will lay out rough, order-of magnitude cost estimates for the actions set forth in the Action Plan, along with an identification of potential funding sources.

Note that the Action Plan will not only identify proposed physical improvements; it will also likely include policy initiatives, such as proposed modifications to the zoning code, urban renewal plan, etc.

Note that the Action Plan and Financing Plans are intended to be flexible; over time, specific actions (and their funding sources) may be modified as new opportunities and challenges arise. For instance, if the City learns of an imminent funding source for a project that is identified as a "long term" action, it is possible that the City may opt to move that project into the short or intermediate terms, if the City is successful in accessing the new (and hitherto unknown) funding source.

Communication Protocols with the Tourism Committee

As noted in the project schedule above, the consultant team hopes to have at least a brief “check-in” spot on the monthly Tourism Committee, through May at least. In addition, you will note that several members of the Tourism Committee are on the proposed Advisory Committee membership list. We welcome the Tourism Committee’s further thoughts on how we might best keep them abreast of this planning effort as it goes forth.