



## Summary

USS Ranger will be the centerpiece of a civic heritage complex generating substantial civic, economic and quality of life benefits to Oregon and Southwest Washington. This complex will include a museum and memorial recognizing the contribution made by so many to preserve and protect US interests throughout the world; and will also include important community resources such as valuable meeting space and a center for cultural activities. Ranger will be an important educational resource and will serve as an emergency preparedness center, capable of supporting the entire region. Lastly, the project will generate substantial economic benefits and opportunities for the surrounding area.

This document provides detail about program elements and the resulting economic impact.

## MUSEUM

USS Ranger (CV-61) is the 8<sup>th</sup> ship of the US Navy to bear the name “Ranger”, with a lineage going back to the beginning of the United States Navy, when John Paul Jones commanded the first Ranger in 1777-1778. One of eight conventionally powered aircraft carriers built between 1955 and 1969, Ranger is classified as a supercarrier (the last of this class to serve, USS Kitty Hawk, was decommissioned in 2009). These post World War II supercarriers served for over 54 years, replaced over time by the nuclear powered carriers of today. Retired nuclear carriers are not suitable candidates for public display, but Ranger, by her size, flight deck and hull design, will serve as a representative ship of the nuclear carrier class.

There are only five operating carrier museums in the US: Intrepid and Yorktown on the East Coast, Lexington on the Gulf of Mexico, and Midway and Hornet on the West Coast. These carriers, on exhibit across the country, contribute to local communities by creating unique centers of interest, recreation and economic activity.

Ranger will be unique among the existing carrier group museums:

- It will be the largest exhibited carrier
- It will be the world's largest floating museum
- It will be the only military display, of any size, in Oregon
- It will be linked with other unique Oregon displays including the Spruce Goose (largest flying boat) and the Blueback (last conventional submarine).
- It will be a significant civic resource

As a museum, Ranger will host military displays representing all branches of service, throughout the ship. The flight deck and hangar bay are particularly well suited for aircraft displays and the Foundation expects to have supporting agreements with the National Museum of Naval Aviation, the Smithsonian, Evergreen Aviation Museum and others.

The museum will also house displays of cultural and civic pride for the Columbia River Gorge region. As a community heritage center, Ranger will honor all aspects of her community.

Beyond written and video and audio displays, the museum experience will include a number of recreational components such as: a movie theater, flight simulators (experience the sensation of piloting a fighter and other aircraft), and an on-board visitor center with accompanying gift shops.

The “live aboard” program allows youth groups to come aboard to eat, sleep and learn about life aboard a supercarrier. It is one thing to read about launching and landing an airplane on a moving ship. It is quite another to have the pilots and plane crews show you with the actual machinery available to touch. These self-sustaining programs benefit our youth not only through raising awareness of math and science skills, but experiencing the military early on and utilizing team-building experience. Carriers conducting these programs experience waiting lists but Ranger is large enough for a number of “live aboard” programs to be developed to extend interests of the young and old alike.

As a center of interest and recreation, Ranger will generate significant tourism activity. Military displays will attract ship and squadron reunions. For example, the quarterly newsletter for Navy Retirees Spring 2009 issue listed 144 reunions throughout the country and The Portland Metro Area will become a destination for reunions once Ranger’s museum is open.

As a unique piece of floating history, and in addition to its varied commercial uses, the ship will most probably continue to be used as a prop for the television and motion picture industry. Ranger was the aircraft carrier used in the 1980’s film “Top Gun” and Star Trek IV. This would not be limited to in-theater productions, but those also made for television. The Intrepid based in New York, is regularly used by the television industry.

As an operation, it is planned that Ranger’s Museum and Memorial will require a paid staff of 60 in addition to a number of volunteers. There will also be supporting services such as parking and concessions connected to the project. Tours of the ship and use of space aboard for events will benefit local caterers.

## Memorial

Oregon has a long history of association with the United States Navy. The battleship USS Oregon (BB3)-the "*Bulldog of the Navy*", a veteran of the Spanish American and First World War, was loaned to the State of Oregon for use as a Portland museum, from 1925 until 1944.

Oregon State University hosts an active NROTC unit in Corvallis, Oregon and active reserve forces from all branches of service are well represented in the state. In addition, the Navy drops anchor in Portland each summer as a major participant in the Rose Festival.

There are many veterans' organizations in existence today. Besides the nationally known groups like Veterans of Foreign Wars (VFW), Disabled American Veterans (DAV) and American Legion, there are literally hundreds of special interest groups. All of these groups have in common a desire to share experiences, help their communities, promote patriotism and support our nation.

It is estimated that within Multnomah County alone, there are more than 50 thousand veterans. Unfortunately many post and club facilities have limited resources and constrained ability to support past and current veterans. Ranger's flight deck could be made available to veteran's organizations, to mark milestones of a wide variety of audiences, from individuals, to whole crews and companies. It is an appropriate setting for enlistments, re-enlistments, promotions, drills and retirement ceremonies. The ship would also be used for memorial recognition.

When a veteran passes, he or she is entitled to have honors rendered in recognition of his or her service. As such, space will be dedicated aboard Ranger as 'hallowed ground' where services can take place, honor and color guards can store their equipment and families can receive visitors.

For today's active veterans, Ranger represents a substantial facility available for reintegration when returning home to Oregon or Southwest Washington. Training areas can be established, support services can be made available aboard ship, and those returning home can go to one place to receive the support and connections they need.

## Community and Civic Spaces

Community is at the heart of the Ranger Complex mission. It is the intent of the Foundation to ensure that the project reflects the interests of the community it serves. The Foundation has targeted goals based on meetings and feedback from community leaders, business and civic organizations, cultural and faith groups and citizens at large. These goals include Building Community, Support for Public Agencies/Institutions and Enhancing Community Livability.

The **Building Community** goal, is supported by a series of objectives, including:

- Strengthen Community Identity – coordinate project promotions, marketing, and public outreach with public and private effort to build on established community identity.
- Create Useful Public Spaces and Promote Engagement – design appropriate meeting, event and other spaces within the project that encourage community use and gatherings.
- Reflect Community History and Cultural Activities – Ensure the museum, memorial and other project functions recognize and incorporate local history and culture. Encourage and sponsor local cultural events.

Support of **Public Agencies and Institutions** is to be supported by a series of objectives including:

- Develop Emergency Response Infrastructure – Develop emergency response capabilities within the project to support public agency responsibilities. This would include the ability to serve as a command and control center, storage facilities, and medical facilities for use in an emergency. *Also see section on Emergency Preparedness.*
- Support Education and Work Force Training – Coordinate with local school districts, secondary institutions and Oregon Workforce Development to provide space, equipment and other facilities that can be used to leverage existing resources. Similarly, coordinate with vocational and technical schools for on-site training. *Also see section on Education.*
- Work with Partners on Regional Priorities – this could include any of the above objectives and others working with public agencies such as Metro, as well as private companies and individuals. As the owner of Chinook Landing Marine Park and Blue Lake Regional Park, Metro has a strong mission as the elected regional government for the Portland Metropolitan area to work with communities, businesses and residents to create a vibrant and sustainable region for all. The Foundation feels that Ranger fits perfectly with this mission

**Enhanced Livability** will be supported by a series of objectives, including:

- Provide Recreation – the project is expected to be a center for recreational activities, including static displays, flight simulators, movie theater, restaurants, etc.
- Promote Sustainable Development – Ranger is expected to take a lead role in promoting sustainable development for the region and will be promoting strategies to manage energy, natural resources, etc. Imagine the 4.5 acre flight deck set at a slight angle so that rainwater runs off into a gray water recycling system for use onboard.
- Encourage Surrounding Redevelopment – development of the project is expected to be a significant stimulant for the surrounding area. Coordinate with local developers and landowners to encourage redevelopment.

The Foundation has already begun working on these objectives and it is expected, over time, that more will be added to the list. The Foundation is still in the early stages of organizational development working with limited staff, to complete the Navy donation process, and to work on the many logistical and other issues facing the project, including moving, reconfiguration and opening as a multifaceted civic heritage complex.

## **Education and Vocational Training**

The project will partner with the regional educational system, both public and private. We believe there are multiple opportunities to work with K-12, community colleges, four-year colleges and universities, as well as many kinds of life-long learning. The Foundation plans to complement learning environments such as those provided by the Oregon Museum of Science and Industry (OMSI), including their Blueback submarine museum, and by the Evergreen Aviation Museum.

Partnership opportunities could come very early in project development, and include working with local colleges/universities to support logistics planning, environmental assessment and the regulatory process. For example, the University of Hawaii supported environmental analysis when the battleship Missouri was towed from Bremerton, WA to Pearl Harbor, Hawaii. Ranger could benefit from the same type of support.

Hospitality/Tourism and Culinary Arts students could work with the Foundation to help develop plans and procedures for using the ship's kitchen, laundry and other hotel facilities in educational programs. Ongoing service-learning and internship opportunities would be available for food service and event management programs.

Information technology students could work with the Foundation to restore and update ship systems such as its closed-circuit television system and Internet, both dating from the early 1990's. Plans for web and wireless communications would need to meet the challenges presented by the ship's steel structure.

The ship was self-sufficient in many ways, and is well equipped with tools and facilities, including machine, metal fabrication, electrical, and even carpentry shops, all of which would be vital for the restoration of displayed aircraft and equipment. The Foundation would like to work with students and educators to develop plans that incorporate these assets into both museum and live learning opportunities.

The early stages of planning this comprehensive complex provides opportunities for K-12 students to have real-life hands-on experience in many career and technical areas that will create career connections in the minds of young people. These activities create relevance to math, science, geography and other curriculum areas. These high-interest active learning opportunities may be valuable to school districts striving to improve retention rates and reduce dropout numbers.

Once again, the Foundation plans to conduct "live aboard" programs that provide overnight accommodations and will support special programs geared toward youth groups with diverse interests. With input from the community and the students of the area, Ranger will benefit many different educational opportunities.

## Emergency Preparedness

When the United States was attacked on September 11<sup>th</sup>, 2001, New York City maintained an emergency communication and command center. Unfortunately, it was located at the World Trade Center.

As responders flowed into the city, the retired aircraft carrier Intrepid was called into service as an emergency center. Operating as a museum and display facility, the ship cleared her massive flight deck to make way for emergency services, including helicopter-landings. She was rigged with up-to-date communication gear, to establish command and control capability directing rescue and recovery efforts. Intrepid was so successful as an emergency center in this crisis, that she has been permanently retrofitted and is now included as a key part of Homeland Security's emergency preparedness resources. Ranger is larger than Intrepid and can provide a secure space for a Regional Emergency Response and Management Center in the event of natural disasters or acts of terrorism.

Size and varied on-board facilities make Ranger a unique emergency preparedness center. Her 4.5-acre flight deck can accommodate staging for emergency helicopters, involved in search and rescue or transporting emergency supplies and personnel to outlying areas affected by a disaster. It could also hold rescue equipment, FEMA-style trailers, which hold command and control equipment as well as food, water and medical supplies needed in any variety of emergency.

The ship already has on-board communication systems, which can be upgraded to include state-of-the-art satellite, cell and radio gear. Ship elevators between floors remain operational. The 60-bed hospital can be activated as a triage facility, staffed by first responders and follow-on medical personnel. Ranger has significant storage capacity, able to hold emergency supplies for both local and regional needs. Those supplies could include all form of non-perishable materials from medical to building to communication. A safe and secure holding facility, she may also help public agencies hold down costs. Use as temporary housing may also be an important need in the event of emergency, such as a major earthquake in Oregon. There are 6000 beds aboard and the ship has potable water storage capacity in excess of one million gallons.

In light of all these potential uses, Ranger could also serve as a site for training first responders and conducting drills.

## Economic Development

The development and operation of Ranger as a civic heritage complex will have a significant economic impact on the cities, counties and region surrounding the project.

Consult Econ, Inc., a nationally recognized firm specializing in the market and feasibility of projects like USS Ranger, has estimated that at project build out, the economic impact to the area generally surrounding Fairview, Oregon to be \$46.1 million annually, including 536 jobs.

If for no other reason than economics, Ranger will have a significant, positive impact on the entire region. This impact will be experienced by the community in many ways.

New jobs will certainly be one of the most significant benefits of the project. Local jobs have begun and will expand as the project takes shape.

During the current project planning phase, site, river and other analysis is underway, with the intent of completing the Navy donation process as well as providing the necessary detail to begin the permitting process. Examples of this work include planning and indirect efforts: preparing the mooring site, constructing or refurbishing shore-side buildings, and making necessary access and utility improvements. Where possible, local firms are being used.

Before Ranger reaches Chinook Landing Marine Park, she will spend time at the Swan Island shipyards for retrofitting. The work to make Ranger suitable for its new role will support existing skilled electrical, mechanical, painting, welding, and technology trade jobs. Support for local employers along with the creation of new jobs are important considerations of the Ranger project.

Continual restoration of display aircraft and supporting equipment-tractors, fire fighting and other vehicles, will also create jobs, involving paid labor and volunteer work in the areas of bodywork, paint, electrical and technical equipment. A restoration shop is being planned as a part of the complex. Ranger will also require constant care and upkeep in order to present a world-class venue that will lure first time and repeat visitors.

The complex itself will provide additional employment opportunities for staffing the museum and facilities such as a ship's store, ticket outlets, simulators, and parking.

New industry and business will be attracted by the project's potential. Options already being discussed include a water taxi that might provide service from downtown Vancouver and Portland, and the development of new hotels, restaurants, and convenience stores for the surrounding area.

Cruise ships use Astoria as a port of call. Though the newest, largest liners cannot fit under some bridges to access Ranger, day-trip excursions would be a strong selling point, while providing extra business in Astoria. In addition there are a number of day trip excursions like the Portland Rose and other sternwheelers that will be able to extend their trips down the Willamette to the Columbia in order to view Ranger.

It will take more than one day to see all of Ranger's open space and continually changing exhibits, increasing business at local hotels/motels, restaurants, and shopping districts, theaters and other area attractions. Ranger as a major national treasure will leverage the interests in surrounding Oregon points of interests. This will translate into increased business for attractions such as Oregon wine country, the Columbia Gorge, Evergreen Aviation Museum, Oregon Museum of Science and Industry (OMSI), and Spirit Mountain.

Ranger will change the face of tourism in the Pacific Northwest, increasing Portland's attraction as a destination for large conventions, reunions and meetings. This will increase airport traffic, with a corresponding increase in regional bus, cab, rental car and light rail usage.