

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: Sept, 9 2014 **Approx Start Time:** 2:00 pm **Approx Length:** 1 hour

Presentation Title: ~~Joint Board Meeting on~~ Tourism Overview

Department: Clackamas County Tourism and Cultural Affairs / Tourism Development Council

Presenters: John Erickson, General Manager-Resort at the Mountain/TDC Chair, Peter Watts - Attorney-Jordan, Ramis/ TDC Vice-Chair, Daphne Wuest – Heritage & Arts Board Member/TDC Immediate Past Chair

Other Invitees: Danielle Cowan, CCTCA Executive Director; TDC Board members: Rodger Beebe-GM/Hilton Garden Inn, Sam Drevo- eNRG Kayaking, Sean Drinkwine- Whitney Signs, Marisa Hoiem- GM/Fairfield Inn & Suites, Betsy La Barge- Owner-CEO/Mt. Hood Vacation Rentals, Kirk Mouser-Stumptown Stages/Portland Community College.

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

NA. This is an information sharing meeting between the Board of County Commissioners and the Tourism Development Council.

EXECUTIVE SUMMARY:

The purpose of the meeting is to provide an overview of the Clackamas County Tourism Development Council's roles and responsibilities as set forth in the Transient Room Tax Ordinance including priorities, areas of focus, travel industry impacts, return on investment, revenue trends, and the programs and services provided by Tourism & Cultural Affairs staff. Other goals for the meeting are to provide an opportunity for the two boards to build a stronger relationship and a better understanding of how TRT revenues contribute to the overall economic well being of local communities, businesses as well as the region and state.

FINANANCIAL IMPLICATIONS (current year and ongoing):

NA

LEGAL/POLICY REQUIREMENTS:

NA

PUBLIC/GOVERNMENTAL PARTICIPATION:

NA

OPTIONS:

NA

RECOMMENDATION: None

ATTACHMENTS:

Copy PowerPoint Presentation (to follow)

Copy of Clackamas County Transient Room Tax Ordinance

Copy of most Tourism 5-year Master Plan (2012-17)

Copy of the 2014-15 Clackamas County Tourism Business Plan

2104-16 Clackamas County Tourism Marketing Strategic Plan

2013 Heritage & Culture Tourism Development Plan for Clackamas County, Phase 1

Chapter 8.02

8.02 TRANSIENT ROOM TAX

8.02.010 Definitions

Except where the context otherwise requires, the definitions given in this section govern the construction of this chapter.

- A. ACCRUAL ACCOUNTING means the operator enters the rent due from a transient on his records when the rent is earned, whether or not it is paid.
 - B. BOARD means the Clackamas County Board of Commissioners.
 - C. CASH ACCOUNTING means the operator does not enter the rent due from a transient on his records until rent is paid.
 - D. COUNTY means Clackamas County.
 - E. HOTEL means any structure, or any portion of any structure, which is occupied or intended or designed for transient occupancy, for thirty (30) days or less, for dwelling, lodging, or sleeping purposes. This includes, but is not limited to, any hotel, motel, inn, bed and breakfast, space in mobile home or trailer parks, tourist home, condominium, hostel, studio hotel, lodging house, rooming house, apartment house, public or private dormitory, fraternity, sorority, public or private club, or similar structure or portions thereof so occupied.
 - F. OCCUPANCY means the use or possession, or the right to the use or possession, for lodging or sleeping purposes, of any room or rooms in a hotel, or space in a mobile home, or trailer park, or portion thereof.
 - G. OPERATOR means the person who is proprietor of the hotel in any capacity. Where the operator performs his functions through a managing agent of any type or character other than an employee, the managing agent shall also be deemed an operator for the purposes of this chapter and shall have the same duties and liabilities as his principal. Compliance with the provisions of this chapter, by either the principal or the managing agent, shall be considered to be compliance by both.
 - H. PERSON means any individual, firm, partnership, joint venture, association, social club, fraternal organization, fraternity, sorority, public or private dormitory, joint stock company, corporation, estate, trust, business trust, receiver, trustee, syndicate, or any other group or combination acting as a unit.
 - I. RENT means the consideration charged, whether or not received by the operator, for the occupancy of space in a hotel, valued in money, goods, labor, credits, property, or any other consideration valued in money, without any deduction; but does not include the sale of any goods, services, and commodities, other than the furnishing of room accommodations and parking space in mobile home parks or trailer parks.
 - J. RENT PACKAGE PLAN means the consideration charged for both food and rent where a single rate is made for the total of both. The amount applicable to rent for determination of transient room tax under this chapter shall be the same charge
-

- made for rent when consideration is not a part of a package plan.
- K. TAX ADMINISTRATOR means the official appointed by the Board of County Commissioners to carry out provisions of this chapter.
- L. TAX means either the tax payable by the transient or the aggregate amount of taxes due from an operator during the period for which he is required to report his collections.
- M. TRANSIENT means any person who exercises occupancy, or is entitled to occupancy, in a hotel for a period of thirty (30) consecutive calendar days or less, counting portions of calendar days as full days. The day a transient checks out of the hotel shall not be included in determining the thirty (30) day period if the transient is not charged rent for that day by the operator. Any such person so occupying space in a hotel shall be deemed to be a transient until the period of thirty (30) days has expired, unless there is an agreement in writing between the operator and the occupant providing for a longer period of occupancy, or the tenancy actually extends more than thirty (30) consecutive days. In determining whether a person is a transient, uninterrupted periods of time extending both prior and subsequent to the effective date of this chapter, may be considered. A person who pays for lodging on a monthly basis, irrespective of the number of days in such month, shall not be deemed a transient.

[Codified by Ord. 05-2000, 7/13/00]

8.02.020 Tax Imposed

For the privilege of occupancy in any hotel, on and after the effective date of this chapter, each transient shall pay a tax in the amount of six percent (6%) of the rent charged by the operator. The tax constitutes a debt owed by the transient to the County, which is extinguished only by payment to the operator. The transient shall pay the tax to the operator of the hotel at the time the rent is paid. The operator shall enter the tax on his records when rent is collected if the operator keeps his records on the cash accounting basis, and when earned if the operator keeps his records on the accrual accounting basis. If rent is paid in installments, the transient shall pay a proportionate share of the tax to the operator with each installment.

[Codified by Ord. 05-2000, 7/13/00]

8.02.030 Where Tax is Imposed

The tax imposed by this chapter shall apply to all hotels located within Clackamas County.

[Codified by Ord. 05-2000, 7/13/00]

8.02.040 Collections of Tax by Operator, Rules for Collection

- A. Every operator renting rooms in this County, the occupancy of which is not exempted under the terms of this chapter, shall collect a tax from the occupant. The tax collected or accrued by the operator constitutes a debt owed by the operator to the County.
-

-
- B. In all cases of credit or deferred payment of rent, the payment of tax to the operator may be deferred until the rent is paid, and the operator shall not be liable for the tax until credits are paid or deferred payments are made.
- C. For rent collected on portions of a dollar, the first one cent (\$.01) of tax shall be collected on five cents (\$.05) through twenty-one cents (\$.21) inclusive; and the second one cent (\$.01) of tax on twenty-two cents (\$.22) through thirty-eight cents (\$.38); the third one cent (\$.01) of tax on thirty-nine cents (\$.39) through fifty-five cents (\$.55); the fourth one cent (\$.01) of tax on fifty-six cents (\$.56) through seventy-two cents (\$.72); the fifth one cent (\$.01) of tax on seventy-three cents (\$.73) through eighty-nine cents (\$.89); and the sixth one cent (\$.01) of tax on ninety cents (\$.90) through the next one dollar and four cents (\$1.04) of rent.

[Codified by Ord. 05-2000, 7/13/00]

8.02.050 Operator's Duties

Each operator shall collect the tax imposed by this chapter at the same time as the rent is collected from every transient. The amount of tax shall be separately stated upon the operator's records and any receipt rendered by the operator. No operator of a hotel shall advertise that the tax, or any part of the tax, will be assumed or absorbed by the operator, or that it will not be added to the rent, or that when added, any part will be refunded, except in the manner provided by this chapter.

[Codified by Ord. 05-2000, 7/13/00]

8.02.060 Exemptions

No tax imposed under this chapter shall be imposed upon:

- A. Any person for more than thirty (30) successive calendar days; (a person who pays for lodging on a monthly basis, irrespective of the number of days in such month, shall not be deemed a transient);
- B. Any person whose rent is of a value less than \$15.01 per day;
- C. Any person who rents a private home, vacation cabin, or like facility from any owner who personally rents such facilities incidentally to his own use thereof;
- D. Any occupant whose rent is paid for hospital room or to a medical clinic, convalescent home or home for aged people; or
- E. Employees, officials or agents of the U. S. Government occupying a hotel in the course of official business.

[Codified by Ord. 05-2000, 7/13/00; Amended by Ord. 03-2005, 5-26-05; Amended by Ord. 02-2010, 2/25/10]

8.02.070 Registration of Operator, Form and Contents, Execution, Certification of Authority

Every person engaging or about to engage in, business as an operator of a hotel in this County shall register with the Tax Administrator on a form provided by him or her. Operators engaged in business at the time this chapter is adopted, must not register later than thirty (30) calendar days after passage of this chapter. Operators starting business

after this chapter is adopted must register within fifteen (15) calendar days after commencing business. The privilege of registration after the date of imposition of such tax shall not relieve any person from the obligation of payment, or collection of tax, regardless of registration. Registration shall set forth the name under which an operator transacts or intends to transact business, the location of his place or places of business and such other information to facilitate the collection of the tax as the Tax Administrator may require. The operator shall sign the registration. The Tax Administrator shall, within ten (10) days after registration, issue without charge from the occupant, a Certificate of Authority to the registrant to collect the tax, from the occupant of the hotel, together with a duplicate thereof, for each additional place of business for each registrant. Certificates shall be non-assignable and nontransferable and shall be surrendered immediately to the Tax Administrator upon the cessation of business at the location named or upon its sale or transfer. Each certificate and duplicate shall state the place of business to which it is applicable and shall be prominently displayed therein so as to be seen and come to the notice readily of all occupants and persons seeking occupancy.

Said certificate shall, among other things, state the following:

- A. The name of the operator;
- B. The address of the hotel;
- C. The date upon which the certificate was issued; and,
- D. “This Transient Occupancy Registration Certificate signifies that the person named on the face hereof has fulfilled the requirements of the Transient Room Tax Chapter of the Clackamas County Code by registration with the Tax Administrator for the purpose of collecting from transients the room tax imposed by the County and remitting the tax to the Tax Administrator.”

[Codified by Ord. 05-2000, 7/13/00]

8.02.080 Due Date, Returns, and Payments

- A. The transient shall pay the tax imposed by this chapter to the operator at the time that rent is paid. All amounts of such taxes collected by any operator are due and payable to the Tax Administrator on a monthly basis on the fifteenth (15th) day of the month for the preceding month and are delinquent on the last day of the month in which they are due.
 - B. On or before the fifteenth (15th) day of the month following each month of collection a return for the preceding month's tax collections shall be filed with the Tax Administrator. The return shall be filed in such form as the Tax Administrator may prescribe by every operator liable for payment of tax.
 - C. Returns shall show the amount of tax collected or otherwise due for the related period. The Tax Administrator may require returns to show the total rentals upon which tax was collected or otherwise due, gross receipts of the operator for such period, and an explanation in detail of any discrepancy between such amounts, and the amount of rents exempt, if any.
 - D. The person that required filing the return should deliver the return together with the remittance of the amount of the tax due to the Tax Administrator at his office either by personal delivery or by mail. If the return is mailed, the postmark shall
-

-
- be considered the date of delivery for determining delinquencies.
- E. For good cause, the Tax Administrator may extend for up to one (1) month the time for making any return or payment of tax. No further extension shall be granted, except by the Board. Any operator to whom an extension is granted shall pay interest at the rate of one percent (1%) per month, on the amount of tax due without proration for a fraction of a month. If a return is not filed and the tax and interest due is not paid by the end of the extension granted, then the interest shall become a part of the tax for computation of penalties described elsewhere in this chapter.
- F. If the operator has complied with the terms of this chapter and particularly the provisions of this section relating to prompt payment of taxes due and payable to the Tax Administrator, the operator shall be permitted to deduct as collection expense five percent (5%) of the amount of the taxes collected, as shown by the return mentioned in paragraph C of this section.

[Codified by Ord. 05-2000, 7/13/00]

8.02.090 Penalties and Interest

- A. Original Delinquency: Any operator who has not been granted an extension of time for remittance of tax due, and who fails to remit any tax imposed by this chapter prior to delinquency, shall pay a penalty of ten percent (10 %) of the amount of tax due in addition of the amount of the tax.
- B. Continued Delinquency: Any operator who has not been granted an extension of time for remittance of tax due, and who failed to pay any delinquent remittance on or before a period of thirty (30) days following the date on which the remittance first became delinquent, shall pay a second delinquency penalty of fifteen percent (15%) of the amount of the tax due, plus the amount of the tax due, and the ten percent (10%) penalty first imposed.
- C. Fraud: If the Tax Administrator determines that the nonpayment of any remittance due under this chapter is due to fraud, or intent to evade the provisions thereof, a penalty of twenty-five percent (25%) of the amount of the tax due shall be added thereto, in addition to the penalties stated in paragraphs (1) and (2) of this section.
- D. Interest: In addition to the penalties imposed, any operator who fails to remit any tax imposed by this chapter shall pay interest at the rate of one-half of one percent (.5%) per month or fraction thereof without proration for portions of a month on the amount of the tax due, exclusive of penalties, for the date on which the remittance first became delinquent until paid.
- E. Penalties merged with tax: Every penalty imposed and such interest as accrues under the provisions of this chapter, shall be merged with and become a part of the tax herein required to be paid.
- F. Petition for waiver: Any operator who fails to remit the tax levied within the time stated, shall pay the penalties stated. However, the operator may petition the Board for waiver and refund of the penalty or any portion thereof, and the Board may if a good and sufficient reason is shown, waive and direct a refund of the penalty or any portion thereof.

[Codified by Ord. 05-2000, 7/13/00]

8.02.100 Deficiency Determinations, Fraud, Evasion, Operator Delay

- A. Deficiency determination: If the Tax Administrator determines that the returns are incorrect, he or she may compute and determine the amount required to be paid upon the basis of the facts contained in the return or returns, or upon the basis of any information within his or her possession. One or more deficiency determinations may be made of the amount due for one or more than one period, and the amount so determined shall be due and payable immediately upon service of notice as herein provided, after which the amount determined is delinquent. Penalties on deficiencies shall be applied as set forth in 8.02.090.
1. In making a Determination, the Tax Administrator may offset overpayments, if any, which may have been previously made for a period or periods against any underpayment for a subsequent period or periods, or against penalties and interest on the underpayments. The interest on underpayments shall be computed in the manner set forth in 8.02.090.
 2. The Tax Administrator shall give to the operator or occupant a written notice of his determination. The notice may be served personally or by certified mail. In the case of service by mail of any notice required by this chapter, the service is complete upon receipt by the operator or his agent or employee, or if refused, the date of its refusal as shown by the United States Postal Department return receipt.
 3. Except in the case of fraud or intent to evade this chapter or authorized rules and regulations, every deficiency determination shall be made and notice thereof mailed within three (3) years after the last day of the month following the close of the monthly period for which the amount is proposed to be determined or within three years after the return is filed, whichever period expires the later.
 4. Any determination shall become due and payable immediately upon receipt of notice and shall become final within ten (10) days after the Tax Administrator has given notice thereof. However, the operator may petition for redemption and refund if the petition is filed before the determination becomes final as herein provided.
- B. Fraud, Refusal to Collect, Evasion. If any operator shall fail or refuse to collect said tax or to make within the time provided in this chapter any report and remittance of said tax or any portion thereof required by this chapter, or makes a fraudulent return or otherwise willfully attempts to evade this chapter, the Tax Administrator shall proceed in such manner as he/she may deem best to obtain facts and information on which to base an estimate of the tax due. As soon as the Tax Administrator has determined the tax due that is imposed by this chapter from any operator who has failed or refused to collect the same and to report and remit said tax, he/she shall proceed to determine and assess against such operator the tax, interest, and penalties provided for by this chapter. In case such determination is made, the Tax Administrator shall give a notice in the manner aforesaid of the amount so assessed. Such determination and notice shall be made and mailed within three (3) years after discovery by the Tax Administrator of any
-

- fraud, intent to evade, or failure, or refusal to collect said tax or failure to file return. Any determination shall become due and payable immediately upon receipt of notice and shall become final within ten (10) days after the Tax Administrator has given notice thereof. However, the operator may petition for redemption and refund if the petition is filed before the determination becomes final as herein provided.
- C. Operator Delay. If the Tax Administrator believes that the collection of any tax or any amount of tax required to be collected and paid to the County, will be jeopardized by delay or if any determination will be jeopardized by delay, s/he shall thereupon make a determination of the tax or amount of tax required to be collected noting the fact upon the determination. The amount so determined as herein provided shall be immediately due and payable, and the operator shall immediately pay same determination to the Tax Administrator after service of notice thereof provided. However, the operator may petition after payment has been made for redemption and refund of such determination, if the petition is filed within ten (10) days from the date of service of notice by the Tax Administrator.
- [Codified by Ord. 05-2000, 7/13/00]

8.02.110 Re-determinations

- A. Any operator against whom a determination is made under Section 8.02.100 or any person directly interested may petition for a re-determination and redemption and refund within the time required in 8.02.100, hereof. If a petition for re-determination and refund is not filed within the time required in 8.02.100, the determination becomes final at the expiration of the allowable time.
- B. If a petition for re-determination and refund is filed within the allowable period, the Tax Administrator shall reconsider the determination, and if the person has so requested in his petition, shall grant the person an oral hearing, and shall give him ten (10) days notice of the time and place of the hearing. The Tax Administrator may continue the hearing from time to time as may be necessary.
- C. The Tax Administrator may decrease or increase the amount of the determination as a result of the hearing, and if an increase is determined, such increase shall be payable immediately after the hearing.
- D. The order or decision of the Tax Administrator upon a petition for re-determination of redemption and refund becomes final ten (10) days after service upon the petitioner of notice thereof, unless appeal of such order or a decision is filed with the Board within ten (10) days after service of such notice.
- E. No petition for re-determination of redemption and refund or appeal there from shall be effective for any purpose unless the operator has first complied with the payment provisions hereof.

[Codified by Ord. 05-2000, 7/13/00]

8.02.120 Security, Collection of Tax

- A. The Tax Administrator, after delinquency and when he or she deems it necessary to insure compliance with this chapter, may require any operator subject thereto to
-

- deposit with him/her such security in the form of cash, bond, or other security as the Tax Administrator may determine. The amount of the security shall be fixed by the Tax Administrator but shall not be greater than twice the operator's estimated average monthly liability for the period for which he files returns, determined in such manner as the Tax Administrator deems proper, or Five Thousand Dollars (\$5,000), whichever amount is the lesser. The amount of the security may be increased or decreased by the Tax Administrator subject to the limitations herein provided.
- B. At any time within three (3) years after any tax or any amount of tax required to be collected becomes due and payable or at any time within three (3) years after any determination becomes final, the Tax Administrator may bring an action in the courts of this State, or any State, or of the United States in the name of the County to collect the amount delinquent together with penalties and interest.
- [Codified by Ord. 05-2000, 7/13/00]

8.02.130 Lien

- A. The tax imposed by this chapter together with the interest and penalties herein provided and the filing fees paid to the Clerk of Clackamas County, Oregon, and advertising costs which may be incurred when same becomes delinquent as set forth in this chapter shall be and until paid remain a lien from the date of its recording with the Clerk of Clackamas County, Oregon, and superior to all subsequent recorded liens on all tangible personal property used in the hotel of an operator, which may be foreclosed on and sold as may be necessary to discharge said lien if the lien has been recorded. Notice of lien may be issued by the Tax Administrator or his or her deputy whenever the operator is in default in the payment of said tax, interest, and penalty and shall be recorded and a copy sent by certified mail to the delinquent operator. The personal property subject to such lien may be seized by any authorized deputy or employee of the Tax Administrator and may be sold at public auction after twenty- (20) days notice of sale given by two publications in a newspaper of general circulation in the County. The notices required hereunder shall be published not less than seven (7) days apart. Such seizure and sale shall be in addition to any other process to secure payment of the delinquent tax allowed by law.
- B. Any lien for taxes shall upon the payment of all taxes, penalties, and interest thereon be released by the Tax Administrator, and the operator or person making such payment shall receive a receipt therefore stating that the full amount of taxes, penalties, and interest thereon have been paid and that the lien is thereby released.
- [Codified by Ord. 05-2000, 7/13/00]

8.02.140 Refunds

- A. Operators' refunds. Whenever the amount of any tax, penalty, or interest has been paid more than once or has been erroneously or illegally collected or received by the Tax Administrator under this chapter, it may be refunded provided a verified claim in writing therefore stating the specific reason upon which the claim is
-

- founded is filed with the Tax Administrator within three (3) years from the date of payment. The claim shall be made on forms provided by the Tax Administrator. If the claim is approved by the Tax Administrator, the excess amount collected or paid may be refunded or may be credited on any amounts then due and payable from the operator from whom it was collected or by whom paid, and the balance may be refunded to each such operator, his administrators, executors or assignees.
- B. Transient Refunds. Whenever the tax required by this chapter has been collected by the operator and deposited by the operator with the Tax Administrator and it is later determined that the tax was erroneously or illegally collected or received by the Tax Administrator, it may be refunded by the Tax Administrator to the transient provided a verified claim in writing therefore, the specific reason on which the claim is founded, is filed with the Tax Administrator within three (3) years from the date of payment.
- [Codified by Ord. 05-2000, 7/13/00]

8.02.150 Administration

- A. Transient Room Tax Fund. The Tax Administrator shall place all monies received pursuant to this order in the Transient Room Tax Fund.
- B. Records Required from Operators. Every operator shall keep guest records of room sales and accounting books and records of room sales. The operator shall retain all records for a period of three (3) years and six (6) months after they come into being.
- C. Examination of Records, Investigations. For the purpose of enforcing 8.02.100 of this chapter, if the Tax Administrator has reason to believe that the returns are incorrect or that fraud, refusal to remit, evasion or operator delay has occurred as set forth in 8.02.100 of this chapter, then the Tax Administrator or any person authorized in writing by him or her may examine during normal business hours the books, papers, and accounting records relating to room sales of any operator after notification to the operator liable for the tax and may investigate the business of the operator in order to verify the accuracy of any return made, or if no return is made by the operator, to ascertain and determine the amount required to be paid.
- D. Confidential Character of Information Obtained, Disclosure Unlawful. It shall be unlawful for the Tax Administrator or any person having an administrative or clerical duty under the provisions of this chapter to make known in any manner whatever the business affairs, operations, or information obtained by an investigation of records and equipment of any person required to obtain a Transient Occupancy Registration Certificate or pay a transient occupancy tax, or any other person visited or examined in the discharge of official duty, or the amount of source of income, profits, losses, expenditures, or any particular thereof set forth in any statement or application, or to permit any statement or application, or copy of either, or any book containing any abstract or particulars thereof to be seen or examined by any person. Nothing in this subsection shall be construed to prevent:
1. The disclosure to or the examination of records and equipment by another
-

county official, employee, or agent for collection of taxes for the sole purpose of administering or enforcing any provisions of this chapter or collecting taxes imposed hereunder;

2. The disclosure after the filing of a written request to that effect to the taxpayer himself receivers, trustees, executors, administrators' assignees, and guarantors if directly interested of information as to any paid tax, and unpaid tax or amount of tax required to be collected, or interest, and penalties; further provided, however, that the Clackamas County Counsel approves each such disclosure, and that the Tax Administrator may refuse to make any disclosure referred to in this paragraph when in his/her opinion the public interest would suffer thereby;
3. The disclosure of the names and addresses of any persons to whom Transient Occupancy Registration Certificates have been issued; or
4. The disclosure of general statistics regarding taxes collected or business done in the County.

[Codified by Ord. 05-2000, 7/13/00]

8.02.160 Tax Revenue Sharing

- A. Commencing with tax revenues collected January 1, 1993, the total net transient room tax receipts after operator collection expense of 5% and County administrative costs, not to exceed 2%, have been deducted, shall be distributed by the Tax Administrator as follows:
 1. Between January 1, 1993, and June 30, 1993, an amount sufficient to bring proceeds up to a base support amount of \$250,000 per year shall be paid in equal quarterly installments to the Clackamas County Fair; this amount shall be adjusted annually to allow for inflation by an amount to be determined by the Tourism Development Council (TDC); these funds shall be used by the Fair for construction, operations and maintenance, in accordance with its annual budget approved by the Board; and,
 2. The balance placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized as provided below.
 - B. There is hereby created the Clackamas County Tourism Development Council, consisting of nine (9) members to be appointed by the Board of County Commissioners. The TDC is to oversee the development and promotion of tourism and conventions in Clackamas County.
 - C. The TDC is to develop, adopt and implement, subject to Board of County Commissioners' approval, a Tourism Development and Promotion Master Plan. The Master Plan shall address at least the following elements: tourism promotion, tourism development, conventions, visitor information services, special events and festivals, and the County Fair. The Master Plan may be revised from time to time, subject to Board of County Commissioners' approval. Prior to adoption of the Master Plan, the TDC may adopt, subject to Board of County Commissioners' approval, an Interim Plan.
 - D. The funds described in subsection 8.02.160 A 2 above shall be allocated to projects and programs by the TDC in accordance with the Tourism Development
-

and Promotion Master Plan, except that revenues collected prior to final Board of County Commissioners' approval of a Master Plan may be expended pursuant to an interim Plan, if adopted.
[Codified by Ord. 05-2000, 7/13/00]

8.02.170 Appeals to the Board

Any person aggrieved by any provisions of the Tax Administrator may appeal to the Board by filing a notice of appeal with the Tax Administrator within ten (10) days of the Administrator's decision. The Tax Administrator shall transmit said notice of appeal, together with the file of said appealed matter to the Board who shall fix a time and place for hearing such appeal. The Board shall give the appellant not less than ten (10) days written notice of the time and place of hearing of said appealed matter.
[Codified by Ord. 05-2000, 7/13/00]

8.02.180 Violations

It is unlawful for any operator or other person so required, to fail or refuse to register as required herein, or to furnish any return required to be made, or fail or refuse to furnish a supplemental return or other data required by the Tax Administrator, or to render a false or fraudulent return. No person required to make, render, sign, or verify any report shall make any false or fraudulent report with intent to defeat or evade the determination of any amount due, required by this chapter. Any person willfully violating any of the provisions of this chapter shall be subject to a fine in an amount set by resolution of the Board of County Commissioners.
[Codified by Ord. 05-2000, 7/13/00; Amended by Ord. 5-2003, 3/13/03]

Clackamas County Tourism & Cultural Affairs



Five-Year Master Plan

2012-17

Approved by the Tourism Development Council and
the Board Of Clackamas County Commissioners

July 2012

www.mthoodterritory.com



Vision

Serve as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

Mission

Increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning resulting in destination visits and by working in partnership to develop and enhance local tourism assets.

Insights- Trends and External Factors that Influence County Tourism

- Evolving Industry
- Evolving Technology
- Changing Traveler Behavior
- Shifting Revenue Resources
- Distressed, Declining and Under-developed Local Tourism Assets

Guiding Principles-

- Leader in County and Regional Tourism
- Effective Marketing and Promotion of Clackamas County Tourism Assets and Opportunities
- Focused on the Three Pillars of Clackamas County Tourism:
 - Outdoor Recreation
 - Agri-Tourism
 - Cultural/Heritage Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

Strategic Priorities-

- Position County to Seize Opportunities and Manage Threats/Barriers
- Create and Enhance Tourism Assets
- Enhance Marketing and Promotion Efforts through New Technologies and Mediums
- Build and Strengthen Partnerships and Coalitions to Increase Collaboration
- Develop New Tourism Products, Markets and Packages

Strategic Planning Process:

Step 1: Situational Strategic Drivers-

Conduct assessments of the current operating environment. "What are we currently up against/facing?"

Step 2: Stable Strategic Drivers-

Filter the outcomes of the environmental assessment through Tourism's Vision, Mission and Guiding Principles. "Who we are and how we operate."

Step 3: Resulting Strategic Priorities-

Identify Strategic Priorities in alignment with Steps 1 and 2 above. "How do we add value?"

Strategic Priorities Over the Next Five Years:

I. Position Clackamas County Tourism as the "Destination Architect" to Seize Opportunities and Manage Threats/Barriers

Supporting Goals

- Goal #1:** Conduct a SWOT Analysis of Agri-Tourism
- Complete data collection and analysis on the status, barriers and opportunities of Agri-Tourism assets within the county.
- Goal #2:** Conduct a SWOT Analysis of Outdoor Recreation-Specifically Bicycle Tourism; River Tourism; Sports Teams
- Complete data collection and analysis on the status, barriers and opportunities of Bicycle Tourism within the county.
 - Create survey instrument for data collection and analysis on the status, barriers and opportunities of River Tourism within the county.
 - Create a survey instrument for data collection and analysis on the status, barriers and opportunities of Sports Teams and Events assets within the county.
- Goal #3:** Conduct a SWOT Analysis of Heritage/Cultural Assets
- Create a survey instrument to collect data on the status and analysis of the state of Heritage and Cultural assets within the county. Identify barriers and opportunities.
- Goal #4:** Conduct a SWOT Analysis of County Events Center Facilities
Create a survey instrument to collect data on the status of the Events Center facilities and conduct an analysis of the barriers and opportunities for enhancement of the center to benefit Tourism within Clackamas County.
- Goal #5:** Conduct a SWOT Analysis of the Tourism Potential of the Blue Heron site in Oregon City
Create a survey instrument to collect data on the status of the Blue Heron facilities and conduct an analysis of the barriers and opportunities for enhancement of the site to benefit Tourism within Clackamas County.
- Goal #6:** Develop and Execute a County Tourism & Cultural Affairs Communications Strategy
CCTCA communications strategy is the umbrella that overlays the marketing, social media, digital, PR and community outreach strategies and captures all their various elements. It touches all CCTCA departments, including the Marketing Department, Community Relations and Development. CCTCA, either in house or with an outside agency, will determine the various components of this strategy and the resources and assets available, including staff and budget, needed to deliver desired results.
- Goal #7:** Conduct a Marketing/Destination Audit
TCA will continue with its key branding of Oregon's Mt. Hood Territory, but undergo a marketing/destination assessment to determine where our efforts stand in the arena on a national and international level. The media environment is changing rapidly, so

CCTCA will continue to rely on research to direct its efforts to respond to the changing consumer behavior and trends.

- Convene a work group on this subject
- Assessment of how to conduct the audit -- either internal or external contractor
- Utilize available research to assess CCTCA overall marketing strategies (i.e.: Longwoods, PhoCusWright)
- Specify or clearly identify the demographics of target audience
- SWAT analysis of print, online, broadcast, social media, Public Relations
- Assess Return on Investment and economic impact of current program
- Solicit public and partner input in the process

II. Create and Enhance Tourism Assets; Integrate Tourism Products and Partners

Supporting Goals

- Goal #1:** Identify and Prioritize Projects and Opportunities from Agri-Tourism SWOT Analysis
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines.
 - Offer custom-templated site and training for interested local businesses
 - Create "off the shelf" itineraries for tour operators
 - Create tour operator notes - Online Resources
- Goal #2:** Identify and Prioritize Projects and Opportunities from Outdoor Recreation SWOT Analysis -Specifically Bicycle and River Tourism Design Studios:
- Bicycle**
Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
- River Tourism**
Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
- Goal #3:** Identify and Prioritize Projects/Opportunities from Heritage Assets SWOT Analysis
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
 - Create "off the shelf" itineraries for tour operators; On-line presence
- Goal #4:** Identify, Prioritize Projects from County Events Center Facilities SWOT Analysis
- Goal #5:** Identify and Prioritize Projects and Opportunities from Marketing/Destination Audit
- Solicit tourism-related options for physical assets (buildings)
 - Investigate various online, interactive forums (such as blogs) to communicate local entrepreneurial needs, interests, opportunities
 - Research re-zoning issues and possibilities
 - Explore RV rentals for tour marketing
 - Develop visitor training module for RV rentals and placement of marketing collateral
 - Convene an employee and partner committee to review and create recommendations and strategies from audit
 - Develop strategies for projects as identified

- Goal #6:** Evaluate and Revise as appropriate the County's Visitor Information Centers (VIC) Program and Implement Identified Strategies
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
 - Regularly visit and communicate with VICs to effectively provide optimal marketing connections, print and online resources, and PR or social media connections
 - Identify and pursue opportunities to incorporate VICs in marketing campaigns as resources allow
- Goal #7:** Create and Serve as Lead for New Signature Event: Festival of the Falls (WFHAC)
- Identify marketing needs and create sponsorship packages for the Festival
 - Create and implement marketing and promotional efforts
 - Identify and secure media partnerships
 - Develop supporting Public Relations materials
 - Craft and submit story pitches to broadcast, print and online media
- Create and implement
- Goal #8:** Incorporate Principles of Geotourism through the Integration of Products and Partners that Sustain, Reinforce, or Enhance the Unique Character of the County's Culture, Environment, Aesthetics, Heritage and Community Livability.
- Goal #9:** Create an incentive system that encourages local projects that increase event or organizational capacity, expand target market audiences, leverage partnerships and other funding sources, and recognize higher levels of Return on Investment (ROI).

III. Enhance Tourism Marketing and Promotion Efforts through New Technologies and Mediums

Supporting Goals

- Goal #1:** Conduct a Social Media Analysis of CCTCA Strategies
- Solicit an Request for Proposal and implement the awarded contract
 - SWOT analysis of social media channels
 - Analyze and determine OMHT current customers and target audience
 - Determine what people are saying about OMHT across social channels
 - Analyze competitors and colleagues' social media strategy
 - Analyze existing social media efforts
 - Analyze ways the OMHT new website promotes/optimizes its social media efforts
 - Assess the social media
 - Confirm effective social media policies are in place
 - Determine specific social media goals
 - Determine whether CCTCA should use additional social media channels
 - Determine whether CCTCA should use current social media channels in different capacities
 - Determine metrics used to evaluate Return on Investment (ROI)
- Goal #2:** Develop Social Media Strategic Plan; Implement Plan

TCA will continually monitor the ever-changing social media communities and stay on top of current technologies and trends while engaging and expanding the followers.

- Enhance OMHT presence through current social media channels
- Create and execute an engagement plan/content calendar that aligns with broader marketing goals
- Regularly attend webinars, workshops, and seek out other outlets to stay on top of emerging trends
- Secure social media dashboard to ensure efficient creation and analysis of post
- Become the regional trusted source or "go to agency" for consumer-generated content and online visitor resource.
- As determined appropriate and as resources allow. Conduct Facebook campaigns with co-op partnership opportunities.
- Research and develop guest blogger partnerships when possible and appropriate
- Determine and allocate necessary resources for new social media strategies as they are incorporated into CCTCA's social media plan
- Create and implement additional appropriate social media policies as new social media outlets are incorporated into CCTCA's social media plan
- Regularly evaluate and determine which social media channels are working and revise social media strategy accordingly

Goal #3: Develop and Execute Revised Marketing Program Under New Agency Contract

Marketing - Over the past few years, Oregon's Mt. Hood Territory (OMHT) has leveraged the consumer marketing programs of Travel Oregon, specifically Fall Oregon Bounty and Spring Outdoor Adventure - and soon to be incorporated is a winter campaign. As a DMO, OMHT relies on Travel Oregon to build overall visitor awareness for Oregon, with OMHT efforts directed and focused on the familiarity and selection of Mt. Hood Territory as the final trip destination. TCA will continue to partner and align our marketing programs and campaigns with Travel Oregon over the next five years.

- Continue involvement and leadership within the three RCMP regions (Greater Portland, Mt. Hood/Gorge, Willamette Valley)
- Enhance content integration of OMHT tourism business listings and events through Travel Oregon's ORB
- Evaluate OMHT's e-newsletter and redesign if necessary
- Continue to grow OMHT's e-newsletter database through "opt-in" forms incorporated into social media and digital contests, promotions, and other outlets
- Enhance awareness of aviation flights through PDX and develop a strategy to communicate to the new destination opportunities and target media buys
- Continue to create well-designed and high quality promotional campaigns that set OMHT apart and continue to market our tourism partners' offerings
- Review and evaluate the continuation of "contest incentives" as a major component of the promotional campaigns

Advertising - Continue to adjust the percentage of advertising spent in evolving media types- print, online, social media and broadcast. Monitor earned vs paid media.

- Continue advertising messaging to motivate overnight travel to OMHT and stimulate consumers to linger longer and generate revenue streams for partners
- Research and incorporate best practices and uses of new technologies into advertising messaging, such as QR codes
- Evaluate and evolve the co-op advertising program with local partners
- Enhance the presence and delivery of partners "specials and offers"
- Evaluate the continual need for well-designed and high quality print publications with online viewing options that inspire travel choices and provide travel tools

Travel Media Relations - Continue to build trusted relationships to increase earned-media placements through print, broadcast and online sources.

- Assess the resources and budget available to purchase an annual membership for a PR media contacts/social media/press monitoring database and acquire if possible
- Cultivate and strengthen relationships with members of the media through social media channels, such as Twitter, LinkedIn and Facebook, as well as traditional channels, such as "meet the media" socializing events and conferences
- Identify, follow and correspond with key bloggers and writers through social media channels, such as blogs and Twitter in order to give credibility to CCTCA's knowledge of their work and the degree to which CCTCA story pitches align with that work
- Continue to partner with Travel Portland to enhance media's awareness/perception of OMHT in international markets
- Update and expand upon OMHT's Public Relations materials
- Assess the resources and budget available to develop and PR media tours, and execute those tours when possible, either in conjunction with Travel Oregon and Travel Portland or independently
- Assess the resources and budget available to develop and PR FAM tours, and execute those tours when possible, either in conjunction with Travel Oregon and Travel Portland or independently
- Continue to provide quality multimedia content to media by growing OMHT's photo database and obtaining current and relevant b-roll footage
- Create new ways to present PR materials in order to optimize their effectiveness as technologies change

Niche Groups - Continue to identify evolving and trending niche audiences and efficiently target to these audiences

- Evaluate strategy for domestic and international travel trade for consideration in attending trade shows, sales missions, and the continuation of hosting Fam Tours
- Focus on Canada as a growing market will provide expanded opportunities
- Continue International contracting with Travel Portland for key markets
- Focus on weddings, groups and meetings with their increasing audiences and seek opportunities for developing partnerships, campaigns, and targeted media buys
- Focus on Bicycle tourism, River-related audiences and other outdoor recreational opportunities as identified and developed
- Renew focus on Sports tournaments, sports teams and competitive sporting events

Goal #4: Undertake a Brand Assessment and Conduct a Brand Redesign or Refresh

TCA will continue with our key branding of Oregon's Mt. Hood Territory, but undergo a brand assessment to determine whether a brand refresh or redesign is in order

- Work with the marketing agency to review the current branding efforts (OMHT, logo, tagline)
- Conduct public focus groups both within Clackamas County and in select west coast markets

Goal #5: Identify and Prioritize Marketing Technology Improvements

Website - www.MtHoodTerritory.com will continue to be the primary and trusted source of visitor information for trip planning and online booking. The website and dedicated mobile site will provide trip assistance while visitors are here, with easy accessible business listings and interactive mapping.

- Expand online mediums as they continue to dominate consumer marketing channels
- Expand OMHT mobile presence as mobile is becoming exceedingly more popular and mainstream as consumers increasingly use web browsing on mobile devices
- Implement international translation services with the OMHT website
- Continually evaluate and enhance the SEO performance and opportunities to reach this largest segment of online users
- Establish an efficient and effective method for updating our tourism inventory process and incorporating within iDSS
- Incorporate mobile apps or embrace new technologies that better reach and serve consumers, such as "near field communication" and text message marketing (SMS)
- Continually evaluate and enhance the interactive trip planning and mapping component of the web
- Research and implement photo and content sharing of reviews and rating opportunities to the web
- Research and incorporate ecommerce opportunities through online mediums
- Research and incorporate the use of co-op online advertising options through OMHT website and newsletter channels

IV. Build and Strengthen Partnerships and Coalitions to Increase Collaboration

Supporting Goals

Goal #1: Create a Greater CCTCA Presence within Local Communities and Among Partners

- Encourage participation in CCTCA's annual Tourism Week celebration by partners
- Provide support and assistance to partners in coordinating events
- Regularly visit and communicate with local partners and communities in order to effectively provide optimal PR services and outreach and marketing connections
- Identify and pursue opportunities to engage local communities and partners in social media and PR instructional workshops and presentations
- Identify and pursue opportunities to engage local communities and partners in marketing campaigns as resources allow

- Goal #2:** Identify and Cultivate Partnerships with Local Tourism Businesses and Other Tourism-Related Organizations and Individuals; Other County Departments as appropriate
- Connect with Tour Operators from the Greater Portland, mid-Valley and Hood/Gorge area to introduce them to OMHT, adding value as centralized resource
 - Initiate and conduct partner fam tours
 - Develop tools for Willamette Valley Visitor Association “Wine Trail” program
 - Create winetrail letter of introduction, map and decals for business outreach
 - Regularly visit and communicate with new local tourism businesses and other tourism-related organizations and individuals in order to effectively provide optimal PR services and outreach and marketing connections
 - Identify and pursue opportunities to engage these new partners in social media and PR instructional workshops and presentations
 - Identify and pursue opportunities to engage new partners in marketing campaigns, promotion of packages, and through the special offers program
 - Identify and pursue opportunities to engage VICs staff in educational opportunities and organized research tours around Clackamas County

- Goal #3:** Create a County Heritage Tourism Roundtable to Address Local Heritage Issues

- Goal #4:** Develop/Refine Partnership Program with Federal Agencies, including the U.S. Forest Service, the Bureau of Land Management, National Parks and Federal Highways.
- Spearhead work for local partnership/MOU on the Willamette River Water Trail
 - Act as convener for Wayfinding and Trails agencies to further related BTS work
 - Create regular, ongoing dialogue with permit holders and USFS Process division to better understand available requirements and opportunities for stakeholders
 - Facilitate partner opportunities, points of commerce along the trail
 - Identify and implement marketing opportunities and programs for the Mt. Hood Scenic Byway and other recreational opportunities as they present themselves

- Goal #5:** Revise Visiting Friends & Relatives Program- Continue to Engage Local Residents as Territory Ambassadors, as well as Expand the Reach of the MVIC by Attending Out-Of-Area Events and Trade Shows.
- Organize annual Visitor Services referral program and annual fam trips between Visitor Services areas.
 - Expand the marketing message delivered through our mobile presence through attending consumer fairs and events in select west coast markets
 - Expand the special offers and coupon section of website with monthly outreach
 - Develop and engage ambassador volunteer program or business recognition program
 - Develop a business co-op sponsorship with the MVIC at local and out of area events, better matching businesses to the appropriate opportunity
 - Research and incorporate a rebate travel incentive program for residents
 - Incorporate an outreach school component to better educate young children on the benefits and opportunities for local travel

- Goal #6:** Engage with Partners to Address Transportation and Land-Use Issues that Impact Tourism within the County Including But Not Limited to:

- a. Mt. Multimodal; Parking
- b. Bicycle Tourism
- c. Accessibility to Destination Assets
- d. Rest Areas
- e. Snow Park

Goal #7: Develop and implement Partner Training Programs on Current Issues

Goal #8: Increase the effectiveness of the Community Partnership Program

- Guide and assist partner communities to ensure local processes start in the First Quarter of the Fiscal Year
- Ensure open and inclusive project solicitation and selection process
- Reduce duplication of local projects already addressed at county level

V. Develop New Tourism Tools, Resources, Products, Markets and Packages

Supporting Goals

Goal #1: Evaluate Strategy for Domestic and International Travel Trade for Participation in Trade Shows, Sales Missions, and Hosting Fam Tours

- Collaborate with Travel Oregon and Travel Portland travel-trade teams in participating in and financially supporting sales missions to:
 - 1) Determine current tour operator needs and
 - 2) Bring to market previously unrepresented lodging properties and recreational experiences
- Implement schedule for timely travel trade leads fulfillment, quarterly Tour operator “touch base” with fresh images and “What’s New”
- Develop relationships with local receptive operators and visiting tour operators to introduce them to Farm Loop experiences
- Develop and implement marketing and PR efforts as identified and resources allow

Goal #2: Develop and Market New Tours, Experiences and Trails from Agri-Tourism Products/Assets

- Work with County Planning to develop easily-understood brochure geared to farmers wishing to establish/expand their Agri-Tourism offerings
- Introduce county leadership and travel trade partners to Farm-Loop experiences
- Solicit entrepreneurial chefs/planners for Farm to Table, saleable experiences
- Offer custom-templated-site and training for our interested local businesses
- As new agri-tourism tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop and implement social media strategies as appropriate and resources allow
- Develop and implement marketing strategies as appropriate and resources allow

Goal #3: Develop and Market New Tours, Experiences and Products from Cultural Heritage Tourism Assets

- Evaluate existing cemetery tour work for mapping and podcast tour marketability

- Offer custom-templated-site and training for our interested local businesses
- Ensure that all funding efforts (Geocaching, Mapping, etc.) are vetted for potential and appropriate tie-ins to Tourism niches of Outdoor Recreation, Agri-tourism, Heritage)
- Collaborate with Arts Cabins and High Cascades teams to increase the overnight stay opportunities for their audience
- As new cultural heritage tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop and implement social media strategies as appropriate and resources allow
- Develop and implement marketing strategies as appropriate and resources allow

Goal #4: Develop and Market New Experiences, Tours and Trails from Bicycle and River Tourism Studios Projects; Sports Teams

- Create tools for implementation of “We Speak” business designation
- Offer We Speak training for front-line staff, organizing local experts and collateral
- Offer custom-templated-site and training for interested local businesses
- Develop and implement a social media presence with a dedicated Facebook page
- Create and implement a process for template mapping of new bike routes and trails
- As new bicycle and river tours, experiences and trails develop, create media kits and other PR materials as appropriate and resources allow
- Develop and implement social media strategies as appropriate and resources allow
- Develop and implement marketing strategies as appropriate and resources allow
- Develop and enhance the marketing resource of www.MtHoodTerritorySports.com as a resource tool for promoting competitive sporting competitions and opportunities for spectators

Goal #5: Develop and Share Tools and Resources to Assist Partners, Local Tourism Organizations and Businesses

- Develop and share social media tools either in person or through social media/digital outlets that could include instructional PowerPoint presentations, videos, webinars and other tools as emerging technologies present themselves
- Develop and share marketing and PR tools either in person or through social media/digital outlets that could include media kits, press releases, multimedia pieces, editorial calendars, brochures, travel planners and other materials

Goal #6: Prioritize Key Projects and Asset Development/Enhancements as Determined from the County Events Center Strategic Plan. Develop Partnership and Funding Strategies to Assist in Achieving Identified Priorities

- Once the Strategic Plan is received, coordinate with County Events Center Board to establish connections with appropriate community partners to amplify reach of tourism-related projects
- Develop, implement PR, social media strategies as appropriate and resources allow
- Develop and implement marketing strategies as appropriate and resources allow

Goal #7: Establish Development Grant Program to Assist in Funding Tourism Priority Projects

- Establish Grant Program guidelines, best practices and other materials to ensure selection and funding of high-value ROI and leveraged Tourism projects

- Streamline grant application procedure at all levels to incorporate straightforward point evaluation system that consistently meets Tourism’s goals and permits applicants room for creativity in achieving success without undue bureaucracy.

Goal #8: Create a Special Events Toolkit to Assist Tourism Partners and Businesses
Identified Resource Tools Required

- Tour Operator Notes
- Tour Operator “Off-the-shelf” itineraries
- Custom-templated sites for partner web presence
- “We Speak” training modules and toolkit
- WVVA wine trail Benefits Intro packet with decals and resource directory

Measuring Success

CCTCA will continue the tracking and reporting of established measurement criteria. Under guidance from the Tourism Development Council, CCTCA will modify, revise, add or delete measurement and tools as new goals, strategies and priorities are developed and implemented, and as appropriate. These will be determined each year and will be contained within the annual business plan.

For more information concerning this Master Plan, please contact Clackamas County Tourism & Cultural Affairs at: (503) 655-8492 or online at: www.mthoodterritory.com. CCTCA is located at: 150 Beaver Creek Road Suite 245, Oregon City, OR 97045.





**Clackamas County Tourism
& Cultural Affairs**

Tourism Development Council

- John Erickson - Chair
- Peter Watts - Vice Chair
- Sam Drevo - Member
- Sean Drinkwine - Member
- Betsy LaBarge - Member
- Kirk Mouser - Member
- Daphne Wuest - Member
- Roger Beebe - Member
- Marisa Hoiem - Member

2014/2015 Business Plan

Table of Contents

Introduction	3
Vision	
Mission	
Background	
Department Structure	4
Definitions	
Executive Summary	5
Success Stories	
Budget	6
Return on Investment	7
2013/2014 Accomplishments	8
Marketing and Public Relations	
Development	12
Community Relations	14
Looking Ahead: Priorities and Investment Areas 2014/2015	15
3-D Travel Planning Executive Summary	16
Marketing and Public Relations	17
Development	18
Community Relations	20
Conclusion	21

Vision

To serve as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

Mission

To increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning, resulting in destination visits and by working in partnership to develop and enhance local tourism assets, businesses and experiences.

Introduction

Clackamas County Tourism and Cultural Affairs (CCTCA) is the Destination Marketing Organization (DMO) for the county. CCTCA markets Clackamas County, branded as Oregon's Mt. Hood Territory, with the purpose of generating new revenue through visitor spending at lodging properties, attractions and events.

CCTCA is funded through the Transient Room Tax (TRT), paid by overnight

visitors at lodging properties in Clackamas County. These funds are reinvested in marketing strategies to attract new visitors and in the development of tourism assets in Clackamas County. CCTCA operates under the direction of the Tourism Development Council (TDC) comprised of industry leaders and guided by a Five-Year Master Plan which is approved by the Board of County Commissioners.



Background- Transient Room Tax

Clackamas County's organized tourism program has its roots in the passage of the **6% Transient Room Tax** in 1991. This ordinance established the Tourism Development Council, appointed by the County Commission, to oversee the development and promotion of tourism in Clackamas County. The collection of TRT has grown from just over \$1 million in 1992 to a record \$3.4 million in Fiscal Year 2013/2014. TRT collections have grown

steadily since FY 2009/2010, when the economic downturn took its toll on travel nationwide. In 2006, the program became its own department. In 2007, it was expanded to become the Tourism and Cultural Affairs Department, providing an official county connection to the cultural organizations that are represented by the Clackamas County Arts Alliance and the Clackamas County Cultural Coalition.

Definitions

Tourism is defined as the economic activity generated by visitors' spending.

Visitor is defined as a person who travels from their place of residence for pleasure, recreation, business (other than daily employment) or participation in events on a trip that is more than 50 miles and/or includes an overnight stay at a lodging property.

Tourism Development Council

The Tourism Development Council is appointed by the Clackamas County Board of Commissioners, oversees the development and promotion of tourism in Clackamas County. The TDC also develops, adopts and implements the Master Plan.

Department Structure

Clackamas County Tourism and Cultural Affairs is arranged into four divisions: Marketing, Development, Community Relations and Administration.

Marketing and Public

Relations works to increase the awareness of Clackamas County's visitor experiences through implementation of targeted and partner-based advertising, sales and visitor service strategies resulting in increased visitor spending, occupancy and REVPAR (Revenue Per Available Room) in commercial lodging facilities. Marketing efforts include advertising, earned media, social media and public relations efforts.

Development coordinates and assists in developing attraction and hospitality services and related public infrastructure resulting in improved and new visitor attractions, facilities and services in Clackamas County. The development division oversees a sizeable grant program.

Community Relations

oversees the implementation of a community-focused tourism grant program (CPP), works with local partners to help develop successful projects and recognize greater overall return on investment. In addition, the division coordinates the delivery of services at visitor information centers.

Administration oversees the operations of CCTCA and ensures the department operates as a fiscally responsible organization through research-based planning, partnership development and performance accountability resulting in effective stewardship of the resources and return on investment.

Wooden Shoe Tulip Farm

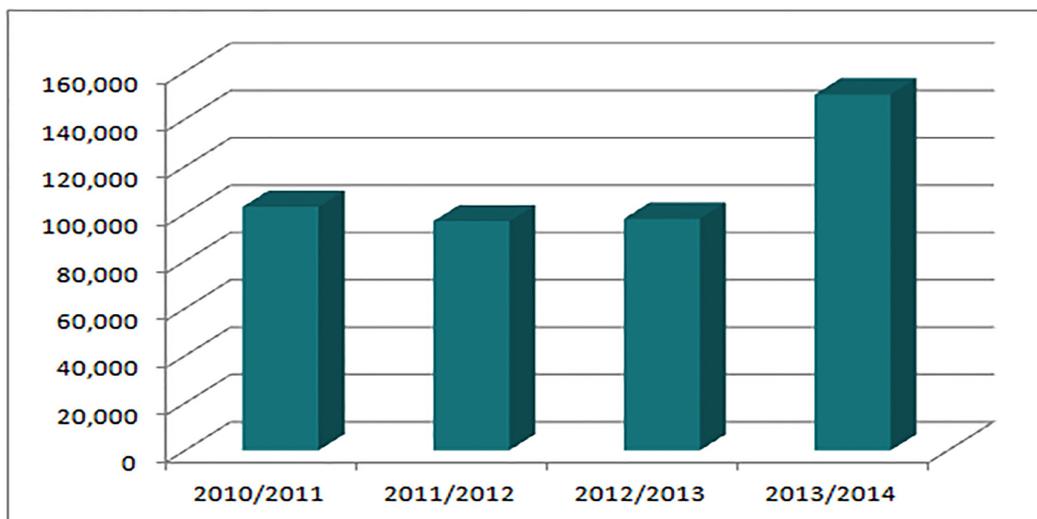


Success Stories

The following are highlights accomplished by the CCTCA during FY 2013/2014. All accomplishments are based off of priorities outlined in the 5-year Master Plan.

- Generated record-breaking Transient Room Tax revenues, with receipts exceeding \$3.4 million
- Created and implemented targeted marketing campaigns that increased website visitation by more than 50%
- Implemented new “Deskside Tour” initiative where staff met with more than 50 travel writers, resulting in increased positive media coverage of Mt. Hood Territory
- Dramatically increased engagement across all social media channels
- Grew tourism offerings throughout Mt. Hood Territory by infusing approved projects with \$200,000 via the popular Tourism Development Grant Program
- Assisted Clackamas County Communities in developing programs that promote increased overnight stays and longer visits by granting \$260,000 through Community Partnership Program
- Increased Agritourism offerings in Mt. Hood Territory with new farm events, Farm Loop experiences, and farm-to-table dining
- Spurred dramatic increase in bicycle tourism through the support of new events and infrastructure in local communities
- Paved the way for increased Heritage/Cultural Tourism by completing the first phase of a Heritage and Cultural Tourism Strategic Plan

Visitors to MtHoodTerritory.com by Fiscal Year



Tourism & Cultural Affairs Approved FY 2014/15 Budget

Revenues

Beginning Bal.	490,985.00
Mt. Hood Gorge Region	62,518.00
Misc Rev	8,000.00
Interest Rev	1,500.00
Contrib & Donations	
I/F Trans to Fund 840	279,359.00
TRT Proj. Rev	3,341,761.00
Total Revenues	4,184,123.00

Personnel Services

Reg FT Emps & Benefits	1,218,109.00
------------------------	---------------------

General Office

Building Maint & Repair	-
Materials & Supplies	5,000.00
Postage	27,000.00
Computer & Misc Equipment	7,000.00
Telephone	15,000.00
Travel & Mileage	12,830.00
Printing & Duplicating	7,000.00
Casualty Insurance	4,329.00
Office Rental & Storage	62,264.00
Subs/Pubs/Dues/Memberships	45,326.00
Training & Staff Development	16,259.00
Subtotal	202,008.00

Professional Services

Visitor Info Services	105,000.00
Fulfillment (M Proctor)	33,000.00
Blue Heron Master Plan	33,000.00
Heritage Implementation	25,000.00
Business Kiosk Program	50,000.00
Ag Tourism Implement	25,000.00
Database Cleanup	10,000.00
Special Projects - TBD	25,000.00
Integrated Marketing	36,540.00
PR Agency / Strategy	20,000.00
Travel Portland for Int.	30,000.00
GeoCache Marketing	10,000.00
BPN	60,000.00
Subtotal	462,540.00

Tourism Development

Travel & Mileage	6,500.00
Trade Shows	25,000.00
Development Grant	220,000.00
Federal Partners	80,000.00
Resource Materials	10,000.00
Product / Market Development	25,000.00
Subtotal	366,500.00

Community Relations

Community Partnership Programs	310,000.00
Sponsorships	35,000.00
Resource Materials	10,000.00
Food	4,000.00
Hospitality	5,000.00
TBD	
Subtotal	364,000.00

Tourism Marketing

Advertising

Visitors	85,000.00
Prospects - Awareness Phase	71,000.00
Prospects - Motivation Phase	55,000.00
Travel Tourism/Co-op/Brand USA	90,000.00
Direct Flight Promotion	110,000.00
SEM/Facebook/Twitter	65,000.00
TBD	15,000.00
Creative	100,000.00
Rest Area Ads	4,000.00
Campaign Prize Package	5,000.00
Subtotal	600,000.00

Mobile Vic

Vehicle Maintenance	3,000.00
Vehicle Fuel	3,000.00
Travel & Mileage	26,670.00
Subtotal	32,670.00

Sales Materials

Travel Guide / Maps	60,000.00
Explorer's Guide	17,000.00
E newsletter	3,000.00
Photo File	24,000.00
Photo catalog/share service	1,000.00
MVIC marketing	15,000.00
Website/mobile/social	25,000.00
OMP/Insert card/Envelope	10,000.00
Trade shows/materials	1,000.00
Promo items	5,000.00
Campaign/Banner/Booth	1,000.00
TCA Misc / Opportunity	20,000.00
Int'l Translations	10,000.00
Loyalty Promotions	15,000.00
PR mat/b-roll/video/equip	20,000.00
Pr Sales Missions	1,500.00
PR Media Hosting	5,000.00
PR inhouse FB Boosts	10,000.00
Mt Hood Gorge Exp	62,517.00
Subtotal	306,017.00

Payments to other Organizations

Arts & Culture	279,359.00
Subtotal	279,359.00

Contingency

Contingency	352,920.00
Subtotal	352,920.00

Total CCTCA Budget FY 2014-15 \$4,184,123

Return on Investment

A return on investment (ROI) in an effective destination development and marketing program is realized multiple ways. The most obvious is through the infusion of new dollars in local economies via visitor spending. Travelers visit communities and spend money at lodging properties, restaurants, shops and other local businesses. These new dollars flow throughout the local economy and generate tax revenue for local governments, easing the burden on residents.

Another benefit locals receive from a healthy tourism program is the creation of new services, amenities and activities. The development of these assets adds to quality of life by giving residents new things to see and do. Much of the cost of these new amenities comes from the revenue derived from visitor spending.

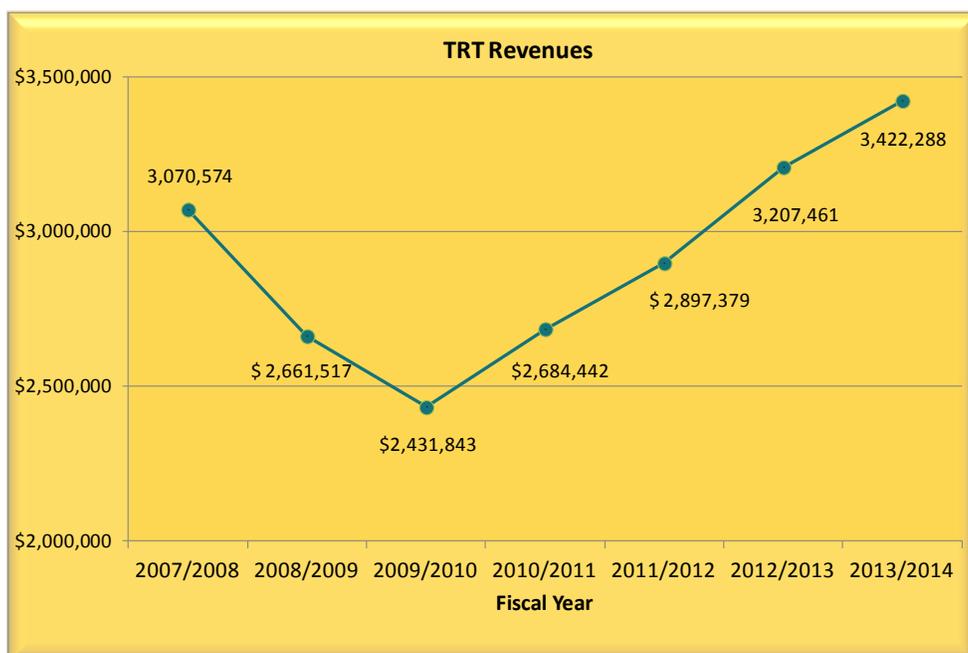
A key ROI metric is the revenue collected from Transient Room Tax (TRT) paid by overnight visitors. The Clackamas County TRT has increased each year since Fiscal Year 2009/2010. In Fiscal Year 2013/2014 TRT collections totalled \$3.4 million, jumping more than 12% from the prior year.

Visitor spending is another common metric used to measure ROI. This is possible with the Dean Runyan Economic Impact Report prepared annually for Travel Oregon. The report utilizes a model that is the industry standard across the US. Visitor spending in 2013 was \$429 million. Visitors spent an average of \$178.75 per day per person.

- **Clackamas County welcomed 2.4 million overnight visitors, who stayed 6.8 million nights.**
- **Overnight and day visitors spent \$429 million.**
- **Total travel spending directly supported 5,245 jobs.**
- **Travel spending generated \$20 million in state and local tax revenue.**

We also track the number of visitor inquiries for our Travel Planner. We fulfilled 56,238 such inquiries in FY 2013/2014, an 8.5% increase over last year.

Finally, according to Smith Travel Research, the leader in hotel data collection, visitors filled an average of 67% of Clackamas County hotel rooms in FY 2013/2014, a 4.5% increase over Fiscal Year 12/13.



Highlight:

Transient Room Tax revenues broke records in 2013/2014, totalling more than \$3.4 million, the most collected in Clackamas County history.

Clackamas County Tourism and Cultural Affairs

expends more than one third of its annual budget on marketing and promotional efforts nationally and internationally to build awareness and interest in Oregon's Mt. Hood Territory

Clackamas County welcomed 2.4 million visitors in 2013



BPN is the Agency of Record for Clackamas County Tourism and Cultural Affairs

2013/2014 Accomplishments: Marketing and Public Relations

Advertising

- Conducted a Brand Health Check/Advertising Effectiveness Audit with SMARI to prioritize and implement opportunities to improve and strengthen the brand
- Established an integrated marketing strategy working in partnership with BPN to implement through an ongoing basis going forward
- Launched a Winter Weather Push (1/31/14 - 2/28/14) to combat the late winter snowfall season to offset the decline of visitation to the Mt. Hood area
- Partnered with Horizon Travel Magazine (insert in the Wall Street Journal) with a full-page advertorial and online banner ads (Jan-Feb); 5-second commercial spot on the giant ABC Studio/Good Morning America screen in Times Square;

Toronto, Canada Transit Center. Ran Dec 27-Jan 2

- Partnered with AAA-TV for a TV program aired in Phoenix/Tucson and Denver in Sept; Arts Cabin segment aired in November; Timberline Lodge aired in March. All programs aired in N. Carolina in May

- Partnered with Travel Oregon's Wintercation promotion, generated 5,865 website visits, 19,406 leads, 10,727 email opt ins

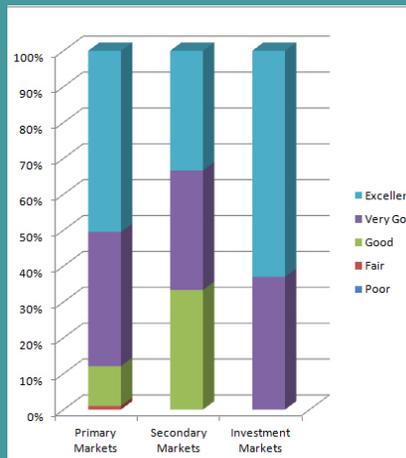
- Leveraged Travel Oregon's 7 Wonders of Oregon promotion through social media focus and engagement

- Partnered with Brand USA for international marketing through DiscoverAmerica.com, print inspirational guide, and Canada West multi-channel campaign



In the Brand Tracking Study of Oregon's Mt. Hood Territory conducted by Strategic Marketing & Research (SMARI), 99% of respondents from Primary Markets reported a positive experience in The Territory.

Quality of Experience



Additional Highlights:

- Designed and produced the “2014 Travel Planner” with new OMHT branding
- Established a public photo library database through the online platform Zenfolio

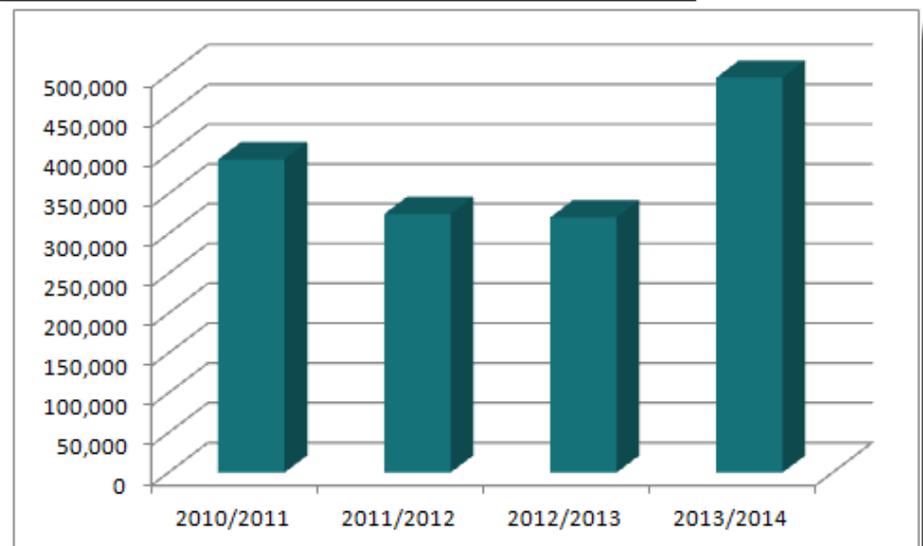
Promotions

- Fall campaign generated 32,508 website visitors, 8,854 Facebook fans
- Un-hibernate Winter campaign generated 48,153 website visitors, 8,302 Facebook fans, 33,977 YouTube video views, 1,069 contest entries
- Spring/Summer (Apr-June) has generated 48,078 website visitors, 26,572 YouTube video views
- 2,519 Travel Planners viewed online or ordered - 7% increase
- Social Media channels have increased in number of referrers to the website, closing in on the SEM referrers
- Improved the functionality of the website to better integrate with iDSS, our content management system, increasing usability of the site for staff, business partners and visitors

Website

- 132,097 website visitors, 41,495 mobile visitors (173,592 total visitors); and 157,400 unique visitors to www.MtHoodTerritory.com - 51 % increase (Google Analytics)
- Made the site more mobile-friendly, resulting in better visitation and lower bounce rate of growing mobile user segment
- 496,185 page views - 55% increase

Pageviews on MtHoodTerritory.com by Fiscal Year



The most popular Tweet received 219 retweets and generated more than 588,000 impressions.



The most popular Facebook post reached more than 84,000 people.



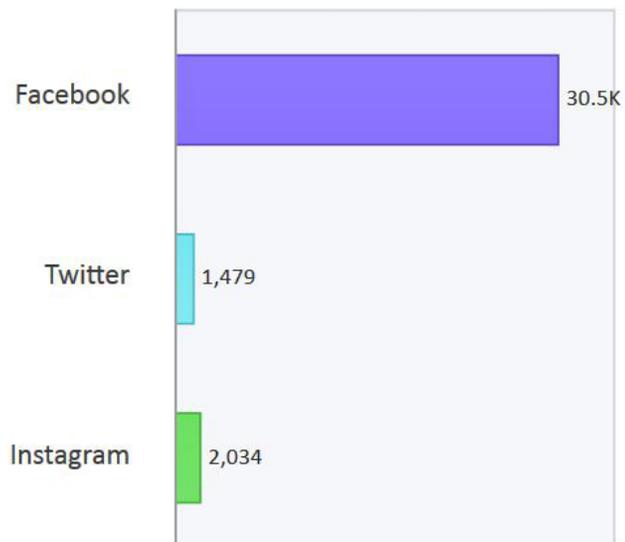
Total social channel engagement increased more than 41% in FY 2013/2014

Social Media

- Developed an actionable social media strategic plan, including brand ambassador and customer service programs
- Total social channel audience increased 41.1%. Facebook brand activity reached 15.4M (35.7M impressions); Twitter brand activity reached 2.1M (10.6M impressions)
- Launched an official Mt. Hood Territory #OMHT hashtag
- Launched a Google+ brand account with both social media and SEO benefits
- Created and executed iPineraries; recognized by industry as the first brand to use Place Pins to create engaging travel itineraries
- Successfully moved the Mt. Hood Territory blog to website

Social Audience Growth by Channel		
CHANNEL	AUDIENCE GROWTH	TOTAL AUDIENCE
Facebook	48.6%	93,333
Twitter	26.4%	7,091
Instagram	770.5%	2,298
Total	49.5%	102,722

Number of new followers



Visitor Information Services

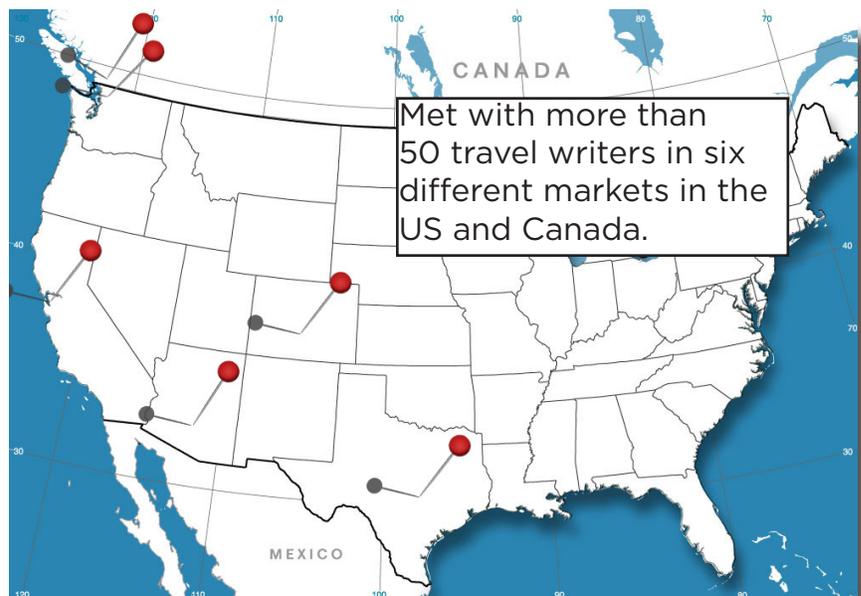
- Continued expansion of the Mobile Visitor Information Center (MVIC) to attend events outside of Mt. Hood Territory
- MVIC met with 11,163 visitors, a 46% increase over Fiscal Year 2013/2014
- Assisted 69,168 visitors at our Visitor Information Centers in:
 - Sandy Chamber of Commerce
 - Mt. Hood Cultural Center and Museum
 - Zigzag Ranger District
 - Oregon City - End Of The Oregon Trail Interpretive Center

Proposed Interactive Visitor Information Kiosk



Media Relations

- Participated in deskside tours in Vancouver, BC, Seattle, San Francisco-Bay Area, Denver-Boulder, Phoenix and Austin, TX resulting in new media relationships, dozens of inbound media trips and stories and enhanced awareness in direct-flight markets
- Planned for and hosted 61 journalists on assignment resulting in stories placed in major international, national and regional publications including Alaska Airlines, TIME, SKI Magazine, VIA, Wall Street Journal, Sunset, MSN.com, Chicago Tribune, Conde Nast Traveler and Vancouver Sun
- Facebook: Went from 66,182 FB fans to 93,333 (41% increase in fan base)
- Twitter increased from 6,291 followers to 7,092 (13% increase)
- InstaMeet Event: Executed our first InstaMeet at the Wooden Shoe Tulip Festival. Attended by 6 Instagram followers
- Launched and are currently growing/developing Google+ as a new social media outlet
- Blog: 22,895 all time views, with average viewership growth during the past year of 34% and has increased overall website traffic due to integration
- Monthly eNewsletter went from 9,697 to 9,271 opt-in subscribers (.04% decrease)
- Executed a successful second annual Tourism Tech Symposium for local partners



2013/2014 Accomplishments: Development

- Continued the revamped Development Grant Program, awarding \$200,000, making strategic investments based on goals of the 5-year Master Plan
- Funded Whitewater Park Feasibility Study which will also serve to act as a template for future River Tourism Studios
- Event Sponsorship Program included support to 4 local and statewide events, each with deliverables tied to zip code and target market outreach
- Achieved Clackamas County's first Oregon Scenic Bikeway designation, the culmination of a highly-collaborative three-year effort
- Strengthened the foundation laid during the 2012 Bicycle Tourism Studios through grant support of strategic bike-related projects:
 - ▶ Addition of trail infrastructure at Sandy Ridge and Mt. Hood Skibowl
 - ▶ Increased event size and attendance at unique Cyclecross/Agritourism Event
 - ▶ Startup of a mountain bike skills series
- ▶ "Jump Park" feasibility study
- ▶ Upgrade of Milo McIver State Park with Hiker/Biker campsites
- ▶ Supported development of new Estacada Bicycling Visitor Plaza
- Recognized ten county businesses in the state's Bicycle Friendly Business Program, with plan in place to provide Bike Friendly Business (BFB) training in each community and various segments of Agritourism destinations
- Began implementation of several goals to execute the Electronic Visitor Information Kiosk Program:
 - ▶ Secured vendor and entered design phase for pilot kiosk, slated for September 2014 launch
- ▶ Secured ODOT written approval for kiosk installation
- ▶ Submitted MOU (Memorandum of Understanding) for work with Oregon Travel Experience
- Completed Phase 1 of 6-month Heritage and Cultural Tourism Development Plan, a collaborative effort to increase Heritage and Cultural travel to Mt. Hood Territory by identifying the assets with the best potential for visitor interest
- Updating TeleTales program to use fresh, attractive visuals and take advantage of new technologies
- Updated Heritage database programmed to accept 24/7 partner-generated content now in Beta



The Federal Partnership Program is important to tourism because so much land within Mt. Hood Territory is publically held, and many recreational experiences are on those lands.

“It’s really vital for us to partner with some of our local communities and our county governments. Some of the (Sandy Ridge) trail system is even Clackamas County property, so it’s important that they’re on board. On the tourism side, BLM (Bureau of Land Management) isn’t in the marketing game, it’s important for us to partner with local entities to get the word out about what opportunities are available on public lands, why people should come and visit a system like Sandy Ridge and really getting the word out and raising that awareness.”

- Adam Milnor, BLM



- Supported Willamette Falls Heritage Area Coalition website revamp through FY 2013/14 Development Grant

- Worked with Bureau of Land Management (BLM) and Oregon Department of Transportation (ODOT) to increase much-needed signage to Sandy Ridge Trail system from Highway 26 (visitor counts to this mountain biking asset jumped dramatically, exceeding 100,000 riders)

- Increased visibility and ridership of Mt. Hood Express through advertisements in local theaters and through attractive bus wrap design

- Pledged matching grant funding for a Cultural Trust grant application with

concentration on Cemetery Tourism (a high-level priority finding of the Heritage Steering Committee)

- Facilitated the installation of Mt. Hood National Forest multi-use trail head signage at seven locations

- Served as committee chair for Oregon Tour and Travel Alliance, facilitating launch of new seasonal Portland Spirit land and river tour to Oregon City, new itineraries marketed by OTTA leadership at National Travel Trade Shows

- Served on board of Ski Oregon, working with state Winter product stakeholders to elevate visibility and create new visitor opportunities to our winter recreation sites





Agritourism

- Development of culinary experiences on farms
 - encouraged caterers, chefs and farmers to work together. Farm to table dinners increased from four last year to 11 this year
- Organized a nonprofit organization 501 (c)3 (Oregon Agritourism Partnership) to enable the association with the purposes of:
 - ▶ Raise money for projects and programs
 - ▶ Increase eligibility for grants
 - ▶ Accept charitable donations
 - ▶ Operate educational programs for visitors and to help farms make necessary arrangements to give customers the best visitor experience
- Assisted farms to develop independent events such as festivals with culinary themes
- Added Farmlandia Farm Loop which is northern portion of Clackamas County including Sherwood, Wilsonville, West Linn and Milwaukie
- Developed Customer Service program for farms

FY 2013/2014 Accomplishments: Community Relations

- Manage the Community Partnership Grant Program (CPP) that distributed grants of up to \$20,000 to each of the 14 eligible communities in Clackamas County
- Continued working with partner entities providing visitor information services
- Began the transition of providing visitor information services through alternative methods as directed by the Tourism Development Council.
- Rolled out new Project Incentive Program (PIP) which serves as an extension of the CPP. Additional funding made available to incentivize communities to develop larger, more strategic projects that have a greater potential to increase overnight stays

Resource Investment Areas - Marketing and Public Relations

Advertising:

Include paid media and SEM to inform and influence consumers

Website Management:

Ensure content is fresh, and take advantage of search engine optimization (SEO)

Promotions:

Inform and incentivize consumers to make the decision to visit

Travel Media Relations:

Build relationships to increase earned-media placements

Social Media:

Provide consumer-generated content to build connections

Sales Materials/Publications:

Create well-designed and high quality materials to market our destination

Visiting Friends and Relatives Program (VFR):

Engage local residents as ambassadors to their VFR

Mobile Visitor Information Center:

Maintain a visible presence at highly-attended events throughout the region

Looking Ahead to FY 14/15

Clackamas County Tourism and Cultural Affairs will continue to move forward as a leader in tourism marketing and development. Each department has outlined areas of resource development and priorities for Fiscal Year 2014/2015, as outlined in the 5-year plan.

3-D Travel Strategic Planning Document

Clackamas County Tourism and Cultural Affairs worked with our marketing agency BPN to create an in-depth strategic plan that is in line with the 5-year Master Plan. This document creates an overarching plan to guide the CCTCA's marketing decisions and ensures consistent messaging. The Executive Summary is on page 16. The full document is available to view on our website in the document center on our partners page.

Social Media Strategy

The social media landscape is an ever-changing environment with excellent opportunities for communicating with existing customers and creating new brand awareness. The Public Relations team researched industry-standard best practices and studied the techniques that have created the best results for CCTCA and drafted a comprehensive social media strategy. The over-all action items are incorporated into this business plan. The full plan outlining objectives and strategies for the Blog, Facebook, Twitter, Instagram, Pinterest, Google +, Brightcove/Youtube and Slideshare/Prezi can be viewed on the Mt. Hood Territory document center.



EXECUTIVE SUMMARY



VISION	MISSION	GUIDING PRINCIPLES	THE THREE PILLARS OF COUNTY TOURISM:
<p>Serve as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.</p>	<p>Increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning resulting in destination visits and by working in partnership to develop and enhance local tourism assets.</p>	<ul style="list-style-type: none"> • Leader in County and Regional Tourism • Promotions of Clackamas County Tourism Assets and Opportunities • Effective and Efficient Use of Public Resources • Build New and Strengthen Existing Public and Private Partnerships 	<ul style="list-style-type: none"> • Outdoor Recreation • Agritourism • Heritage/Cultural Tourism

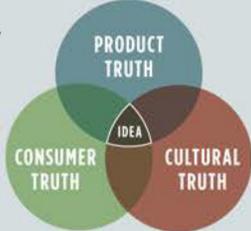
STRATEGIC IMPERATIVES

<p>1. BUILD AWARENESS <i>Even for people living in primary markets, awareness is at 40%.</i></p>	<p>2. CREATE ADVOCACY <i>Those who visited the area are transformed and rate the experience positively – 99%. Social media listening and analysis shows that 100% of conversational sentiment falls under “positive” or “neutral”; 0% is “negative”.</i></p>	<p>3. ENHANCE OREGON’S MT. HOOD TERRITORY’S BRAND PERSONALITY <i>Those who have visited rate it highly, and also do much more than outdoor activity, creating a more profound image of The Territory that should be conveyed to a broader public.</i></p>
--	--	---

AUDIENCES

 <p>VISITORS</p> <ul style="list-style-type: none"> • Have been to The Territory • Married • Live in Washington/Oregon • White • Childless households • Have a broader view of what The Territory is (<i>is more than just outdoor activities</i>) 	 <p>PROSPECTS</p> <ul style="list-style-type: none"> • Have never been to The Territory • Open to the possibility of visiting The Territory • Multicultural • Not geographically clustered • Younger (<45 years old) • Option-seeking people (<i>variety is important</i>)
--	--

STRATEGIC PLANNING

<p>CORE IDEA 3-D travel is the expectation, not the exception, for Oregon’s Mt. Hood Territory.</p> 	<p>PLATFORM: “PLAY” The Territory is the best playground ever – the fun is nearly unlimited, and every activity is within reach. 3-D travel appeals to me because there’s a lot to do and it’s all so accessible.</p> 	<p>METRICS OF SUCCESS</p> <table border="1"> <thead> <tr> <th>OBJECTIVE</th> <th>KEY PERFORMANCE INDICATOR</th> </tr> </thead> <tbody> <tr> <td>Increase transient room tax (TRT) revenue and regional economic impact.</td> <td>TRT revenue</td> </tr> <tr> <td>Increase brand awareness and personality.</td> <td>SMARI ad effectiveness research, online surveys, geo-fenced surveys</td> </tr> <tr> <td>Position Oregon’s Mt. Hood Territory’s web and social media channels as the go-to travel resources for the area.</td> <td>Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests</td> </tr> </tbody> </table>	OBJECTIVE	KEY PERFORMANCE INDICATOR	Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue	Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys	Position Oregon’s Mt. Hood Territory’s web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests
OBJECTIVE	KEY PERFORMANCE INDICATOR									
Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue									
Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys									
Position Oregon’s Mt. Hood Territory’s web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests									

FY 14/15 Priorities - Marketing and Public Relations

Advertising Priorities:

- Develop and implement an Integrated Marketing Strategy working with BPN
- Expand the Investment Market promotion and campaign in Austin, as well as partner with Port of Portland with the new direct flight service into Lovefield Airport in Dallas
- Work with BPN to execute the new brand platform promoting the 3-D travel experience in Oregon's Mt. Hood Territory
- Continue and enhance investment and effort in developing International Tourism
 - ▶ Engage direct staff and resources into Canada; ITB (Germany); VISIT USA (Australia); Pow Wow (IPW)
 - ▶ Continue to enhance international efforts with Travel Portland; Travel Oregon

▶ Create more fam tours for travel writers and tour operators

▶ Continue to engage in Brand USA marketing efforts

PR Priorities:

- Submit an RFP for and secure a local PR agency to facilitate with Mt. Hood Territory specific deskside tours in several primary/secondary markets; plan and execute those deskside tours and resulting media trips
- Redesign and execute a revamped online newsroom
- Develop and launch a quarterly "What's New" media newsletter

Social Media Priorities:

- Execute "Local Explorer" blogger program
- Launch customer service advanced offerings, including an online FAQ page and customer support on Twitter

• Identify and engage with events in Mt. Hood Territory that have robust event hashtag engagement

• Host quarterly InstaMeets to help build and incentivize brand ambassadors

• Enhance Clackamas County Tourism and Cultural Affairs' authority by sharing presentations to Slideshare and Prezi when applicable

Website Priorities

- Continue working on website enhancements and iDSS data base improvements
- Incorporate mobile apps or embrace new technologies that better reach and serve customers, such as "near field communication" and text message marketing (SMS)

Mobile Visitor Information Center (MVIC)

• Continue to revise and expand the reach of the MVIC van out of area as appropriate



Resource Investment Areas - Development

Product Development Plan

- Outdoor Recreation
- Agritourism
- Heritage
- Eco-Tourism/
Sustainability

Identify New/Expanded Market Opportunity Concentrations

- Group and Independent Tours
- International
- River Tourism
- Other as determined

Package/Itinerary development

- Lodging
- Transportation
- Attractions
- Experiences
- Dining
- Receptive Tour
- Operator Relationships/
Contracts

Resource Development

- Electronic Interactive Kiosks
- Front-line Training Tools

FY 14/15 Priorities - Development

- Conduct Development Grant Program, issuing \$220,000 in 2014/15
 - Film & Video Interface with Business and Community Services
 - ▶ Educate partners about film and video opportunities in their businesses/ communities
 - ▶ Continue work with Business and Community Services (BCS) on the feasibility study of a Pop Culture museum in Milwaukie
 - Agritourism
 - ▶ Continue to encourage the development of recreation on farmland, including the continuation and building of farm-to-farm cycling events, nature trails and guided hikes, horseback riding and birding on farms
 - ▶ Encourage the enhancement of, and visitor attendance at, equine events
 - ▶ Encourage the enhancement of, and visitor events and experiences, including things to do for equine event non-competitors
 - ▶ Feature equine experiences, events and trail rides as part of OMHT
- agritourism marketing campaign in 2015
- ▶ Pitch farm-to-farm/ winery biking, horseback riding, horse camps, equine events, hiking/ walking and nature trails on farms to media and to recreation groups (walkers, cyclists, leisure horseback riders)
 - ▶ Host a sales event for equine event coordinators that will recruit and incentivize the coordinators to hold their event in Clackamas County
- Lodging Development Support
 - ▶ Needs further action/ clarification by TDC and staff. To be discussed at May meeting
- Bicycle Tourism Support
 - ▶ Create and implement a process for template mapping of new bike routes and trails
 - ▶ As new bicycle (and river tours) experiences and trails develop, create media kits and other marketing and PR materials as appropriate and resources allow
- Mountain Multi-Modal – no financial investment at this time; just staff support
 - ▶ Continue efforts with the regional multi-modal

task-force to identify and participate in partnerships to improve mountain transportation options

- Willamette Falls Heritage Area Coalition- no financial investment at this time; just staff support

- Cascadia School of the Arts (Arts Cabins)

- ▶ Evaluate request to assist with acquiring the cabins from the U.S. Forest Service. Assist as appropriate

- Federal Partners Program: Continue refining focus and possible investments/projects

- Blue Heron Redevelopment: Stay involved with the master planning project.

- River Tourism

- ▶ Sportsfishing Partnership- Appears to be some good opportunities for partnership

- ▶ Continue work on Whitewater Park Feasibility study

- ▶ Further develop river guide professionalism; packaging opportunities

- Heritage/Culture Tourism Projects

- ▶ Development of new Heritage Trails for visitors

- ▶ TeleTales - Update to new technology as appropriate

- ▶ Create Genealogy/ Cemetery, etc. tours

- ▶ Evaluate existing cemetery tour work for mapping and podcast tour marketability for cultural heritage experiences

- Business Kiosks: Installation of interactive, electronic visitor kiosks, designed to improve the visitor experience to serve as electronic wayfinding, and will be deployed to help visitors find useful, tourism-rich content (maps, activities, lodging, etc)



Resource Investment Areas - Community Relations

Community Partnership Program: A strategy to provide leadership, funding and technical assistance for locally based tourism projects and programs

Public Relations: Provide ongoing two-way communication between and among CCTCA and its various tourism partner constituents

Advocacy: Represent CCTCA & partners to ensure that tourism development, services and marketing are considered in other County and partner efforts

Event assistance/planning: TCA sponsored as well as sanctioned events that provide education, networking and/or resources for tourism partners

Communications: Create and utilize communications tools and techniques that connect TCA with its various cCConstituents

Visitor Information

Services: Provide training and funding support to Visitor Centers and related partners' programs and offerings

FY 14/15 Priorities - Community Relations

- Conduct Community Partnership Grant Program (CPP), issuing \$20,000 per community in 2014-15
 - Continue Project Incentive Program Fund (PIP) to encourage partners to invest in projects that have a high likelihood of attracting visitors, involve multiple partners, leverage additional funds or resources, grow or increase the capacity of events and attractions
- Geocaching
 - ▶ Reestablish Geocaching Program using a professional to work with partners and develop cache sites and supporting materials, resources
 - ▶ Implement Geocaching Implementation Grants (GIGs) to help communities develop geocaching challenges
 - ▶ Create Geocaching 15th Anniversary Event to take advantage of first ever Geocache being placed in Clackamas County in 1999
- Partner Training
 - ▶ Continue to offer training opportunities to enhance partner skills and knowledge
- Continue to coordinate visitor information services and the transition to alternative service delivery methods
- Arts & Culture
 - ▶ Continue to work closely with Executive Director to support and engage where meaningful
- Other Areas of Interest:
 - ▶ Increase Research Investment as appropriate
- In-person Visitor Information Center (VIC)
 - ▶ Retain Sandy VIC through Summer 2014 for season visitors. Replace with Business Kiosk
 - ▶ Evaluate investment in Zigzag Ranger Station for VIC services. Place an information kiosk there as appropriate and achievable

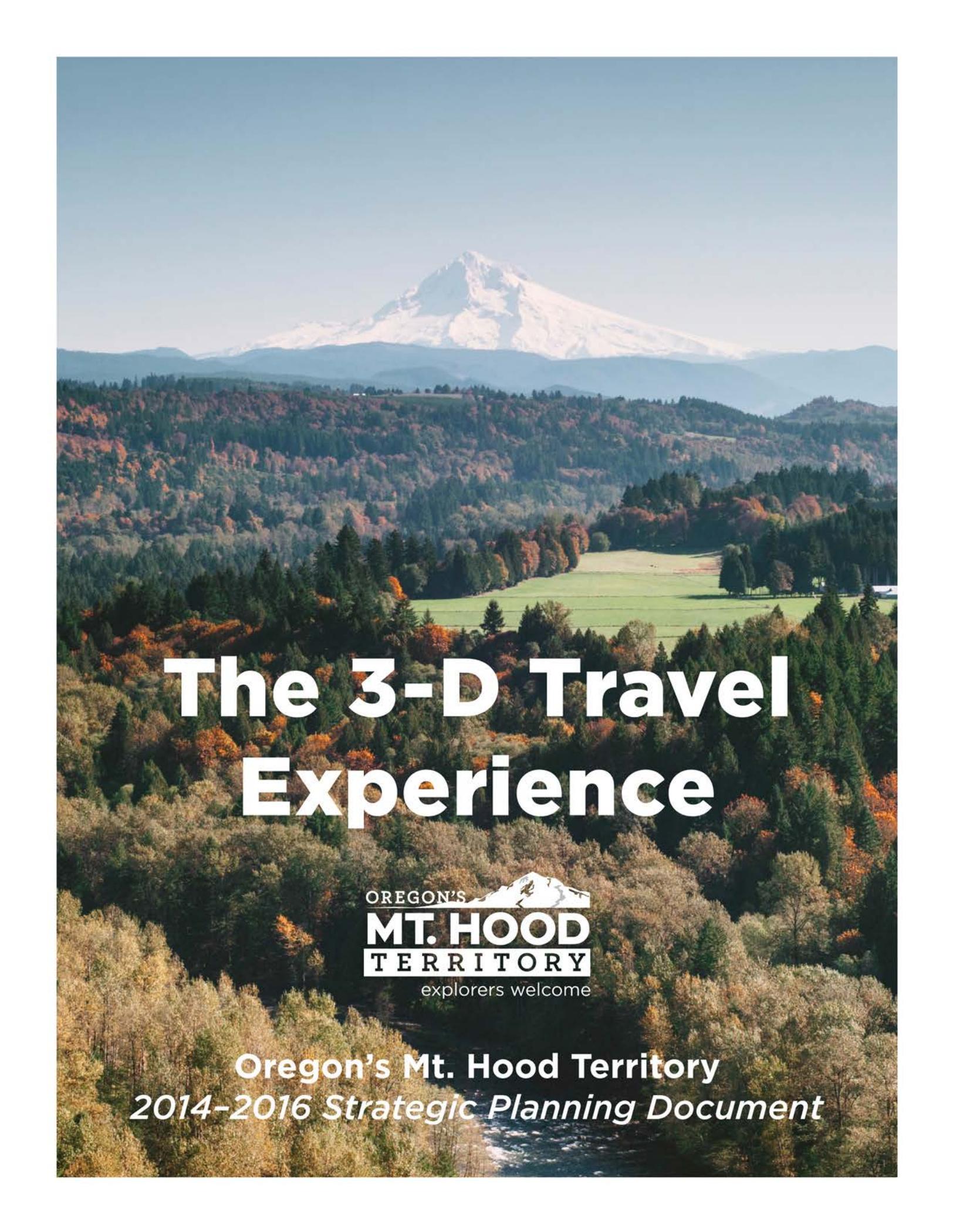


Conclusion

Clackamas County Tourism and Cultural Affairs continues to be an innovator in the world of destination marketing. We leverage partnerships with local, regional, state and national organizations to accomplish our goals.

Our proven efforts continue to generate increased tourism dollars to Clackamas County and its residents, and all economic indicators continue to move in positive directions.





The 3-D Travel Experience

OREGON'S 
MT. HOOD
TERRITORY
explorers welcome

Oregon's Mt. Hood Territory
2014-2016 Strategic Planning Document

Table of Contents

Executive Summary	3
About Clackamas County Tourism & Cultural Affairs	4
Strategic Plan	5
A. Business/Marketing Objectives	5
B. Internal and Competitive Analysis	6
C. Brand Strengths	7
D. Value Proposition	8
E. Strategic Imperatives	8
F. Target Audience	9
G. Message Ideation	11
H. Platform	11
I. Messaging/Platform Testing	12
J. Media Channel Plans	15
K. Metrics of Success	20
L. Conclusion	20
Oregon's Mt. Hood Territory's Commission Team	21
Citations	23



EXECUTIVE SUMMARY



VISION	MISSION	GUIDING PRINCIPLES	THE THREE PILLARS OF COUNTY TOURISM:
<p>Serve as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.</p>	<p>Increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning resulting in destination visits and by working in partnership to develop and enhance local tourism assets.</p>	<ul style="list-style-type: none"> • Leader in County and Regional Tourism • Promotions of Clackamas County Tourism Assets and Opportunities • Effective and Efficient Use of Public Resources • Build New and Strengthen Existing Public and Private Partnerships 	<ul style="list-style-type: none"> • Outdoor Recreation • Agritourism • Heritage/Cultural Tourism

STRATEGIC IMPERATIVES

<p>1. BUILD AWARENESS <i>Even for people living in primary markets, awareness is at 40%.</i></p>	<p>2. CREATE ADVOCACY <i>Those who visited the area are transformed and rate the experience positively – 99%. Social media listening and analysis shows that 100% of conversational sentiment falls under “positive” or “neutral”; 0% is “negative”.</i></p>	<p>3. ENHANCE OREGON'S MT. HOOD TERRITORY'S BRAND PERSONALITY <i>Those who have visited rate it highly, and also do much more than outdoor activity, creating a more profound image of The Territory that should be conveyed to a broader public.</i></p>
--	--	---

AUDIENCES

 <p>VISITORS</p> <ul style="list-style-type: none"> • Have been to The Territory • Married • Live in Washington/Oregon • White • Childless households • Have a broader view of what The Territory is (<i>is more than just outdoor activities</i>) 	 <p>PROSPECTS</p> <ul style="list-style-type: none"> • Have never been to The Territory • Open to the possibility of visiting The Territory • Multicultural • Not geographically clustered • Younger (<45 years old) • Option-seeking people (<i>variety is important</i>)
--	--

STRATEGIC PLANNING

<p>CORE IDEA 3-D travel is the expectation, not the exception, for Oregon's Mt. Hood Territory.</p> 	<p>PLATFORM: “PLAY” The Territory is the best playground ever – the fun is nearly unlimited, and every activity is within reach. 3-D travel appeals to me because there's a lot to do and it's all so accessible.</p> 	<p>METRICS OF SUCCESS</p> <table border="1"> <thead> <tr> <th>OBJECTIVE</th> <th>KEY PERFORMANCE INDICATOR</th> </tr> </thead> <tbody> <tr> <td>Increase transient room tax (TRT) revenue and regional economic impact.</td> <td>TRT revenue</td> </tr> <tr> <td>Increase brand awareness and personality.</td> <td>SMARI ad effectiveness research, online surveys, geo-fenced surveys</td> </tr> <tr> <td>Position Oregon's Mt. Hood Territory's web and social media channels as the go-to travel resources for the area.</td> <td>Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests</td> </tr> </tbody> </table>	OBJECTIVE	KEY PERFORMANCE INDICATOR	Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue	Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys	Position Oregon's Mt. Hood Territory's web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests
OBJECTIVE	KEY PERFORMANCE INDICATOR									
Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue									
Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys									
Position Oregon's Mt. Hood Territory's web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests									

About Clackamas County Tourism & Cultural Affairs

Clackamas County Tourism & Cultural Affairs (CCTCA) is charged with developing and administering a comprehensive destination marketing plan to enhance the quality of life for residents by achieving optimal economic benefit from tourism for county businesses, attractions and government. A large part of this happens (thanks to you) through well-developed partnerships based on a common vision for tourism in the county.

Definition of Tourism/Visitor – “Tourism” is defined as the economic activity generated by visitors’ spending. “Visitor” is defined as a person who travels from his/her place of residence for pleasure, recreation, business (other than daily employment) or participation in events on a trip that requires the person to travel more than 50 miles and/or includes an overnight stay at a lodging property.

Vision – Serve as the leading force to grow and sustain tourism in Clackamas County through effective marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

Mission – Increase overnight stays and encourage visitors to linger longer in Clackamas County by serving as the primary destination resource for trip planning resulting in destination visits and by working in partnership to develop and enhance local tourism assets.

Insights – Trends and External Factors That Influence County Tourism

- Evolving Industry
- Evolving Technology
- Changing Traveler Behavior
- Shifting Revenue Resources
- Distressed, Declining and Underdeveloped Local Tourism Assets

Our Guiding Principles

- Leader in County and Regional Tourism
- Promotions of Clackamas County Tourism Assets and Opportunities
- Effective and Efficient Use of Public Resources
- Build New and Strengthen Existing Public and Private Partnerships

The Three Pillars of County Tourism

- Outdoor Recreation
- Agritourism
- Heritage/Cultural Tourism

Marketing Goal – To serve as the primary destination resource for trip planning resulting in a visit to this destination, as measured by demand for information, intent to travel, overall (transient room tax) TRT collections, visitor spending and length of stay.

Strategic Plan

A. Business/Marketing Objectives

To create a successful strategic plan we must begin with a clear understanding of overarching business goals. Once these objectives are established, we can develop a strategy that will help guide the effective use of creative and media to ensure these business goals are achieved.

OBJECTIVE
Increase transient room tax (TRT) revenue and regional economic impact.
Increase brand awareness and personality.
Position Oregon's Mt. Hood Territory's web and social media channels as the go-to travel resources for the area.

1. Business Objective: *Increase transient room tax (TRT) revenue and regional economic impact.*

Oregon's Mt. Hood Territory (The Territory) reached a then high of \$3 million in TRT revenue in FY 2007-2008 (CCTCA, March 2014, pg. 4). The Territory was not immune to the effect of the "Great Recession" that soon followed, which impacted the country as a whole. In FY 2012-13, we again reached \$3 million in TRT revenue, along with generating a broader regional impact that stems from visitors who not only visit the region, but also stay overnight (e.g., eating out at restaurants, visiting microbreweries, shopping at clothing stores). The Territory's business goal is to continue to keep the TRT above the \$3 million threshold, and even expand on this by converting more day-trippers to overnighters.

While spending by all overnighters increased 6% from 2008 to 2013, it increased even more among those who specifically stayed at a hotel/motel – by 6.7% between 2010 and 2013 (Dean Runyan Associates, 2014, pg. 73). Those who came to The Territory and did not stay overnight spent even more (8%); converting these day-trippers to overnighters will be crucial to achieve the overall business objectives (Dean Runyan Associates, 2014, pg. 73).

2. Marketing Objective: *Increase brand awareness and personality.*

A deep analysis was undertaken using data collected by Strategic Marketing & Research, Inc. (SMARI), which indicated that three distinct areas of the country are key markets to examine, when considering how likely it would be to get someone to: a) visit Oregon’s Mt. Hood Territory and b) stay overnight. CCTCA has classified these markets as primary, secondary and investment markets. Important factors to consider when entering these markets include:

- Increasing awareness of The Territory, beyond Mt. Hood
- Clearly demonstrating the personality of the region, which has a “bland” reputation among those who are aware of the area but live outside of primary markets

3. Marketing Objective: *Position Oregon’s Mt. Hood Territory’s web and social media channels as the go-to travel resources for the area.*

In today’s increasingly digital world, consumers have become more and more savvy when making travel decisions, relying heavily on digital channels, which requires a rethink of the traditional purchase funnel, along with giving these channels at least equal weight to traditional media channels (Court et al., 2009). Reviewing web data has shown us that traffic to MtHoodTerritory.com has increased by up to 15% over the past six years, with 2013-2014 set to be a record in unique and overall visitors; further stressing the importance it plays in our media ecosystem (Google Analytics, 2008-2014). It is imperative that this website complement any marketing initiatives attempting to drive traffic to this site; otherwise, potential consumers may be dissuaded from visiting and pursuing further information about the region.

B. Internal and Competitive Analysis

Before pursuing the more “flashy” aspects one might expect from a marketing platform, we undertook a review of The Territory’s competitors. There are multiple travel options in the Pacific Northwest/West Coast, making it important to consider how competitors position their region’s offerings to drive tourism, and how The Territory can distinguish itself from them with its own offerings and marketing initiatives. Using a variety of data sources and factors, we narrowed this set of competitors down to:

- Oregon Coast
- Lake Tahoe
- Seattle
- Moab, Utah
- San Diego
- British Columbia



C. Brand Strengths

When examining the strengths of Oregon’s Mt. Hood Territory, four areas emerged as prime opportunities to take advantage of (Jaworksi et al., 2013, pg. 8-9):

1. *Proximity to a metropolitan area*

The close proximity to Portland is a great advantage for The Territory. The two locations complement each other by providing the potential to explore a major urban center such as the city of Portland while getting a much different experience in Clackamas County.

2. *Proximity to an international airport*

Having an international airport like PDX provides certain advantages (e.g., many more transportation options), even for those traveling domestically to Clackamas County. This helps potential visitors even further down the consumer decision journey when deciding if The Territory is the right destination for them.

3. *Deep local pride in heritage*

How locals feel about their area can help drive visitors’ perceptions and feelings about the location. If locals are less likely to take pride in their area, visitors are less likely to take interest in visiting the place, regardless of the range of attractions that is available. Fortunately for Clackamas County, pride and heritage run very deep.

4. *Committed county involvement*

The level of involvement a local government has in promoting tourism can help sell an area and secure essential resources for marketing. Clackamas County has a government that a) sees the importance of tourism and b) is willing to take the extra steps needed to ensure that the Tourism Development Council (TDC) has the resources it needs.

When examining the competition, most competitors appear to position themselves as one-dimensional (1-D) or possibly two-dimensional (2-D) experiences; this signals an opportunity for Oregon’s Mt. Hood Territory to distinguish itself with a unique offering.



D. Value Proposition

After reviewing the competitive landscape and determining that competitors offer a more 1-D or 2-D approach to marketing their regions, we were able to more deeply consider Oregon's Mt. Hood Territory's positioning. The Territory has such a variety of urban, agricultural and outdoor activities available to visitors that it truly offers a 3-D experience – not 3-D as in special effects, but rather a 3-D tourism experience for prospective visitors.

For example, if someone wants:

- A more cultural experience, there are numerous art galleries, cinemas and performing arts options
- A more agritourism experience, there are farm-to-table experiences that can be found at 11 scheduled dinners between May and September
- A more outdoor experience, well, that is what the area is known for, and there is no limit of activities

Despite The Territory offering a 3-D experience, many people from outside the region (and even some within) think solely of Mt. Hood, which signals the need and opportunity to change such perceptions.

E. Strategic Imperatives

Three overarching strategic imperatives emerged from the SMARI data that are essential for achieving the business and marketing objectives outlined previously.

1. *Build Awareness*

Overall awareness of The Territory is fairly low across the board. Data focusing on primary markets, which include people living in Oregon, Washington and Northern California, show that awareness is only 40% (SMARI, Fall 2013). Looking beyond the primary markets, these numbers continue to decrease. People are unlikely to visit The Territory, regardless of all the activities available, if they are unaware of these offerings. Those who do visit Oregon's Mt. Hood Territory are transformed and rate the experience very highly – a staggering 99% (SMARI, Fall 2013). This response is further reflected through social media analysis, which shows that 100% of conversational sentiment falls under “positive” or “neutral”; none was denoted as “negative” (0%) (Social Mention, February 2014).¹

¹ Social Mention is a social media search and analysis platform that aggregates user-generated content from across the universe into a single stream of information. It allows you to easily track and measure what people are saying about you, your company, a new product, or any topic across the web's social media landscape in real time.

2. Create Advocacy

Visitors to The Territory share their feelings on social media. Even if they do not return to the area in the near future, the region still gains equity if these people talk about The Territory on social media channels, especially since there is nearly unanimous positive sentiment toward the region for those who have visited, as previously mentioned. With the rise of social media has come the rise of the sharing culture, and seeing that there is a certain level of "social currency" one gets from sharing cool content, it is imperative to provide these supporters of The Territory with easy way to share content via social media channels, and eventually with the creation of a social-based loyalty program, that encourages and makes it easy for them to share – thus acting as advocates of The Territory.

3. Enhance Oregon's Mt. Hood Territory's Brand Personality

The data show that, while The Territory is multidimensional (i.e., 3-D), those who are familiar with it still view it primarily as a good location for outdoor activities (SMARI, Fall 2013). The area receives high ratings for being "a good place for outdoor recreation" and having a "beautiful forest and natural scenery" (SMARI, Fall 2013). Very few rate The Territory highly as a destination that "is rich in history and heritage" and "is a good place to visit farms and experience agritourism" (SMARI, Fall 2013). This is not an issue of disagreeing about the available offerings, but an overall awareness issue. Enhancing The Territory's personality and expanding awareness will help increase motivation to visit the region.

F. Target Audience

To develop specific audience understanding, we examined the research data numerous ways, and analyzed using various segmentation techniques and multiple cluster analyses; this revealed two main ways to consider the audience for strategic planning – The Visitors and The Prospects.

The Prospects

The three main characteristics of The Prospects are that they:

- Have never been to The Territory
- Have some level of familiarity with The Territory
- Are open to the possibility of visiting The Territory

Comparing The Prospects to The Visitors **demographically** showed clear differences. The Prospects are (SMARI, Fall 2013):

- More likely to be multicultural (30%)
- More likely to be spread across many markets (not as clustered geographically)
- From a more diverse set of households – ranging from no children to young families and in between
- Younger (most are under the age of 45)



Studying them **attitudinally** showed that they are option-seeking people (i.e., they like variety in their life and feel less comfortable with uniformity). After testing multiple types of messaging against this group, we have concluded that they are much more likely to be moved by advertising featuring the idea of variety in some form, such as showing a variety of activities (SMARI, Fall 2013).

Examining The Prospects **geographically** revealed a greater spread than with The Visitors. Over half (57%) are located outside the primary markets of Oregon and Washington, including clusters in Vancouver, British Columbia, and Southern California (SMARI, Fall 2013).

The Visitors

The two main characteristics of The Visitors are that they:

- Make at least one vacation trip per year
- Have been to Oregon’s Mt. Hood Territory at least once in the past two years



Comparing The Visitors to The Prospects **demographically** showed further differences. The Visitors are (SMARI, Fall 2013):

- More likely to be married (78%)
- More likely to live in Washington/Oregon (75%)
- More likely to be white (83%)
- Older (67% are 45+ in age)
- Less likely to have children living in the household (25%)

A gap analysis evaluated them **behaviorally** by comparing what they planned to do before their trip to The Territory happened, to what they actually ended up doing. The data showed that they usually transitioned from one type of activity to exploring many different areas, realizing after the fact that The Territory has more diverse offerings than just outdoor recreation – it is in fact 3-D (SMARI, Fall 2013); this aligns with the three tourism pillars for The Territory of Outdoor Activity, Heritage and Culture, and Agritourism. Understanding that The Visitors have experience with the options available, and that The Prospects are motivated by variety, a unified message could be used to target both audiences (with minor adjustments for nuanced activities).

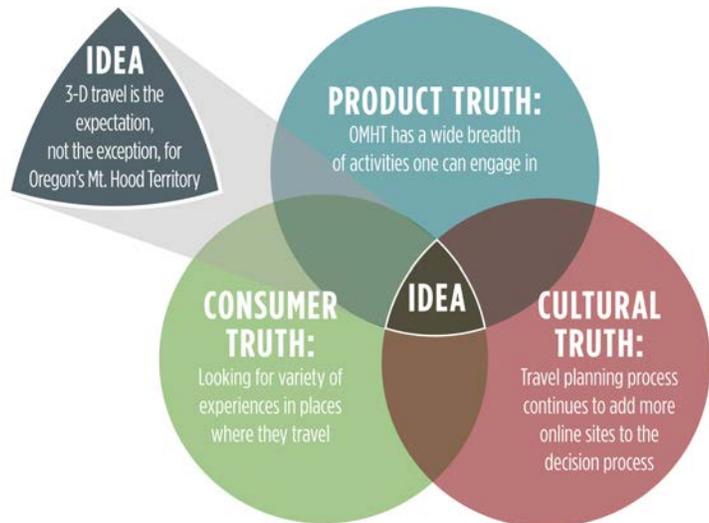
Q8 - WHY THEY WENT Potential Performance	Q8 - WHY THEY WENT Actual Performance	GAP
Arts, heritage, culture: 5%	Arts, heritage, culture: 38%	33 pts
Agritourism, wineries, farms: 4%	Agritourism, wineries, farms: 39%	35 pts
Event or festival: 2%	Event or festival: 7%	5 pts
Shopping: 0%	Shopping: 26%	26 pts
Unique culinary experience: 0%	Unique culinary experience: 52%	52 pts
More variety than primary purpose		

Source: SMARI, Fall 2013

G. Messaging Ideation

Three elements must be kept in mind when determining a core idea:

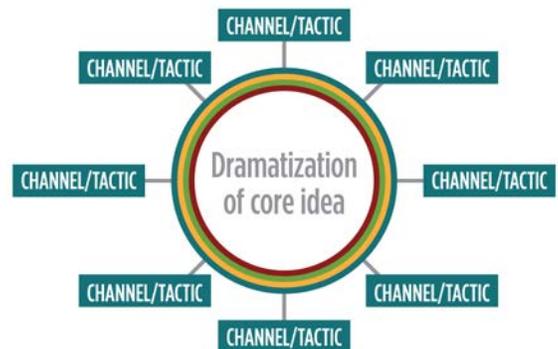
- *Consumer Truth* – What is the one true thing that we know about the consumer?
- *Cultural Truth* – What is happening in culture that influences the consumer and technology?
- *Product Truth* – What is the special proposition that the product/brand can make?



The core idea emerges from the intersection of these three elements.

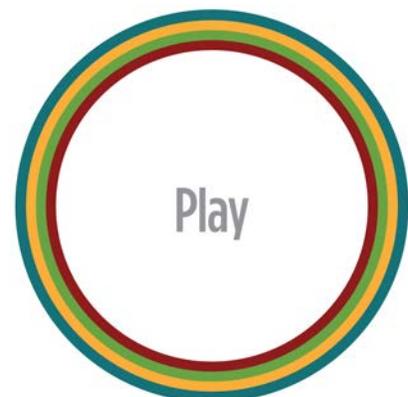
H. Platform

After we identified the core idea, we developed a creative platform. In this context, a platform is considered to be a dramatized way of bringing the core idea to life across various media. It is used to guide anyone responsible for these media channels in order to achieve a unified look and feel, regardless of the channel or device being used (e.g., TV, digital banner ads, concerts, festivals, PR).



Platform: “Play”

The Territory is the best playground ever – the fun is nearly unlimited, and every activity is within reach. 3-D travel appeals to me because there’s a lot to do and it’s all so accessible.



I. Messaging/Platform Testing

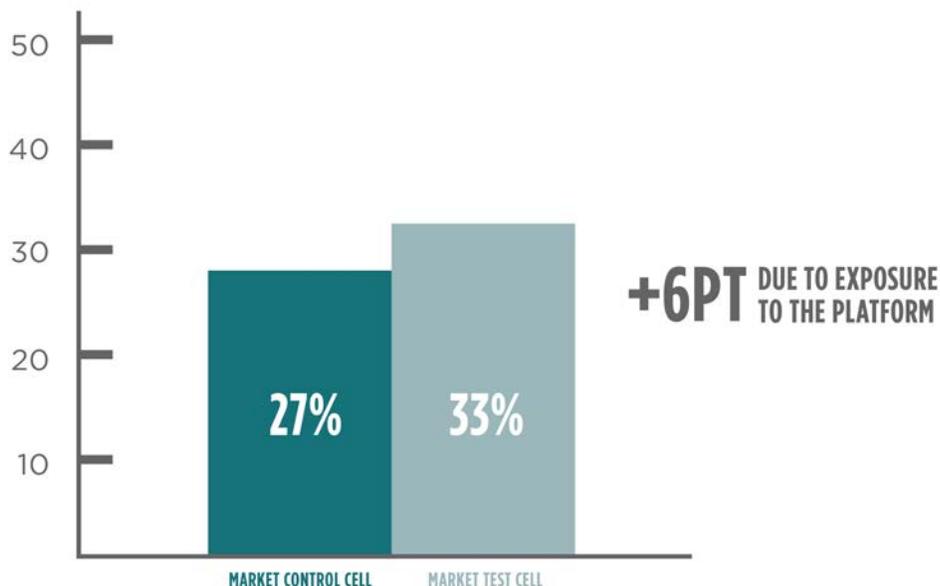
Before you place advertising in-market, it is crucial to do a communication test to ensure that your creative idea not only resonates with an intended audience, but is also proven to be effective in moving metrics of success. We performed a rigorous test using a control/test method:

- Control Group – was *not* exposed to the platform
- Test Group – was exposed to the platform

We developed two hypotheses prior to testing:

- HYPOTHESIS #1: Someone exposed to the concept in a secondary or investment market, due to an over-index of The Prospects, would have more positive views toward the concept than someone in a control cell. This would lead to him/her being more likely to want to visit The Territory, more likely to stay overnight, rating The Territory as a top vacation destination, etc.
- HYPOTHESIS #2: Someone exposed to the concept from a primary market would have at least similar or more positive views toward the concept than someone in a control cell.

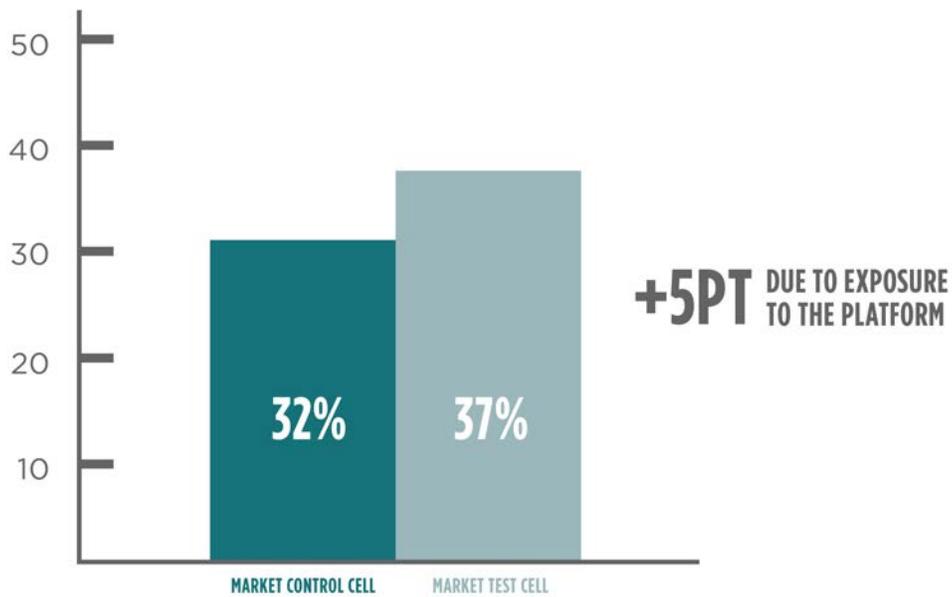
LIKELIHOOD TO VISIT OREGON'S MT. HOOD TERRITORY TOP-BOX



Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

Respondents exposed to the platform are more likely to visit The Territory than respondents who were not exposed, by six points.

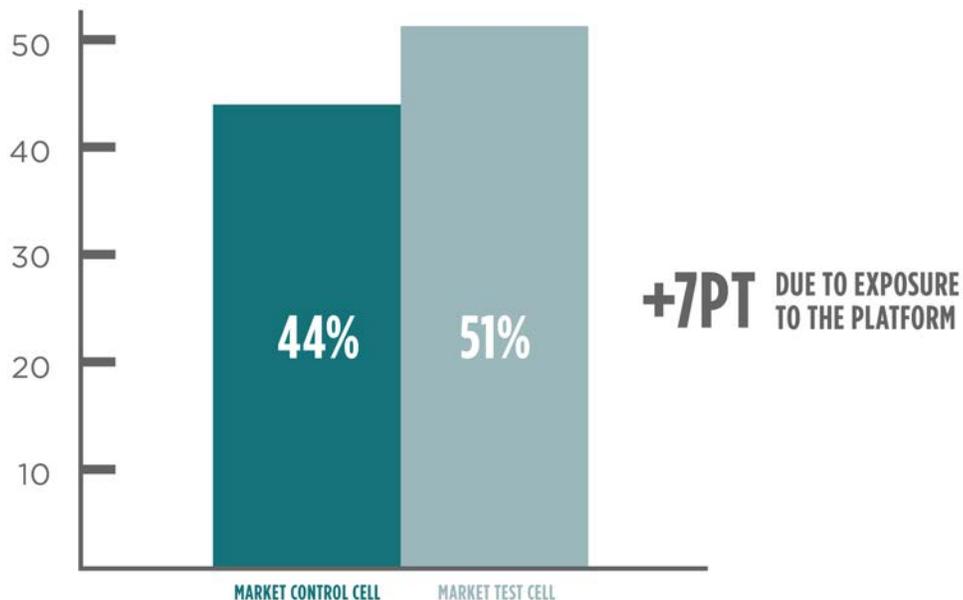
LIKELIHOOD TO STAY OVERNIGHT IN OREGON'S MT. HOOD TERRITORY TOP-BOX



Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

Respondents exposed to the platform are more likely to desire to stay overnight in The Territory than respondents who were not exposed, by five points.

RATING OREGON'S MT. HOOD TERRITORY AS A TOP VACATION DESTINATION TOP-BOX



Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

Respondents exposed to the platform are more likely to rate The Territory as a top vacation destination than respondents who were not exposed, by seven points.

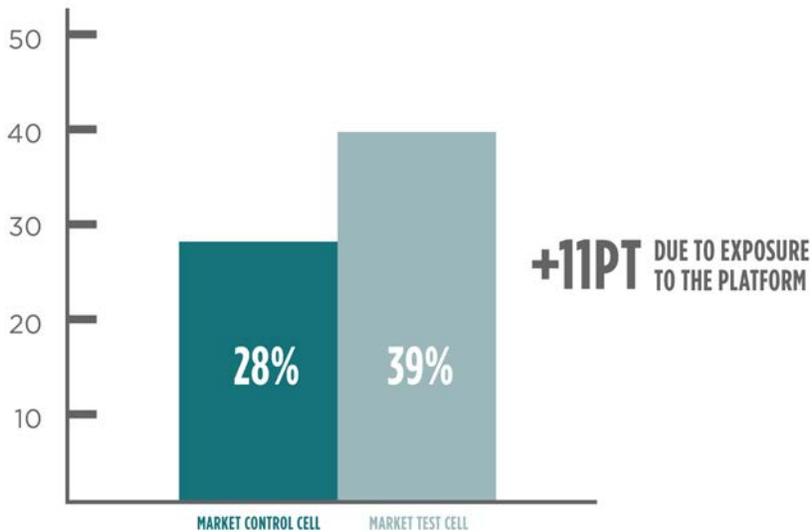
KEY ATTRIBUTES OF SUCCESS TOP-BOX

	MARKET CONTROL CELL	MARKET TEST CELL	GAP
Is rich in history and heritage	16%	31%	15 pts
Is a good place to explore	33%	46%	13 pts
Is a good place for active adventure	20%	33%	13 pts
Is a good value for the money	42%	55%	13 pts
Is a child-friendly vacation destination	20%	30%	10 pts
Is a good place for outdoor recreation	28%	36%	8 pts
Is a good weekend getaway destination	24%	31%	7 pts

Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

Across key attributes of success, respondents exposed to the platform are more likely to agree with all key attributes, including believing The Territory “is rich in history and heritage” (15-point difference) and “is a good place to explore” (13-point difference).

BELIEF THE TERRITORY HAS A VARIETY OF ACTIVITIES COMPARED TO “COMPETITION” TOP-BOX



Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

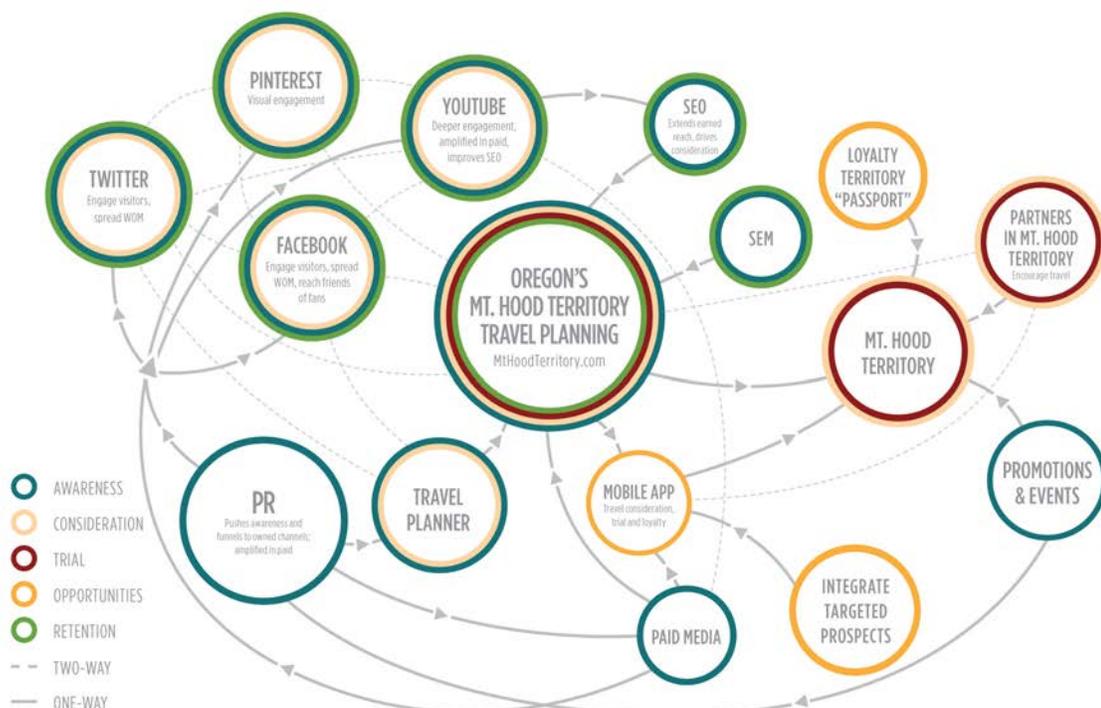
Respondents exposed to the platform are more likely to believe there are a variety of activities to do in The Territory than respondents who were not exposed, by 11 points.

In addition, we tested the emotional resonance among those who were exposed to the concept. Evidence from neuroscience and advertising effectiveness studies shows that emotion is the primary driver of purchase intent/decision (Damasio, 1994; LeDoux, 1996). This makes it essential to ensure resonance among an audience. This study found that 85% had either a positive or neutral response to the platform, which provides extra confidence that this direction is strategically sound.



Source: OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents

J. Media Channel Plans



To develop a channel plan, we gave consideration to the appropriate media channels in which to place our platform and the creative executions made against it. In many campaigns, media planning can live in a silo, but often in such cases, a good marketing plan will not reach its objectives. In order for The Territory to reach its business and marketing goals, it was necessary to examine how The Visitors and The Prospects consume media, and if there were differences, we would take those into account when placing target-specific messaging, ensuring the right message in the right channel reaches the right audience.

Research on the profiles of The Territory’s current Visitors and Prospects shows that they consume media differently (MRI, 2013).² Therefore, strategic focus will be placed on media where it is most efficiently consumed by each target audience, and where The Territory’s brand voice and message will be most effectively heard. In order to increase brand awareness, and ultimately overnight visits to The Territory, we identified the following unique channels and ways for each media outlet to serve The Visitors and The Prospects:



Social Media

Use focused and specific social media channels to encourage fans to interact directly with the Oregon’s Mt. Hood Territory brand and voice. Additional fans can be gained through further paid social media efforts.

- *Facebook* – Focus on sharing content with The Visitors who already “like” Oregon’s Mt. Hood Territory on Facebook. Allow fans to interact and develop a relationship with the brand. Promote longer-form content to encourage fans to share The Territory’s message.
- *Twitter* – Engage users with the #OMHT hashtag to increase brand awareness, curate content, and track engagement and conversations. Reply to users to increase interaction with The Territory’s voice.
- *Instagram* – Capitalize on the variety of great imagery from The Territory and post images featuring #OMHT to curate content. Utilize crowd-sourced content collected via #OMHT to repost and feature fans’ images.

² GfK Mediamark Research & Intelligence (GfK MRI) provides audience demographic data covering all forms of media, including radio, television, print and the Internet. Its reports allow advertisers and advertising agencies to target ad placement for maximum exposure to their intended demographic. www.mriplus.com

- *Pinterest* – Provide “iPineraries” and place maps for users following the brand and travel information, since The Prospects search for information about travel and The Territory’s main pillars through Pinterest boards and search features.
- *Blog* – Our blog is the best channel for disseminating longform information. Free from the constraints on character limits, posts can be as long or as short as the story merits. The inclusion of compelling photography adds to posts. Our blog offers an excellent opportunity to continually add fresh content that can drive traffic to our website from our social media channels.
- *Google+* – This is the most recent channel incorporated into the Mt. Hood Territory marketing strategy. This channel plays heavily into Google’s rankings for SEO. Unlike other channels, posts with long-form content tend to generate better results. Those results are further enhanced with the inclusion of compelling photography.
- *SlideShare and Prezi* – These channels allow us to give our presentations much wider visibility than the groups to which we speak. Sharing the presentations can help increase the visibility of Clackamas County Tourism and Cultural Affairs’ staff successes, improving our public image.
- *YouTube* – Videos offer the chance to show new and compelling content in an easily consumed medium. In addition to being viewable on YouTube, videos hosted on our channel may also be easily shared across other social networks. The videos can also be embedded in blog posts of relevant content

Traditional PR

Reach out to both The Visitors and The Prospects in regional areas in order to encourage them to learn more about Oregon’s Mt. Hood Territory. Reach out to trusted sources and publications to build awareness and rapport with The Territory as a top travel destination and resource.

Travel Planner

Utilize the Oregon’s Mt. Hood Territory Travel Planner as a trip planning resource with detailed itineraries and information about the area for both The Visitors and The Prospects.

CRM

Engage with The Visitors while they are within The Territory’s boundaries or nearby to keep them informed and returning. In order to develop an ongoing relationship, encourage The Visitors to sign up for the email newsletter and to connect to Oregon’s Mt. Hood Territory’s social channels.

MtHoodTerritory.com

Utilize MtHoodTerritory.com as the ultimate trip planning resource to inform and educate The Visitors and The Prospects.

Paid Media

Digital: Utilize digital media and targeting to efficiently reach The Visitors and The Prospects in secondary markets. Track via a third-party ad server.

- *Digital Banners* – Use local and weather-focused sites to target The Visitors who are closer to Oregon’s Mt. Hood Territory and more likely to take a weekend trip. Target them with messaging that shows The Territory’s many activities during all seasons. Reach The Prospects by focusing calls to action to drive traffic to MtHoodTerritory.com, as they are heavier Internet users and will use online resources to plan their travels. Include placements on trip planning sites and behaviorally target The Prospects to position Oregon’s Mt. Hood Territory to be top of mind when users are considering their next travel destination.
- *Unique Units* – Use units like page takeovers in local markets to target weekenders and introduce them with timing related to upcoming events. Use these units in outer markets on local sites to generate brand awareness and inspire The Prospects to learn more or plan a trip.
- *Facebook* – Target The Visitors with paid ads focused on events and nearby activities. Use Sponsored Story ads to increase engagement with the brand and create conversations with The Visitors. Create ads targeted to The Prospect markets to drive new fan acquisition and drive traffic to tabs or sweepstakes. Highlight broad brand messaging to create awareness.
- *Twitter* – Focus on short-form content and target The Visitors with events and nearby activities. Focus on The Visitors in primary markets since they are more likely to take a weekend trip to The Territory. In The Prospect markets, focus on new fan acquisition and drive to events or sweepstakes. Use Sponsored Tweets to increase engagement with the brand and create conversations.
- *Google SEM* – Reach The Visitors searching for relevant keywords by using Google SEM. Focus event keywords in primary markets for The Visitors looking for weekend activities. Drive traffic to the website with example ad groups like Events, Adventure, and Outdoor Activities. Broadly reach The Prospects searching for keywords on general Oregon’s Mt. Hood Territory offerings. Drive traffic to the website with example ad groups like Travel, Heritage, Outdoor Activities, and Lodging.
- *Digital Video* – Target The Visitors with video ads with pre-roll on local sites. Utilize targeting on YouTube to retarget The Visitors to the website or those who have seen previous Oregon’s Mt. Hood Territory videos. Reach The Prospects with pre-roll on news sites and contextually target them on sites/videos about travel, the outdoors and adventures. Utilize YouTube to target people watching videos about a specific location, Mt. Hood, adventures, etc.

Mobile: Geo-target The Visitors within The Territory’s boundaries or within quick traveling distance to drive traffic to the mobile site. Inspire them to drive to local activities. Use mobile digital placements to reach The Prospects on travel planning and weather apps/sites to increase familiarity and help position The Territory to be part of their consideration set in the travel planning process.

Print: Place ads in newspapers and magazines with co-op opportunities to increase familiarity for The Visitors and show multiple offerings of The Territory. Use high-quality placements in outdoor, travel and local city magazines to generate brand awareness in The Prospect markets where familiarity is lower.

Outdoor (e.g., bus wraps, billboards, etc.): Increase familiarity for The Visitors by utilizing outdoor placements in Portland and the surrounding market to create visible boundaries for The Territory. Introduce placements in the PDX baggage claim area to work with Travel Oregon's Visitor Center and to reach people staying for longer trips to venture to Oregon's Mt. Hood Territory. Outdoor advertising in The Prospect markets will generate brand awareness where awareness is minimal.

Radio: Utilize radio to drive people to events and promotions in secondary markets and increase brand awareness.

Television: Use TV to increase familiarity and brand awareness in local and national cable syndicated programs and public television broadcast markets. In The Prospect markets, generate brand awareness with high reach of TV and online web-based programming and partner with local stations to create brand trust.

Promotions/Events:

- Current sponsorships – Along with current sponsorships, Mobile Visitor Information Center (MVIC) van events and the Travel Oregon partnership, increase familiarity with The Visitors at trade events where familiarity may already be high.
- New promotional events – Generate brand awareness by introducing strong calls to action or sweepstakes to incentivize and generate buzz about The Territory in new markets with The Prospects.

Visitor Centers

Use local visitor centers/kiosks across Oregon's Mt. Hood Territory to inform and educate The Visitors about activities while they are in The Territory.

Travel Oregon/Travel Portland Partnership

Expand The Territory's reach to The Prospects and international Visitors by utilizing Travel Oregon/Travel Portland's efforts to reach out to new markets and create awareness about Oregon.

E-Newsletter

Connect opt-ins and The Visitors with event information, itineraries, specials and specifics about the activities and areas within The Territory.

K. Metrics of Success

OBJECTIVE	KEY PERFORMANCE INDICATOR
Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue
Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys
Position Oregon’s Mt. Hood Territory’s web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests

L. Conclusion

This strategic plan was developed with consideration for Oregon’s Mt. Hood Territory’s business and marketing communications objectives. It is designed to support The Territory in achieving its overarching goals of increasing tourism to the region and increasing TRT revenue, which will be generated through increased overnight stays. The new strategic direction of “3-D travel” realizes itself in the “Play” platform, which research has shown to be quite effective compared to the status quo, and thus Oregon’s Mt. Hood Territory is very excited to present the platform to the world over the next three years.

The variety offered in The Territory, along with Mt. Hood as its anchor, has earned it a rightful place as one of the Seven Wonders of Oregon, and additional research has shown that variety is what the target audience is looking for when planning their vacations. Whatever mindset travelers bring – whether seeking outdoor activity, craving agricultural or even urban adventures – they are sure to leave Oregon’s Mt. Hood Territory satisfied.

Oregon's Mt. Hood Territory's Commission Team

Clackamas County Tourism & Cultural Affairs

- Danielle Cowan, Executive Director
- Jeannine Breshears, Marketing Manager
- Annie Bailey, PR/Communications Coordinator
- Jarrod Lyman, Communications Specialist
- Jim Austin, Community Relations Specialist
- Jen Sotolongo, Development Specialist
- Jae Heidenreich, Development Lead
- Janice Nilson, Administrative Analyst
- Dan Gering, Web Developer
- John Richards, Visiting Friends & Relatives Program Coordinator
- Rae Gordon, Marketing Assistant

Tourism Development Council

- Daphne Wuest
- Sean Drinkwine
- Sam Drevo
- John Erickson
- Betsy Labarge
- Kirk Mouser
- Andy Parks
- Peter Watts
- Kristy Wheeler

Oregon's Mt. Hood Territory Marketing Committee

- Betsy LaBarge, Mt. Hood Vacation Rentals
- Brian Reed, Timberline Lodge & Ski Area
- Tammy Thompson, Monarch Hotel & Conference Center
- Penny Pater, Courtyard by Marriott Clackamas
- Barb Iverson, Wooden Shoe Tulip Farm
- Gail Yazzolino, Oregon City Visitor Information Center/EOTIC
- Darren Harmon, Family Fun Center
- David Penilton, America's Hub World Tours
- Blane Meier, First City Cycles
- Gina Muller, Hilton Garden Inn

BPN, Inc.

- Chasson Gracie, Director of Account Planning & Strategy
- Hali Griffin, Assistant Account Planner
- Lori Gaffney, President/Media Director
- Andrea Mitchell, Associate Media Director
- Kallie Bullock, Assistant Media Planner
- Lorelee Stapleton, Director of Client Services
- Madeline Parker, Account Executive

Citations

Court, David; Elzinga, Dave; Mulder, Susan; and Ole Jørgen Vetvik (2009). "The Consumer Decision Journey." McKinsey & Company: McKinsey Quarterly. http://www.mckinsey.com/insights/marketing_sales/the_consumer_decision_journey

Damásio, António R. *Descartes' Error: Emotion, Reason, and the Human Brain*. New York: Putnam Publishing, 1994.

Dean Runyan Associates (2014). "Oregon Travel Impacts – 1991-2013p." Oregon Tourism Commission. Page 73.

Google Analytics, 2008-2014.

Jaworski, Kathi; Flood, Bill; and Christopher Bell (2013). "Heritage and Cultural Tourism Development Plan for Clackamas County, Oregon: Phase I." Clackamas Heritage Steering Committee. Pages 8-9.

LeDoux, J.E. *The Emotional Brain*. New York: Simon and Schuster, 1996.

MRI 2013 Doublebase. *Media Usage/Details – Quintiles*. Retrieved March 26, 2014, from TNT+ 5.0.

OMHT Platform Test – Control/Test Method, March 2014, among 611 respondents.

Social Mention. Accessed February 2014. <http://socialmention.com>

Strategic Marketing & Research, Inc. (SMARI) Consumer study conducted in the fall of 2013 among 2,239 respondents.

"Transient Room Tax Monthly Report." Clackamas County Tourism & Cultural Affairs. March 2014. Page 4.

Heritage and Cultural Tourism Development Plan for Clackamas County, Oregon: Phase I



Prepared for:
Clackamas Heritage Steering Committee

By:
Kathi Jaworski, Write to Know Consulting, Springfield, OR in partnership with
Bill Flood, Community Cultural Development, Portland OR
Christopher Bell, Historian

December 2013

Table of Contents

I. Executive Summary.....	2
II. Background	
A. Focus and process.....	4
B. Current state of Clackamas County heritage and cultural tourism.....	5
III. Ten Year Vision for Heritage and Cultural Tourism in Clackamas County.....	7
IV. Strengths, Weaknesses, Opportunities and Threats.....	8
V. Goals for 2014-2017.....	9
VI. Phase II Strategies	
A. Infrastructure.....	10
B. Outreach and engagement.....	12
C. Incubation.....	13
D. Itineraries and product development.....	15
VII. Indicators of Success.....	17
VIII. Priority Activities for 2014.....	18
IX. Appendices.....	21
A. Steering Committee participants.....	22
B. List of Clackamas County stakeholders interviewed	25
C. Sample of complete asset inventory data.....	26
D. Visitor Readiness Assessment tool and sample.....	28
E. Guidelines for Photography and Database Maintenance.....	32
F. Planning retreat agenda and emergent strategy ideas from HSC meetings.....	34
G. Relevant examples from other places.....	38
H. Potential resources for implementation.....	46

Cover photo of Willamette Falls by Sam Drevo, courtesy of Clackamas County Tourism and Cultural Affairs

I. Executive Summary

This document, developed in concert with a diverse ad-hoc steering committee of heritage stakeholders in Clackamas County, lays the groundwork for increased heritage and cultural tourism as an economic engine here. It is not a full strategic plan, but rather the first steps for a robust action plan covering 2014-2016 that will, by necessity, involve far more stakeholders and implementation resources. Phase I tasks included:

- updating and assessing existing information about heritage assets
- developing a long term vision and goals and a menu of potential strategies, based on analysis of strengths, weaknesses, opportunities and threats related to heritage and cultural assets and their tourism potential.
- recommending how best to structure future collaboration around heritage and cultural tourism development

The crux of the challenge for heritage and cultural tourism in Clackamas County is that while the heritage and culture of Clackamas County is reflected in many significant attractions, activities and sites that draw visitors, the diversity of its attractions have, to date, made it difficult to promote a common, compelling theme. Furthermore, these attractions are highly variable in terms of their “visitor readiness” and accessibility. Yet, what makes this region particularly unique is that its heritage attractions are situated relatively close together in a place with spectacular natural beauty and world class outdoor recreation/wilderness areas. Portland, a first-class international visitor destination, sits conveniently at its doorstep. So the opportunities for expanding heritage and cultural tourism, particularly as it connects with outdoor activities, are real.

Given the region’s strengths and weaknesses, the four long term goals are as follows:

- **Clackamas County’s diverse heritage and tourism assets are well-showcased and of consistently high quality.**
- **Visitors can easily discover what the county has to offer and build itineraries that reflect their interests.**
- **A formal, inclusive, and widely trusted association-- of organizations that offer or benefit from heritage and cultural tourism-- supports active collaborations to share costs, support and learn from each other, coordinate activities, build skills, and strategically manage the county’s heritage and cultural assets.**
- **The businesses and heritage and cultural organizations that preserve and interpret Clackamas County’s assets demonstrate well-organized and innovative approaches to developing new visitor products, services and experiences.**

Based on these goals, the plan includes a menu of *potential* strategies in four functional areas.

- A. **Infrastructure:** Maintain and supplement information systems, marketing and public amenities/services to support development and promotion of heritage and cultural tourism.
- B. **Outreach and Engagement:** Engage new and existing businesses, community leaders and volunteers to understand, develop and promote heritage effectively around a clear and cohesive theme.
- C. **Incubation:** Launch and staff a sustainable heritage organization that supports learning and action by heritage and cultural organizations, businesses and communities to develop and promote heritage and cultural tourism.
- D. **Itineraries and Product Development:** Organize collaborative projects that showcase authentic, compelling themes associated with Clackamas County heritage and tourism assets.

The immediate next step planned is to convene a Heritage Tourism Summit in the first half of 2014 to discuss what's possible: to share main ideas and inspiration, gather input and ideas about what specific next steps would be most valuable for stakeholders, and determine how best to organize for successful implementation.

The work on this plan to date has been funded and supported by Clackamas Tourism and Cultural Affairs as part of its long term commitment to grow tourism as an economic engine for jobs and income in Clackamas County. What do you think should happen next? Please join in bringing the best of these ideas to reality.

II. Background

This document represents the outcome of a six-month planning process between June and December 2013, undertaken to lay the groundwork for increased heritage and cultural tourism as an economic engine in Clackamas County. Clackamas County Tourism and Cultural Affairs convened a diverse ad-hoc steering committee (Heritage Steering Committee or HSC) of ten people to inform and guide the Phase I plan (see list in appendix). A consulting team assembled by Write to Know Consulting advised and facilitated the process.

Focus and process

The Phase I scope of work included the following activities:

- Updating the existing data base of heritage assets (assets being attractions, activities and sites: events are included in a separate data base). This deliverable has been submitted under separate cover
- Evaluating the quality of data base information, and adding fields to improve its usefulness for cooperative tourism development and marketing activities.
- Developing a process for determining and enhancing the “visitor readiness” of area attractions, activities and sites.
- Recommending processes for ongoing maintenance and augmentation of data base.
- Assessing how Clackamas County heritage and cultural assets could support increased heritage and cultural tourism
- Articulating a vision and goals for heritage and cultural tourism in Clackamas County
- Surfacing relevant case studies from elsewhere that illustrate possibilities, as well as resources for implementation
- Evaluating options for structuring future collaboration around heritage and cultural tourism development
- Developing a menu of action steps for Phase II

By design, Phase I was limited in terms of the public input process. It focused on research and targeted outreach to develop a baseline understanding of the state of heritage and cultural tourism in the County. Information sources included heritage asset managers, steering committee members, county staff; past plans, and select site visits.

Recommendations for Phase II include substantial additional outreach to vet and prioritize actions.

Current state of Clackamas County heritage and cultural tourism

The heritage and culture of Clackamas County is reflected in many significant attractions, activities and sites that draw visitors. These include key sites affiliated with Oregon's birth as a state, industrial development of the American West, the Oregon Trail and pioneer families, Cascadian architecture and the Civilian Conservation Corps era, development of alpine skiing and outdoor recreation in the Pacific Northwest, and more. Less visible today, but critically a part of the region's heritage, are the diverse tribal communities and traditions in and around the Willamette River and Mount Hood, or what area tribes called Wy'East. More ancient still, the region's dramatic topography offers evidence of its unique geological heritage.

What makes this region particularly interesting is that its heritage attractions are situated relatively close together in a place with spectacular natural beauty and world class outdoor recreation/wilderness areas. Furthermore, Portland, a first-class international visitor destination, sits conveniently at its doorstep. Most of its visitors currently come from the greater Portland metropolitan area. Yet, current marketing studies commissioned by Mt Hood Territory, the region's marketing organization, indicate that visitors do not differentiate Clackamas County from other destinations on the basis of its heritage.

That is the crux of the challenge for heritage and cultural tourism in Clackamas County. The diversity of its attractions have, to date, made it difficult to promote a common, compelling theme. The cultural struggles and contradictions of its history make interpretation complex. Many of its attractions, activities and sites are not yet well-prepared for visitors, whether due to irregular hours, deferred maintenance, signage or other factors. Finally, Clackamas County lacks a strong and collaborative county-wide proponent for heritage and heritage tourism, which hinders its ability to tell its stories. In fact, there is some history of conflict that must be overcome.

There are however, strengths to build upon besides the heritage assets that visitors can see. There are many knowledgeable and passionately active heritage advocates throughout the county. There is a strong sense of pride in the region's history and identity, as evidenced by the many events that commemorate various aspects of this history. New projects related to heritage tourism under development include an active coalition to create a Willamette Falls National Heritage Area. Furthermore, Clackamas County Tourism and Cultural Affairs has actively invested in heritage tourism, as evidenced by the examples below:

- Financial support: Visitor Center at the End of the Oregon Trail Interpretive Center (EOTIC); Visitor Center at Mt. Hood Museum and Cultural Center

- Development grant support: Arts Cabins infrastructure (the Arts Cabins provide blacksmithing workshops with ongoing programming); locally crafted bicycle racks for the community of Government Camp; “River to Trail” digital theater program at Museum of the Oregon Territory (MOOT)
- Financial and staff/in-kind support: Willamette Falls Heritage Area Coalition, Willamette Falls Festival, Western States Blacksmith Conference
- In kind support: Barlow Road Ride; mobile visitor van presence at various heritage events such as the Molalla Apple Festival at Dibble House; tourism staff and vehicles for “Clackamas County Historic Barn Tours in 2011-2012, in conjunction with Portland’s Architectural Heritage Center
- Marketing support: marketing co-op programs, frequently utilized by the EOTIC) and Phillip Foster Farm; domestic and international travel trade outreach for assets such as Timberline Lodge; Tourism’s Community Partnership program are frequently used to support brochure printing at the local level (recently by such heritage partners as Ermatinger House, MOOT, and Milwaukie Museum)
- Present analysis and strategic planning work

Thus, if heritage, already a point of local pride, is indeed to become a more significant draw for tourism in the area, it needs additional investment from the county and communities, local heritage organizations and local businesses to leverage external funds and organize a truly world class draw. Investment should address the following issues:

- The raw material is diverse, authentic and meaningful, but lack of cohesion/theme to unite diverse assets into a compelling draw
- Some aspects of heritage are underrepresented (e.g. geological history, outdoor heritage, Native American heritage)
- Packaging and presentation are underdeveloped
- Collaboration is insufficient.
- Missing piece of the puzzle- the lack of a *county-wide* heritage organization spanning the economic and community development aspects of heritage.

With the goal of building on these strengths and addressing these weaknesses, this plan includes Phase II recommendations.

III. Ten Year Vision for Heritage and Cultural Tourism in Clackamas County

“Clackamas County is a premier destination for travelers seeking a confluence of verdant natural beauty, world class outdoor recreation, and unique culture and heritage....all within an easy hour from an international, first-class city. Visitors experience first-hand the awe of being in a place rich in history and natural resources, even dubbed “The Land at Eden’s gate” by early pioneers. They also find joy in discovering the county’s many firsts, its urban landscape, small town charms and even unexpected treasures as they meander according to their interests.

A new Willamette Falls National Heritage Area spanning parts of West Linn, Lake Oswego and Oregon City serves as an anchor attraction for Clackamas County, telling the stories of ancient geology and pre-industrial Native American culture, as well as the cementing of U.S. boundaries and the birth of industry in the American West along the Willamette River. Because of this and other anchor attractions such as the Oregon Trail, Timberline Lodge and Mount Hood National Forest, heritage and culture infuses the visitor experience in diverse settings. Visitors with wide-ranging interests from the Portland area, and well beyond, find many reasons to linger longer and explore heritage and cultural attractions in all corners of the County.

Communities and organizations connected with heritage and cultural resources in the County have a deep, shared understanding and appreciation for all contributions to the region’s heritage and culture. They collaborate to authentically reflect and bring to life the innovative spirit that has been a hallmark of the county since its earliest settlement. The county’s heritage and cultural tourism assets tangibly enrich local communities and increase the positive economic impact of tourism.”

NOTE: There is still need for a unifying theme to capture the uniqueness of Clackamas County’s heritage experience, to be developed after additional outreach and with assistance from marketing experts.

IV. Strengths Weaknesses, Opportunities and Threats

Given the focus of Phase I on inventorying and assessing resources for heritage and cultural tourism in Clackamas County, the Phase I plan includes only a narrow SWOT analysis for these factors. It is subject to further refinement in Phase II as more stakeholders and resources are engaged.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Anchor attractions based around incredible natural beauty (Timberline/Mt. Hood, Oregon Trail, Willamette Falls.....) • Close to metropolitan area and international airport • Strong Arts Alliance • Rich mix of assets, and clear linkages between heritage and growing outdoor recreation markets, in an area with great natural beauty • Committed core group of partners with broad knowledge of County’s heritage assets • Processes developed to keep database current and assets visitor ready • Committed County involvement • Deep local pride in heritage 	<ul style="list-style-type: none"> • Key gateway communities from PDX(e.g. Gladstone, Milwaukie, Wilsonville) do not give visual hints of the rich heritage to be found • Largest market is Portland day trippers, which limits potential for room tax revenue • Lack of an organized connections between heritage activities related to tourism development and local community/cultural development • Weak presence of individual heritage assets on web and social media • need stronger visual images of assets in Tourism database • Weak alignment of heritage with the Mt. Hood Territory brand as reflected on website • Additional assets identified but not yet included in database
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Willamette Falls National Heritage Area development • Framing pioneer history as part of a larger, broader influence on the area’s culture • Working closely with Tribes to highlight key features of local Native history • Articulating the essence what makes the County unique and attractive to visitors • Using heritage tourism not to romanticize the past but to acknowledge history and embrace both old timers and newcomers • Acknowledging both the grandiose and modest/quirky elements of local heritage • Increased market for genealogy tourism • Tapping the unique interconnectedness of heritage and outdoor recreation • Enormous opportunity to launch an association that will support development of heritage tourism on a continuous basis. 	<ul style="list-style-type: none"> • Unresolved tensions between some of the heritage organizations in the County that could prevent collaboration for joint benefit • Underdeveloped relationships with Tribes from the area • Losing sight of heritage in the visual disarray of suburban sprawl • Competition from other counties with well defined draws that attract visitors from Portland area (e.g Yamhill/wine) • Loss of resources (i.e. smaller assets) due to aging volunteer base and inability to gain traction with limited resources.

V. Goals for 2014-2017

While the underlying objective for this planning process is to increase economic development and associated transient room tax as a result of increased heritage tourism, it's only fair to note that this level of results will not be immediate. This is because today, the collective assets that make up the county's heritage and cultural tourism product aren't sufficiently visible to visitors, and many are under-capitalized. Furthermore, there is insufficient collaboration and trust among the organizations that must work together to present a cohesive visitor experience; and no existing organization serves to cultivate that broad collaboration county-wide. Thus, the Phase I goals focus on building infrastructure of visitor readiness, well-organized product (via integrating existing assets into themed itineraries) and productive collaboration to support increased heritage tourism in the future. By 2017, the goals are as follows:

- 1) **Clackamas County's diverse heritage and tourism assets are well-showcased and of consistently high quality.** Investment in targeted capital investments has made the most popular assets more attractive, safe, and visitor-friendly.
- 2) **Visitors can easily discover what the county has to offer and build itineraries that reflect their interests.** Major tourist routes are rich with interpretive signage and kiosks, and many attractions incorporate "visitor information hubs" (whether physical or mobile/virtual) that promote all of the region's diverse cultural and heritage resources. Due to robust on-line visitor information systems, with features such as "If you like this, try this" suggestions, visitors find it easy to discover the county's unique attributes and develop customized itineraries.
- 3) **A formal, inclusive, and widely trusted association-- of organizations that offer or benefit from heritage and cultural tourism-- supports active collaborations** to share costs, support and learn from each other, coordinate activities, build skills (in areas such as marketing, social media, and media) and strategically manage the county's heritage and cultural assets. The connections between heritage tourism and heritage as a broader community cultural asset are reflected in this partnership.
- 4) **The businesses and heritage and cultural organizations that preserve and interpret Clackamas County's assets demonstrate well-organized and innovative approaches to developing new visitor products, services and experiences.**

The strategies to address these goals fall into four categories of activity: **developing and maintaining infrastructure** to support heritage tourism; engaging all heritage stakeholders in shaping the strategy; **incubating collaboration** among strong heritage organizations, businesses and communities, and developing new tourism itineraries and products to draw new visitors.

VI. Phase II Strategies

The following are strategies for the next three years. This is a menu of choices to be discussed with a wider cross-section of stakeholders and prioritized according to the most pressing needs and interests. To get started, specific recommended activities for 2014 are included in the next section.

The strategies fall into four broad categories that align with the goals above:

- E. **Infrastructure:** Maintain and supplement information systems, marketing and public amenities/services to support development and promotion of heritage and cultural tourism.
- F. **Outreach and Engagement:** Engage new and existing businesses, community leaders and volunteers to understand, develop and promote heritage effectively around a clear and cohesive theme.
- G. **Incubation:** Launch and staff a sustainable heritage organization that supports learning and action by heritage and cultural organizations, businesses and communities to develop and promote heritage and cultural tourism.
- H. **Itineraries and Product Development:** Organize collaborative projects that showcase authentic, compelling themes associated with Clackamas County heritage and tourism assets.

A. INFRASTRUCTURE STRATEGIES: Maintain and supplement information systems, marketing and public amenities/services to support development and promotion of heritage and cultural tourism.

- 1. Build out further the heritage and cultural assets database.**
 - a. Add high quality photographs to all current assets in the heritage data base.
 - b. Add known groups of assets that are not currently well-represented in the data base but should be because they are of interest to visitors, e.g.
 - i. cemeteries/genealogy resources (the information that exists is very uneven)
 - ii. Include commercial assets that have a heritage/cultural cross-over for example, Bob's Red Mill, Red Pig Garden Tools, Union Mills
 - c. Evaluate how well the existing heritage and arts/cultural assets database fully captures the county's culture, especially as it relates to tourism, but also as it relates to community awareness and pride (this fits in with the "We Speak" strategy below).
 - d. Add (mobile-friendly) links to PDF documents associated with key assets e.g. walking tours, landmark events, gardens, etc
- 2. Assess Visitor Readiness of all assets currently included in the database.**
 - a. During Phase I, the Visitor Readiness tool was field tested with several sample heritage attractions in Clackamas County. Apply the tool (copy is included in

- b. Create a unified theme for heritage and cultural assets that links the signature attractions (Mt Hood, Oregon Trail, Mt Hood National Forest, Willamette Falls) with the smaller attractions and assets into a cohesive compelling draw.
- c. Build interactive web tools and GPS driven apps to connect visitor to heritage and tourism assets
 - i. Smart search tool on Mount Hood Territory website modeled on Amazon’s “If you like this, you might also like this” to reinforce “discovery” experience
 - ii. Reasonably priced trails app for Oregon Trail, that connect with Travel Oregon’s new Roadtrippers visitor trip planning guide
 - iii. A platform for engaging visitors to provide content, crowd-sourcing the “best of Clackamas County”

B. OUTREACH AND ENGAGEMENT STRATEGIES: Working through the new association, engage new and existing businesses, community leaders and volunteers in effectively developing and promoting heritage and cultural assets.

1. **Plan a Summit to launch Phase II Heritage and Cultural Tourism Development Initiative and its Advisory Group.** The launch agenda should include specific short-term projects that will clearly benefit target audiences.
2. **Conduct focused outreach to business community** (tourist attractions and services and others who could benefit through existing or new business lines) through interviews, focus groups and presentations to convey information, gain insight about and explore interest in:
 - a. What are the opportunities
 - b. What are the key ingredients
 - c. Who would like to engage in business development and/or an association?
3. **Conduct focused outreach to local and regional political leaders** through interviews and presentations to convey information, gain insight about and explore interest in:
 - a. What might be needed from community/public sector to support expanded heritage and cultural tourism?
 - b. What do political leaders need in order to be supportive?
 - c. What type of support might they be able to offer?
4. **Conduct focused outreach to engage representatives of critical heritage and cultural perspectives not yet represented**, especially to reflect the Native American perspective on the area’s history and culture.
5. **Conduct broad-based community outreach through social media and presentations to cultivate authentic interest and pride in showcasing heritage and culture to visitors.**
 - a. Use social media to build buzz: solicit ideas for visitor experiences and related businesses, gather stories to be shared.

- b. Identify community members with a passion for heritage and culture who are interested in sharing their knowledge, stories and skills, especially with visitors.
6. **Explore interest in a “We Speak” program for culture and heritage that could build off an existing program focused on bicycle tourism in Clackamas County.**
- a. “We Speak” is a low-cost visitor ambassador program developed through Travel Oregon’s Rural Tourism Studio. The goal is develop a corps of front-line workers and community volunteers with deep knowledge of topics they are already passionate about, who convey that information to visitors. This *locally organized program* is led by a tourism steering committee or other tourism organization, who design trainings for front-line staff about locally relevant niche topics of interest to visitors: for example, “pioneer cemeteries”, “local beer” or “WPA architecture”. The trainings, which are short and very practical, engage local experts to talk about everything there is to see and do related to that particular niche experience, as well as where visitors can go for more info, equipment, guides, etc.
 - b. As front line hospitality workers, training participants signal their knowledge to visitors via wearing an “I speak . . . xyz” button to invite inquiries. The “We Speak” program also includes other supporting marketing materials
7. **Work closely with Travel Oregon, Oregon Heritage Commission, and other state level agencies related to heritage or cultural tourism, to build synergy between statewide heritage and cultural tourism development efforts and what is being done locally.**

C. INCUBATION STRATEGIES: Launch a sustainable heritage organization focused on tourism that supports action by heritage and cultural organizations, businesses and communities to develop and promote heritage and cultural tourism.

- 1. Initially, the **County should convene an organization of advisors to the county on Cultural and Heritage Tourism**, who also serve to foster collaboration among organizations and attractions. This group can be small to start, with the goal of growing through direct participation in some of the Phase II outreach and technical assistance work below.
 - a. There should be dedicated staff or consulting support for this organization (though not necessarily county staff) to serve as a neutral point person who facilitates the group, coordinates plan implementation, and helps the group to achieve outcomes. Determine the long-term form of the organization.
 - i. It is critical that the convening and facilitation be viewed as neutral and county-wide in focus.

- ii. The public leadership for this effort should be a well-recognized and respected visionary who can energize and unite the many different constituencies for heritage and heritage tourism in the county.
- b. While the initial form is proposed as a “Coordinating Council”, the consultants recommend that *this group’s charge include purposefully evolving into a member-driven “association”* structure, with launch support from the county and an expectation that it will in part be self-funded after three years (through member contributions, fee income, grants, etc) Such an association can continue to serve as advisory body to the county, and well as provide a structure for peer learning, support and collaboration.
 - i. The association can be a new endeavor, or formed through an existing organization that is willing to embrace heritage and cultural tourism as a major focus. The Phase I advisory committee strongly recommends that the Council be structured as a newly formed entity.
 - ii. While focused mostly on heritage *tourism* initially, the association should also engage in supporting heritage as a *community* cultural asset, much like the structure of the Clackamas County Arts Alliance and Cultural Coalition. This is critical because for many of the stakeholders who need to be on board, their mission and interest goes far beyond tourism.
- c. Test level of interest in an association model among stakeholders through Phase II outreach and engagement activities.
 - i. Use this outreach to define relevant benefits and responsibilities of participation for members.
 - 1. What are their greatest challenges and opportunities?
 - 2. What are their greatest needs in terms of assistance, especially from a Coordinating Council?
 - 3. What concerns must be addressed?
- 2. **Foster additional learning on best practice for promotion, packaging, branding, etc.** (examples presented at the strategic planning retreat and included in the Appendix).
 - a. Develop a program to assist the “Not ready for primetime” heritage/cultural assets of strategic significance to become more visitor ready. This could be in the form of “buddy system” mentoring and/or one-on-one technical assistance services on basics such as the website development service the County has offered in the past.
 - b. Offer targeted technical assistance to strengthen visibility and integration of existing social media activities by heritage/cultural organizations.

- c. Offer other workshops, brown-bag lunches (and possibly webinars) on relevant heritage and cultural tourism topics, including McMenemy's unified branding strategy and other examples surfaced during the planning process.

D. ITINERARIES AND PRODUCT DEVELOPMENT STRATEGIES: Organize collaborative projects that showcase authentic, compelling themes associated with Clackamas County heritage and tourism assets.

1. **Expand the heritage/cultural tourism product offered to visitors by offering workshops for existing and potential businesses on market trends and opportunities:** also, connect businesses with other sources of quality business planning and management assistance.
2. **Develop resource information and outlines for possible itineraries consistent with the vision to showcase both the diversity of assets and reinforcement of a common heritage theme as developed during Phase II.** Possible itineraries could focus on:
 - a. Genealogy
 - b. Oregon Trail and birthplace of Oregon
 - c. Skiing and the heritage connected with outdoor recreation
 - d. Birthplace of Industry (seen from grand Willamette Falls to floating by the old powerhouses along the Clackamas River)
 - e. Pre-Western expansion (Native history, geologic history)
 - f. Agriculture, farms, barns, culinary, gardens
3. **Stimulate interest in and capacity for entrepreneurial itinerary development among businesses, heritage/cultural attractions and communities (vs. having the county drive this in a centralized fashion) through a workshop series on:**
 - a. Potential themes for itineraries in Clackamas County. What makes an attractive visitor itinerary?
 - b. How to find the key "nuggets" of an itinerary? (obvious highlights, hidden gems, back stories, showcasing heritage/culture for which no physical trace remains, etc)
 - i. An organization like Portland-based "Know your City" could be engaged to foster this/mentor local groups to gather and convey stories through itineraries
 - ii. Graduate students and graduates of historic preservation and interpretation programs could also be engaged to surface and develop unique itineraries.
 - c. Options for organizing an itinerary (leadership, participation, guided vs non-guided, quality control, evolution, etc)
 - d. How to work with packagers
 - e. How to market itineraries

4. **Provide marketing and promotional assistance to support collaborative itinerary development on the Mount Hood Territory website, cooperative advertising opportunities, media placements and market analysis.**
5. **Using the Mount Hood Territory website, implement low-cost testing strategies for market interest in particular niches within cultural/heritage tourism e.g. create a portal for existing genealogy information as in the Oklahoma case study, and monitor how much/what type of interest it draws.**
 - a. Extensive genealogical information about the Oregon Trail does exist already, but it is not on-line or in a searchable data_base. This could be a future project
6. **Intensify working relationships with nearby communities outside Clackamas County that draw similar visitors and/or that provide a key feature for selected itineraries.**

Examples: Aurora (founded as a religious commune in the early 1850's; itinerary could focus on heritage-rich rural communities); Mt Angel/Silverton (itinerary could focus on gardens)

VII. Indicators of Success

These are preliminary indicators-- some longer term, some shorter term-- to be vetted as part of outreach and organization building with a wider range of stakeholders during Phase II. The many groups working with heritage and cultural assets have greater trust and willingness to collaborate as a result of increased, open dialogue about what has worked and what needs improvement going forward.

- More engagement of Tribes representing the original Native American community in Clackamas County, as well as other people of color
- Measurable tourism-oriented collaboration between arts, culture and heritage
- Funding to support specific low hanging fruit initiatives such as website development and marketing or a dedicated project that can bring initial success to encourage people to keep working together towards additional successes.
- Identification of attractions and organizations that are visitor-ready-- able to provide consistent service to guests, including brochure displays, regular business hours, well-linked websites, and well-trained staff—and possibly ready to serve as information hubs for other county attractions.
- Database of heritage/cultural assets is operational, robust, current and well-used by heritage and cultural organizations to refine their products and services, visitor readiness, and promotion strategies, as well as to identify partners for collaborative activities.
- There is a clear long-term strategy to promote the best and most unique cultural and heritage tourism assets, marked by an event of statewide significance to announce and celebrate the new initiative. It represents mutual goals of the collaborating organizations.
- Diverse and intriguing visitor itineraries in place by 2016.
- Plan in place to help organizations and assets that are not visitor ready to become so by 2016.
- Plan and resources in place to promoting local heritage *within* the county and the Portland Metro Area, so that local residents know where to go and where to direct their visiting friends and family.
- Increase in # of visitors to heritage and tourism attractions.
- Increase in overnight visitors to Clackamas County.

VIII. Priority Activities for 2014

Phase II will initially include strengthening systems for marketing attractions, packaging assets, and increasing engagement/collaboration among organizations working in this arena.

The project to date has been overseen by an ad-hoc advisory committee (The Clackamas Heritage Steering Committee) convened by Clackamas County Tourism and Cultural Affairs for the purposes of informing and guiding the Phase I plan. **The first item of business will be to bring together all the major stakeholders in heritage and heritage tourism at a Heritage Summit, to vet, improve, and build upon this work.** The Summit, to be held in the first half of 2014, will have the following goals:

- to introduce the idea of forming a Coordinating Council or Association of heritage organizations to raise the visibility of heritage assets and undertake mutually beneficial heritage tourism development activities (including background as to why this is recommended)
- to provide interactive opportunity to react to main ideas within the phase I plan, to modify or expand upon them as appropriate, to prioritize among the many ideas, to voice what they as stakeholders need to be successful (especially related to infrastructure and incubation support)
- to engender increased trust and momentum among heritage organizations to collaborate for mutual benefit
- to provide immediately useful information/knowledge that is relevant for the Summit's target audience (perhaps a preview of options for Phase II technical assistance proposed for heritage organizations, businesses and communities)
- to generate excitement about the potential for heritage tourism development as a tool for strengthening heritage assets, increasing community awareness and pride, and generating economic development benefits
- to leave with clear next steps and commitment to move forward: the Summit as part of a continuum of collaborative activities, a kickoff.

Specific format ideas include:

- Having a visionary, respected person or panel provide a compelling keynote address about what is possible. David Lewis, Kerry Tymchuk, as possibilities.
- Weaving the themes of creativity, storytelling, and collaboration throughout, reflecting that one common theme of heritage assets in Clackamas County is the many diverse stories they tell.

- Possibly include presentation of some of the creative heritage tourism initiatives presented during the Phase I strategic planning retreat, from diverse locations including perhaps Marc Moscato from Portland-based “Know Your City”.
- Breakout sessions that can add practical value and attract specific topics of interest to the diverse heritage stakeholders. Make content broad to draw heritage organizations even if they are not thinking tourism now, yet differentiate content from statewide Heritage Conference agendas.
- Outside facilitation is important to convey neutrality.

In addition to the Summit, the following activities lend themselves to being implemented sooner rather than later, as they lay the groundwork for additional heritage tourism development. This list, however, is subject to change depending on priorities determined during the Summit.

- 1. Create capacity for implementation through a paid contact person for heritage and cultural tourism who will facilitate decision-making and coordinate implementation.**
 - a. This person should report to the Association/Advisory Committee/Coordinating Council
 - b. Estimated .5 fte to start, ideally
 - c. This supplements an assumed continuing role for county staff to support heritage tourism efforts
- 2. Get information systems well-functioning**
 - a. Build out the heritage and cultural assets database further so that heritage organizations can use it easily, and so that complete information of interest to visitors can be integrated into Mount Hood Territory consumer marketing activities.
 - b. Assess visitor readiness of all assets currently included in the database.
 - c. Monitor and stimulate self-renewing of database and web-interface for users. Offer needed incentives/benefits to listed organizations for keeping their data up-to-date.
- 3. Work with other Mt Hood Territory staff to develop marketing tools for heritage and cultural tourism assets.**
 - a. Align heritage and cultural assets as contained in the database with the Mt Hood Territory brand, and strengthen as appropriate.
 - b. Build interactive web tools and GPS driven apps to connect visitor to heritage and tourism assets
- 4. Develop better information about the market for heritage and cultural tourism in Clackamas County**

- a. Conduct on-site visitor surveys at the top existing heritage attractions and a sampling of other non-heritage attractions to gauge level of knowledge and interest in heritage. (over 1 year period, 2 weeks each quarter)
5. **With Advisory Committee/Association, conduct outreach to business community, political leaders and community members**
 - a. Summit as noted above
 - b. Test interest in establishing a member-supported association
 - c. Test appetite for training and technical assistance
6. **Develop initial technical assistance offerings for businesses and heritage attractions, with initial focus on expanding collective social media activity and unified branding as per McMenamins example**
7. **Commission a Visitor Readiness Assessment for Clackamas County communities that have not yet undertaken this activity** (this requires a strong professional who can bring an informed outsider's perspective)

IX. Appendices

- A. Heritage Steering Committee Participants
- B. List of Clackamas County stakeholder interviews
- C. Samples of complete asset inventory data
- D. Visitor Readiness Assessment tool and sample
- E. Guidelines for photography and database maintenance
- F. Planning retreat agenda and emergent strategy ideas from HSC meetings
- G. Relevant examples from other places
- H. Potential resources for implementation

Appendix A:

Phase I Clackamas Heritage Steering Committee Members

Elaine Butler - (*Director, Philip Foster Farm*) Elaine has worked for the Philip Foster Farm in Eagle Creek, Oregon for 17 years, and now teaches Trails Across Time, a public charter school program for middle and high school students based at the Farm, in cooperation with the Estacada Web Academy. In 2007, Elaine founded Orchestracada, a community orchestra for all ages and levels of musicians. She performs with the orchestra, Estacada Madrigal Singers, and the Estacada First Baptist Worship Band, and serves as secretary for the Clackamas County Heritage Council and the Estacada Chamber of Commerce.

Danielle Cowan, (*Executive Director, Clackamas County Tourism & Cultural Affairs*). As CCTCA's Executive Director, Danielle's background in Communications and Economic Development have equipped her to lead her Tourism team in their charge of "...developing and administering a comprehensive tourism marketing and development plan to enhance the quality of life for residents by achieving optimal economic benefit from tourism for county businesses, attractions and government." Ms. Cowan serves on the Board of the Willamette Falls Heritage Area Coalition in the effort to achieve National Heritage Area status.

Harry Dalgaard - (*Travel Oregon Destination Development Specialist*) In Harry's role as the Destination Development Specialist at Travel Oregon, he advances and implements Oregon's sustainable travel initiatives through Travel Oregon Forever programming. Harry fosters community relationships and enhances tourism development in rural Oregon communities by aiding the execution their tourism goals and objectives. He is a native Oregonian with extensive experience in tourism product development in the Northwest. His tourism career is diverse, as he started working for small cruise ships on the inside passage of Alaska and the Columbia River, then parlaying that experience with guide work in New Zealand and the Pacific Northwest, and later founding a tour operating business. Harry has degrees in Geography and Environmental Science. He is passionate about developing the equitable balance between people, place, and economic vitality in rural and urban communities throughout the state of Oregon.

Charlotte Lehan - (*Director Heritage Media Services*) Seventh generation Clackamas County resident, former mayor of Wilsonville, former Clackamas County Commissioner. Currently President of the Pleasant View Cemetery Association, member of the Oregon Travel Information Council, member of the Willamette Falls Heritage Area Coalition, member of Oregon Heritage Tree board. Working for Milwaukie Downtown Development Association. Interested in cemeteries, Oregon history, trees, geography, genealogy. Trivia: Can name all the counties of Oregon and their county seats. Also all the countries of the world and their capitols.

Denyse McGriff - (*Senior Project Manager, Portland Development Commission*) Denise is a resident of Oregon City for 25 years, as well as being

Community volunteer-

- * Planning Commissioner for the City of Oregon City
- * Preservation related organization-, McLoughlin Memorial Association, Bosco-Milligan Foundation, HPLO
- * Advisor from Oregon to the National Trust for Historic Preservation since 2009
- * McLoughlin Neighborhood Association
- * Environmental organization- OEC and 1000 Friends of Oregon

Professional background-

- * Employed with the Portland Development Commission and have worked in several Oregon jurisdictions as a Land use Planner
- * Planning with redevelopment and urban renewal, and historic preservation

Fun facts: I live in a c.1912 house and like to travel around Oregon and continue to discover its historic and beautiful places (I love history). Family has been in Clackamas County since 1874 – relatives are on a Century farm near Estacada.

Marc Moscato (*Executive Director of Know Your City*) Marc heads up the nonprofit organization, “Know Your City,” whose mission is to connect people to place through tours, lectures, publications and youth programs. He has a long interest in public art, and been involved with several public art projects and publications, including Walls Of Pride: A Tour of African American Public Art in Portland and Art For the Millions: The Enduring Legacy of the Works Progress Administration. Also a filmmaker, his short films and videos have screened at film festivals, theaters and non-traditional spaces across the country.

Alice Norris - (*Chair- Willamette Falls Heritage Area Coalition; former Oregon City Mayor*) Alice serves as president of the Willamette Falls Heritage Area Coalition, striving to become the first national heritage area in the Pacific Northwest and first state heritage area in Oregon. She is also president of Clackamas Repertory Theatre and a Board member of the Volunteers in Medicine Founders Clinic. In 2010, she completed 8 years as Mayor of Oregon City. The former high school English teacher has served as chair of the Regional Arts & Culture Council, Metro Policy Advisory Council, Metro Exposition-Recreation Commission, Willamette Falls Hospital Foundation, and as an elected Oregon City School Board member. She is a writer, political junkie, and former executive director of the Oregon Trail Pageant outdoor historical drama. She was Clackamas County’s first Darlene Hooley Citizen Award winner (2010) for her volunteer contributions to the revitalization of Oregon City and was named Citizen of the Decade by the City of Oregon City. Alice served on the executive committee of Oregon 150, the state board that led Oregon’s Sesquicentennial Celebration in 2009; as well as the state committee that produced the Oregon Trail Sesquicentennial in 1993. She and her husband Michael have lived in the OC since 1974, have three children and six grandchildren, all extraordinarily handsome and brilliant.

Cheryl Snow – (*Executive Director, Clackamas County Arts & Culture*) Cheryl brings 25 years of experience to a broad range of arts & community leadership projects. She has filled both executive

and board roles for many cultural organizations and has served as Executive Director of the Clackamas County Arts Alliance since 1999. In her prior role as Director of Portland's Blackfish Gallery, she was one of the co-founders of that city's enormously popular "First Thursday" event.

For the past 18 years, Cheryl has provided strategic planning services and comprehensive program assessments for cultural organizations, both as an independent consultant and as a contract agent for the Western States Arts Federation and the Oregon Arts Commission. She is an accomplished writer and has published catalog essays for galleries and artists nationally and abroad.

Currently, Cheryl's civic involvement includes the Board of Willamette Falls Heritage Area Coalition, and Chairmanship of TriMet's Portland-Milwaukie Light Rail Art Selection Committee. She serves on local and statewide grant review panels and provides frequent regional presentations on behalf of public art initiatives and community cultural planning. Cheryl leads public art planning processes in several Clackamas County cities, and is active in regional and statewide arts advocacy initiatives.

Jon Tullis - (*Director of Public Relations – Timberline Lodge*)- Originally from New England and a 1981 graduate of Hartwick College in Oneonta, New York, Jon currently resides in Welches, Oregon. He is 54 years young. He has represented National Historic Landmark Timberline Lodge since 1984. As Timberline's Director of Public Affairs, he is the company's primary spokesman and oversees media relations, publicity, public relations, governmental affairs, community outreach, and master planning. He is also the company's primary liaison to the USFS, and helps coordinate many collaborative efforts. Jon recently edited and published a book titled *Timberline Lodge; A Love Story*. Jon heads up Timberline's "Green Team" and serves on Travel Oregon's Sustainable Tourism Advisory Council. He is the Vice Chair of the Oregon Heritage Commission and is also currently volunteering on the board of directors for Travel Portland, The Gales Creek Camp for Children with Diabetes, and ODOT's Winter Recreation Advisory Council.

Jon and his wife Dee have three children. Dee is a certified yoga instructor at the Cascade Athletic Club and is a certified k-12 teacher who substitutes at area schools. Their 21 year old daughter Kelsey is attending George Fox University. 19 year old twin old boys Thomas and Josiah will be attending the University of Oregon and the University of Washington, respectively. Jon is an active outdoorsman, and also enjoys guitar playing, photography, and creative writing. He has recorded a CD of original songs and poems about Mount Hood titled "The Mountain."

Appendix B: Phase I Clackamas County Stakeholder Interviews

Baker Cabin Historical Society and Pioneer Church	Chris Guntermann
Barclay House	Heidi Pierson
Barlow Road (Tollgates and Laurel Hill Chute)	Deborah Ortiz
Barton Farm and Garden	Wes Forman
Canby Depot Museum	Sarah Kirkpatrick
Canemah Historic District	Christina Robertson
Centennial Candle	Todd Logan
Clackamas County Arts Alliance	Elizabeth Klein
Damascus Fiber Arts School	Terry Olson
Dr. John McLoughlin House	Heidi Pierson
Elk Rock Garden of the Bishop's Close	Sara Mauritz
Estacada Public Murals	Connie Redmond
Estacada Walking Tour	Connie Redmond
Francis Ermatinger House	Rolla Harding
Historic Canby Ferry	Terry Learfield
Historic Sandy Tour	Nancy Enabnit
Iron Heritage Trail	Ivan Anderhome
Jonsrud Viewpoint	Nancy Enabnit
Lake Oswego Gallery Without Walls & Walking Tour	Nancy Nye
Lakewood Center for the Arts	Andrew Edwards
Milwaukie Museum	Adele Wilder
Mt. Hood Cultural Center and Museum	Lloyd Musser
Mulino Beaver Board	Annie Von Domitz
Museum of the Oregon Territory	Roxandra Pennington
National Trust for Historic Preservation	Peggy Sigler
Oregon City Library (Carnegie Building)	Maureen Cole
Oregon City Municipal Elevator	Fran Shafer
Oregon City Walking Tour/McLoughlin Hist. District	Christina Robertson
Oregon Military Museum at Camp Withycombe	Tracy Thonnes
Oswego Heritage Council Museum	Jude Graham
Philip Foster Farm	Elaine Butler
Red Pig Garden Tools and Blacksmith	Bob Denman
Rose Farm	Heidi Pierson
Sandy Historical Society Museum	Deborah Guinther
Spirits of Historic Oregon City	Rocky Smith
Timberline Lodge and Ski Area	John Tullis
Trolley Trail	Pam Girtman
Union Mills Feed Store	Bob Friedrich
Willamette Falls Heritage Area Coalition	Alice Norris
Willamette Shore Trolley	Rod Cox
Wings of Freedom Showcase/Bomber Restaurant	Terry Scott

Appendix C: Sample of Complete Asset Inventory Fields and Data: Baker Cabin

Public entrance front facing (yes or no)	
Closed temporarily (yes or no)	No
Organization name	Baker Cabin Historical Society and Pioneer Church
Contact information: first, last, title	Chris Guntermann, President
Public address	18005 South Gronlund Road
Mailing address (if different)	P.O. Box 741
City	Oregon City
State	OR
Zip	97045
Phone	503-631-8274
Alternate phone	503-631-2747
Fax	503-631-2359
Email address	info@bakercabin.org
Website	www.bakercabin.org
Region: Mt. Hood	Yes
Region: Greater Portland	No
Region: Willamette Valley	No
Cultural Center	No
Gallery	No
Historical/Interpretive Site	Yes
Museum	No
Performing arts	No
Public arts/murals	No
Garden	No
Walking tours	No
Operation/hours open to the public	Site open daylight hours. Check for Cabin hours of operation. Tours on request.
Seasons	
Winter	Yes
Spring	Yes
Summer	Yes
Fall	Yes
Description	The unique cabin was built in 1856 and is the only cantilevered log house west of the Mississippi, listed on the National Register of Historic Places in 1976 and looked after by the Baker Cabin Historical Society. Original land use was to extract basalt rock. Chimney and foundation are made with rocks from the quarry. The historic Pioneer Church was moved to these grounds in 1967 and

	originally constructed in 1895 (built by German Methodist immigrants). The Pioneer Church is available to rent for special events, weddings, meetings, bazaars. Self-guided tours possible, and also part of Tele-tales.
Nearby related attractions	Philip Foster Farms. Carver Mountain Grange (just closed), Redland Grange, Logan Grange. Across Clear Creek is another log cabin (only open twice a year). By Clackamas Carver Boat Ramp was the first hatchery West of the Mississippi.
ADA accessible (yes or no)	Pioneer Church does have a wheelchair ramp. Cabin is on grass and gravel. Door is large enough to get in.
Bilingual features(yes or no)	No
Of interest to specific groups?	Genealogy people, geo-cache sites are here...a lot of people, Oregon Trail, railroad buffs (old C and E railroad ran through there), basalt cliffs is where they shot first Twilight, and the Carver Café was the Forks Café in the movie...that's a big draw. Carver Cliffs are available for rock climbers...premier walk climbing site within 20 miles of PDX. Portland Rock Gym manages registration. Also, Carver Bridge crosses the river right where the IceAge...called the Carver Gap...IceAge Floods flooded all the way to Estacada and to Eugene.
Youth friendly (yes or no)	Yes. A lot of people come.
Other heritage sites nearby	Clack Co Heritage Council has them all listed.
Status of photos	Baker Cabin has many images.
Photos CCTA currently has	6 photos, 3 from their FB page. 3 photos depict wedding scenes.
Notes	Call Chris to get more info on the assets in Clackamas County.
Admission	no/free
Teletales (yes or no)	Yes
Facebook (yes or no)	Yes
Facebook active (based on 4+posts a month)	Yes

Appendix D: Visitor Readiness Assessment Tool --Completed sample from Canby Depot Museum
(blank template provided under separate cover)

Please check (☑) the answer(s) that best describes your circumstance, and include comments as needed.

A. VISITOR EXPERIENCE

1. Do you have the physical infrastructure (parking, driveway, water/sewer, heat/electricity, etc.) needed to handle visitors successfully?

Yes

Incomplete

Please explain: _____

2. Can you accommodate group tour buses?

Yes

No

Not sure

3. Do you have regular hours when you are open to the public?

Yes, seasonally

Yes, year round

Not always

Please explain _____

We are only open by appointment

Access to our site is open at all times regardless of whether we are open

4. Is there signage along the road approaching your attraction?

Yes

Yes, but it is not sufficient

Please explain _____

No (we are located right off 99E, you can see the building from the main highway)

5. Do you have a sign at the entrance to your attraction?

Yes

Yes, but it is not sufficient

Please explain _____

No

6. Do you have signage on-site to guide visitors around?

Yes

Yes, but it is not sufficient

Please explain _____

No

7. Does the site have appropriate signage for interpretation?

Yes

Yes, but it is not sufficient

Please explain _____

No

8. Do you offer any formal educational programs or events for visitors?

Yes

Somewhat

Please explain We give a brief tour of the museum and answer any questions someone might have about the city of Canby

No

9. Do you have sufficient volunteers/staff equipped to greet and manage visitors in a clear, courteous manner?

Yes

Somewhat

Please explain _____

No

10. Do you offer training for your volunteers/staff to improve the visitor experience?

Yes

Please explain what type of training you offer...quick overview of important events and people of the Canby area

No

11. Are you equipped to deal with emergencies so that your visitors are safe and secure?

Yes

Somewhat

Please explain _____

No

12. Do you have public restrooms?

Yes

No

13. Is your attraction ADA accessible?

Yes

Partially

Please explain We have a caboose on site but it's not handicap accessible the main building is though

No

14. What ways can visitors travel to your attraction? (Please check all that apply)

X Car

Public transit

X Bicycle

Walking distance from other attractions

Other

Please explain _____

15. Do you regularly evaluate the quality of your visitors' experiences?

Yes

Please explain how _____

X No

16. Are there related visitor services (food, lodging, etc.) available nearby?

X Yes

Please explain Food places all along 99E

No

B. OUTREACH

1. What are the ways visitors can find out about your attraction? (Please check all that apply)

Road sign

X Phone call

Listing in regional visitor publications

X Brochure distribution

Please explain...Various brochures in other museums in the area

Referrals from other attractions

Please explain

Media coverage

X Website

X Facebook

Twitter

Instagram

Other

Please explain _____

2. Do you package and market your attractions with others in the area?

Yes

Please explain _____

X No

3. Are there other nearby attractions that would lend themselves to collaborative marketing to create a critical mass to attract visitors?

Yes

Please explain _____

No

4. If you have a website, please indicate which statements are true

Our website is currently up to date

We update web content regularly (at least once per month)

We track activity on our websites to understand our potential visitors

Our website is a valuable outreach tool

We are satisfied with our capacity to manage our website

5. If you have a Facebook page or use other active social media, please indicate which statements are true?

We update our social media content at least weekly

We interact with our audience through social media exchange

Our social media activity is a valuable outreach tool

We are satisfied with our capacity to engage in social media activities

6. Do you track visitors to identify and understand who is visiting?

Yes

Please explain how A guestbook

No

C. NEXT STEPS (open ended questions)

1. What future improvements or expansion (both physical and/or programmatic) are planned?

Nothing that I am aware of.

2. Are you interested in more information about trainings for your staff or volunteers?

Not at the moment.

Note: The Clackamas County Visitor Readiness Assessment for heritage resources draws questions from several sources, including:

- New Jersey Historic Trust Heritage Tourism Assessment Tool
[http://www.njht.org/dca/njht/applguid/Heritage%20Tourism%20\(revised\)%20july2010.pdf](http://www.njht.org/dca/njht/applguid/Heritage%20Tourism%20(revised)%20july2010.pdf)
- University of Missouri Extension Community Tourism Readiness Assessment
<http://extension.missouri.edu/ceed/Heritage/CommunityTourismAssessmentRevised.pdf>
- Total Destination Marketing-Visitor Readiness Reports
<http://destinationbranding.com/tourism>
- Total Destination Marketing-Visitor Readiness Assessment: Junction City, Oregon
http://www.eugencascadescoast.org/includes/media/docs/Junction_City-Final-VRR-Report.pdf

Appendix E: Guidelines for Photography and Database Maintenance

Photography Guidelines

1. Balanced light (i.e. crisp photos). Things to avoid: rain, too much sun (to avoid strong shadows) and too much borrowed interest (i.e. cars, telephone wires, etc.).
2. Reflect the heritage site best. May not be the front of the building (i.e. Milwaukie Museum). Chose whatever best sells the site, be it a great object in their collection, a picture of an event they may have had in the past and will have again (nothing too dated), or the like.
3. Multiple shots. Best, if you are going to the site, to get as many shots as you can. Not that quantity = quality, but don't be shy as we would like various angles, and perhaps may, one day, rotate images, or cross-list it based on a different aspect of the site.
4. Use what they have. If they have great images on the web, FB page, or the like, we should also leverage great images they may have taken with a professional photographer, or on a major day for them that is only in the summer, or with Fall foliage, etc. Best will be a mix of shots, but no need to re-create.
5. People best. While we want the places shot for their structural qualities, much like a restaurant, if it is frequented by humans, it is much more inviting. Use your judgment. But balance the quality of the place itself, with the idea that it isn't a dead historic site, but one that people frequent, frequently (in theory).

Database Maintenance Procedures: Self-Perpetuating Database and Visitor Readiness Form

We are in agreement that all organizations in the database must keep their data current. Best way to achieve this is to build an electronic form for gathering that data; organizations will enter the data and it should go directly to the database. (We don't have this ability right now.) As per Elizabeth Klein, the Clackamas County Arts Alliance (CCAA) is currently using (for another purpose) a MachForm from appnitro.com.

Step 1. Build a form and send it out to the community at large asking them to provide updated information and photos about their "attraction". The content for these forms has been developed as part of the Phase I planning work.

Once the self-perpetuating form is developed by Clackamas County Tourism and Cultural Affairs (CCTCA)-- Jae Heidenreich and Mt Hood Territory IT staff-- the current database information (about 70 entries) should be emailed to all organizations and assets that are currently included:

- 1) their database information asking them to double check for accuracy;
- 2) the visitor readiness assessment form to be completed and return to CCTCA

Step 2. CCTCA staff should enter that data into IDSS and categorize and tag it appropriately.

Step 3. Find a module (or tool) to give all "attractions" a platform to log in with a user name and password to update their information as needed or in response to a call for an update.

Step 4: Once every 6 months, an electronic message (or phone call if needed) should go to each organization reminding them to update their information.

Notes on Arts and Heritage Databases

It's very important to recognize that the arts (CCAA) and heritage database both feed the same website. The database is one database with several categories. IDSS is the platform that holds various attractions that are classified as arts, heritage, lodging, etc.

We acknowledge that some attractions have a heritage side (historic structure, for example) and an arts side (arts center, for example)...but it's one database with several categories. Everything is housed in one location, not two. A visitor interested in heritage will call up the heritage description from the website; a visitor interested in arts will call up the arts description. (question for webmaster: Can one attraction have both an arts description and a heritage description?)

Litmus test for adding an attraction to the heritage database is "Does this attraction have a direct connection with heritage for visitors?" The consultants have started a page on the excel spreadsheet for attractions that are not directly heritage-related, but are potentially of interest to visitors and especially helpful to Jae and Tourism staff. We have titled this secondary page "arts, theater, youth" and it includes primarily theater and youth-related attractions. Jae often receives requests from student groups looking to travel to Clackamas County (band, choral, theater arts). This would fall under Arts category but could be listed on both arts and heritage sides.

The Arts Alliance has a list of facilities (primarily performance venues) without direct heritage connection. Jae/Tourism need access to this list.

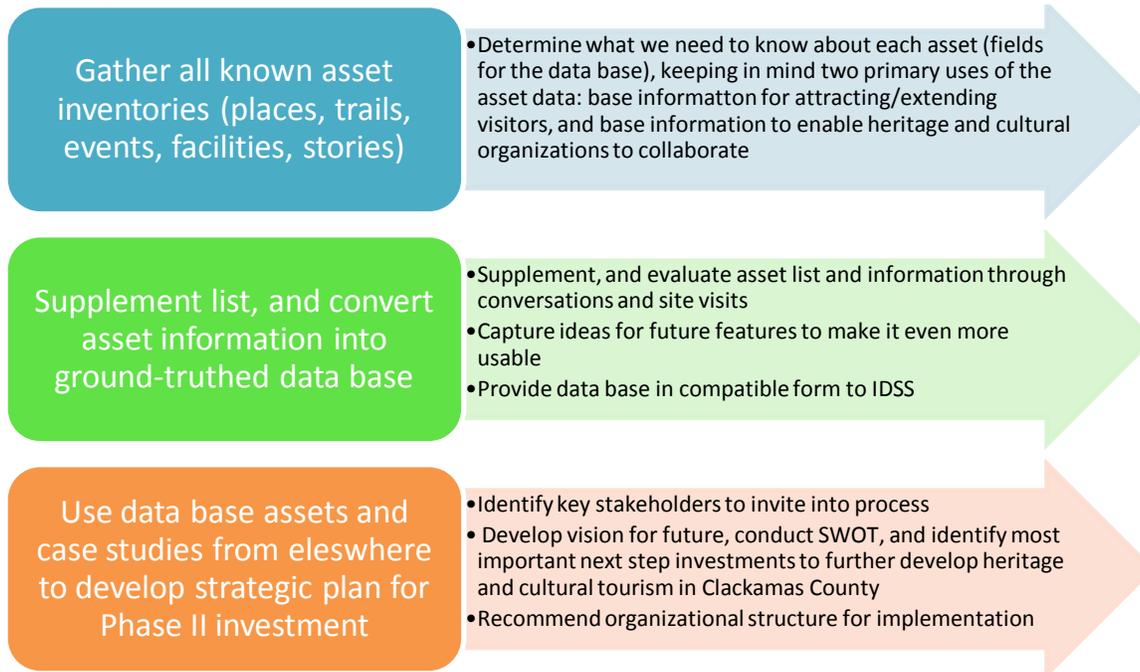
Arts Alliance is also working on updating/cleaning its database. Of special significance here is the ARTIST REGISTRY. (CCAA to revisit module options with Jeannine and Dan to confirm whether IDSS has a module CCAA can use or if CCAA needs to find another tool (membership-based tool perhaps) to handle this. Visitors to Clackamas County should be able to go to the website and access lists of artists and craftspersons.

Tourism should consider promoting clusters of artists/craftspersons (for example blacksmiths). Such clusters can coincide with the key themes identified through our planning and add the depth/interest/character/stories to Clackamas County that will be attractive to visitors.

NOTE: These recommendations developed in consultation with Elizabeth Klein (Clackamas County Arts Alliance)

Appendix F: HSC Meeting Notes on Emerging Strategies

Summary of Phase I activities



CHSC STRATEGIC PLANNING MEETING AGENDS: OCTOBER 14, 2013

MORNING: GENERATE IDEAS		OUTCOMES
9:00-9:25	Welcome, agenda overview, icebreaker	Brains engaged
9:25-9:45	Overview of market and visitor trends for Clackamas County, alignment with existing Mt Hood Territory branding (Danielle Cowan)	Shared understanding of relevant market trends driving opportunities for heritage and cultural tourism in Clackamas County
9:45-10:45 (with short break)	Case Studies: Presentation by consulting team and discussion <ul style="list-style-type: none"> • What resonates as having particular relevance for Clackamas County, and why? • What specific assets could we highlight or further develop? • What is relevant to consider in terms of the types of resources and partners involved? 	Stimulate ideas based on practices that have borne fruit in other places.
10:45-11:15	Presentation by Marc Moscato, Know Your City. Surfacing and connecting heritage and cultural assets of a community to build a strong sense of place and draw visitor spending.	Better understanding of non-traditional stakeholders for heritage and cultural assets, and how community engagement is key
11:15-12:30	Small Group Discussion: What aspects of Clackamas County's heritage/tourism assets lend themselves to creative "choose your adventure" itineraries? <ul style="list-style-type: none"> • What would be the initial draw for various visitor audiences to Clackamas County? 	Shift to a visitor's view of the County's heritage and tourism assets, based on the types of visitors who already come to Oregon, usually through Portland.

	<ul style="list-style-type: none"> • What heritage or cultural assets might interest them if known? • How easy would it be to self-organize a multi-day itinerary around their interests? • What is already in place, and what needs to be strengthened to tap this market? 	Brainstorm <i>possible</i> ways to attract increased/longer visits to Clackamas County through creative itineraries. Generate exciting ideas to inform afternoon goal-setting
12:30-1	Lunch Break	May be working lunch if needed, but ideally not
AFTERNOON: ORGANIZE AND PRIORITIZE NEXT STEPS		OUTCOMES
1-2	<p>Discussion to finalize vision and goals as drafted based on HSC homework</p> <p>Vision for the next five years:</p> <ul style="list-style-type: none"> • what heritage and cultural tourism looks like in terms of what the visitor experiences • The economic contribution to the county • what collaboration around heritage and cultural tourism looks like <p>Goals (for the next year)</p>	Clear vision and goals to guide Phase II activities and investments, based on draft developed from HSC homework
2- 2:45	SWOT (strengths, weaknesses, opportunities and threats) analysis as related to achieving the vision and goals	Context for strategy development- Ensure that recommended investments and strategies tap strengths and opportunities, address weaknesses and threats
2:45-4:00 (with small break)	<p>Discussion to identify clear priority projects/strategies for 2014</p> <ul style="list-style-type: none"> • Key investments (time and money) needed to move in the direction of the vision <ul style="list-style-type: none"> ○ Marketing ○ Community engagement ○ Data base enhancements ○ Specific time-sensitive initiatives ○ Etc. consultants have been keeping a running list of ideas in the meeting notes that we can start with • Discussion will include information from WTK re other funding opportunities 	<p>Recommendations for Phase II strategies from the Committee</p> <p>Capture ideas for longer term strategies as appropriate</p>
4:00-5:00	<ul style="list-style-type: none"> • Discussion of options for organizational structure to coordinate cultural/tourism efforts in the future- could be this same committee as an interim measure, could be something else <ul style="list-style-type: none"> ○ Case studies might provide useful ideas ○ Discussion will include clarifying the continuing role of partners in this endeavor • Debrief and set last meeting date (and purpose) for Phase I (we have discussed a presentation for feedback to a wider group of stakeholders before it goes forward to Commissioners) 	The bones of a strategic plan and an organizational structure to champion its implementation

Handouts: Emergent Itinerary Themes and Phase II Projects as discussed in prior HSC meetings

Emergent Themes for Itineraries:

As the Steering Committee has made clear and our research into other successful case studies, there are definite themes along which we should build heritage tourism.

- Natural and cultural assets: This is a bigger rubric under which much of what we have found fits. Often linked. Rivers brought people and goods and helped found industry. Mountains/forests helped with industry at first, then evolved into center for recreation. The two are intrinsically linked. The “there there” is that one is rarely without the other, so both can be a drawing card.
 - Parks
 - Barlow Trail/Road: A dual asset in the historic route is through forest and over mountain
 - Willamette Falls: A perfect place to kayak in the river, but also capture the energy of a bridge, early mills, and an historic hydro dam.
 - End of Oregon Trail: Parts of it are very real as you head east, but often best started in OC.
 - Mt. Hood: The great monolithic centerpiece for thousands of years, but also the center (and start) of Oregon’s Alpine Heritage
- Birth of Industry/Notable Early Commercial Businesses: From electricity, to flour mills, a great number of firsts in the West, and some in the Nation started in Clackamas County.
 - Mulino: Oldest industrial building west of the Rockies (Beaver Board attests to this fact)
 - Bob’s Red Mill: One of the great modern mills in the Nation is open for visitors and has a fantastic visitors store and restaurant
 - Red Pig Garden Tools and Blacksmith Shop: One of the only blacksmiths still hand-forged tools, tours and shop are lauded by gardenistas across the county.
 - Union Mills Feed Store: Same family since 1877, a true feed store, but its authenticity is equally part of its charm.
- Agriculture: not fully vetted because we haven’t studied farms, but clearly a component to the area heritage: Agritourism: Need to link to that. Bicycle tourism. Farm to farm. Culinary tourism. Wineries. En route + Alex Phillips. <http://rideoregonride.com/>
 - Barns: Should and could be tied agriculture
 - Gardens: We may be limited in number but notable and could be paired /linked easily with any number of other resources.
- Timber/Logging: The story of many of Clackamas’ smaller towns, and to an extent the rivers, near the Mt. Hood National Forest.
- Railroad/Transportation Modes: Starting with the Oregon Trail, the Barlow Trail, we have a big picture transportation story, but the RR features are valuable in and of themselves and tie into unique area resources
 - Historic districts/walking tours: We have ample “walking tours” and a handful of districts which are really mostly about the story of early communities and the people who built them, manifested into architecture.
 - Historic homes/buildings: These should probably be connected to either Pioneer stories, Agricultural stories, or Founder stories, since architectural history isn’t quite strong enough independently
 - Neighborhoods: McLoughlin: Historic Districts, again, could fit within bigger puzzle, but likely to not entice on their own
- Historical Societies: A great many, but seemingly for the focused few. Diverse cultures- Clackamas County has a rich history, but it is largely invisible. Is there a way to bring it to life?
 - *Chinese* History: Vital, but hardly on display just yet.

- Native American History: Found inside museums and connect to European settlement, but largely unfound in terms of its own standing.
- Genealogy: add cemeteries and tie in with other activities.
- Murals/Public Art: Good, bad and ugly. But still a component that tells stories, and otherwise could be a patchwork for those who enjoy public art, or paired with Fine Art Starts for kids – there is some value here to be mined.
- McMenamain’s (heritage pubs/restaurants): Between history pub nights, and their own brand of history as branded on their walls, these are great eateries for folks who are here to enjoy heritage and provide some local color, aside from libations. Also restaurants that have been along corridors (US 99, Top ‘o the Hill, downtowns, etc.).

Next Steps and Potential Phase II Strategies

A Phase II is envisioned to implement priority ideas for developing heritage/cultural tourism, starting in 2014. Phase II will include strengthening systems for marketing attractions, packaging assets, and increasing engagement/collaboration among organizations working in this arena. Phase II may also include other strategy ideas include:

- Professional photo documentation of all Tier I assets: could be a planned activity for Phase II
- "If you like this, then you'll like that..." interactive Amazon-type feature on visitor website portal.
- Branding- how to incorporate heritage/cultural tourism in the existing brand, etc- organizing into themes and stories.
- Build interactive and GPS driven apps e.g. reasonably priced trails app for Oregon Trail, connecting with Travel Oregon’s [new Roadtrippers visitor trip planning guide](#).
- Build out the data base further.
 - Add known assets that are not currently well-represented in the data base but should be because they are of interest to visitors e.g. cemeteries/genealogy resources (the information that exists is very uneven), WTK relies on this committee to be the expert. Build out cultural assets e.g. Bob’s Red Mill & Dave’s Killer Bread, something related to public art
 - Places which were former architecture...not sure is there is a “there there” e.g. Willhoit (sp?) Springs. Former Spa. Natural Springs. Huge wooden structure. Dance hall. Center of cultural life. Where Indians came and gathered
 - Add links to PDF documents associated with key assets e.g. walking tours, landmark events
- Develop a visitor-ready certification process that creates incentives for organizations with heritage and cultural assets to make them stronger and more visitor-ready.
 - “Not ready for primetime” assets- could be a focus for future technical assistance for new and emerging orgs.
- Further vetting and engagement of the wider community of stakeholders throughout the county so that they can be creative, committed partners in implementation.
- Additional social media tools to collect stories on an ongoing basis, vet new stories.
 - Who and how it will change down the line, will possibly surface through a wikipedia-like, open-source forum.
 - Strengthen visibility and integration of existing social media activities by heritage/cultural organizations.
- To supplement visitor-readiness assessment of existing attractions, conduct visitor readiness analysis of communities-- that would cover such things as wayfinding and visitor services.

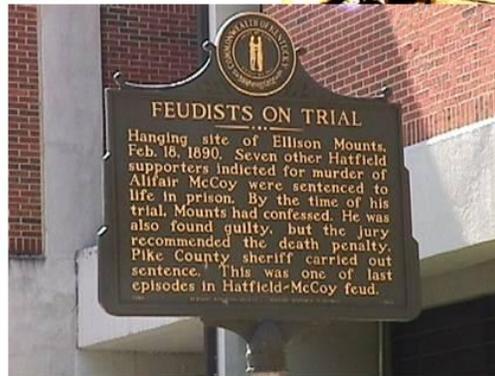
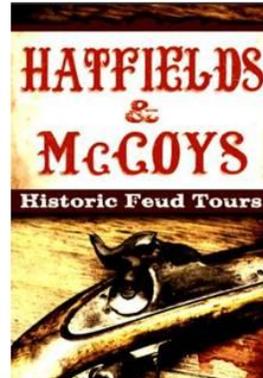
Appendix G: Relevant Examples from other places

The following slides were reviewed as part of the Phase I strategic planning retreat. The only change made since the retreat has been to add relevant website addresses to the slides.



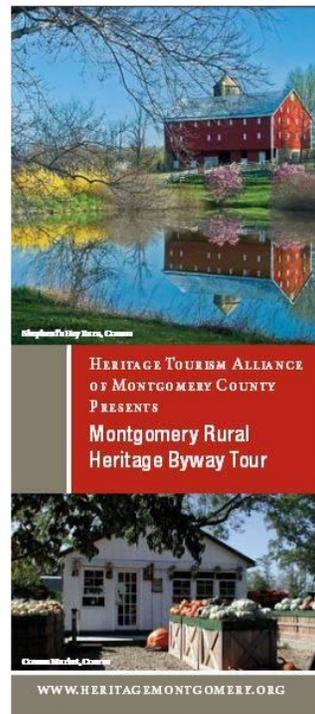
Hatfield McCoy Feud Tour

- Kentucky: Self-guided themed tours
- Began 23 years ago, still working on site improvements
- 75-100,000 people/year visit
- Geocaching link
- Creative leveraging of volunteer resources site development, development of driving tour concept, cd production, signage etc. Total cash investments under \$100,000.
- Earn revenue from cd sales
- Now organizing a music trail
- Convention and Visitors Bureau coordinates
- <http://www.hatfieldmccoypikeville.com/tourism/HMDrivingTour.pdf>



Historic Montgomery County Itineraries

- Maryland-mix of urban, suburban, and rural communities with history near larger metro area
- Self guided driving tours with downloadable podcasts: Not GPS enabled, so includes driving directions
- Award winning in 2008
- Partner with private company to offer multi-day themed itinerary tour packages (easy to administer)
- Rustic roads, unimproved on purpose
- “You don’t have to go away to get away” appeal to metro area
- Nonprofit lead organization
- <http://www.heritagemontgomery.org/content/about-us-0>



Fifty Miles of Art

- Missouri: showcase event
- Three historic rural communities along a scenic byway collaborate on a open studio/gallery/shopping event that happens two weekends a year. More than a decade of history now.
- Credited with stimulating new business formation and downtown revitalization
- Attracted artists from elsewhere to relocate to the community
- Staffed by the Hannibal Arts Council in the largest of the three participating communities. This is Mark Twain's Hannibal.
- <http://www.50milesart.com/>



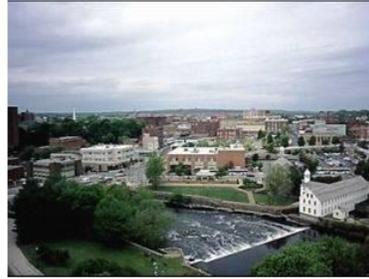
Michigan's Great Outdoors Culture Tour

- National award winning program to bring cultural offerings to remote communities, and to preserve the Northwoods heritage.
- Supported by research on overlapping visitor markets between outdoor adventures and cultural experiences
- Partnership between state arts /humanities and natural resource agencies to stretch resources and meet own missions
- Traveling band of artists/interpreters, performing at campgrounds and other rural venues
- Launched in 1997, unsustainable funding model, no longer operational
- <http://www.culturalheritagetourism.org/successStories/michigan.htm>



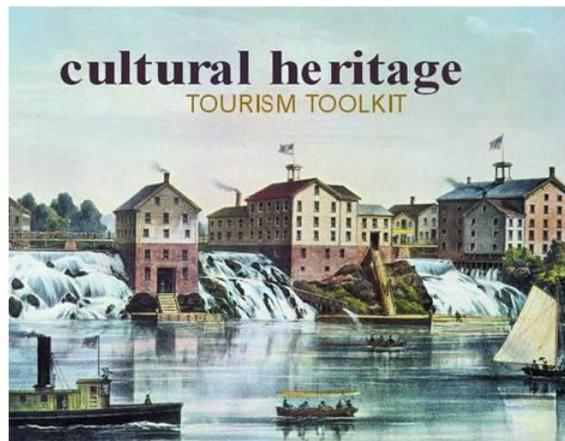
Blackstone Valley National Heritage Corridor

- Part of Mass. and R.I- 500,000 people
- Birthplace of industrial revolution- textiles.
- By 1970s, “tired abused depleted”: polluted river, collapsed economy
- One of nation’s first scenic corridors- 1986
- No publicly owned land- a management plan with complex array of partners
- Multiple themes:
 - Polluted river to recreation asset
 - Industrial growth and consequences, genealogy, history of immigration
 - Youth hands-on education
- Corridor designation has expired, now seeking national heritage area designation
- Tech assistance to others
- 2004 tourism impact: \$474.4 million in expenditures, 6,400 jobs
- <http://www.blackstonevalleycorridor.org/>



Vermont Arts Council Toolkit

- Practical guidance on how communities can package disparate places and resources into itineraries, while maintaining or promoting a high standard of the experience.
- Similar mix of small attractions where the whole is greater than sum of parts
- Has not been updated in 10 years- missing social media piece
- Free online resource
- <http://www.vermontartscouncil.org/Community/CulturalHeritageTourism/tabid/75/Default.aspx#CHT>



Sea to Sky Highway Cultural Journey

- British Columbia
- In association with \$600 million highway project, government partnership with First Nations to educate travelers about the native people of the area
 - Interpretive signage and place names in English and native language
 - Map
 - Information kiosks
 - Cultural centre at northern end
- \$300,000 federal grant to support
- http://slcc.ca/wp-content/themes/SLCC/library/images/CJ_Map.PDF



Blue Heron Mining Camp

- Kentucky, remote
- Old mining camp 1937-62, then abandoned and deteriorated to nothing
- In 1980's redeveloped as outdoor museum. In place of long-gone buildings, "ghost structures" with recorded oral histories
- Located inside the Big South Fork National River and Recreation Area, with private train concession feature
- <http://www.vcstar.com/news/2009/oct/26/ghost-town-kentucky-has-lively-history/?print=1>



Genealogy Tourism

Oklahoma has a statewide commitment to promote genealogical tourism
<http://www.travelok.com/genealogy>

Genealogy Tourism

- Oklahoma set up a portal to existing genealogical resources to test interest on hunch; 18 months later, full program in place
- Allen County, Indiana with population similar to Clackamas County, attracts 100,000+ genealogy visitors per year, generating \$7 million in annual revenue
<http://www.genealogycenter.org/Home.aspx>
- Growing market for luxury packages as well



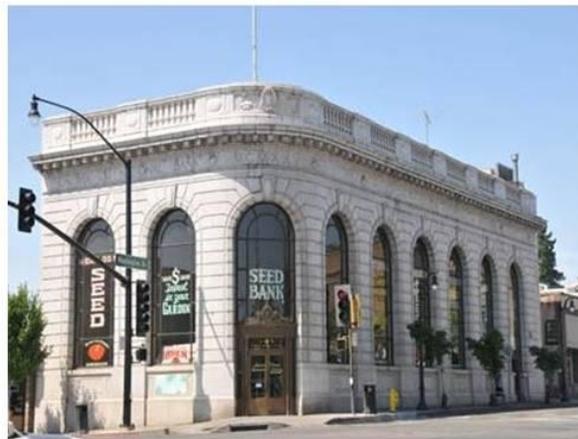
Sun Valley Ski Festival

- Partnership with the U.S. Ski and Snowboard Hall of Fame which rotates the location of its weeklong national ski festival
- Here in 2011 to commemorate 75th anniversary of Idaho's Sun Valley Resort
- One time event, but generated much local pride and fun, reunions
- They played up their heritage assets, but Clackamas County has more
- Could this idea be adapted to a series of more regular ski *heritage* programs like Portland's Distillery Row Tour?
- <http://commerce.idaho.gov/events/ski-heritage-week-celebrating-75-years-of-skiing-in-sun-valley>



Baker Creek Heirloom Seeds

- Private business driven model
- Free Heritage Day festivals every month in season with music, presentations, food and vendors
- Annual Spring Planting Festival
- Seed Bank (in an old bank building) offering heirloom seeds, gardener education, related products.
- <http://www.rareseeds.com/resources/festivals/>



Here at Baker Creek,
we like to celebrate!

NPS Service Learning

No NPS detailed information due to government shutdown, but here is sample project http://www.nps.gov/NR/twhp/servicelearn_ideas.htm



With San Francisco's Golden Gate Bridge in the background, Crissy Field Center staff and program participants head down to investigate the restored marsh.

Golden Gate National Recreation Area, California — Building community while building an urban park

Once an abandoned Army airstrip along San Francisco Bay, Crissy Field is now a gem in the Golden Gate National Recreation Area, which hosted more than 15 million visits in 2009.

During restoration, more than 3,000 volunteers—including students from 120 local schools—worked 30,000 hours to re-create native dunes and marshes. They planted more than 100,000 native plants, some of which were tended by school classes at the park's nurseries. "I Grew Crissy Field" T-shirts became a common sight in neighborhoods near the park, and local buses emblazoned with the "Help Grow Crissy Field" message were the public face of a project spearheaded by the Golden Gate National Parks Conservancy.

Crissy Field Center, a collaborative venture that employs 11 Conservancy and three Park Service interpreters and educators, reaches more than 100,000 young people and adults each year. The Center's aim is to engage the multi-cultural communities surrounding the park, as this small sampling of programs shows:

- Community campfires, programs en español, easy living history walks, and hands-on marsh explorations draw families to the park;
- Day camps combine outdoor investigation, field outings, and fun projects for kids, who can then be youth leaders and mentors when they enter high school;

Walla Walla Valley Visitors Guide

- Extensive and prominent "history and culture" heritage section
- Comprehensive directory of assets
- Intentional directing of visitor to smaller communities off the beaten path
- Walla Walla city is about the same size as Oregon City, but surrounded by rural
- <http://www.wallawalla.org/assets/wallawallavisitorguide/index.html#/1/>

Table of Contents
Welcome to the Walla Walla Valley!

- History & Culture 5**
 - Downtown Walla Walla 7
 - Walla Walla 7
 - History of the Valley 8
 - Area Museums 10
 - Art, Music & Galleries 13
- Taste of the Valley 18**
 - Farmer's Markets 18
 - Walla Walla Sweets 18
 - Walla Walla Wine Events 22
 - Restaurant Guide 24
- Adventure & Fun 32**
 - Skiing, Bicycling, Birding 32
 - Family Recreation 35
 - Summer in the Valley 35
- Events Calendar 36**
- Visiting our Neighbors 46**
 - Watsburg 46
 - Sayton 50
 - Milton-Freewater 54
- Where to Stay 57**
 - Hotels, B&Bs, Guest Houses & Retreats
- Walla Walla Wine Map 70**

History & Culture Directory 21 | Golf 33 | RV Parks Directory 62 | Travel Information 63

Appendix H: Potential Resources for Implementation

General operations:

- County Tourism Development and Marketing funds for organizing support
- Membership dues: make free or very low cost for first year to grow membership and demonstrate value that merits member investment in future success
- Contributions from the public
- Contributions from visitors (through e.g. \$1 voluntary fee collected at participating visitor attractions or services), perhaps cost-shared with those attractions.
- Business sponsorships to associate with the “to be determined” Clackamas County Heritage Tourism theme- provide marketing collateral to highlight (e.g. logos, window decals, etc)
- Sale of merchandize with Clackamas County Heritage Tourism theme
- Other earned income through events and creative initiatives.
- See notes on Oregon Community Foundation under “specific product development” as well

Marketing infrastructure and business incubation

- Leverage matching funds for county investment with chambers and downtown businesses for visitor readiness assessment of communities
- Engage graduate student teams to look at technology and social media platforms for interacting with visitors e.g.
 - Smart search tool- if you like this, you may like that. . .
 - Crowd-sourced reviews
 - Trail apps
- Engage Mt Hood Community College in tourism business planning assistance
- Develop peer network of tourism businesses to share expertise and projects
- Charge participant fees for workshops and webinars

Grants for specific product development

- The Oregon Heritage Commission maintains a list of grant sources through Oregon Parks and Recreation here. <http://www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx>
Notable short term deadlines include:
 - Historic Cemetery grants (eligible uses include documentation, signage and planning). Next round of funding March 2014 (\$1000-\$4000 average size grant)
 - Preserving Oregon grants (identifying, preserving or interpreting archaeological sites) such as the places where there is little structure left to tell a story. Next round of funding starts in January, with first deadline in April 2014 (up to \$20,000)
 - Diamonds in the Rough grants (façade restoration or reconstruction), may be another round of funding in Spring 2014 (up to \$20,000)
- The Grande Ronde Tribe’s Spirit Mountain Fund invests in historic preservation and arts/culture, as well as several other priority areas. Up to \$5000 for small organizations, fast

turnaround; up to \$50,000 for larger programs, \$100,000 for capital projects, but few 2013 grants over \$30,000. Could be a good source for elevating the profile of Native American heritage in the region. The Grande Ronde funds all Tribes in Oregon, and thus could support telling a broad story. The grant recipient must be a 501(c)(3) nonprofit organization.

- The Roseburg-based Ford Family Foundation (TFFF) generally invests only in rural areas, and is beginning to invest in economic development, including tourism, when project ideas emerge from its investments in local leadership (The Ford Institute Leadership Program). Several Clackamas County communities have been a part of the FILP program, for example, Estacada. TFFF also has invested in the Oregon Historical Society's "Oregon History Project" and so have a demonstrated interest in heritage. Worth having conversations with them.
- The Oregon Community Foundation has several types of grant funding available
 - Community Grants target projects with strong volunteer participation that "preserve places essential to communities' civic and historic identities", "support stewardship and appreciation for Oregon's outdoor spaces and scenic beauty" and "cultivate and support appreciation of diverse cultures and art forms", among other activities. Capacity building for organizations that do this work is also an eligible use. The average grant size is \$20,000.
 - OCF also has a large network of donor-advised funds, whose members are likely to include supporters of heritage projects. OCF staff are the liaisons to such donors.
 - OCF has a specific fund called "The Oregon Historic Trails Fund" targeted at projects along these Trails. Clackamas County actually has two such trails, the Oregon Trail and a spur of the Klamath Trail.
- Travel Oregon's rather new "Travel Philanthropy Fund" invests in sustainable tourism projects, including those that enhance a "sense of place" which definitely fits with heritage tourism. Guidelines for the program are here: <http://industry.traveloregon.com/industry-resources/sustainable-tourism-development/oregon-travel-philanthropy-fund/supported-projects/>
- Large businesses with a heritage connection such as Timberline and Bob's Red Mills may be interested in underwriting a project as part of their marketing investment or philanthropic giving.
- Crowdfunding through such vehicles as Kickstarter (the most well known) and others
- Engage volunteer energy in the community along the model of the National Park Service Learning program (featured in "examples" presentation included in the appendices), as well as by connecting with stakeholders in the Arts Alliance to share expertise and resources around specific new projects that overlap heritage and arts/culture.
- County Tourism Development and Marketing funds for specific product deliverables

Clackamas County Commission/ Tourism Development Council Tourism Overview

September 9, 2014



Clackamas County Tourism Development Council

Helping the BCC Manage for Results

John Erickson – General Mgr, The Resort at The Mountain

Peter Watts – TDC Vice Chair/Attorney, Jordan Ramis PC

Roger Beebe – General Mgr, Hilton Garden Inn

Sam Drevo – Owner, eNRG Kayaking

Sean Drinkwine – Operations Manager, Whitney Signs

Marisa Hoiem – General Mgr, Fairfield Inn & Suites

Betsy LaBarge – Owner/CEO, Mt. Hood Vacation Rentals

Kirk Mouser – Artistic Director, Stumptown Stages

Daphne Wuest – Arts & Culture Board Member; Mainstreet Oregon City

Definitions

Tourism: Economic activity generated by visitor spending

Visitor: a person who travels from their place of residence for pleasure, recreation business (other than daily employment) or participation in events on a trip that is more than 50 miles and/or includes an overnight stay at a lodging property.

Transient Room Tax: A 6% tax on all lodging stays passed by Clackamas County Voters in 1991. The ordinance called for revenues to be reinvested to promote tourism to the county.



TRT Ordinance: Roles & Responsibilities

Board of County Commissioners

- Appoint Tourism Development Council Members
- Approve Master Plan

Tourism Development Council

- Oversee development and promotion of tourism in Clackamas County
- Develop, adopt and implement Master Plan

Guiding Principles

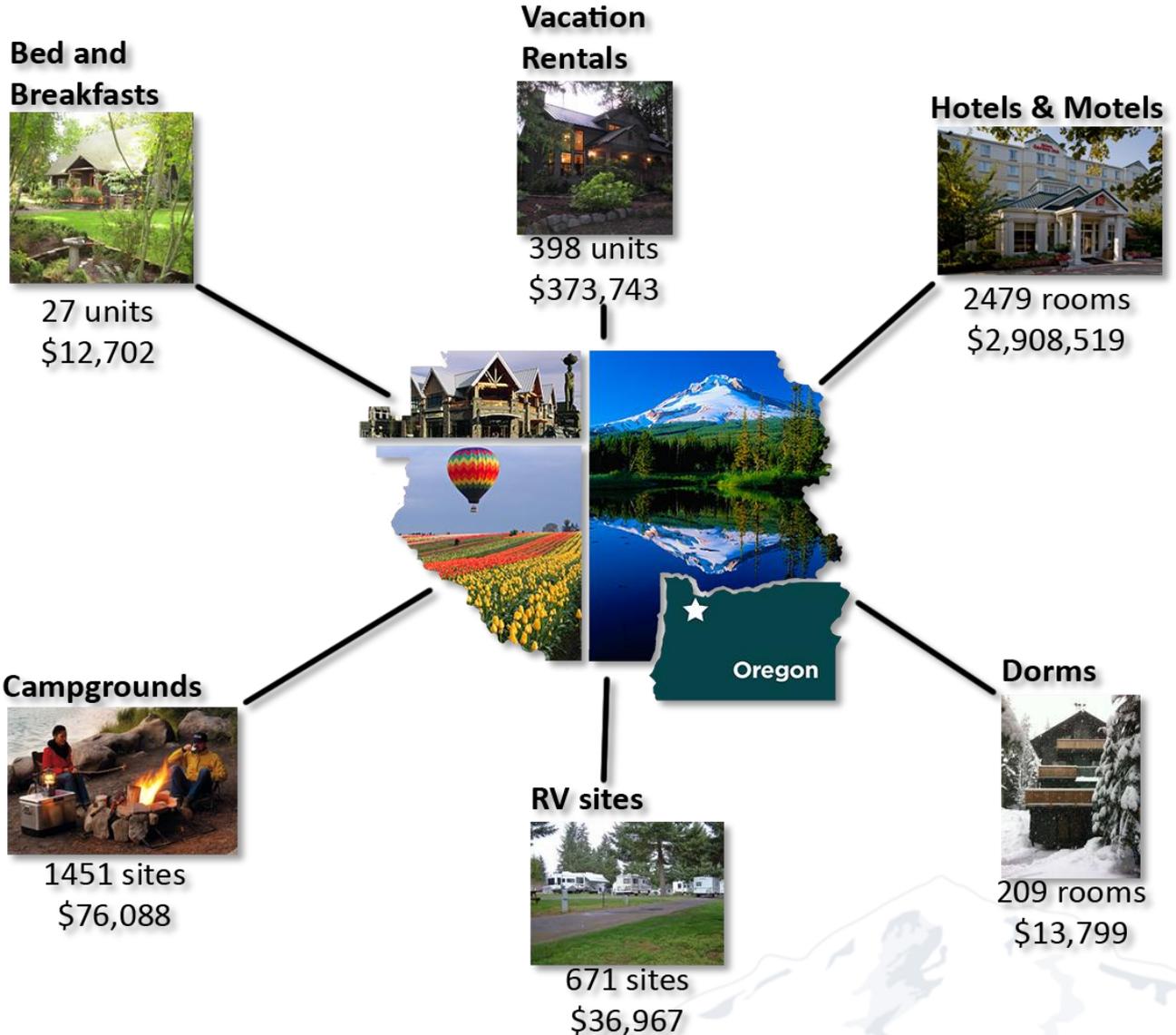
Building Public Trust Through Good Government



- Leader in county and regional tourism
- Promotion of Clackamas County tourism assets and opportunities
- Effective and efficient use of public resources
- Build new and strengthen existing public and private partnerships

Transient Room Tax

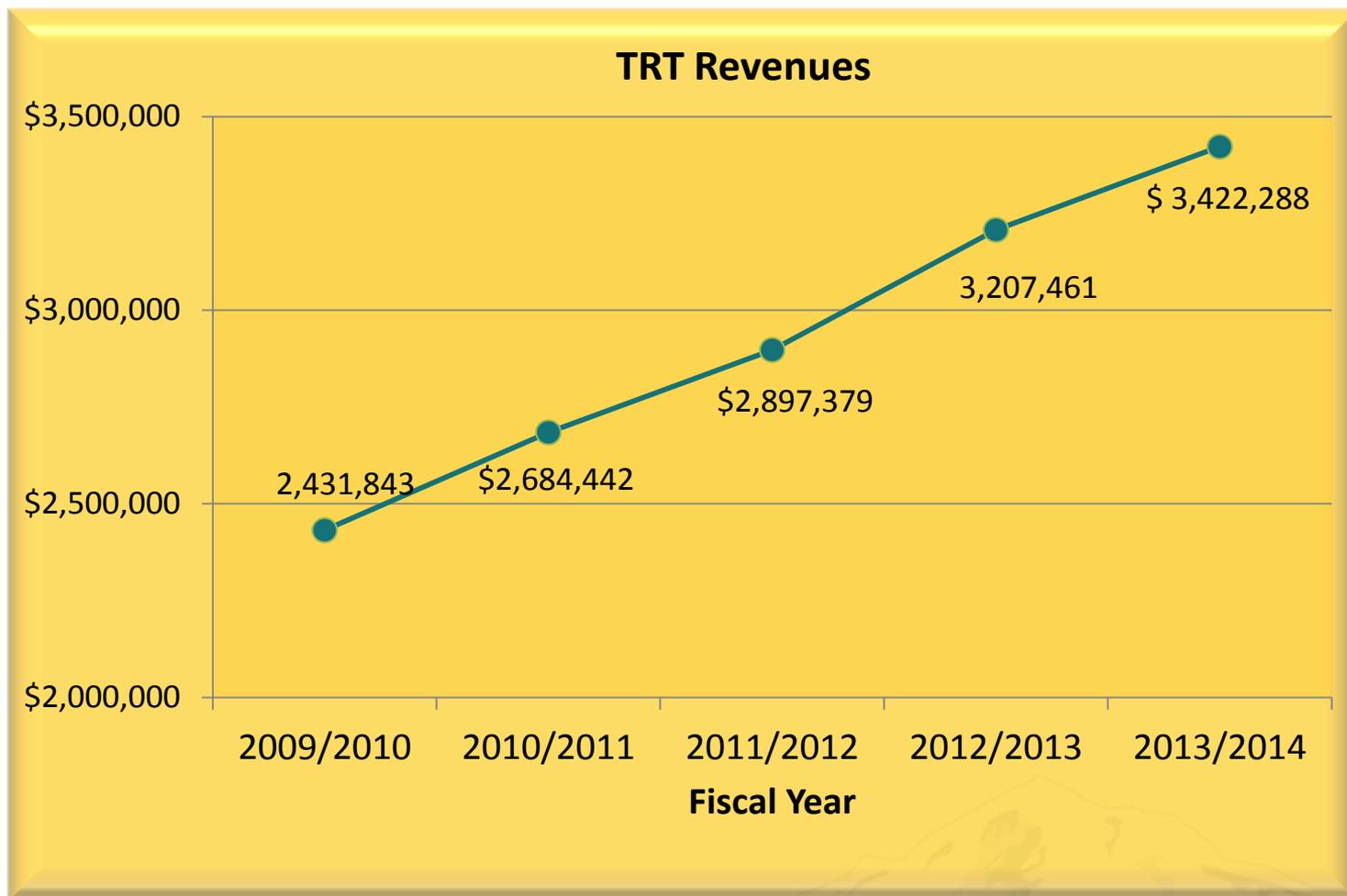
Clackamas
County
Tourism and
Cultural
Affairs has its
roots in the
passage of
the **6%**
**Transient
Room Tax** in
1991.



TRT Revenue Collections

Growing a Vibrant Economy

TRT revenues have increased every year since FY 09-10. **FY 13/14** broke a record with the highest revenue collections ever: more than **\$3.4 million**.



Clackamas Co Travel Impacts & Volume

Growing a Vibrant Economy

*According to Dean Runyan 2013 Economic Impact Report
on Clackamas County:*

- Welcomed 2.4 million overnight visitors in 2013
- Overnight and day visitors spent \$429 million in 2013
- Total travel spending generated \$20 M in state/local revenues
- Visitors spent \$178.75 per day, per person
- Average Occupancy Rates at lodging properties increased 4.5% to reach 67% in 2013 over 2012. (*Smith Travel Research*)

Tourism Pillar: **Outdoor Recreation**

*Honoring, Utilizing, Promoting & Investing in
Our Natural Resources*

Strengths:

The only mountain resort in Oregon

Winter recreation, including year round skiing

Ample hiking and biking trails

River recreation including rafting, kayaking, fishing and swimming

Challenges:

Transportation access and capacity on the Mountain

Limited control and access to federal forest lands

Lack of river guides and other outdoor recreation packages and tours



Tourism Pillar: Agritourism

Growing a Vibrant Economy



Strengths:

- Large selection of farm attractions
- Growing public interest in farm to table culinary experiences
- Growing professionalism of agritourism businesses

Challenges:

- Farm liability and insurance
- Land use restrictions/limits
- Limited lodging types and availability

Tourism Pillar: Heritage/Cultural Tourism

Museums are losing attendance on both measures of audience share and size, a trend that goes back decades.

[Museum Audience Insight research](#)



Strengths:

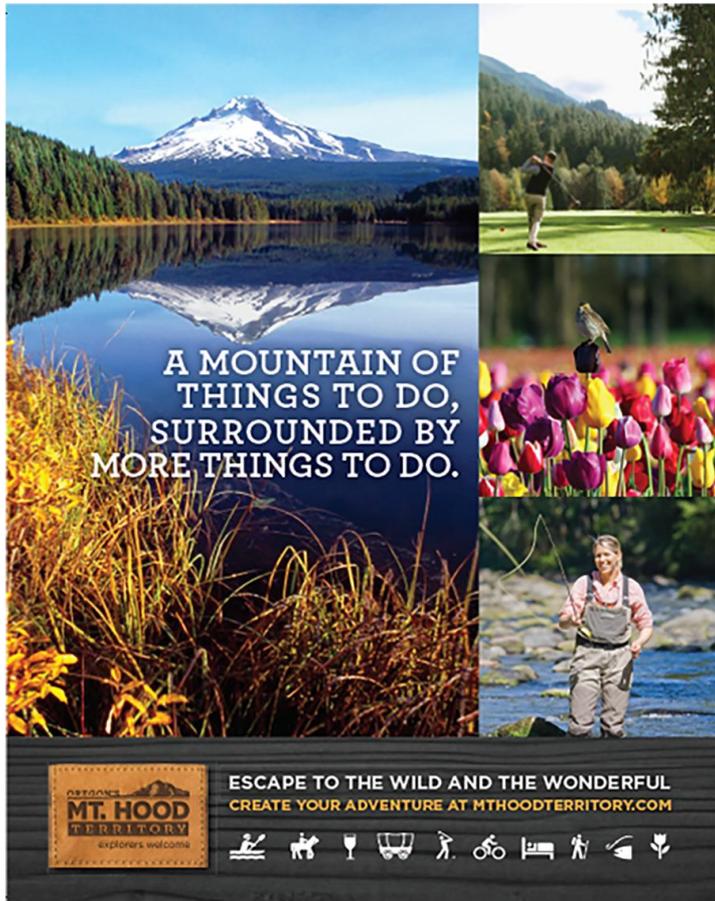
- Deep historical significance as the End of the Oregon Trail
- Wide selection of museum and historic assets
- Committed Heritage and Culture partners

Challenges:

- Waning attendance at museums nationwide.
- Limited operational funds at historic attractions
- Many historic assets are in disrepair

Marketing/Promotions/PR/Social Media

Growing a Vibrant Economy



Marketing implements targeted and partner based advertising, sales, and social media to increase visitor spending

 Oregon's Mt Hood Territory
Posted by Jarrod Lyman [?] · June 24 · Edited

The Oregon Lavender Festival: Guaranteed to be the best smelling event of the year! <http://bit.ly/OMHTlavender>

Photo by Bruce Lee of Alter Image Photography



Like · Comment · Share 2,698 likes · 85 comments · 1,436 Shares

84,224 people reached [Boost Post](#)



An Amazing Culinary Destination

Where do you find Oregon micro-brews and wines, juicy berries, farm-to-table foods, unique eateries, adventure and the cream of the local Oregon Bounty crop? Right here in Oregon's **MT. HOOD TERRITORY**.



of the majestic peak and food to match. Smith works with including lamb from Canby, fresh picks and whatever else to offer. Back down the rich valleys filled with you'll find a perfecting with a bounty.

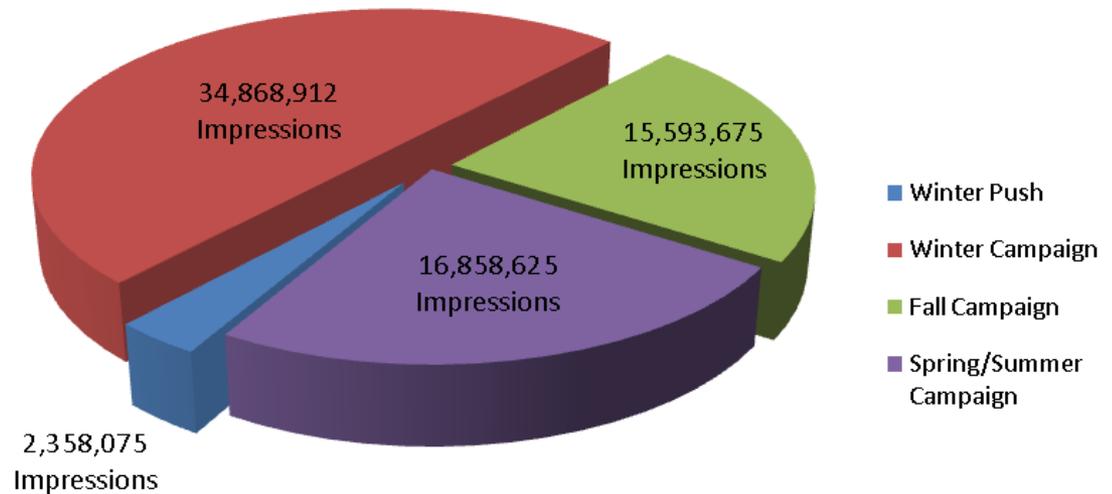
PR builds public interest and fosters relationships to gain positive exposure through media items that do not require direct payment

Return on Investments- Marketing

Investment Market

An additional campaign was devised, reaching out to Austin, Texas. Research showed it as a prime market for Mt. Hood Territory; another creative approach using traditional and non-traditional marketing that generated extremely positive results: 97.5% increase in web traffic from Austin and 2,985,430 impressions from broadcast and digital ads

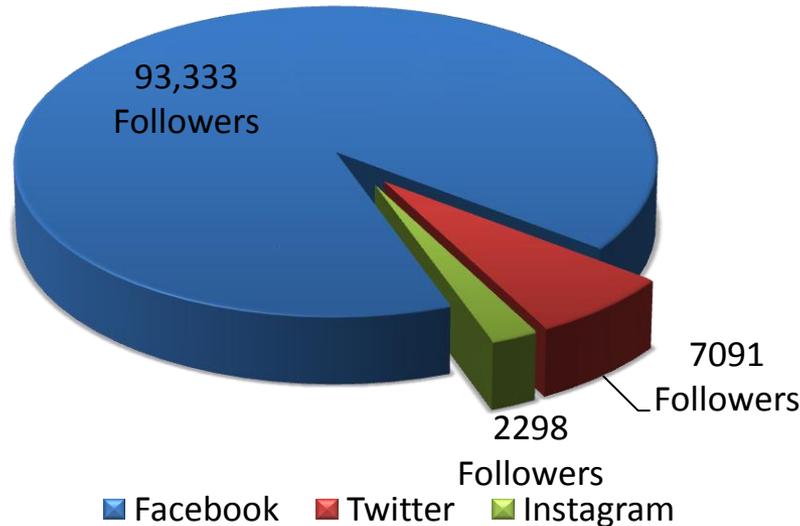
Tourism's Advertising Agency BPN conducted four campaigns this year that generated a total of more than 69 million impressions.



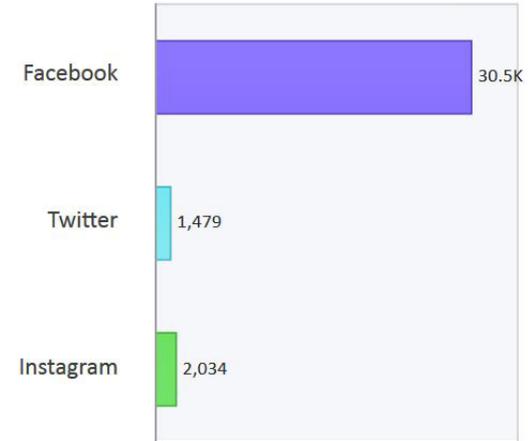
ROI-Social Media Reach

From July 1, 2009 to June 30, 2014:
 Audience for Facebook, Instagram and Twitter grew 49.5% to a total audience of more than 103,000

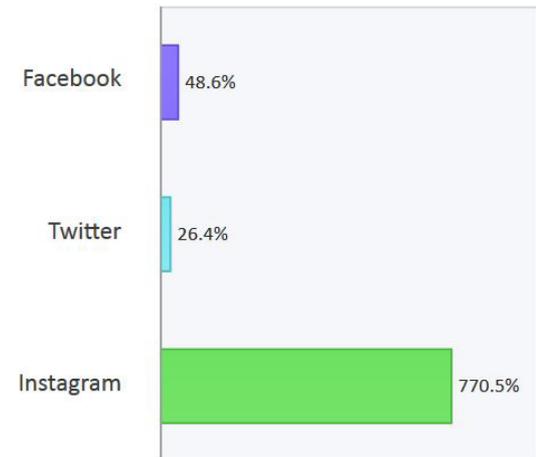
Total followers at end of FY 2013/2014



Number of new followers



Percentage of new followers



Facebook accounted for the most audience growth, with 31k new fans added. However, Instagram was the fastest-growing channel, with 770.5% follower growth.

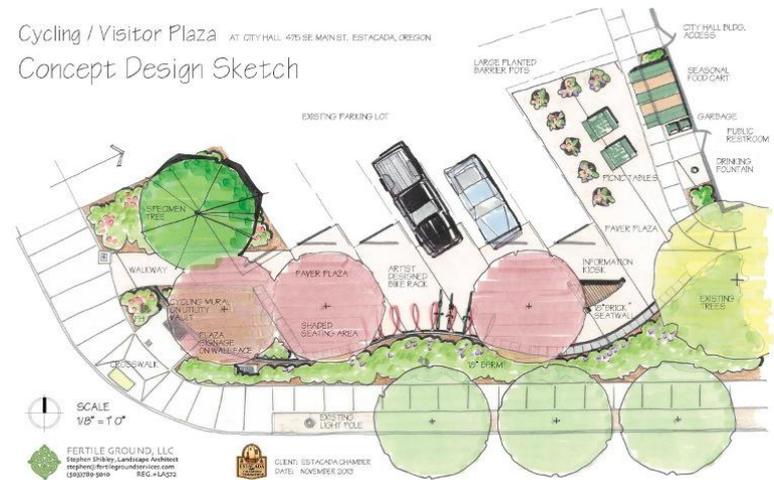
*Pinterest was not included in these statistics, as they have not released the ability to be tracked by outside metric resources.

Tourism Development Program

Building Strong Infrastructure

- ❑ Coordinates & assists in developing and enhancing tourism assets
- ❑ Executes \$200,000 annual grant program for tourism development projects

Helped bring to life popular Mt. Hood Express bus service with partnerships, advertising and design work



... as well as the Estacada
Bicycling Visitor Plaza

Community Partnership Program

Building Public Trust Through Good Government

Works with local community partners on effective tourism strategies. Implements \$260,000 CPP Grant Program for 14 partner communities.

This race in Molalla was named the best July Race by Run Oregon.



LAKE OSWEGO FESTIVAL OF THE ARTS

June 20, 21 & 22, 2014

- THE VISUAL ARTS OPEN SHOW - KEYBANK PAVILION
- ART IN THE PARK (A JURIED FINE ARTS CRAFT FAIRE)
 - ARTS COUNCIL CHRONICLE EXHIBIT
 - ARTIST'S VISION
 - KIDS GET CREATIVE
 - LIVE MUSIC & ENTERTAINMENT
- ATIYEH BROS. GARDEN CAFÉ - FEATURING STAFFORD EXPRESSIONS CATERING
 - STUDENT ART EXHIBITS

Lake Oswego Festival of the Arts celebrated the rich arts community in Lake Oswego and brought people to the community to discover all it had to offer

FY 2014-15 Tourism Major Priorities

Marketing

- ✓ Develop and implement an Integrated Marketing Strategy
- ✓ Implement Investment Market Phase 2 Strategies
- ✓ Develop and implement Public Relations Strategy and Social Media Strategic Plan
- ✓ Increase investment and engage in more deskside tours with travel writers
- ✓ Continue investment and enhance International Tourism marketing efforts
- ✓ Continue working on website enhancements and iDSS database improvements

Development

- ✓ Conduct \$200,000 Grant Program
- ✓ Agritourism- feature events such as equine experiences in branded marketing campaign
- ✓ Execute identified Heritage Tourism projects from 2013 Strategic Plan. Host Heritage partners summit.
- ✓ Create mapping of new bike trails; create promotional materials
- ✓ Continue efforts to improve mountain transportation options
- ✓ Install interactive, electronic visitor information kiosks
- ✓ River Tourism- Whitewater Park Feasibility study; river guide programs; sportfishing partnership
- ✓ Continue support to the Cascadia School for Arts to acquire land/buildings from USFS

Community Partnerships

- ✓ Conduct Community Partnership Program, providing \$20,000 to 14 partner communities for local project grants
- ✓ Implement Project Incentive Program Fund to encourage partners to invest in high-potential projects
- ✓ Reestablish Geocaching Program using a professional to work with partners and develop cache sites and supporting material, resources
- ✓ Continue to offer training to enhance partner skills and knowledge

Conclusion

Questions, comments?

We appreciate the time and opportunity to meet with you, and look forward to continued active partnership and engagement.



**Tourism Development Council Meeting
REVISED AGENDA**

TUESDAY- September 9, 2014

2:00-4:00 PM

Public Services Building
2051 Kaen Rd, Oregon City

**BCC Commission Hearing Room 409- 2:00-3:00 pm (BCC/TDC meeting)
Room 497- 3:00-4:00 pm (TDC Meeting)**

BCC/TDC Boards Meeting/Tourism Overview:

1. 2:00 pm **Welcome/Introductions:** TDC Chair John Erickson/BCC Chair John Ludlow
2. 2:10 pm **Powerpoint Presentation**—John Erickson, Peter Watts, Daphne Wuest
3. 2:40 pm **Discussion**— TDC/BCC Members

TDC Board Meeting

Action Items:

4. 3:00 pm **Welcome/Call to Order/Declaration of Conflicts:** Chair John Erickson
5. 3:05 pm **August 2014 Meeting Minutes**—Janice Nilson

Presentations:

6. 3:10 pm **Fall Marketing Campaign**— Jeannine Breshears; Madeline Parker, BPN
7. 3:25 pm **Electronic Visitor Information Kiosk Overviews**—Jae Heidenreich

Discussion:

8. 3:40 pm **BCC Meeting Debrief**—John Erickson, lead

Updates:

9. 3:55 pm **TDC Member Updates**—Roundtable
10. 4:00 pm **Adjourn**

CLACKAMAS COUNTY TOURISM & CULTURAL AFFAIRS

**150 BEAVERCREEK ROAD, SUITE 305, OREGON CITY, OREGON 97045
503.655.8490 • FAX 503.742.5907 • WWW.MTHOODTERRITORY.COM**