INTRODUCTION-
Clackamas County Tourism & Cultural Affairs, branded “Oregon’s Mt. Hood Territory” is the recognized Destination Marketing and Management Organization of the County. Oregon’s Mt. Hood Territory has its roots in a voter-approved ordinance passed in 1991 that established a 6% countywide transient room tax (TRT) dedicated to tourism promotion and development.

To oversee the work of Tourism, the TRT Ordinance created a 9-member Clackamas County Tourism Development Council (TDC). The members of the TDC are appointed by the Board of County Commissioners and are guided by a Commission-approved Master Plan. The Master Plan must 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. Implementation of the Master Plan is the responsibility of the TDC and is accomplished through the work of professional Tourism staff.

MISSION-
Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County’s Transient Room Tax.

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

GUIDING PRINCIPLES-
- Leader in County and Regional Tourism Efforts
- Support Sustainable Tourism Practices
- Conduct Effective Marketing and Development of County Tourism Assets and Opportunities
- Focus on the Three Pillars of Clackamas County Tourism:
  - Outdoor Recreation
  - Agritourism
  - Cultural/Heritage Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

STRATEGIC PRIORITIES-
I. Position Clackamas County to Seize Tourism-Related Opportunities and Manage Threats/Barriers Based in Research and Analysis to Guide Efforts
II. Create and Enhance Tourism Marketing and Promotion Efforts
III. Utilize New Technologies, Strategies and Media to Deliver Optimum Results
IV. Develop, Support and Enhance Clackamas County Tourism Assets
V. Create New Tourism Products, Markets and Packages
VI. Build and Strengthen Partnerships and Coalitions; Enhance Strategic Alliances

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
Sustainable Tourism Practices

DELIVERING THE WORK OF TOURISM-
The Clackamas County Tourism & Cultural Affairs team is organized into four areas of service delivery to carry out the Tourism Master Plan:

- Leadership/Administration
- Marketing and Promotion
- Destination Development
- Community & Government Relations/Advocacy

The team utilizes appropriate strategies and actions as identified by the TDC through its Five-Year Strategic Priorities Plan. The TDC further refines the work through the creation of an annual Business Plan. Tourism staff use an integrated approach to ensure that programs are aligned and effective. Success is measured and shared to monitor performance and encourage continuous improvement in program/service delivery. Specifically, tourism promotion and development, conventions, visitor information services, special events and festivals, and the County Fair are addressed within the 5-Year Strategic Priorities Plan since conditions, trends, opportunities and threats arise and change, requiring that priorities and approaches remain flexible and nimble to respond and adapt to an evolving tourism environment.

STRATEGIC PLANNING PROCESS-
Step 1: Determine Situational Strategic Drivers
Conduct assessments of the current operating environment: "What are we currently up against/facing?"

Step 2: Apply 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: Identify Desired Strategic Priorities
Ensure Strategic Priorities are in alignment with Steps 1 and 2 above: "How do we add value?"

Step 4: Implement Identified Strategic Priorities
Determine timelines and goals to implement the identified Strategic Priorities: "How do we execute our mission/vision?"

This constitutes the Clackamas County Tourism Master Plan as envisioned by the voters of Clackamas County and codified in County Code 8.02.160 Tax Revenue Sharing.
Five-Year Strategic Priorities

I. Position Clackamas County to Seize Tourism-Related Opportunities and Manage Threats/Barriers Based in Research and Analysis to Guide Efforts

Supporting Goals

Goal #1: Develop High Performing Tourism Team
Actions:
- Maintain an award-winning, top performing team that leads the industry in professionalism, innovation and creativity that support and builds Oregon’s Mt. Hood Territory brand and reputation
- Ensure adequate and appropriate office space for Tourism staff needs
- Provide adequate tools, training and resources to ensure Tourism staff are able to function effectively and efficiently in their work

Goal #2: Assist in the Creation of a County Event Center Strategic Plan to Enhance Its Ability to Serve as a Convention Center for Clackamas County
Actions:
- Work with County Fair Board, Events Center Staff, County Departments and other partners to determine possible approach and funding strategies to determine site and facility improvements and enhancements, best use practices, programming, Return on Investment strategies, marketing and promotion strategies, funding and partnership opportunities to rebuild and enhance the functionality of the Center as a marketable commercial venue for the county

Goal #3: Conduct a Review and Update of Outdoor Recreation Opportunities and Barriers
Actions:
- Update Bicycle Tourism Strategies to include but not limited to changes in bicycle amenities in the county and throughout the state, changes in cyclist preferences and cycling as a travel motivator as well as transportation
- Complete Water Recreation Strategic Plan to include but not limited to assessment of current assets, user trends, opportunities for asset improvement and market growth.
- Conduct Winter Sports Strategic Analysis to include but not limited to opportunities to mitigate the uncertainty of snow conditions, opportunities for early/late season attractions and solutions to congestion
- Conduct Trails Analysis

Goal #4: Conduct a Review and Update of Heritage/Cultural Assets and Opportunities
Actions:
- Conduct a demand and cultural visitor trend assessment to include but not limited to cultural traveler trends, analysis of how the counties heritage offers match cultural travels needs, and identification of key experiences that would motivate travel to the area
Goal #5:  Conduct a SWOT (Strength, Weakness, Opportunities, Threats) Analysis of Marijuana Tourism Opportunities and Priorities

Actions:
- Evaluate opportunities and barriers of Marijuana tourism
- Identify appropriate strategies to implement Marijuana tourism

Goal #6:  Conduct a Review and Update of Agritourism Program Opportunities and Priorities

Actions:
- Conduct an analysis of the economic impact of non-food Agritourism products in Clackamas County to supplement USDA/Dept. of Agriculture analysis to provide clearer impacts of Agritourism in Clackamas County
- Assess the opportunities, barriers and demand for farm stays to be coordinated with lodging analysis
- Evaluate the opportunities within private woodlands for recreational purposes

Goal #7:  Update Lodging Analysis to Identify Needs and Opportunities; Identify Strategies to Address Executable Findings

Actions:
- Overnight Lodging Analysis to include but not limited to hotel/motel, public and private camping, alternative lodging opportunities and farm stays
- Identify the needs of rural and underserved communities
- Strategies for developing new overnight stay options
- Connecting with alternative lodging opportunities in the shared economy such as AirBnB and HomeAway

Goal #8:  Conduct a Marketing/Destination Audit that builds on Previous Audits

Actions:
- Conduct a research assessment of key branding strategic direction of Oregon’s Mt. Hood Territory to ensure Territory branding stays fresh and effective
- Utilize research to stay abreast of the rapidly changing media environment to effectively respond to changing consumer behavior and trends
- Utilize available research to help guide Clackamas County Tourism’s overall marketing strategies (i.e. Longwoods, Smith Travel, PhoCusWright)
- Review, analyze and refine the demographics of target audience and prospect markets
- Assess return on investment (ROI) and economic impact of current programs

Goal #9:  Review and Update Media/Public Relations Strategic Plan

Actions:
- Utilize available research to ascertain best storytelling practices for Public Relations efforts
- Research emerging media pitching and hosting trends
- Utilize available research to determine the best ways in which Public Relations may amplify domestic and international travel trade and marketing efforts and update accordingly
Goal #10: Review and Update Social Media Strategic Plan

**Actions:**
- Conduct an audit, reviewing Google Analytics, identify profiles of consumers, analysis of overall effectiveness, and insights for enhancing channels
- Identify and prioritize emerging social media channels for benefit of use

Goal #11: Conduct a SWOT Analysis of Sustainable Tourism Practices and Opportunities in the County

**Actions:**
- Bring together local government, community leaders, tourism businesses, and local non-profits to identify and agree upon a common understanding of the problems, risk, and vulnerabilities associated with tourism in Oregon’s Mt. Hood Territory
- Identify actions to address high priority areas

Goal #12: Conduct a SWOT analysis of the Inclusion, Equality and Diversity of Tourism Opportunities and Trends

**Actions:**
- Evaluate opportunities and trends associated within incorporating inclusion, equality and diversity within tourism in Clackamas County
- Identify appropriate strategies to implement priorities

Goal #13: Conduct a Sports Tourism Analysis

**Actions:**
- Evaluate opportunities and trends that include but are not limited to facility assets; traditional and nontraditional competitions; and emerging sports trends

II. Create and Enhance Tourism Marketing and Promotion Efforts

Supporting Goals

Goal #1: Develop and Execute Revised Marketing Program under New Agency Contract

**Actions:**
- Under a new 5-year marketing agency contract, implement an integrated media mix that continues to review and adjust the percentage of spend in the areas of print, digital, social media, out of home, broadcast and cinema
- Update and implement an integrated communications strategy to ensure all levels of development, community relations, communications and marketing efforts convey a consistent message and effective leveraging of resources
- Implement a specific social media paid marketing contract if deemed necessary during undergoing the marketing agency contract solicitation
- Implement an integrated SEO/SEM strategy to continue to improve the efficiency of media spend in relation to conversion of website traffic
Goal #2: Undertake a Brand Assessment and Conduct a Brand Redesign or Refresh

Actions:
- Work with the marketing agency to analyze the brand assessment research and current branding efforts (Oregon’s Mt. Hood Territory, logo, tagline)
- Engage a brand refresh or redesign if assessment determines the key brand has become stagnant
- Conduct public focus groups both within Clackamas County and in select west coast markets as deemed necessary while undergoing a brand update

Goal #3: Identify; Prioritize Projects and Opportunities from Marketing/Destination Audit

Actions:
- Regularly convene the Marketing Committee to review assessment and provide recommendations and strategic direction
- Investigate new technologies, trends and interactive opportunities as identified and implement as appropriate
- Determine messaging specific to target audiences, niche/interest groups, and geography (both national and international)

Goal #4: Conduct and Enhance Tourism Advertising/Marketing Efforts

Actions:
- Create advertising messaging to inspire and motivate overnight travel to Mt. Hood Territory and stimulate consumers to linger longer and generate revenue streams for partners
- Create strategic, well-designed and high quality promotional campaigns that set Mt. Hood Territory apart and continue to market our tourism partners' offering
- Provide quality multimedia content to media by growing Tourism’s photo database and obtaining current and relevant b-roll footage
- Evaluate and evolve the co-op advertising program with local partners
- Evaluate the continual need for well-designed and high quality print publications with online viewing options that inspire travel choices and provide travel tools
- Leverage the consumer marketing programs of Travel Oregon
- Evaluate the route schedules of aviation flights through PDX and incorporate a strategy to reach new destination opportunities as appropriate and resources allow
- Review and evaluate the continuation of "contest incentives" as a component of the promotional campaigns
- Evaluate and implement strategies for international consumer advertising opportunities as identified as market-ready through development sales and Public Relations efforts
- Devise and implement a strategy for inclusion, equality and diversity addressing cultural, race, color, age, sexual preference, disability, etc. across integrated programs
- Develop and implement strategies for recreation, agritourism and heritage/culture marketing opportunities as appropriate and resources allow
Develop and implement strategies for marketing and promoting events at the Clackamas County Event Center as appropriate and resources allow.

Goal #5: Conduct and Enhance Prospective Markets Efforts
Actions:
- Research and expand potential prospect markets (Austin, TX; Minneapolis MN) served by direct flights to PDX and implement strategy to market Mt. Hood Territory to these new destinations through brand awareness, target media buys and public relations efforts.
- Ensure integrated communication strategies in emerging domestic markets.

Goal #6: Conduct and Enhance Niche Markets Efforts
Actions:
- Explore and identify evolving niche markets, unique assets and experiences to efficiently message and promote them through marketing opportunities, Public Relations and social media.
- Explore weddings and special interest meeting groups and seek opportunities for developing partnerships, campaigns, and targeted media buys.
- Expand on bicycle tourism, water-related, ski, winter sport audiences and other outdoor recreational opportunities as identified and developed.
- Expand the understanding of niche users in international markets and implement marketing strategies as resources allow. Niches of interest include winter sports and active recreation.
- Explore cultural heritage opportunities for targeted messaging and campaigns.
- Expand agritourism and culinary opportunities as identified and developed.
- Evaluate LGBTQ community and consider opportunities for targeted messaging and campaigns.
- Explore opportunities for messaging and campaigns associated to sports events of regional and statewide significance (2021 games, NCAA).
- Explore and identify sustainably driven tourism assets, experiences, and storylines to promote through marketing and Public Relations media.

Goal #7: Conduct and Enhance Mobile Visitor Information Center – MVIC Strategies
Actions:
- Review and update the MVIC program, continuing the marketing efforts of attending out-of-area consumer events and trade shows in select markets.
- Identify and implement strategies or toolkits for communicating appropriate message for dispersing visitors to underutilized sites and experiences.
- Evaluate the mechanical quality of the van and determine if and when up upgrade or replace.

Goal #8: Strengthen Our Role in the Regional Cooperative Tourism Program (RCTP)
Actions:
- Lead and manage the Mt. Hood/Gorge Region program of work and budget for FY 2017-19; partner with affiliated destination marketing organization representatives, Travel Oregon and stakeholders.
Prepare for 2019 RCTP RFQ Process for next 6-year management contract
Engage and partner within the Greater Portland and Willamette Valley Regions
Establish a larger Public Relations presence in the domestic markets through the Greater Portland Region, Willamette Valley, Hood-Gorge Regions and individually as Oregon’s Mt. Hood Territory

Goal #9: Conduct and Enhance Media/Public Relations Strategies

**Actions:**
- Identify and implement appropriate strategies derived from the Media/Public Relations Strategic Plan
- Add Public Relations specialist position to support the expanded work program in public/media relations
- Grow our Public Relations presence in international markets where opportunities best present themselves in partnership with Travel Oregon, other Destination Marketing Organizations and Regional Destination Management Organizations
- Align Public Relations international presence and messages with travel trade efforts; promote new international products/packages
- Identify and integrate best Public Relations pitching platforms and practices in Public Relations strategy as appropriate to enhance overall story placement efforts
- Update and expand on Public Relations materials and create new ways to present materials in order to optimize effectiveness
- Maintain a Public Relations content/pitching calendar that aligns with broader marketing goals
- Cultivate and strengthen relationships with media through social media channels, as well as traditional channels, such as "meet the media" socializing events and conferences and in-market deskside tours to increase media placements across appropriate outlets
- Regularly attend webinars, workshops and conferences and maintain Public Relations and media society memberships to stay on top of current technologies and emerging PR and media trends

Goal #10: Conduct and Enhance Social Media Strategies

**Actions:**
- Identify and implement appropriate strategies derived from the Social Media Strategic Plan Update
- Add Social Media/Content Writer specialist position to support the expanded work program in this area of Marketing and Communications
- Enhance paid boosting of targeted social media posts. Investigate potential for paid opportunities through other social channels as appropriate
- Create and execute a program to work with select photographers to capture POV images that represent epic and seasonal scenic views
Build on prior successes to expand and enhance social media program with Instagram stories and expand Facebook Live, and content writing for website and consumer newsletter

Maintain an engagement plan/content calendar that aligns with broader marketing goals

Research and develop guest blogger and influencer partnerships when possible and appropriate

Regularly evaluate and determine which social media channels are working and revise social media strategy accordingly

Determine and allocate necessary resources and policies for new social media strategies as they are incorporated into the social media plan

Regularly attend webinars, workshops, and seek out other outlets to stay on top of current technologies and emerging trends while continuously engaging and expanding followers

III. Utilize New Technologies, Strategies and Media to Deliver Optimal Results

Goal #1: Identify and Prioritize Website Technology Improvements

Actions:

Ensure that www.MtHoodTerritory.com continues to be the primary and trusted source of visitor information for trip planning and online booking. The desktop and adaptive mobile site will provide trip assistance with easy accessible business listings and interactive mapping

Maintain a “mobile-first” approach as mobile has stabilized as the leading platform used for all steps throughout the travel cycle (dream, plan, book, experience, share) while updating backend operating technologies as necessary

Launch redesigned content driven and mobile-first website, striving to achieve an award-winning design website

Enhance and incorporate advanced functions, including upgrading the lodging booking engine to provide expanded partner services

Maintain an efficient and effective method for updating our tourism inventory process and incorporating within our customer relationship management system (CRM) or alternate CRM as deemed necessary

Monitor effectiveness and functionality; make modifications as appropriate

Evaluate and enhance the interactive mapping component of the web

Expand international translation services with the website as identified by target countries

Evaluate ecommerce opportunities through online mediums and incorporate as appropriate with the Explorer Trails program

Research feasibility of content sharing of reviews and rating opportunities to the web and incorporate when appropriate

Expand online mediums as they continue to dominate consumer marketing channels
Goal #2: Identify; Implement Appropriate Marketing and Promotion Technology Improvements

**Actions:**
- Research and incorporate best practices and uses of new technologies into advertising messaging
- Research and incorporate strategies for voice activation assistance
- Research and incorporate opportunities for increased consumer interaction and engagement, including 360 VR (virtual reality)
- Enhance content integration of our tourism partner listings and events through Travel Oregon's Oregon Tourism Information System (OTIS) (previously the ORB)
- Grow the consumer e-newsletter database and evaluate the distribution process and redesign as necessary
- Create a process to efficiently collect and continually update partner contacts in database, allowing ongoing B2B and consumer communication through newsletter and new emerging communication channels
- Monitor the growing trend of incorporating AI (artificial intelligence) into integrated plans and leverage AI opportunities if and where it makes sense for other applications in Mt. Hood Territory
- Embrace new technologies that better reach and serve consumers, such as geofencing, analytic data sites, push notification and gamification

Goal #3: Increase the Effectiveness of the Community Partnership Program through Technology Improvements

**Actions:**
- Work with webmaster, administrators and applicants/grant recipients to implement a user friendly on-line grant application and reporting system for the Community Partnership Program (CPP) grants that will provide for better data retention and program management

Goal #4: Improve Efficiencies of Grant Process by Implementing Appropriate Technology for the Entire Process from Grant Training Reporting

**Actions:**
- Identify elements of the grant process and record keeping that technology could improve
- Evaluate available software and technologies
- Implement technologies that improve the application and reporting process for applicants and Tourism staff

Goal #5: Use Technology to Deliver Visitor Information in Ways Informed by Visitor Needs and Industry Practices

**Actions:**
- Assess technologies available for delivering visitor information through visitor information centers, electronic kiosks and other locations where visitors seek information while in the destination
- Implement new technologies and improve existing as appropriate
IV. Develop, Support and Enhance Clackamas County Tourism Assets

Supporting Goals

Goal #1: Enhance and Execute Development Grant Program to Fund Tourism Priorities

Actions:
- Work with communities and organizations to identify catalytic projects
- Advise and support potential applicants on the needed regional, agency and community systems to align with for success and other funding sources.
- Eliminate paper applications and implement a digital Development Grant application process
- Evaluate establishing a Marketing Grant Program to fund tourism priority projects
- Enhance the Event Sponsorship Grant Program to prioritize and incentivize signature events, events that address seasonality of tourism in the community and bringing new audiences into the local area

Goal #2: Identify and Prioritize Projects and Opportunities from Agritourism Analysis

Actions:
- Work with Clackamas County Planning and Board of County Commissioners on County Code and strategies that allow and support Agritourism activities in the county as appropriate
- Participate in state wide initiatives that improve agritourism experiences for visitors and operators including the Oregon Agritourism Partnership and Travel Oregon initiatives
- Work with agritourism operators to leverage group travel opportunities through domestic travel strategies
- Support the development of farm stays that provide opportunities to stay on a working farm and maintains the integrity of our rural working landscapes

Goal #3: Identify; Prioritize Projects and Opportunities from Outdoor Recreation Analysis

Actions:
- Water Recreation- identify key areas of interest and implement suggestions from the water tourism study
  - Assess the steps to designate the Clackamas River an official water trail
  - Inventory riverside assets including but not limited to Boat/kayak launches, river access points, and Kayak/SUP/raft rentals
  - Leverage, market and promote the Molalla River Corridor
- Improve connections between the city of Estacada and the Clackamas River, projects could include but are not limited to riverfront city park or bridge to Milo McIver
- Build on bicycle tourism strategies to improve amenities, reach new audiences, promote routes, and incorporate integrated marketing strategies
- Work with other Destination Marketing Organizations and local partners to promote winter sport and city stay itineraries.
- Support and enhance diverse outdoor recreation activities throughout the county

**Goal #4: Identify and Prioritize Projects/Opportunities from Cultural Heritage Analysis**

**Actions:**
- Implement Heritage Trail as well as the addition of new sites as appropriate
- Offer Capital Improvement Grants as appropriate
- Leverage Travel Oregon and Travel Portland’s FAM tours by promoting stops at heritage sites
- Work with heritage sites and coalitions to leverage tourism opportunities
- Work with heritage community to identify and craft key heritage experiences that motivate travel
- Work with cultural heritage groups and sites to leverage group travel opportunities through domestic travel strategies
- Evaluate and implement strategies to leverage the 175th anniversary of the Oregon Trail in 2018

**Goal #5: Evaluate and Revise as appropriate the County's Visitor Information Centers (VIC) Program and Implement Identified Strategies**

**Actions:**
- Ensure effective and efficient delivery of in person visitor information centers exhibiting best practices and high quality customer service
- Identify additional locations and demand for electronic visitor information kiosks, implement as appropriate
- Develop and implement, as appropriate and resources allow, a smaller format visitor information kiosk platform tailored for hotel/motel lobbies

**Goal #6: Incorporate Principles of Sustainable Tourism 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**

**Actions:**
- Practice Sustainable Tourism Strategies that improve the quality of life and economy for the citizens of Clackamas County, celebrate the culture and heritage of the region, and protect our natural assets for current and future generations
- Trails/Hiking- Work with U.S. Forest Service and other entities (Mazamas) on promotion of underutilized trails as well as creation of new trails to help stem overuse of popular hiking systems
- Educate partners on sustainable tourism values and methods
Prioritize projects identified in the sustainable tourism analysis. Priorities could include but are not limited to:

- Dispersing visitors throughout the county
- Increasing opportunities for car-free travel

Goal #7: Work with Partners, Businesses and Organizations to Support and Grow Special Events and Festivals as Appropriate and Resources Allows

**Actions:**

- Leverage partnerships and funding sources to help support events and festivals
- Assist with marketing and promotion of special events and festivals
- Offer sponsorships and grants as appropriate to support events and festivals that demonstrate a Return on Investment or other priority outcomes
- Make research available to local project proponents and organizers
- Connect local organizations with funding resources and grant programs outside of Clackamas County Tourism’s grant programs such as Travel Oregon, Federal Lands Access Program, and Cultural Commission

Goal #8: Highlight and Promote the Mt. Hood Scenic Byway

**Actions:**

- Implement the reroute of the Byway as approved by the state scenic byway committee
- Work with other communities and partners along the Byway to enhance the visitor experience through engaging new technologies and collaborative programs
- Create joint promotional materials as resources allow

Goal #9: Refresh the Geocaching Program

**Actions:**

- Work with Geocaching.com, local tourism partners (heritage sites, attraction, land managing agencies, etc.) and members of the local geocaching community to establish a GeoTour throughout Clackamas County

Goal #10: Leverage Local and Regional Sports Tourism Opportunities Identified in the Sports Tourism Strategic Analysis

**Actions:**

- Prioritize projects identified in sports tourism strategic analysis. Projects could include
  - Explore a strategy capitalizing on Mt. Hood’s unique opportunity for snow sports teams to train
  - Work with public and private partners to host challenge races like mud runs or multisport races
- Work with community groups and sports facilities to implement findings from the analysis
- Draw attendees for regional sports events hosted outside of the county to visit, train or stay in Clackamas County. Priority events include but are not limited to
IAAF World Track & Field Championships Oregon21 in Eugene, NCAA basketball tournaments in Portland 2019, 2020 and 2022

**Goal #11: Execute Grant and Sponsorship Programs to Fund Local Tourism Projects**

**Actions:**
- Offer Community Partnership grant funds to local communities
- Explore opportunities to broaden the Special Events Sponsorship Program to capitalize on opportunities that address identified needs in communities and throughout the County

**V. Create New Tourism Products, Markets and Packages**

**Supporting Goals**

**Goal #1: Evaluate, Revise and Implement Strategy for International Travel Trade**

**Actions:**
- Assess and implement a strategic approach for entry into each international market
- Educate local partners on receptive tour operators (RTOs) and international travel trade to increase bookable product available in international markets
- Leverage the work of other Destination Marketing Organizations
- Diversify international visits by working key markets in different regions of the world. Areas of interest are Asia, the Americas and Europe
- Refine tactics in maturing markets to reach new audiences. Oceania, Canada and Germany are maturing markets
- Establish a presence at trade shows and consumer shows to optimize international awareness of the county as a destination
- Develop and implement marketing and Public Relations efforts as identified and resources allow
- Develop travel trade training tools as appropriate

**Goal #2: Develop and Market New Agritourism Tours, Experiences and Trails**

**Actions:**
- Work with appropriate partners to create the Molalla Canby Trail
- Engage with marijuana tourism opportunities as informed by the SWOT (strength weakness opportunities threats) and board direction
- Create connections between experiences, tour operators and consumers
- Create new tours and packages as identified by market demand as appropriate and resources allow
- As new agritourism tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop and implement integrated marketing strategies as appropriate and resources allow
Goal #3: Develop and Market New Cultural Heritage Tours, Experiences and Products

**Actions:**
- Apply findings from heritage visitor study to prioritize regionally significant heritage experiences
- Engage visitors in the vibrant arts and cultural offerings throughout the County by creating new packages, itineraries and tours featuring arts attractions that motivate travel
- Create media kits and other promotional materials for new cultural heritage tours, experiences and trails, as appropriate and resources allow
- Develop and implement integrated strategies as appropriate and resources allow

Goal #4: Develop and Market New Outdoor Recreation Experiences, Tours and Trails

**Actions:**
- Prioritize developing outdoor recreation opportunities around lesser known gateways like Estacada and Molalla
- Work in partnership with BLM, USFS and City Planning to help create and promote newer, safer bike trails
  - Cazadero Trail
  - Oregon Timber Trail
  - Timberline Bike Park Project
  - Molalla Canby Trail
- Winter Sports
  - Creation and implementation of assets to promote unique winter opportunities on Mt. Hood
  - Work with U.S. Forest Service to create tools highlighting winter sport, such as a seasonal map highlighting winter snowshoeing and cross country trails
- As new bicycle and river tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop and implement integrated marketing strategies as appropriate and resources allow

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

**Actions:**
- Host summits and trainings around specific needs or interests as appropriate examples include agritourism summits or customer service training
- Notify partners of training opportunities available through other organizations
- Develop and share integrated marketing 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 Public Relations tools in person or through social media/digital outlets such as media kits, press releases, multimedia pieces, editorial calendars, brochures, travel planners and other materials
Goal #6: Create Toolkits to Assist Tourism Partners and Businesses

**Actions:**
- Create a toolkit that increases partners’ knowledge of lesser known attractions and their ability to promote those experiences to their guests
- Develop and share Co-op Advertising opportunities, process details, and investment value with existing and prospective business partners both online and in-person trainings
- Create “We Speak” Programs to enhance and professionalize customer service within tourism-related businesses and events, creating tools, messaging and training for front line staff
- Develop Brand Guidelines tools that include usage guidelines for logos, brand name, taglines and photos, as well as associated permissions and credits
- Create and share toolkits for communicating appropriate message for dispersing visitors to underutilized sites and experiences

Goal #7: Identify; Prioritize; Implement Geographically Diverse Projects and Opportunities to Engage Visitors in Experiences Across Tourism Pillars: Outdoor Recreation, Agritourism and Cultural Heritage

**Actions:**
- Create connections between experiences in different tourism pillars
- Encourage partnerships across tourism pillars
- Create itineraries, packages and messages based on niche markets that tie together experiences across multiple pillars and/or regions

Goal #8: Create New Opportunities for Visitors to Experience Willamette Falls’ Natural History, Industry and Cultural Heritage by Incorporating Tourism Values in Redevelopment around the Falls

**Actions:**
- Work with community, agency and private entities to revitalize both sides of the Falls including the Willamette Falls Legacy Project, the Locks, and West Linn’s Waterfront Project
- Participate in the elements of redevelopment that engage visitors in the unique natural, historic and recreational opportunities surrounding the Falls

Goal #9: Increase Options for Overnight Stays in Lodging Facilities throughout the County

**Actions:**
- Prioritize projects identified in lodging strategic analysis. Projects could include but are not limited to
  - Lodging in rural communities
  - Alternative lodging through the shared economy platforms
  - Farm stays
  - Camping
Goal # 10: Creation and Promotion of an International Mt. Hood Ski Pass

**Actions:**
- Explore the creation of an international ski pass that includes multiple resorts
- Work with ski resorts, ski wholesalers and Travel Portland to define, create and implement the pass
- Develop and implement a travel trade strategy to sell the pass
- Promote the pass in coordination with Travel Portland to consumers through marketing and PR efforts
- Leverage Travel Oregon and other partners to sell the pass
- Evaluate the program and explore opportunities for expansion after three years

VI. Build and Strengthen Partnerships and Coalitions; Enhance Strategic Alliances

**Supporting Goals**

**Goal #1:** Provide Increased Tourism Presence in Local Communities and with Partners

**Actions:**
- Attend community meetings/presentations, chambers of commerce and other groups to share information about Tourism’s programs and opportunities
- Create and host FAM tours for partners to increase knowledge of Oregon’s Mt. Hood Territory

**Goal #2:** Cultivate Partnerships with Local Tourism Businesses and Other Tourism-Related Organizations and Individuals; Other County Departments as Appropriate

**Actions:**
- Work with local county departments to develop relationships that better streamline the processes of our partners
- Work with the County and heritage community to explore tourism-related opportunities for financially sustainable support for heritage sites/assets and opportunities for collaborative partners and projects
- Work with the Cultural Coalition to leverage arts and culture offerings to attract visitors
- Enhance, build and strengthen relationships with elected officials, Travel Oregon, Travel Portland, Oregon Restaurant & Lodging Association and other partners to ensure tourism needs and interests are appreciated, understood and protected
- Explore opportunities to partner and promote the 175th anniversary of the Oregon Trail, particularly with the Eastern Oregon and Mt. Hood/Gorge regions
- Participate in chamber and other civic/economic/community development oriented organization meetings to establish Oregon’s Mt. Hood Territory as a resource and leader for tourism development in the region
- Participate as a member of the Sports Tourism Coalition to stay current in any state and local opportunities that arise through it
☐ Work with tourism partners to schedule and plan seasonal FAM trips for Portland area hotel/motel staff and tour operators to gain firsthand knowledge about the various sites, attractions and activities
☐ Work with local communities to develop and refine their own tourism plans and provide technical assistance

Goal #3: Develop/Refine Partnerships with State and Federal Agencies, including the U.S. Forest Service, Bureau of Land Management, National Parks and Federal Highways

**Actions:**
- Expand the Partnership program to include local and regional public partners
- Coordinate with federal, local and regional partners on tourism projects of regional significance
- Work with Cascading Rivers Scenic Bikeway to leverage relationships with partners to create more awareness of the Scenic Bikeway

Goal #4: Revise Visiting Friends & Relatives Program and Continue to Engage Local Residents as Territory Ambassadors

**Actions:**
- Engage and inspire local residents as Territory ambassadors
- Expand the ambassador volunteer program or business recognition program

Goal #5: Engage with Partners to Address Transportation and Land-Use Issues that Impact Tourism within the County Including But Not Limited to:
- Multimodal options on the mountain
- Parking limitations at ski resorts and trailheads in season
- Mt. Hood Express
- Bicycle Tourism
- Car free access to destination assets in the county
- Rest Areas
- Car free connections to neighboring regions and the state

Goal #6: Develop and implement Partner Training Programs on Current Issues

**Actions:**
- Create and implement a story telling training for partners that will result in video content Tourism and partners can use to promote tourism assets in the county
- Create a program of in-community group Tourism Tech trainings for basic web/social media skill-building
- Expand breadth of presenters and topics covered for Agritourism Summit and other niche trainings
- Develop a sponsorship program for training opportunities offered by other outside organization such as China ready programs and Oregon Restaurant & Lodging Association’s Guest Service Gold certification program
- Develop and implement a sustainable tourism training program
Goal #7: Optimize Tourism Benefits from the Willamette Falls Heritage Area

Actions:
- Leverage status as a State Heritage Area for tourism-related purposes
- Work with partners to secure designation as a National Heritage Area and long-term funding support and management of coalition
- Implement strategies and goals of the Willamette Falls Heritage Area to build tourism within Clackamas County

Goal #8: Ensure Tourism’s Interests and Values are Recognized by Legislators and Businesses

Actions:
- Work with operators, state partners and legislators to secure recreational liability legislation that fosters access to recreation
- Encourage Federal partners to update permit process and holders; increase accessibility to the rivers
- Ensure stakeholders understand the value of outdoor recreation to the County’s economy
- Identify issues of concern/interest for Tourism and manage its legislative agenda during session
- Work with partners and other county departments to research potential issues and future legislative priorities

Goal #9: Explore with Partners the opportunity to Establish a Cultural Center at the former West Linn City Hall, if location is secured

Actions:
- Leverage tourism’s relocation to serve as a catalytic project for West Linn’s Waterfront Project
- Work with the City of West Linn and West Linn Paper to secure facility/parking
- Support partners’ efforts to secure funding to serve as a resource center for the county’s art and culture organizations
Tourism Overall Measurements of Success

✓ **Transient Room Tax (TRT) Revenue:** The amount of money paid by visitors in TRT is the primary indicator of the health of the tourism industry in Clackamas County.

✓ **Oregon Travel Impacts Report:** Industry experts Dean Runyan Associates compile this annual report of key indicators of the performance of tourism, including travel spending, tax revenue and jobs supported.

✓ **Smith Travel Research (STR):** Monthly report measures key metrics from the lodging industry: occupancy (number of rooms filled); Average Daily Rate (ADR); Revenue Per Available Room (RevPAR).

Marketing - Advertising

✓ **Clickthrough Rates:** Clicks to the Mt. Hood Territory website generated by digital ads placed on other websites.

✓ **Impressions:** This is the number of views of an ad that a placement generates.

Marketing - Public Relations (PR)

✓ **Circulation:** The number of readers a publication has that runs an article about Mt. Hood Territory.

✓ **Ad Value Equivalency:** The amount of money it would take to purchase an ad of equal size in a publication.

Marketing - Social Media

✓ **Followers:** The number of people who “like” or follow a social channel.

✓ **Reach:** The number of people who are served a post by a social channel.

✓ **Engagement:** The number of people who interact with a post through a “like” comment, share or clicking on a link.

Marketing – Website

✓ **Total Visitors:** The number of people who use MtHoodTerritory.com.

✓ **Conversion:** Number of website users who click a link to a partner’s website, tap to dial a partner’s phone via mobile device, view a video, subscribe to the enewsletter or order/view online a Travel Planner.

Marketing - Mobile Visitor Information Center (MVIC)

✓ **Events Attended:** The number of locations at which the MVIC displayed Mt. Hood Territory collateral/materials.

✓ **Number of people reached:** The amount of people who spoke to MVIC staff about Oregon’s Mt. Hood Territory.

✓ **Collateral Distributed:** The number of pieces of literature that were given to people interested in visiting Mt. Hood Territory attractions.

Destination Development

Development has numerous performance measures, most of which are project-based. Ongoing measurements include:

✓ **Tourism Development Grants:** Measure the benefit to tourism assets receiving grant funds.

✓ **Heritage Capital Improvement Grants:** Measure benefit of funds to visitor readiness of county cultural sites.

Community Relations

✓ **Community Partnership Program:** Work with community partners to develop metrics to measure the impact of funded projects.

✓ **Legislative Action:** Engagement with legislation in Salem that has potential to impact the tourism industry of Clackamas County and the state of Oregon.
For more information on this Master Plan or the 2017-22 Strategic Priorities, please contact:
Clackamas County Tourism & Cultural Affairs at:
(503) 655-8492 or online at:
www.mthoodterritory.com