

Executive Report



Destination Vision and Strategic Planning

**Prepared for:
Clackamas County Tourism Development Council
(CCTDC)**

June 2002

Clackamas County Tourism



***Recognizing Our Vision of Tourism for
the County and the Mission of the TDC***

**Prepared by:
Destination Consultancy Group LLC
West Lafayette, Indiana**

June 6, 2002

Clackamas County Tourism Development Council
619 High Street
Oregon City, OR 97045

Attention: Linda R. Bell, Executive Director

Dear Ms. Bell:

Further to our advisory agreement letter of September 10, 2001, and subsequent group workshops and meetings, telephone discussions and other related research undertaken from March 1 to May 31, 2002, please find enclosed the ***Destination Vision and Strategic Planning Executive Report*** for Clackamas County sustainable tourism growth.

This report was prepared to assist not only the Clackamas County Tourism Development Council (CCTDC), but all other interested parties within the county and surrounding areas who have an existing or potential relationship with the county. It provides the necessary support information and direction to achieving the destination's future tourism development and marketing potential, and identifies the role and main responsibilities of the CCTDC in this respect.

It is the main conclusion of the consultants, based on the views of some 80 individuals who have a strong and committed interest in the vitality of Clackamas County tourism, and on the new activities and trends in destination management, that the CCTDC become further engaged as the leader of a cohesive tourism destination team. This continued but more visible approach of the CCTDC is predicated on it meeting a number of challenges as follows:

- ❖ communicating its new organizational vision and revised mission, strategic goals and Clackamas County destination vision at all opportunities;
- ❖ gathering comprehensive and current research data on visitors to Clackamas County and competitive destinations for use in planning and better decision-making;
- ❖ preparing fully engaged strategic destination marketing and development plans with partnership buy-ins;
- ❖ similarly preparing a community relations plan in order to enhance the CCTDC profile and to develop new partnerships;
- ❖ developing a well-focused and adaptable county destination positioning approach for the integrated four appeals brand development and recognition;
- ❖ becoming a more influential and supporting partner in the development of an effective, visitor-friendly infrastructure, including an intermodal public transit system, and the upgrading and development of key visitor attractions at the local community level;
- ❖ supporting Clackamas County communities in the development of local tourism vision statements and related action plans.

The conclusions and prioritized directions contained in this report have been provided as a third party professional opinion and do not warrant that specific results anticipated will occur. However, it has been prepared with due diligence on information collected, analyzed and interpreted thereon.

We trust that you find this report valuable and are pleased to hear from you, if we may be of assistance in the understanding, or application of our findings and conclusions or in the furtherance of the assignment.

Sincerely,
DESTINATION CONSULTANCY GROUP LLC

Don Anderson
Executive Partner

Enclosure: Report

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Introductory Background

Five separate meetings were held in Clackamas County between March 18 and 22, 2002 to develop a long-term direction or vision for tourism in Clackamas County. The meetings involved a combined 80 persons representing tourism industry owners/managers, government officials, CCTDC board members and professional staff, and allied industry representatives, with all meetings being facilitated by Destination Consultancy Group (DCG) principals.

Prior to these initial meetings in March, a 29 slide PowerPoint presentation outline on Destination Visioning and Strategic Planning was developed for participants' use and is attached as an appendix to this report. This outline was presented and discussed with the visioning session participants.

The DCG principals had visited all major existing attractions and tourism facilities/services in Clackamas County and surrounding areas between August 2001 and February 2002 while conducting the previously assigned destination audit. This opportunity gave the moderators in-depth knowledge and the necessary first-hand experience with Clackamas County tourism product offerings in their present condition. One follow-up workshop with the visioning participants (40 participants present) was held on April 22 to acquire additional input and review findings to date on the destination visioning and CCTDC planning process. Over the months of March to May, DCG advisors met twice with CCTDC management to discuss the current mission and strategic goals of the organization. On May 13 and 14, the CCTDC board members and Clackamas County Board of County Commissioners, respectively, were briefed on all vision findings and conclusions to date, with the latter also receiving an overview of the destination audit results.

During the ten visioning and future planning workshops and subsequent follow-up meetings, a number of steps were followed:

- ❖ Discussion of the destination visioning concept and approach.
- ❖ Identification of destination values and guiding principles.
- ❖ Identification of key elements of the destination vision for Clackamas County.
- ❖ Identification of the unique tourism features or images of Clackamas County.
- ❖ Review of the CCTDC vision and mission statements and identification of additional long-range goals.
- ❖ Review of priority areas of program concentration to accomplish long-range goals set.

A summary of the outcomes of the visioning workshops and attendant planning meetings is presented in this report.

Destination Values and Guiding Principles

The first step in crafting the destination vision was for the workshop participants to identify the core values of the community, its citizens and tourism in Clackamas County. These core values included the perceived strengths of business and leisure tourism in the county, as well as other widely held beliefs and assumptions about life within the county's various communities.

The following tables summarize the people and community values and guiding principles gathered from the five workshops between March 18 and 22, 2002. It is based on values considered current and those requiring further attention.

'Current' Common Beliefs and Guidelines (approximately 25 distinct values)

Values and Principles	
<ul style="list-style-type: none"> ◆ safe and secure communities ◆ a sense of place and unique identity ◆ strong pride and self-worth ◆ relaxed and casual pace of life ◆ close to nature and outdoor/recreation-minded ◆ scenic and heritage diversity ◆ managed sustainable growth attitude ◆ partnership-oriented but independent ◆ environmentally clean and green ◆ friendly and family-based ◆ progressive and innovative ◆ high quality of life 	<ul style="list-style-type: none"> ◆ unique natural resources ◆ open space ◆ small community feeling ◆ comfortably uncrowded ◆ cleansing rain ◆ pioneer spirit ◆ modest and moral ◆ open to change ◆ rural/urban mix ◆ environmental stewardship ◆ authentic experiences ◆ preservation-oriented ◆ a sense of discovery

'Aspiring' Common Beliefs and Guidelines (approximately five distinct values)

Values and Principles
<ul style="list-style-type: none"> ◆ more welcoming and service caring ◆ better cooperation and partnership-driven ◆ a higher environmental conscience ◆ more progressive economic growth ◆ increased resident pride

Based on the above 30 distinct beliefs and principles, it was concluded that Clackamas County residents and their visitors live, experience and seek a lifestyle based on five key attributes as follows:

- ❖ **high quality of life**
(family, work and play relationships within small ‘sense of community’ settings)
- ❖ **strong outdoor recreation and heritage focus**
(nature-based, family-oriented and pioneer inheritance)
- ❖ **shared individual and community spirit**
(entrepreneurial, innovative and progressive partnerships)
- ❖ **environment plus**
(clean, green and scenic lands, and unpretentious, friendly people)
- ❖ **strengthened relationship building**
(customer/partner care and citizen ownership)

These declared characteristics provide the underlying foundation in formulating a vision for tourism in Clackamas County in 2012.

Destination Vision Elements

The second step to defining the destination vision for Clackamas County was to identify the primary elements for this vision. This was done by asking workshop participants to describe individual characteristics of tourism (positive or negative) as they are at the moment (Present: 2002), and then relate how they would like to see these same characteristics ten years from now (Future: 2012). Combined participant responses yielding some 100 individual future views are recorded below according to the five elements of destination management, as practiced by convention & visitors bureaus.

Visioning Workshops, March 18–22, 2002 (combined Clackamas County commentary from five workshop venues)

Product Development	
Oregon City/Canby	<ul style="list-style-type: none"> ♦ attractions need to renew themselves and stay current ♦ integration and partnerships among product development offerings ♦ connect the visitor to natural attractions ♦ waterfront development in Oregon City ♦ better interpretation and leverage of End of the Oregon Trail Museum throughout the entire county ♦ up-to-date lodging facilities ♦ lodging that reflects the character and positioning of the county
Mount Hood Corridor	<ul style="list-style-type: none"> ♦ organizational cohesion ♦ walk-ways and paths connecting the communities ♦ integration and clustering to create a more village feel ♦ organize a major high profile event ♦ develop an educational tourism product, e.g. culinary arts event ♦ themed events ♦ alpine village setting
Lake Oswego	<ul style="list-style-type: none"> ♦ stronger convention and tradeshow facilities ♦ viable network of farmers' markets ♦ unique community-based shopping ♦ network of tourism information services that cross boundaries run by Chambers of Commerce ♦ nationally recognized heritage designation for Oregon City ♦ high quality mountain resorts ♦ enhanced recreation on all river waterfront ♦ stronger, integrated multi-modal transportation (trails and transit) ♦ web accessed information up-to-date in 2012 ♦ develop signature events ♦ improved service delivery

Product Development	
Clackamas/ Milwaukie/ Gladstone	<ul style="list-style-type: none"> ♦ restored waterfront on Willamette River ♦ whitewater adventure activities on the Clackamas River ♦ nationally recognized attractions ♦ private/public upgrades to properties and tourism products ♦ visitor amenities/services such as bike rentals, fishing gear, etc. ♦ packaged events ♦ themed packaging, including circle tours and itineraries ♦ short and long-term hospitality training for multiple industries ♦ mandated training before TDC funding ♦ improved public transportation, including Amtrak in Oregon City, shuttles/trolleys, etc. ♦ high school and college programs for hospitality training
Molalla	<ul style="list-style-type: none"> ♦ consolidate resources county-wide ♦ more partnerships ♦ further hands-on attractions/routes and packages, both educational and entertaining (logging to log house building, water generation of electricity from plant to home, railroad relationship to logging and mining, Christmas tree farming from sapling to home, natural resources museum and pioneer cemetery tours) ♦ international symposiums featuring models of preservation/themes/entertainment ♦ living history package (old west values—past, present & future) ♦ balance product development (lodging, restaurants, attractions, retail, events) in all parts of county ♦ mid-summer nights feast ♦ culinary event(s) and tours featuring chefs of the region ♦ western-theme events

Marketing and Promotion	
Oregon City/Canby	<ul style="list-style-type: none"> ♦ marketing using the latest technology (electronic, web-based, etc.) ♦ personalized/customized itinerary planning (destination concierge) ♦ special interest or niche tourism ♦ leveraging with partners ♦ loyalty-based marketing ♦ genealogy tourism
Mount Hood Corridor	<ul style="list-style-type: none"> ♦ focused identity or brand ♦ assistance from TDC in bringing cohesion and leadership ♦ central reservations system ♦ cooperative programming ♦ cutting edge e-marketing ♦ media tours ♦ product based marketing ♦ marketing representative/coordinator for each community
Lake Oswego	<ul style="list-style-type: none"> ♦ establish identity without using ‘county’ designation ♦ promote product specific experiences ♦ promote variety ♦ promote to both business and leisure markets ♦ TDC more helpful in promotions and programs such as packaging ♦ seamless representation of the destination on-line ♦ improved internal communications about opportunities and listings ♦ more cooperative partnership marketing (Portland/region-based)
Clackamas/ Milwaukie/ Gladstone	<ul style="list-style-type: none"> ♦ 2012 version of web marketing ♦ virtual experiences on-line (i.e., ski Mount Hood) ♦ one stop shopping for all tourism products in Clackamas on-line and in specified locations in the county ♦ have a short video with Clackamas imagery past to present, pioneering to today, that is available in hotels, fulfillment piece, website, residents to highlight what there is to do here in an emotive way ♦ partnership with other industries ♦ more aggressive public relations and media marketing ♦ scheduled qualified media tours
Molalla	<ul style="list-style-type: none"> ♦ cooperative partnerships (local, regional, state and world) ♦ solid identity beyond “county” terminology (e.g., regional identity) ♦ cooperative partner-based marketing that is seamless and addresses all niche markets ♦ weave a tapestry of products with “country themes” ♦ TDC needs representation from every community ♦ highly active public relations campaign (e.g., media marketing, TV, web) ♦ product-driven experiences packaged (e.g., tours, loops, routes) that

Marketing and Promotion

	<p>cater to auto day trippers)</p> <ul style="list-style-type: none"> ♦ TDC in 10 years has more funding and larger staff to help the smaller communities ♦ TDC in 2012 will be an innovator/leader in marketing for the region ♦ Molalla becomes a destination for small conference groups ♦ audio-tape tours available for visitors to guide tours/loops/routes ♦ marketing attracts close-in market (Portland residents) to county for overnight visits ♦ marketing as an educational tool for community relations (e.g., curriculum topic)
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Community Relations

Oregon City/Canby	<ul style="list-style-type: none"> ♦ external marketing (awareness and better communication) ♦ potential of monies being eroded or redirected; need to reverse this and make the case to local government ♦ local governments to understand value of tourism and support it wholeheartedly ♦ education of community and within the school system
Mount Hood Corridor	<ul style="list-style-type: none"> ♦ businesses and government to be cooperative ♦ action committee to promote value of tourism ♦ expand education on career opportunities in tourism ♦ commissioner support for tourism with a strong policy ♦ internal communiqué/bulletin board to keep everyone informed and enhance partnership opportunities
Lake Oswego	<ul style="list-style-type: none"> ♦ community leaders (business and political) are educated about value of tourism ♦ public/residents also educated about value of tourism ♦ residents more knowledgeable about tourism product and opportunities ♦ teachers also aware of tourism products ♦ annual open house for one day for business leaders and residents to educate them about visitor products ♦ hospitality programs at a local college

Community Relations

Clackamas/ Milwaukie/ Gladstone	<ul style="list-style-type: none"> ♦ make more dollars available for TDC ♦ overcome lack of public knowledge about value of tourism ♦ people in county will talk about tourism as much as cars ♦ ensure all elected officials understand impact of tourism and the multiplier effect ♦ industry to come together under one umbrella to form an effective lobby ♦ must be open to development (i.e., more resorts) but must proceed cautiously, respecting our values of sustainability ♦ need to build trust among all stakeholders/individual developers ♦ alter tourism funding from lottery dollars to a state wide hotel tax to fund state tourism marketing ♦ industry needs to stand on its own
Molalla	<ul style="list-style-type: none"> ♦ access/applications to foundation funding and grants ♦ seed funding to tourism-based businesses in communities as long as they prove sustainability ♦ increase membership in tourism-based associations ♦ summit meeting of community organizations including civic, clubs, historical groups, educational groups, and new residents ♦ involve new residents (young, affluent with children) in community ♦ work with tourism-based entities within the communities to assist in identifying potential visitors and what would attract visitors ♦ market to niche groups vis-à-vis partnerships with regional tourism associations, local associations and businesses with vested interests ♦ be vigilant with public relations effort to broaden the message regarding the inventory of community tourist attractions

Research, Planning Partnership and Team Building

Oregon City/Canby	<ul style="list-style-type: none"> ♦ Chambers of Commerce are integrated into the tourism plan and execution ♦ ongoing research updates ♦ put research to best use ♦ coordinate research in light of Portland area ♦ research to enhance advocacy and the community's regard for tourism
Mount Hood Corridor	<ul style="list-style-type: none"> ♦ check out 'best practice' models for destinations ♦ visitor profiles at community level required ♦ look for commonality in products people would want across the county ♦ transportation (non-auto) research ♦ seamless visitor service district/center ♦ larger community representation and leadership in tourism
Lake Oswego	<ul style="list-style-type: none"> ♦ identify what tourism is to build awareness among community and peripheral players (i.e. service stations, real estate, etc.) ♦ identify and accept roles and responsibilities between agencies (TDC & CC) ♦ share a common goal or vision ♦ quantifiable tourism research ♦ service/hospitality training (tutorials and CD-ROMs) ♦ establish loops and tours ♦ commonality of values
Clackamas/ Milwaukie/ Gladstone	<ul style="list-style-type: none"> ♦ accessible visitor profile information ♦ common regional planning and vision ♦ collaborative planning ♦ tour routes and signs ♦ partnership development ♦ customized hospitality training with each community using what they need from it
Molalla	<ul style="list-style-type: none"> ♦ collaborative surveys of visitors to events/attractions to determine who are our visitors and what do they want ♦ share results with all partners through technological medium ♦ inventory of products and activities across county (collected & update) and centralized at the TDC ♦ elected officials accept tourism as an important part of overall platform for economic development ♦ TDC coordination throughout county with chambers/communities

Based on the destination vision follow-up sessions on April 22 with industry participants and final advice from CCTDC board members and professional staff on May 13, the following concluding remarks were made that indicated more emphasis on these particular vision elements:

- ❖ **Critical mass of integrated outdoor recreation and cultural heritage attractions**
(quality expressed in awareness, improvements and new development among communities)
- ❖ **Agritourism potential**
(farm vacation activities and regionally distinct food and wine experience)
- ❖ **Increased national and international visitors**
(cultural, heritage, sports and shopping entertainment market segments)
- ❖ **Further meeting/conference/retreat business**
(urban and resort locations)
- ❖ **Greater community involvement in tourism**
(visitor-friendly hosting and development support)

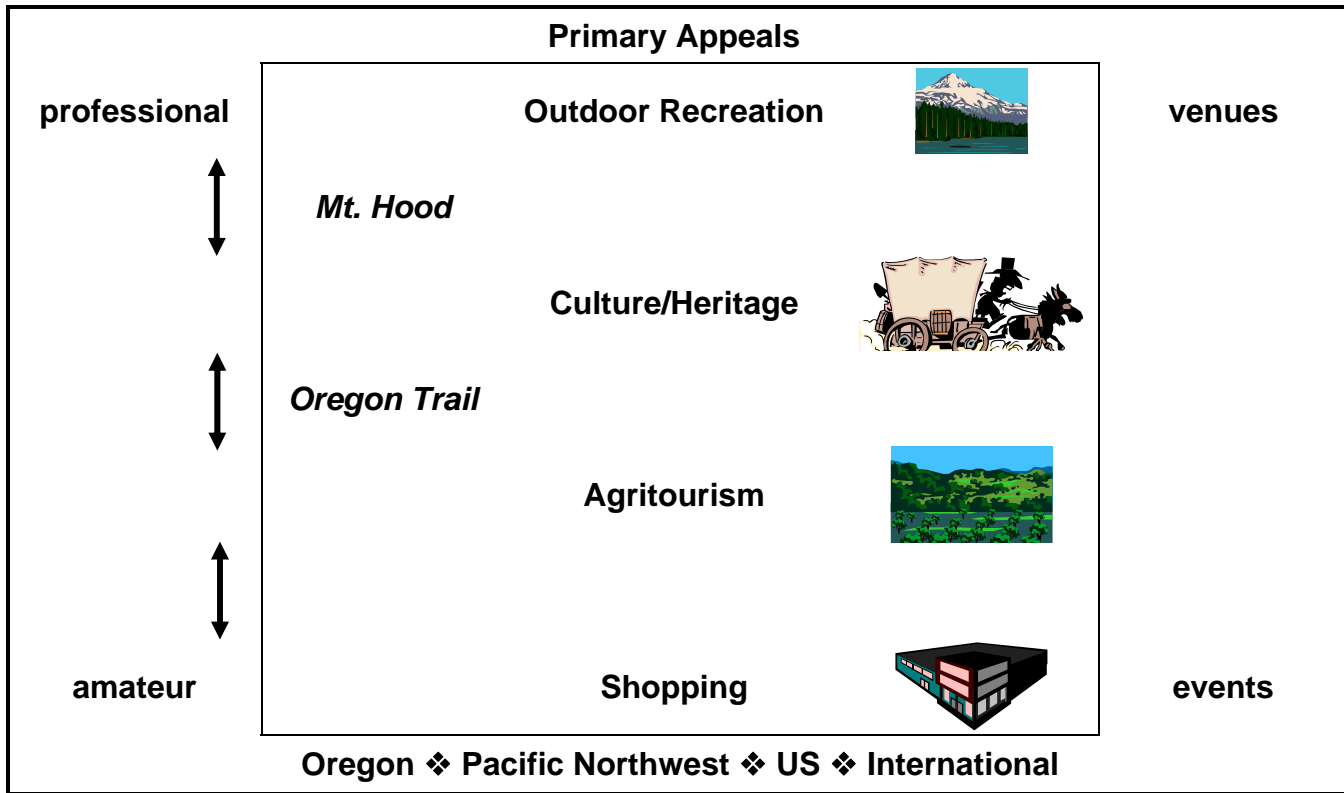
Destination Image and Branding Possibilities

As one of the final steps in each of the visioning workshops, the participants were asked to briefly identify the image and branding possibilities for Clackamas County tourism. With this initial input and their advice from the follow-up session, the groups identified the following unique destination features:

- ❖ **an outdoor recreation appeal**
(Mt. Hood skiing and snowboarding, golf and water-based adventure sports)
- ❖ **a cultural and heritage appeal**
(Oregon Trail and center of Pacific Northwest history)
- ❖ **an agritourism appeal**
(unique farm and epicurean pursuits)
- ❖ **a regional shopping appeal**
(Clackamas Town Center and community antiquing)

Based on these findings, it was suggested that the above approaches to positioning tourism in Clackamas County could be done singly, but the best competitive theme would be to combine all to ensure a synergistic impact. A Clackamas County brand can be developed from these appeals given the acknowledged perceptions of business and leisure visitors. By far, the strongest recognition appeals are specifically experiences related to Mt. Hood and the historic Oregon Trail. It should be noted that communities within Clackamas County that are seriously interested in developing tourism undertake their own unique visitor positioning in allied support to the county brand efforts.

Formulation of a Clackamas County Destination Vision and Brand



Destination Vision Statement

Based upon these preceding workshops, an analysis of their outcomes, and subsequent follow-up meetings with the participants and the CCTDC board members and management, the following destination vision statement was prepared:

In 2012

Tourism in Clackamas County is founded on three core visitor appeals. As the top outdoor recreation site in Oregon, Clackamas County is renowned for its variety of activities in a natural setting centered on year-round Mt. Hood skiing and snowboarding, golf, and water-based adventure sports. Secondly, the County's cultural heritage is rich and extensive. Historic Oregon City serves as the recognized interpretative center for the historic westward migration of the 1800s featuring various National Register of Historic Sites including the terminus of the Oregon Trail and links to the history of the entire Pacific Northwest. Thirdly, the surrounding climate has nurtured one of the richest agricultural areas with many fruit and vegetable growers, tree and flower farms, and farmers markets which lends to a celebration of a regionally distinct food and wine experience within the wider Willamette Valley.

As a year-round visitor destination within the greater Portland metropolitan area, adjacent to the international airport, and as a result of community-supported tourism development, the county features strong hospitality support services. These services are the result of riverfront redevelopment, mountain resort village development, adventure travel packages, premier conference and lodging facilities, information sharing among communities, unique shopping opportunities, an innovative intermodal public transit system and several signature festivals and events. The visitor receives an authentic "pioneering" hospitality experience.

The integrated high brand awareness of Mt. Hood, the historic Oregon Trail and unique agritourism, cultural and adventure travel pursuits has increased the number of international visitors and broadened the marketing in the United States, focused on special interest niche markets and high repeat visitation.






In order to achieve the above destination vision over the next ten years, a number of proposed measurements have been identified to demonstrate progress as shown over page.

Clackamas County Destination Vision Success Measurements

Standard	Measurement
1. High Visitor Satisfaction	<i>High survey rating on overall visitor satisfaction and industry education/training investment</i>
2. Experience Affordability	<i>High survey rating on visitor value for money</i>
3. An Integrated Destination Plan	<i>On-going strategic visitor marketing, product development, and research planning in conjunction with communities</i>
4. Attraction Maintenance and Development	<i>Numbers, scope and quality of product/service and high survey rating on visitor experience</i>
5. Community Development and Hospitality Support Services	<i>Community tourism action plans with new/upgraded facilities and services</i>
6. Positioning and Imagery	<i>High survey rating on business and leisure traveler awareness and conversion</i>
7. U.S. Visitors	<i>Increased volume, greater length of stay, and high repeat patronage</i>
8. International Visitors	<i>Continuing increases in foreign travelers</i>
9. Easy Accessibility	<i>Intermodal public transit options, designated visitor corridors, and amenities</i>
10. Strong Resident Acceptance	<i>High survey rating on resident attitudes, opinions and behaviors regarding tourism activities</i>
11. Support of State and Local Governments	<i>Visitor-friendly policies and TDC product/marketing investment program</i>
12. Adequacy of Marketing Funding	<i>Lodging tax volume, annual increases, and economic impact</i>

CCTDC Vision and Mission Statements

Through the follow-up workshop discussion, the following seven primary responsibility areas from a current and future perspective were identified for the Clackamas County Tourism Development Council.

Current Role	Future Role Emphasis
Marketing, promotion and sales (external communications to visitors/travel trade) 	External Marketer MORE (product sales)
Product development (catalyst and support for new, upgraded or expanded destination mix) 	Development Supporter SAME (product building)
Market/visitor servicing (internal and database communications to visitors/travel trade) 	Internal Marketer (product sales)
Leadership and partnership development (coalition partner in the marketing and product development of tourism)	Destination Leader (partnerships)
Research and planning (benchmark information gathering, analysis and strategic planning) 	Destination Planner MORE (business plan)
Community relations (industry networking and education) 	Industry Advocate SAME (public relations)
Organization development (profile awareness)	Industry Advocate MORE (public relations)

Given the above role direction and additional commentary from the destination visioning sessions, an organizational vision for the Clackamas County Tourism Development Council was also prepared as a complement to the previous destination vision and follows:

In 2012

The Clackamas County Tourism Development Council (CCTDC) is the recognized destination management organization of the County, leading an integrated and influential team locally, and is a leader in regional tourism organizations in Oregon and the Pacific Northwest. There is a high level of awareness of the CCTDC as an effective and efficient convention and visitors marketer, administrator and tourism advocate through its strong partnerships with industry, community associations, chambers, government and resident constituencies. Clackamas County has a voter-approved ordinance that creates the CCTDC and dedicates nearly all of the collection of the countywide transient room tax to tourism promotion and development by the CCTDC. The visitor programs and marketing materials of the CCTDC are of an exceptional quality and the organization achieves excellence in all areas of activity.

There must be a close match between the destination vision and the mission statement of the CCTDC. A mission is allied and embedded within the vision and is a directional statement on what a TDC is attempting to accomplish. The current mission of “the CCTDC as a destination management organization for Clackamas County with the responsibility to develop a comprehensive and effective program to achieve the maximum economic benefit from tourism for the county and its tourism businesses and attractions” was reviewed and felt to be somewhat limiting and required more detail.

Accordingly a revised mission statement as developed by the consultants in conjunction with CCTDC management follows:

The Clackamas County Tourism Development Council (CCTDC), through well-developed partnerships based on the common vision for tourism in the County, is responsible for developing and administering a comprehensive and effective destination plan/program to enhance the quality of life for residents through achieving optimal economic benefit from tourism for businesses, attractions and government.

CCTDC Strategic Goals and Priority Programming Initiatives

The CCTDC's existing three strategic goals were reviewed and found to be well-focused. They have been incorporated into a new set of four long-term goals with eleven program objectives for the TDC to fully support the Clackamas County destination vision and CCTDC mission statements described previously. Input to goal formulation and related 2002–2003 operational programs were provided by industry participants and at the follow-up meeting with CCTDC management.

They are, with key programming initiatives:

Marketing and Promotion

Goal 1

To achieve through effective marketing the maximum usage of the tourism-related facilities and attractions in Clackamas County focusing on those visitors staying in commercial lodging facilities.

Program Objective A

Develop convention business for Clackamas County attractions and facilities measured by

- ❖ number of leads
- ❖ number of room nights booked from TDC leads
- ❖ contacts added to database
- ❖ number of meeting days per year
- ❖ dollar value of meetings booked from TDC leads
- ❖ mix of segment/type of business generated.

Program Objective B

Develop packaged travel business for Clackamas County attractions and facilities measured by

- ❖ number of leads distributed
- ❖ number of room nights booked from TDC leads
- ❖ contacts added to database.

Program Objective C

Increase overnight leisure stays in Clackamas County measured by

- ❖ visitor inquiries from targeted geographic markets
- ❖ visitation counts at attractions
- ❖ surveys at selected locations
- ❖ inquiry/visit conversion rate
- ❖ occupancy information from lodging facilities by type of customer.

Community Relations and Advocacy

Goal 2

To conduct ongoing community relations in partnership with relevant tourism organizations, businesses and communities to raise the profile of tourism and the TDC.

Program Objective A

Develop programs that involve up to 150 county tourism businesses with at least three TDC contacts with each business.

Program Objective B

Develop awareness of tourism by residents in the local communities measured by

- ❖ benchmark tourism awareness survey of residents
- ❖ number of new tourism programs initiated
- ❖ % increase in Tourism Attraction Development Assistance Program (TADAP) and TCMP awards eligible for funding.

Program Objective C

Participate in the development of regional tourism organizations for the three Oregon Tourism Commission recognized regions in which Clackamas County fits.

Product Development

Goal 3

To identify and support product development initiatives that will assist in realizing the county's tourism vision.

Program Objective A

Participate in the creation of community level tourism vision statements.

Program Objective B

Refine the TADAP to support achieving the county tourism vision.

Resource Needs and Allocation

Goal 4

To ensure the required resources (staff, tools, facilities and funds) and allocations necessary to accomplish the TDC mission.

Program Objective A

Maintain a professional, trained staff, with three staff positions, with paid and volunteer staff in the Regional Visitor Information Centers (RVIC), and selected professional firms in areas of needed expertise.

Program Objective B

Maintain a suitable work environment including the office space and equipment needed to execute the program of work, including that needed in the RVICs.

Program Objective C

Develop and manage the TDC financial resources to maintain a capital reserve fund of at least \$150,000, a contingency fund equal to four months operating expenses, and maintain TRT revenue at 2001–02 collection amounts.

CCTDC Action Plan

Based on the findings and deliverables within this report, the following prioritized activities have been prepared for initiation by the Clackamas County Tourism Development Council within the next half year (second half of 2002) to provide further focus, strength and value to the organization.

- i) To review, make changes if necessary, and gain approval of the TDC board and Clackamas County Board of Commissioners on the proposed destination vision, and revised organizational vision, mission and strategic goals.
- ii) To initiate the preparation of an industry-driven, research-based, and accountable strategic destination plan (marketing and product development) for Clackamas County for implementation by fiscal year 2003–2004.
- iii) To finalize agreement on a well-focused and adaptable county destination positioning/image approach for brand development and recognition.
- iv) To become a more influential and supporting partner in the development of effective, visitor-friendly infrastructure, including an intermodal public transit system, and the upgrading and development of key visitor attractions at the local community level.
- v) To prepare a community relations plan identifying key audiences and priority activities in order to enhance CCTDC profile and in the furtherance of viable partnership development.
- vi) To support Clackamas County communities in the development of local tourism vision statements and related action plans.

APPENDICES

Vision and Mission Statements at a Glance

Destination Vision Statement

Tourism in Clackamas County is founded on three core visitor appeals. As the top outdoor recreation site in Oregon, Clackamas County is renowned for its variety of activities in a natural setting centered on year-round Mt. Hood skiing and snowboarding, golf, and water-based adventure sports. Secondly, the County's cultural heritage is rich and extensive. Historic Oregon City serves as the recognized interpretative center for the historic westward migration of the 1800s featuring various National Register of Historic Sites including the terminus of the Oregon Trail and links to the history of the entire Pacific Northwest. Thirdly, the surrounding climate has nurtured one of the richest agricultural areas with many fruit and vegetable growers, tree and flower farms, and farmers markets which lends to a celebration of a regionally distinct food and wine experience within the wider Willamette Valley.

As a year-round visitor destination within the greater Portland metropolitan area, adjacent to the international airport, and as a result of community-supported tourism development, the county features strong hospitality support services. These services are the result of riverfront redevelopment, mountain resort village development, adventure travel packages, premier conference and lodging facilities, information sharing among communities, unique shopping opportunities, an innovative intermodal public transit system and several signature festivals and events. The visitor receives an authentic "pioneering" hospitality experience.

The integrated high brand awareness of Mt. Hood, the historic Oregon Trail and unique agritourism, cultural and adventure travel pursuits has increased the number of international visitors and broadened the marketing in the United States, focused on special interest niche markets and high repeat visitation.

CCTDC Vision Statement

The Clackamas County Tourism Development Council (CCTDC) is the recognized destination management organization of the County, leading an integrated and influential team locally, and is a leader in regional tourism organizations in Oregon and the Pacific Northwest. There is a high level of awareness of the CCTDC as an effective convention and visitors marketer, administrator and tourism advocate through its strong partnerships with industry, community associations, chambers, government and resident constituencies. Clackamas County has a voter-approved ordinance that creates the CCTDC and dedicates nearly all of the collection of the countywide transient room tax to tourism promotion and development by the CCTDC. The visitor programs and marketing materials of the CCTDC are of an exceptional quality and the organization achieves excellence in all areas of activity.

CCTDC Mission Statement

The Clackamas County Tourism Development Council (CCTDC), through well-developed partnerships based on the common vision for tourism in the County, is responsible for developing and administering a comprehensive and effective destination plan/program to enhance the quality of life for residents through achieving optimal economic benefit from tourism for the businesses, attractions and government.

**Destination Visioning, Strategic Planning and Management—
Clackamas County TDC Workshop Presentation, March 2002**