

# Clackamas County Tourism Development Council

## *Master Plan for Tourism and Cultural Affairs Update*

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Prepared by  
Nichols Tourism Group and  
The Radcliffe Company  
June 2007

# ***1.0 Master Plan for Tourism and Cultural Affairs – Introduction and Study Purpose***

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The Clackamas County Tourism Development Council (CCTDC) retained Nichols Tourism Group (NTG) and The Radcliffe Company (TRC) to assist them in an update and refinement of its past tourism related planning efforts. This “Master Plan for Tourism and Cultural Affairs” update will help chart future priorities for the Clackamas County visitor industry and assist the county in ensuring the destination potential and cultural affairs integration of the region is maximized.

Clackamas County has been proactive in its past planning initiatives, undertaking a “Tourism Master Plan” update effort in 2000. This Master Plan effort was followed with a “Visitor Destination Audit” and a subsequent “Destination Vision Strategic Planning” document in 2002. A series of 13 regional “Tourism Action Plans” (TAPs) have also been developed in thirteen regions around the County to carry these planning efforts to a regional level. The CCTDC has implemented these previous planning efforts through an annual Business Plan, the most recent being for the 2006-2007 fiscal year.

The purpose of this master plan update is to consider these past planning initiatives, as well as current market forces and future trends potentially impacting Clackamas County, and develop a series of strategic priorities the CCTDC can undertake.

In this process, five strategic areas were requested to be specifically considered and examined. They included the following :

- Examine the organizational structure of CCTDC and its associated department,
- Examine use of TRT funds,
- Review level of support and cooperation of tourism partners in the County,
- Examine past and current marketing programs, considering competition, ROI, positioning and branding, and
- Review support and cooperation of cultural affairs organizations particularly relating to tourism integration.

## **Areas of Focus**

***CCTDC Organizational Structure***

***TRT Fund Allocation***

***Tourism Partner Support***

***Marketing Program Effectiveness***

***Cultural Affairs Integration***

An eleven person Study Advisory Group was established that helped guide, review and direct this update effort. The Study Advisory Group represented a broad range of organizations and perspectives and were an important feedback element of the study process. Members of the Advisory Team included:

Scott Cruickshank  
Dee Denton  
Kathy Franco  
Dennis Gilliam  
Julie Hoffman  
Tim Hohl  
Roy Jay  
Bennett Johnson  
Jude Strader  
El Dannen  
Jack Hammond

This study effort entailed three primary stages. It began with a review of the state of the Clackamas visitor industry. This considered an analysis of existing local, regional and national visitor trends. A broad range of input was received by both industry and political representatives, noting critical issues, trends and priorities from their individual perspectives. The consultants also undertook a variety of site visits to better understand the regional variances and product offerings of Clackamas County. Consideration of key competitive destinations also were undertaken to evaluate this current environment.

Through these efforts, a variety of key findings were developed, particularly focusing on the five strategic issue areas identified by the CCTDC. A summary of these findings are presented in Section 2 of this report and should be considered in relation to the more detailed charts and graphs presented in Appendix 1.

These findings and critical issue areas provided the foundation for refinement of the CCTDC's mission, goals and tactical priorities. These recommendations are summarized in Section 3 and are expanded on in the materials presented in Appendix 2.

These findings and recommendations were considered and reviewed by the Advisory Team, as well as presented in a variety of public presentations to better ensure the broad industry had the opportunity to provide input and feedback.

It should be recognized that while the CCTDC will have primary responsibility for moving these recommendations forward, it will require broad visitor industry participation in implementation efforts to maximize the future potential of this important economic cluster of the county.

## 2.0 State of the Industry

In order to effectively respond to the strategic issue areas identified by the CCTDC and lay the foundation for future tactical recommendations, an analysis of the current state of the Clackamas County visitor industry was undertaken. A variety of sources were considered in this analysis, including a variety of direct input from group sessions and one-on-one interviews. A listing of participants in this process are noted in Appendix 3, along with summaries of key comment themes received during this process.

### State of the Industry

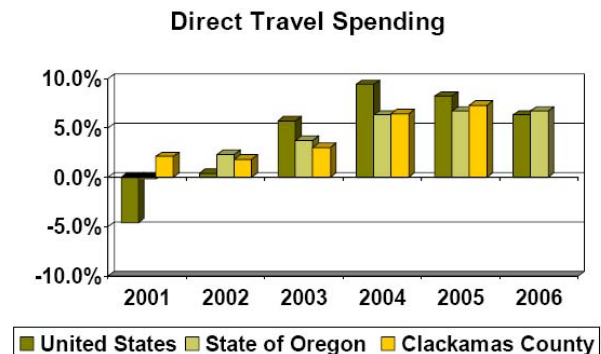
- Existing research Clackamas County-other national, state and regional sources
- Input sessions-interviews
- Site visits
- Competitive analysis



### 2.1 Recent Industry Performance

- The Clackamas County visitor industry was impacted more moderately in the post 9/11 environment, as compared to both national and state norms.
- As the County's declines in visitor spending were more moderate in 2001 and 2002, so were its rebound in 2003 and 2004.
- Visitor spending in 2005 grew by 7.3%, .5% higher than state averages. While 2006 spending data was not available, broader industry indicators such as lodging occupancy imply the year experienced similar positive impacts.

### Clackamas County Benchmarks



Source: Dean Runyan & Associates

- Reflecting the County's positive performance, visitor expenditures grew by 22.3% over the 2000-2005 time period. When considering other primary Oregon destinations (counties with spending above \$300 million annually,) only Jackson exceeded Clackamas performance.

- Importantly, this performance allowed Clackamas County to increase in market share of visitor expenditures from 5.2% to 5.3%. Each .1% increase represents an additional \$78 million in annual visitor expenditures for the County.

- This above average performance is also reflected in the County's 2006 average annual lodging occupancy rate of 66.3%, approximately 3% above national norms.

## 2.2 CCTDC Organizational Structure

- The Department of Tourism and Cultural Affairs and the associated CCTDC operate under Clackamas County and its Board of County Commissioners. This current organizational structure allows significant operational efficiencies and economies of scale.

- Although most comparable Destination Management Organizations (DMOs) are independent non-profit organizations and not formally aligned structurally with a local municipality, most of these DMO's operating and marketing funding is derived from public sources.

- The current level of staffing at the CCTDC is significantly less than comparable DMOs with similar operating and marketing budgets. Although some of the differential is attributable to the fact that the CCTDC is not active in the convention sales arena, its 6.5 FTEs staffing level is far below the national average of 25.1 FTEs.

### *Employee Efficiency*

Clackamas County TDC	
Full Time Employees (FTEs)	5
Contracted FTEs	1.5
Regularly Scheduled Part Time	0
Total FTE Employees	6.5
National Average Organizations With Budgets of \$2,000,000 – \$4,999,999	
Full Time	23
Regularly Scheduled Part Time	4
Total FTE Employees	25.1
Source : Destination Marketing Association International	

- The CCTDC takes advantage of contract employees retained for specific marketing and program functions. It enjoys a productive partnership with POVA for public and media relations and group leisure travel sales and retains an independent marketing company that coordinates community relations and the Tourism Action Plan (TAP) program. This same contractor also supports the meetings market to a lesser degree.

- The CCTDC also has productive alliances with Travel Oregon and various chambers throughout the County to better integrate cooperative visitor industry initiatives.

- The CCTDC benefits from a dedicated and restricted source of operating funds. While dedicated, this advantage that requires constant vigilance from management and public communication of good stewardship of these resources.

- This current structure is widely supported by the County Commission and County Management and generally enjoys broad support from the private sector interests throughout the County.

- Although this County structure allows for significant infrastructure savings and thus permits maximum investment in marketing programs, it does also possess some limiting factors.

- The current structure limits direct sales and revenue generating opportunities of the CCTDC.
- The lack of direct private sector investment may limit cooperative marketing opportunities.
- The current organizational structure may unfavorably effect “speed to market” when compared to an independent or private sector organization.
- The current structure may unfavorably effect the sense of program “ownership” on the part of the private sector.
- The current structure inhibits web-based digital marketing initiatives as the CCTDC operates within the broader County web environment and limitations.

## 2.3 Use of TRT Funds

- CCTDC resources are heavily allocated to programmatic uses, with only approximately 10% allocated to personnel costs – this can be compared to a national average of 39%.

- Reflecting the cost efficiency of operating within the County structure, general and administrative allocations account for approximately 3% of the annual budget, significantly below the 18% national norm.

- The limited allocation to personnel and G&A allows over 85% of resources to be directed to marketing, product development and community outreach purposes.

- Marketing related uses receives approximately half of these annual resources and reinforces the primary CCTDC role of driving visitor traffic and expenditures.

## ***Maximizing Program Oriented Use of Funds***

**Allocation of DMO Resources**

	U.S. Average	Clackamas County
Personnel	38.6%	9.9%
Administrative/General Operations	18.0%	2.6%
Marketing	43.2%	49.2%
Product Development	----	13.1%
Community Relations	----	8.0%
Contingency/Other	----	17.2%
Total	100%	100%

Source: Destination Marketing Association International and Clackamas County TDC



- While the CCTDC is allocating funds and is moving forward in its product development efforts, this area holds important future potential and continued focus in this area should be a priority.

- Community outreach is also an important use of TRT funds, but additional efforts should be directed to ensuring residents and leadership fully understands how the visitor industry supports the County in both economic development and quality of life ways.

## 2.4 Cooperative Spirit of Tourism Partners

- The CCTDC is currently participating in a variety of partner related marketing initiatives ranging from cooperative marketing programs, to the state funded Regional Cooperative Marketing Program. These efforts are effectively incorporating tourism partners from around the County.

### Cooperative Approaches

#### Marketing

**Cooperative advertising program** - The Oregonian, Seattle Times, Ski Oregon, Gorge Guide, Birders World, Salmon, Steelhead and Trout, Travel Portland, and Portland Monthly

#### Regional Cooperative Marketing Program (RCMP)

- Willamette Valley – Sacramento promotion
- Metro Portland – NYC public relations
- Mt Hood Gorge – Infinity Loop brochure

#### Product Integration

State/Regional Integration - Oregon Bounty

State/Regional Integration - Birding Trails

State/Regional Integration Biking/Water Trails

Product linking, enhancements - ?????

- Although County partners are integrating on marketing related efforts, there is much less cooperation on integrating visitor product offerings around the County.

- This integration and cooperation among products is becoming increasingly important, as visitors are demanding more engaging experiences when traveling. More and more destinations are responding with integrated offerings packaged and tailored to specific niche segments, whether targeted to a unique generational audiences, a girlfriend getaway or a procreation vacation.

- This integration is heavily reliant on the internet and its ability to combine multiple product elements and present them to the market in very cost effective ways. Recent business publications, such as *The Long Tail*, reinforce the premise of moving away from just selling mainstream one-size-fits-all products to a hugh number of niches products in the tail of the demand curve. The CCTDC must embrace this integrated product thinking and work to be a catalyst to promote this thinking throughout the County.

- This integrated thinking is critical for Clackamas County as its main product segments of natural environment & outdoor recreation, culture and heritage, and agritourism have generally been slow to respond to changing experiential visitor demands. In many instances around the United States, these segments are experiencing declining visitation trends.

- Other destinations are facing this challenge and are developing product offerings that provide integrated experiences such as Moline, Illinois and its John Deere focused agritourism offerings, Reno, Nevada positioning itself as *"America's Adventure Place,"* or Charlotte, North Carolina providing *"a world of outdoor adventure"* centered around the U.S. National Whitewater Center.

- Too often Clackamas County product offerings are dispersed, with limited experiential components and limited integration, whether in terms of geography, themes or across themes.

- The CCTDC needs to increasingly position itself as a "Destination Architect" and work to integrate products and tourism partners. This can sometimes mean helping to move new product ideas forward (develop), but importantly can also include linking and/or enhancing existing products.

- Geotourism is a relatively new term being used in the visitor industry. It is defined as tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents.

- A central premise of Geotourism is the integration of products that reinforce the unique character of a place. Given the product offerings of Clackamas County, Geotourism holds particularly strong opportunities and the CCTDC should move towards incorporating key elements of this thinking around the County.

- While Clackamas County possesses a mix of lodging inventory, there are many older properties that have not experienced adequate reinvestment to bring them to a quality level desired by more discriminating visitors. Additionally, there are other regions of the County that have very limited overnight accommodations within their direct vicinity.

- The CCTDC can act as a catalyst in upgrading or expanding this inventory primarily by building new sources of overnight demand (by linking, integrating, building Geotourism experiences, etc.) and secondarily by assisting in feasibility assessment and ensuring these analysis groups fully recognize the new initiatives underway that are changing the character and interest in areas around the County.

## 2.5 Marketing Program Effectiveness

- In discussions throughout the County, the vast majority of perceptions are positive related to the "Mt Hood Territory" brand and campaign. It differentiates the Clackamas destination and builds on the region's most important destination driver, Mt Hood.

- The broad campaign has been effectively carried through in collateral materials, including the region's travel planners, calendar of events and activity guides.

- While a clear majority of input was positive, some in the southern regions of the County are concerned that the "Mt Hood Territory" brand does not relate to their offerings and does little to promote their region.



## Marketing Program Considerations

- ❑ Strong embrace of broad campaign, reinforces unique image and differentiates Clackamas County
- ❑ Mt. Hood serves as critical "destination driver" – some question
- ❑ Fulfillment materials build on brand - Travel Planner, Calendar of Events, Activity Guides



■ Increased understanding should be developed that a key purpose of the CCTDC campaign is to get visitors to the "Clackamas Gate." Once at the gate, then the CCTDC and tourism partners help disperse them around the County. Using the most powerful visitor icons to get visitors to the gate is essential.

■ The CCTDC's advertising efforts appear to be properly focused on the PNW and Western regions of the domestic and Canadian markets. However, creative messaging is typically promoting the brand position and not necessarily merchandising specific core attractions (Agri-tourism, outdoor recreation and heritage).

■ There is considerable evidence that supports the ongoing efforts to expand the marketing reach inside the metropolitan Portland area via programs like the pending VFR campaign.

■ A combination of marketing and product offerings have allowed Clackamas County's to secure a high percentage of repeat visitation (80%.)

■ While successful in attracting these visitors, research indicates that only ½ of an overnight visitor's total trip (4.5 nights) is actually spent in Clackamas County, indicating a strong opportunity to refine marketing messages in ways that could extend length of stay.

■ Reinforcing the previous point, there has been limited marketing examples supporting a collective effort to "package" and "link" important regional attractions.

■ The market research efforts of the CCTDC have been extensive, however, not much is known about the day or pass through visitor profile. Additional insights into who is not coming and why could be very important for future marketing messaging.

■ The CCTDC web-based promotions and website development have been enhanced during the recent past, however, expanded efforts and website functionality could significantly improve market reach.

■ Efforts to accurately assess and strategize against the competition are not evident and should be expanded.

■ Currently, the CCTDC sales and marketing initiatives in the meetings and convention segment are minimal and efficiently and appropriately aligned with the available product.

- Recent research at a national level by the Travel Industry Association of America has identified key areas in which gaps exist between a travelers ideal vacation trip and their most recent experience. A variety of important implications to Clackamas County have been identified from this study – one of the most important is the potential to refine marketing messages to respond to areas with deeper desires in the U.S. travel market.

## Gap Analysis - Clackamas Opportunities

*Waterfront  
Culinary/wine  
History / heritage  
Outdoor nature based  
Arts, cultural*

### 2.6 Maximizing Arts and Heritage Integration

- Other areas of the State of the Industry point to the potential visitor interest in arts and heritage elements – Geotourism potential, TIA Travel Gap Analysis, Experience Economy etc. , however, these elements are not being “served up” in ways that maximize the Clackamas potential.

- These arts and heritage elements face a variety of challenges regarding their ability to more fully integrate within the visitor environment.

- They face financial challenges, both in terms of capital development and operational funding. Some in the County question the ability of these products and their associated organizations to truly implement more powerful presentations that respond to visitor demands. Similar to organizations around the U.S., balancing the curatorial versus visitor attraction priorities can often be a significant challenge.

- It is important that Clackamas County recognize the range of other destinations that have provided this deeper integration with arts and heritage elements of their region. The state of Florida is one such example and has developed Culturally Florida to broaden the appeal and image of the state. This initiative has integrated a broad range of organizations, including economic development, tourism and arts groups.

## Integrating Culture in Florida

- Reposition Florida as a unique destination, which offers tourists more than beaches and theme parks
- Joint initiative- Florida Office of Tourism, Trade and Economic Development, American Express Corporation, VISIT FLORIDA, the Florida Arts Council, The Florida Historical Commission, and hundreds of our state’s cultural destinations
- Travel planner, guide book, travel agency integration, American Express cardholder targeting



▪One Florida destination, Sarasota, has positioned itself as the “Cultural Coast” and has developed specific programmatic elements for their cultural elements that resonate with visitors. They have also developed visitor oriented goals and targets that relate to funding.

▪One of the greatest opportunities for Clackamas County is to link and integrate cultural and heritage products with other nature and agritourism elements around the county to provide integrated experiences. The Willamette Falls and the existing End of Oregon Trail Center hold strong potential to play an important role in this integration. These facilities could act as more of a ‘Master Visitor Center” in which history and heritage elements serve as a key draw, but broader visitor experiences around the County are also presented in compelling ways.

▪As noted, this type of facility would be critical is linking not only the wide range of art and heritage visitor experiences, but also in presenting integrated packages incorporating other elements such as nature/outdoor recreation or agritourism. Thus, these facilities would provide a “taste” of Clackamas products and be a valuable promotional facility for regions throughout the County.

## 3.0 Strategic Focus and Tactical Implementation

The findings and feedback from the State of the Industry analysis provided a foundation to refine the CCTDC's mission, strategic goals and associated tactical focus for future years.

### Building the Strategy



Source: Nichols Tourism Group, Inc

The current mission statement of the CCTDC was slightly refined to reinforce the role the visitor industry plays not only in economic development, but also in expanding the County's amenity base (retail, F&B, museums, etc) and associated quality of life enhancements for County residents.

### CCTDC Mission Statement

*"The Clackamas County Tourism Development Council (CCTDC), through well-developed partnerships based on 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 and expanding the region's amenity base in ways responsive to residents, businesses, attractions and government."*

Four strategic goal tracks build on this mission statement and recognize the broad roles the CCTDC must play to effectively compete in the visitor marketplace. To facilitate an understanding of these goal tracks, they have been condensed to the following key themes:

**Develop  
Market  
Advocate  
Administer**

These goal tracks are summarized on the following page and tactical recommendations are then presented for each track.

## The Develop Goal Track

*"To coordinate and assist in developing attraction and hospitality services and related public infrastructure resulting in improved and new visitor attractions, facilities and services."*

This goal track will likely be the most challenging for future implementation as the CCTDC can be a catalyst organization, but will rely heavily on other products and partners from around the County to effectively move forward. It is also one of the most critical, in that the previously noted evolution in customer expectations are clearly in place, but too many Clackamas products are not effectively responding to these demands.

## The Marketing Goal Track

*"To increase the awareness of the county's visitor experiences through the implementation of targeted and partner-based sales and servicing strategies resulting in increased visitor spending."*

Activities within this goal track has been the historic strength of the CCTDC and will continue as a key area of focus. Future efforts will move beyond broad brand reinforcement and incorporate refined messaging that respond to evolving visitor demands and interests. Electronic media will play an increasingly important role in this goal track and it will be imperative that the CCTDC have the flexibility to maximize use of this medium.

## The Advocate Goal Track

*"To continually inform on the value of tourism and the opportunities for partnership and involvement in the activities of the CCTDC resulting in increased partner involvement in tourism in Clackamas County."*

The CCTDC has been the beneficiary of strong fiscal and leadership support and must continue to maintain this in future years. Ongoing communication regarding the role the visitor industry plays must be proactively undertaken and new engaging ways to interact should be pursued.

## The Administrative Goal Track

*"To operate 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."*

Each of the previous three goal tracks must be pursued within an efficient organizational structure. In the future, the current County structure should be maintained and enhanced to ensure the organization has the staffing resources and flexibility to effectively move on the tactical recommendations outlined in this strategy.

### 3.1 Develop Tactical Initiatives

1. Have CCTDC serve as a “Destination Architect”– undertake County-wide “Product Development Working Group”
  - Integrate mix of backgrounds for participation – attractions, public agency, heritage, etc – geographic diversification
  - Prioritize niche themes holding strongest potential for competitive advantage
  - Identify elements around the county that build on themes and stimulate creative integration/development concepts among products themselves
  - Ensure “holistic” thinking is embraced – natural experiences with heritage/cultural etc.
  - Develop ways to cross-sell visitor when in Clackamas
2. Launch program within Clackamas visitor industry that encourages them to identify creative ways other competitive destinations are engaging their visitors and providing meaningful experiences – have them “propose” ways Clackamas could duplicate - reward best work with meaningful gift.
3. Apply state product integration thinking within Clackamas
  - Oregon Bounty
  - Birding, Biking, Water Trails etc
4. Ensure broad industry recognizes power and potential of Willamette Falls orientation center and the End of the Oregon Trail center – combined potential for broad visitor intercept and repositioning of roles as critical component of marketing mix.
  - Intercept highway travelers
  - Cross-selling opportunities
  - Use these product development concepts as key demonstration example of heritage/cultural linkages – ability of CCTDC to truly integrate as important destination elements
5. Refine the TAP program to provide additional criteria based on ability of region to build on County-wide concepts developed through the Product Development Working Group – reward partnership thinking
6. Work on statewide basis to develop other product development incentive programs that can be applied in Clackamas County



### 3.2 Market Tactical Initiatives

1. Commit to the Mt Hood Territory brand for the next 3 to 5 year time period, maximizing the regional power of this icon. While consideration of brand changes or refinement should not be completely restricted, the CCTDC should recognize the importance of a longer term commitment to the brand identity . Reinforce marketing priorities of 1) getting visitors to the Clackamas “Gate” and then 2) maximizing experiences once in the “Gate” with industry partners around the County.
2. Refine targeting and messaging to take advantage of increased “Geotourism” opportunities. Incorporate the holistic themes of Geotourism to better integrate natural, history and cultural offerings of Clackamas. Utilize TIA profile data to target, particularly in the PNW region.
3. Continue media and advertising efforts primarily within PNW. Although international markets hold some potential for Clackamas County, the resources required to truly reach and motivate can be better allocated to regional opportunities.
4. Build on messaging that can extend length of stay in Clackamas County
  - Cross selling visitor both in trip planning stage and once they are in the destination
  - Linked experiences/itineraries in and around the County.
5. Refine marketing messaging to reinforce areas of “ideal vacation” key gaps:
  - Ability to offer both rest and relaxation, while providing fun adventure and excitement
  - Build on VFR market, but ensure options to “escape the family” continue to possess strong messaging. Consider additional targeting and promotional efforts in the Greater Portland/Salem/Eugene I-5 corridor.
  - Build on spouse/partner getaway themes – maximizing niche images/experiences
  - Reinforce the diverse range of available experiences, emphasizing areas of true interest –outdoor/nature based, culinary/wine, history/heritage, arts, cultural, waterfront
6. Increasingly commit to use of digital marketing technology to reach the current visitor profile and newly targeted consumer niche segments:
  - Pursue authority to embrace an entrepreneurial approach to merchandising tourism product on the official CCTDC website.
  - Ensure expanded and enhanced search capability on the official website is prioritized and implemented. The current search capability is limited by the site architecture.
  - Develop or obtain interactive mapping and dynamic packaging technology to support the website.

7. Continue to expand Regional Cooperative Marketing Program (state funded program) partnerships with entities like POVA and Travel Oregon, but ensure that independent brand messaging is maintained.
  - Limit resource allocation to short term program commitment – evaluate on annual basis.
  - Programmatically ensure any regionally based web programs are properly linked to Mt Hood Territory sites.
8. Refined cooperative advertising programs should be developed that specifically encourage and promote product integration throughout the County.
  - Vertically themed campaigns that integrate elements from around the County encouraged with consistency to the existing product strengths (outdoor, heritage, agritourism.)
9. Build on current overnight guest profile by pursuing additional research to identify characteristics of the county visitor market not currently using overnight accommodations.

10. Undertake new perceptual mapping research to better understand the image of the Clackamas region, particularly in relation to key competitors. Use in future refinement of marketing messaging. A suggested mix of destinations that could be considered in the competitive set include:

- Bend
- Spokane
- Yakima
- Eugene
- Seattle
- Vancouver
- Bellingham

11. Undertake competitive room night penetration analysis to better understand the competitive position and effectiveness of Clackamas County marketing initiatives.

### 3.3 Advocate Tactical Initiatives

1. The county structure as defined in the enabling legislation offers security in long range operating funding, however, the CCTDC should constantly monitor potential intrusions that may affect the stability of these operating funds.
  - Internal advocacy – don't wait till "wheels are coming off"
  - Utilize electronic media to interact
2. Use integrated forces developed in the Product track to help CCTDC advocate on behalf of issues such as transportation improvements and wayfinding improvements.
  - Leverage expanded partnerships to get key messages out
  - Engage directly in countywide/statewide initiatives that can integrate a "theme" in all infrastructure planning. Pay particular attention to ODOT's plans for the new interchange at Hwy 213 and I-205 as well as the new transportation corridor from the NW edge of the County to Mt. Hood.
  - Pursue and support governments development plans/initiatives (including Rep. Hooley's current effort) that provide enhanced accessibility to waterfronts throughout the County.

### 3.4 Administer Tactical Initiatives

1. The current county structure should be maintained, however, several amendments to policy should be pursued to enable the CCTDC to maximize “businesslike” functionality. Since tourism is an important economic development tool in a highly competitive marketplace, “speed to market” considerations deserve periodic review.
  - Pace for decision making and response needs to be accelerated – staffing critical factor
  - Evaluate and determine the flexibility in county policy that limits the CCTDC’s ability to establish or outsource its World Wide Web presence independent of the County I.S. Department.
2. Integration of the Arts/Cultural/Heritage elements as an integral part of the CCTDC should be maintained at the programmatic level. Structural independence for the existing organizations including the Clackamas Heritage Partners and the Arts Alliance of Clackamas County should be maintained.
  - Need to clearly present and defend integration with tourism customer bases
  - Need to incorporate benchmark elements that relate to visitor market
3. The current functionality that is outsourced to POVA and Popkin Solutions for Public and Community Relations has been effective in the past and should be maintained and expanded in the future if personnel and adequate resource allocation can be effectively provided.
  - Consideration for an expansion of the Community Relations function either through Popkin Solutions or additional support staff should be considered.
  - The county wide industry requires greater leadership from the CCTDC in developing programs and/or in demonstrating how market opportunities can and should be taken advantage of.
4. Consideration of additional staff resources to support the overriding need in product integration and packaging should be pursued.
  - The product integration requires a focus on all outdoor recreational assets, heritage sites and agri-tourism opportunities.
  - Efforts to established deeper marketing and product development alliances with the Clackamas County Business Services Department, the USFS, BLM, the Oregon Farm Bureau, Agri-Business Council of Oregon, and Oregon Wine Commission should be pursued.

### 3.5 Concluding Thoughts

The CCTDC has been an important organization in building the visitor industry in Clackamas County. It has proactively used cooperative planning initiatives to help lead the industry in integrated ways. This update process continues this leadership role and helps identify important new priorities for the Council and the broader Clackamas visitor industry.

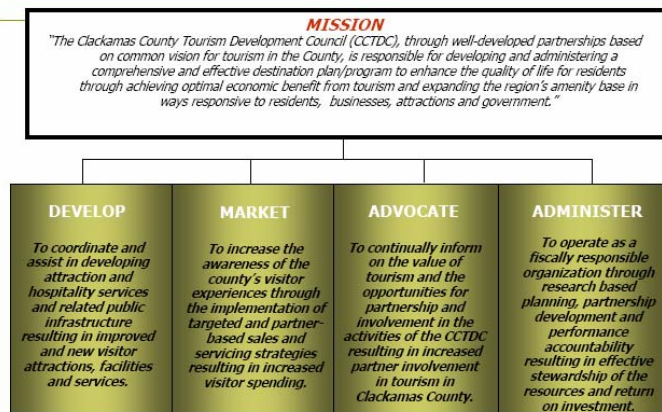
While the more detailed tactical initiatives will primarily be undertaken by the CCTDC, the broader visitor industry and their associated leadership should be well aware of the overall mission and key goal tracks associated with the updated plan.

In moving these tactical recommendations forward, the CCTDC should work to associate general timeframes for each of the tactics. This timeframe should consider the five year orientation of the plan and identify near, mid and longer term focus for each of the tactics.

Additionally, entities should be identified whose integration will be critical for future successful implementation. These organizations could include arts and heritage organizations, other CVBs, or private sector entities.

Through these integrated efforts, the CCTDC will be well positioned to continue the above average performance it has achieved into future years.

#### *Tourism Strategic Plan – Mission and Goal Track Refinement*



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