

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 4/18/17      **Approx Start Time:** 1:30 pm      **Approx Length:** 1 hour

**Presentation Title:** CCTCA's 2017/22 Strategic Priorities and Master Plan

**Department:** Clackamas County Tourism & Cultural Affairs

**Presenters:** Danielle Cowan; John Erickson; Peter Watts

**Other Invitees:** CCTCA Staff and the Tourism Development Council

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

The Tourism Development Council (TDC) and the Clackamas County Tourism & Cultural Affairs staff (CCTCA) seek input from the Board of County Commissioners (BCC) on the working draft of Tourism Master Plan and the TDC's draft Five-Year Strategic Priorities for 2017-22.

### EXECUTIVE SUMMARY:

Per the County's 1992 voter approved Transient Lodging Tax Ordinance, the TDC is responsible for developing and implementing a Tourism Master Plan. The Master Plan provides general guidance for focusing expenditures of the TRT through appropriate strategies and priorities to increase tourism activity within the County. The Master Plan, subject to BCC approval, may be revised from time to time. The TDC also creates a Five-Year Strategic Priorities Plan which is used to further focus CCTCA's scope of work. These Strategic Priorities are updated every five years to respond to new opportunities and trends, as well as changes in technology and service delivery that affect how visitors research and are inspired to travel.

Over the past six months, the TDC hosted Listening Session throughout the County to engage partners in the tourism planning process and solicited input to help formulate the 2017-22 Strategic Priorities for Tourism. These Listening Sessions were heavily-promoted and held in Oregon City, Welches, Molalla and Wilsonville. Hundreds of people took part in these sessions were also covered by the local media. The Listening Sessions were guided by a list of "discussion points" that were developed to get conversations started and then open dialog was encouraged. Input from the sessions was recorded at each site and compiled in a master list of ideas and suggestions. More than a 100 topics of importance were raised by tourism partners. These results were evaluated and folded into the Strategic Priorities Plan as appropriate. In addition to the Listening Sessions, CCTCA distributed an on-line survey to further solicit input from partners unable to attend the sessions. That survey has closed and the final input is being incorporated into the draft Plan.

### FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget?    YES       NO

What is the cost?

The cost for implementing the Master Plan and acting on the TDC's Five-Year Strategic Priorities is spread across the Department's annual budget.

What at is the funding source?

CCTCA work is fully funded through the County's Transient Room Tax.

**STRATEGIC PLAN ALIGNMENT:**

- How does this item align with your Department's Strategic Business Plan goals?

The Master Plan and Strategic Priorities Plan are the guiding documents of CCTCA's work.

- How does this item align with the County's Performance Clackamas goals?

Since the work of Tourism & Cultural Affairs is conducted under the guidance of the TDC and the mandated Tourism Master Plan, it is not directly part of the Performance Clackamas efforts. However, the work of Tourism closely aligns with the goals of Performance Clackamas:

- CCTCA's constant engagement with tourism and local community partners fosters trust though good government.
- Tourism is economic development that creates and stimulates jobs and industry in rural, urban, small and large communities and unincorporated areas throughout the county.
- Through its various Grant Programs, CCTCA helps to create new tourism infrastructure projects and bring new assets on-line, as well as expanding and diversifying existing sites, attractions and facilities through direct local investments.
- Sustainable tourism practices and emphasizing our natural environment through the three pillars of Clackamas County Tourism-Outdoor Recreation, Agritourism and Cultural Heritage, enable us to focus our efforts to honor, utilize, promote and invest and maintain our natural resources.

**LEGAL/POLICY REQUIREMENTS: NA**

**PUBLIC/GOVERNMENTAL PARTICIPATION: NA**

**OPTIONS:**

1. Offer input to the proposed revised Master Plan and to the 2017-22 draft Strategic Priorities to assure alignment between the BCC and the TDC on tourism direction. The TDC and CCTCA staff will conclude revisions to the Master Plan and Strategic Priorities and return for BCC final approval in June 2017.

**RECOMMENDATION:**

NA

**ATTACHMENTS:**

Draft Master Plan and 2017-22 Strategic Priorities Plan draft

Copy of the guiding Ordinance codified in County Code 8.02.160 Tax Revenue Sharing

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval \_\_\_\_\_

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Janice Nilson @ 503 - 655-8490

# Clackamas County Tourism & Cultural Affairs



## **Tourism Master Plan 2017- 2022 Strategic Priorities**

**Developed by the Tourism Development Council and  
Approved by the Clackamas County  
Board of Commissioners**

**June 2017**

**DRAFT**

[www.mthoodterritory.com](http://www.mthoodterritory.com)



## CLACKAMAS COUNTY TOURISM MASTER PLAN

### INTRODUCTION-

*Clackamas County Tourism & Cultural Affairs, branded "Oregon's Mt. Hood Territory" is the recognized Destination 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 Mediums 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:

- Attract and retain 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: Develop 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 Strategic Plan
- Complete Water Recreation Strategic Plan
- Conduct Winter Sports Strategic Analysis
- Conduct Sports Tourism Strategic Analysis

Goal #4: Conduct a Review and Update of Heritage/Cultural Assets and Opportunities

Actions:

- Create a survey instrument to collect data on the status and analysis of the state of Heritage and Cultural assets within the county. Identify barriers and opportunities.

Goal #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:

- Complete data collection and analysis on the status, barriers and opportunities of Agritourism assets within the county
- 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:

- Identify and prioritize alternate lodging opportunities
- Identify hotel/motel resources in underserved areas
- Explore camping options in underserved and rural areas
- Connect with existing and newly developed shared economies (i.e. Airbnb, VRBO)
- Connect with existing and newly developed Online Travel Agents
- Identify opportunities for farm stays

Goal #8: Review; Update the Tourism & Cultural Affairs Communications Strategic Plan

Actions:

- Maintain a communications strategy as the umbrella that overlays the marketing, social media, digital, Public Relations, development and community outreach strategies and captures all their various elements

Goal #9: 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 #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

## 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
- Further develop 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 contact if deemed necessary during undergoing the marketing agency contract
- Implement an integrated SEO/SEM strategy to continue to improve the efficiency of media spend in relation to conversion of website traffic

Goal #2: 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
- Monitor the route schedules of aviation flights through PDX and incorporate a strategy to communicate to the new destination opportunities and target media buys
- 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
- Implement a strategy to include findings from SWOT analysis for inclusion, equality and diversity addressing cultural, race, color, age, sexual preference, disability, etc.

Goal #3: Travel Media/Public Relations–



Actions:

- Identify and implement appropriate strategies derived from the Travel Media/Public Relations Strategic Plan
- Expand Public Relations support to deliver the expanded Media work program
- Build trusted relationships to increase earned-media placements through print, broadcast and online sources
- Cultivate and strengthen relationships with media through social media channels, such as Twitter, LinkedIn and Facebook, as well as traditional channels, such as "meet the media" socializing events and conferences
- Identify, follow and correspond with key bloggers and writers through social media channels to increase CCTCA's knowledge of their work and the degree to which CCTCA story pitches align with that work
- 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
- Update and expand on Public Relations materials and create new ways to present materials in order to optimize effectiveness

Goal #4: 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 #5: Conduct and Enhance **Niche Groups** Efforts

Actions:

- Explore and identify evolving niche groups, unique assets and experiences to efficiently message and promote them through marketing opportunities, Public Relations and social media
- Explore weddings and special interest groups and seek opportunities for developing partnerships, campaigns, and targeted media buys
- Expand on bicycle tourism, water-related audiences and other outdoor recreational opportunities as identified and developed
- Expand on bicycle tourism, water-related, ski, wintersport audiences and other outdoor recreational opportunities as identified and developed
- Expand the understanding of niche users in international markets niches including winter sports and active recreation.
- Explore cultural heritage opportunities for targeted messaging and campaigns
- Expand agritourism and culinary opportunities as identified and developed
- Explore and identify sustainably driven tourism assets, experiences, and storylines to promote through marketing and Public Relations media.

Goal #6: MVIC- Mobile Visitor Information Center

Actions:

- Review and update the MVIC program, continuing the marketing efforts of attending out-of-area consumer events and trade shows in select west coast markets
- Evaluate the mechanical quality of the van and determine if and when up upgrade or replace
- Madrone Wall- Public Relations and Marketing efforts to promote this new climbing asset

Goal #7: RCTP- Regional Cooperative Tourism Program

Actions:

- Lead and manage the Mt. Hood/Gorge Region program of work and budget for FY 2017-19; partner with affiliated destination marketing organization parties 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 #8: Social Media-

Actions:

- Identify and implement appropriate strategies derived from the Social Media Strategic Plan Update
- Regularly evaluate and determine which social media channels are working and revise social media strategy accordingly
- Build on prior successes to expand and enhance social media program with Instagram stories, Snapchat, expand Facebook Live, and content writing for website and consumer newsletter
- Add Social Media assistant/Content Writer position to support the expanded work program in this area of Marketing and Communications
- Maintain an engagement plan/content calendar that aligns with broader marketing goals
- Research and develop guest blogger and influencer partnerships when possible and appropriate
- Determine and allocate necessary resources and policies for new social media strategies as they are incorporated into the social media plan
- Enhance paid boosting of targeted social media posts on Facebook and YouTube. Investigate potential for paid opportunities through other social channels as appropriate
- Create and execute a program to work with select photographers for to capture POV images that represent epic and seasonal scenic views

- 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

Goal #9: 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 #10: 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 #11: Conduct a SWOT analysis of the sustainability of tourism within 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 action projects 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 priority areas

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

Goal #1: Identify and Prioritize Website Technology Improvements-

Actions:

- Ensure that [www.MtHoodTerritory.com](http://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

- Launch redesigned content driven and mobile-first website, striving to achieve an award-winning design website
- Monitor effectiveness and functionality; make modifications as appropriate
- Implement an integrated SEO/SEM strategy to continue to improve the efficiency of media spend in relation to conversion of website traffic
- Enhance and incorporate advanced functions, including upgrading the lodging booking engine to provide expanded partner services
- 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
- Maintain an efficient and effective method for updating our tourism inventory process and incorporating within iDSS or alternate CRM as deemed necessary
- Evaluate and enhance the interactive mapping component of the web
- Expand international translation services with the website as identified by target countries
- Research feasibility of content sharing of reviews and rating opportunities to the web and incorporate when appropriate
- Evaluate ecommerce opportunities through online mediums and incorporate as appropriate (Bandwango services with the Explorer Trails program)
- Expand online mediums as they continue to dominate consumer marketing channels

**Goal #2: Identify; Implement Appropriate Marketing and Promotion Technology Improvements-**

**Actions:**

- Conduct an audit, reviewing Google Analytics, identify profiles of consumers, analysis of overall effectiveness, and insights for enhancing channels
- Research and incorporate best practices and uses of new technologies into advertising messaging as appropriate
- Research and incorporate opportunities for increased consumer interaction and engagement, including 360 VR
- Enhance content integration of our tourism partner listings and events through Travel Oregon's ORB
- Grow the consumer e-newsletter database and evaluate the distribution process and redesign as necessary
- Monitor the growing trend of incorporating AI (artificial intelligence) into Public Relations plans and leverage AI opportunities if and where it makes sense for other applications in Mt. Hood Territory
- Provide quality multimedia content to media by growing Tourism's photo database and obtaining current and relevant b-roll footage
- Embrace new technologies that better reach and serve consumers, such as geo-fencing, analytic data sites, push notification, 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.

#### **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:

- 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
- Work with Clackamas County Planning to update County Code and strategies to enable Agritourism activities in the county as appropriate
- Travel Oregon Partnership Network
- Farm Stays

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

- Bicycle Tourism
- 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 River Pathway
- Winter Sports
  - Creation and implementation of the one mountain pass]
  - Work with U.S. Forest Service to create a seasonal map highlighting winter snowshoeing and cross country trails

**Goal #4: Cultural Heritage**

**Actions:**

- Identify and Prioritize Projects/Opportunities from Cultural Heritage Analysis
- 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

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

**Actions:**

- Identify additional locations throughout the county that would make sense for siting Oregon's Mt. Hood Territory electronic visitor information kiosks.
- Develop 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

**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 outcome

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 “gamify” the route and create joint promotional materials.

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 across the County.

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

### Supporting Goals

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

Actions:

- Develop and implement marketing and Public Relations efforts as identified and resources allow
- Educate local partners on RTO’s and international travel trade
- Assess and implement a strategic approach for entry into each international market
- Evaluate viable markets and trade shows to attend, that best maximize international impact throughout the year

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

Actions:

- Work with City of Canby in creation of Molalla River Pathway
- As new agritourism tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop; implement social media strategies as appropriate and resources allow
- Develop; implement marketing strategies as appropriate and resources allow

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

Actions:

- Implement; promote the Mt. Hood Territory Heritage Trail, adding new sites as they arise

- Create media kits and other promotional materials for new cultural heritage tours, experiences and trails, as appropriate and resources allow
- Develop; implement social media strategies as appropriate and resources allow
- Develop; implement marketing strategies as appropriate and resources allow

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

Actions:

- Promote and support of the Timberline bike park project
- Promote and support of the Oregon Timber Trail
- As new bicycle and river tours, experiences and trails develop, create media kits and other Public Relations materials as appropriate and resources allow
- Develop; implement social media strategies as appropriate and resources allow
- Develop; implement 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 an Annual Agritourism Summit
- Develop and share social media tools either in person or through social media/digital outlets that could include instructional PowerPoint presentations, videos, webinars and other tools as emerging technologies present themselves
- Develop and share marketing and 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: Execute Grant and Sponsorship Programs to Fund Local Tourism Projects

Actions:

- Offer Community Partnership grant funds to local communities
- Enhance Special Events Sponsorship Program

Goal #7: Create Toolkits to Assist Tourism Partners and Businesses

Actions:

- Offer Co-op Advertising opportunities to partners and businesses
- Create “We Speak” Programs to enhance and professionalize customer service within tourism-related businesses and events

## **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
- Evaluate and incorporate an outreach school component to better educate young children on the benefits and opportunities for local travel

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's new Heritage Coordinator and heritage community to explore opportunities for sustainable support for heritage sites/assets and opportunities for collaborative partners and projects
- 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 175<sup>th</sup> 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.
- Sports Tourism- participate as a member of the newly formed 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 so they can gain firsthand knowledge about the various sites, attractions and activities so they can refer them to visitors when asked about things to see and do.
- Work with local communities to develop and define 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- Continue to Engage Local Residents as Territory Ambassadors, as well as Expand the Reach of the MVIC by Attending Out-of- Area Events and Trade Shows.

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:

- Mt. Multimodal
- Parking
- Mt. Hood Express
- Bicycle Tourism
- Accessibility to Destination Assets
- Rest Areas

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

Actions:

- Implement the “tell your story” video project funded and ran by Oregon’s Mt. Hood Territory to highlight tourism assets in the county, starting with a heavy influence on Agritourism
- 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 the Annual Agritourism Summit.
- Develop a sponsorship program for training opportunities offered by other outside organization such as Travel USA’s China ready program and ORLA’s Guest Service Gold certification program.
- Create a “Story Telling” training for partners that will also result in content that can be used by Tourism and our partners to promote sites, attraction, etc.

Goal #7: Assist Efforts to Gain Willamette Falls National Heritage Area Status

Actions:

- Leverage newly anointed status as a State Heritage Area, continue efforts to secure designation as a National Heritage Area and secure long-term funding support and management of coalition
- Determine path forward to implement strategies and goals of the Willamette Falls Heritage Area to build tourism in the County

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

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.

## Measuring Success

UNDER REVISION

For more information concerning 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](http://www.mthoodterritory.com).

Clackamas County Tourism & Cultural Affairs is located at:  
150 Beaver Creek Road Suite 245, Oregon City, OR 97045



## County Code Chapter 8.02 - TRANSIENT ROOM TAX

(Previous sections in Chapter 8.02 of the TRT Ordinance are not included here for brevity)

### 8.02.160 Tax Revenue Sharing

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

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