

Clackamas County
Tourism & Cultural Affairs
5-Year Master Plan
2012-17

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

July 2012



www.mthoodterritory.com

Vision

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

Mission

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

Insights- *Trends and External Factors that Influence County Tourism*

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

Guiding Principles-

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

Strategic Priorities-

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

Strategic Planning Process:

Step 1: Situational Strategic Drivers-

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

Step 2: Stable Strategic Drivers-

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

Step 3: Resulting Strategic Priorities-

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

Strategic Priorities Over the Next Five Years:

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

Supporting Goals

- Goal #1: Conduct a SWOT Analysis of Agri-Tourism
- Complete data collection and analysis on the status, barriers and opportunities of Agri-Tourism assets within the county.
- Goal #2: Conduct a SWOT Analysis of Outdoor Recreation-Specifically Bicycle Tourism; River Tourism; Sports Teams
- Complete data collection and analysis on the status, barriers and opportunities of Bicycle Tourism within the county.
 - Create survey instrument for data collection and analysis on the status, barriers and opportunities of River Tourism within the county.
 - Create survey instrument for data collection and analysis on the status, barriers and opportunities of Sports Teams and Events assets within the county.
- Goal #3: Conduct a SWOT Analysis of Heritage/Cultural Assets including but not limited to:
- Inventory and assessment of Heritage/Cultural assets
 - Determine status of heritage/cultural sites and availability for public visitation
- Goal #4: Conduct a SWOT Analysis of County Events Center Facilities
- Create a survey instrument to collect data on the status of the Events Center facilities and conduct an analysis of the barriers and opportunities for enhancement of the center to benefit Tourism within Clackamas County
- Goal #5: Conduct a SWOT Analysis of the Tourism Potential of the Blue Heron site in Oregon City
- Work in partnership with other entities to collect data on the Blue Heron site to determine its potential for enhancement of the site to benefit Tourism
- Goal #6: Develop and Execute a County Tourism & Cultural Affairs Communications Strategy
- CCTCA communications strategy is the umbrella that overlays the marketing, social media, digital, PR and community outreach strategies and captures all their various elements. It touches all CCTCA departments, including the Marketing Department, Community Relations and Development. CCTCA, either in house or with an outside agency, will determine the various components of this strategy and the resources and assets available, including staff and budget, needed to deliver desired results.
- Goal #7: Conduct a Marketing/Destination Audit
- TCA will continue with its key branding of Oregon's Mt. Hood Territory, but undergo a marketing/destination assessment to determine where our efforts stand in the arena on an national and international level. The media environment is changing rapidly, so CCTCA will continue to rely on research to direct its efforts to respond to the changing consumer behavior and trends.

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

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

Supporting Goals

- Goal #1: Identify and Prioritize Projects and Opportunities from Agri-Tourism SWOT Analysis
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines.
 - Offer custom-templated site and training for interested local businesses
 - Create "off the shelf" itineraries for tour operators
 - Create tour operator notes - Online Resources
- Goal #2: Identify and Prioritize Projects and Opportunities from Outdoor Recreation SWOT Analysis -Specifically Bicycle and River Tourism Design Studios
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
- Goal #3: Develop a Heritage/Cultural Tourism Strategic Plan including but not limited to:
- Identify Potential Projects and Strategies to Enhance Heritage Tourism
 - Prioritize Implementation of Strategies/Projects
 - Identify Funding Strategies and Partners
 - Identify Key Heritage /Culture Partners; Build contact list
- Goal #4: Identify, Prioritize Projects from County Events Center Facilities SWOT Analysis
- Goal #5: Identify and Prioritize Projects and Opportunities from Marketing/Destination Audit
- Solicit tourism-related options for physical assets (buildings)
 - Investigate various online, interactive forums (such as blogs) to communicate local entrepreneurial needs, interests, opportunities
 - Research re-zoning issues and possibilities
 - Explore RV rentals for tour marketing
 - Develop visitor training module for RV rentals and placement of marketing collateral
 - Convene an employee and partner committee to review and create recommendations and strategies from audit
 - Develop strategies for projects as identified
- Goal #6: Evaluate and Revise as appropriate the County's Visitor Information Centers (VIC) Program and Implement Identified Strategies
- Convene stakeholder groups. Summarize needs, goals; assess budget and timelines
 - Create "off the shelf" itineraries for tour operators

- Create tour operator notes - Online Resources
- Regularly visit and communicate with VICs to effectively provide optimal marketing connections, print and online resources, and PR or social media connections
- Identify and pursue opportunities to incorporate VICs in marketing campaigns as resources allow

Goal #7: Create and Serve as Lead for New Signature Event: Festival of the Falls (WFHAC)

- Identify marketing needs and create sponsorship packages for the Festival
- Create and implement marketing and promotional efforts
- Identify and secure media partnerships
- Develop supporting PR materials
- Craft and submit story pitches to broadcast, print and online media
- Create and implement an integrated social media strategy

Goal #8: Incorporate Principles of Geotourism through the Integration of Products and Partners that Sustain, Reinforce, or Enhance the Unique Character of the County's Culture, Environment, Aesthetics, Heritage and Community Livability

Goal #9: Create an incentive system that encourages local projects that increase event or organizational capacity, expand target market audiences, leverage partnerships and other funding sources, and recognize higher levels of Return on Investment (ROI).

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

Supporting Goals

Goal #1: Conduct a Social Media Analysis of CCTCA Strategies

- Solicit an RFP and implement the awarded contract
- SWOT analysis of social media channels
- Analyze and determine OMHT current customers and target audience
- Determine what people are saying about OMHT across social channels
- Analyze competitors and colleagues' social media strategy
- Analyze existing social media efforts
- Analyze ways the OMHT new website promotes/optimizes its social media efforts
- Determine specific social media goals
 - Determine whether CCTCA should use additional social media channels
 - Determine whether CCTCA should use current social media channels in different capacities
 - Determine metrics used to evaluate Return on Investment (ROI)
- Assess the social media resources and budget available
- Confirm effective social media policies are in place

Goal #2: Develop Social Media Strategic Plan; Implement Plan

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

- Enhance OMHT presence through current social media channels

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

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

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

Continue involvement and leadership within the three RCMP regions (Greater Portland, Mt. Hood/Gorge, Willamette Valley)

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

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

- Continue advertising messaging to motivate overnight travel to OMHT and stimulate consumers to linger longer and generate revenue streams for partners

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

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

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

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

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

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

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

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

Goal #5: Identify and Prioritize Technology Improvements from Marketing Audit

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

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

IV. Build and Strengthen Partnerships and Coalitions to Increase Collaboration

Supporting Goals

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

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

- Goal #2: Identify and Cultivate Partnerships with Local Tourism Businesses and Other Tourism-Related Organizations and Individuals; Other County Departments as appropriate
- Connect with Tour Operators from the Greater Portland, mid-Valley and Hood/Gorge area to introduce them to OMHT, adding value as centralized resource
 - Initiate and conduct partner fam tours
 - Develop tools for Willamette Valley Visitor Association “Wine Trail” program
 - Create winetrail letter of introduction, map and decals for business outreach
 - Regularly visit and communicate with new local tourism businesses and other tourism-related organizations and individuals in order to effectively provide optimal PR services and outreach and marketing connections
 - Identify and pursue opportunities to engage these new partners in social media and PR instructional workshops and presentations
 - Identify and pursue opportunities to engage new partners in marketing campaigns, promotion of packages, and through the special offers program
 - Identify and pursue opportunities to engage VICs staff in educational opportunities and organized research tours around Clackamas County
- Goal #3: Explore creation of a Heritage/Cultural Tourism Partners Roundtable; create if viable
- Goal #4: Develop/Refine Partnership Program with Federal Agencies, including the U.S. Forest Service, the Bureau of Land Management, National Parks and Federal Highways.
- Spearhead work for local partnership/MOU on the Willamette River Water Trail
 - Act as convener for Wayfinding and Trails agencies to further related BTS work
 - Create regular and ongoing dialogue with permit holders and USFS Permit Process division to better understand the requirements and opportunities available to stakeholders
 - Facilitate partner opportunities, points of commerce along the trail
 - Identify and implement marketing opportunities and programs for the Mt. Hood Scenic Byway and other recreational opportunities as they present themselves
- Goal #5: Revise Visiting Friends & Relatives Program- Continue to Engage Local Residents as Territory Ambassadors, as well as Expand the Reach of the MVIC by Attending Out-Of-Area Events and Trade Shows.
- Organize annual Visitor Services referral program and annual fam trips between Visitor Services areas.
 - Expand the marketing message delivered through our mobile presence through attending consumer fairs and events in select west coast markets
 - Expand the special offers and coupon section of website with monthly outreach
 - Develop and engage ambassador volunteer program or business recognition program
 - Develop a business co-op sponsorship with the MVIC at local and out of area events, better matching businesses to the appropriate opportunity
 - Research and incorporate a rebate travel incentive program for residents
 - Incorporate an outreach school component to better educate young children on the benefits and opportunities for local travel

- Goal #6: Engage with Partners to Address Transportation and Land-Use Issues that Impact Tourism within the County Including But Not Limited to:
- a. Mt. Multimodal; Parking
 - b. Bicycle Tourism
 - c. Accessibility to Destination Assets
 - d. Rest Areas
 - e. Snow Park
- Goal #7: Develop and implement a Partner Training Program on Current Issues, Topics, Skills
- Goal #8: Increase the effectiveness of the Community Partnership Program
- Guide and assist partner communities to ensure local processes start in the First Quarter of the Fiscal Year
 - Ensure open and inclusive project solicitation and selection process
 - Reduce duplication of local projects already addressed at county level

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

Supporting Goals

- Goal #1: Evaluate Strategy for Domestic and International Travel Trade for Participation in Trade Shows, Sales Missions, and Hosting Fam Tours
- Collaborate with Travel Oregon and Travel Portland travel-trade teams in participating in and financially supporting sales missions to:
 - 1) Determine current tour operator needs and
 - 2) Bring to market previously unrepresented lodging properties and recreational experiences
 - Implement schedule for timely travel trade leads fulfillment, quarterly Tour operator “touch base” with fresh images and “What’s New”
 - Develop relationships with local receptive operators and visiting tour operators to introduce them to Farm Loop experiences
 - Develop and implement marketing and PR efforts as identified and resources allow
- Goal #2: Develop and Market New Tours, Experiences and Trails from Agritourism Products/Assets
- Work with County Planning to develop easily-understood brochure geared to farmers wishing to establish/expand their Agri-Tourism offerings
 - Introduce county leadership and travel trade partners to Farm-Loop experiences
 - Solicit entrepreneurial chefs/planners for Farm to Table, saleable experiences
 - Offer custom-templated-site and training for our interested local businesses
 - As new agri-tourism tours, experiences and trails develop, create media kits and other PR materials as appropriate and resources allow
 - Develop and implement social media strategies as appropriate and resources allow
 - Develop and implement marketing strategies as appropriate and resources allow

- Goal #3: Develop and Market New Tours, Experiences and Products from Cultural Heritage Tourism Assets
- Evaluate existing cemetery tour work for mapping and podcast tour marketability
 - Offer custom-templated-site and training for interested local businesses
 - Ensure that all funding efforts (Geocaching, Mapping, etc.) are vetted for potential and appropriate tie-ins to other Tourism niches of Outdoor Recreation, Agritourism
 - Identify and Develop Heritage Products and Tours; create Heritage Visitor Trails
 - Collaborate with Arts Cabins and High Cascades teams to increase the overnight stay opportunities for their audience
 - As new cultural heritage tours, experiences and trails develop, create media kits and other PR materials as appropriate and resources allow
 - Develop and implement social media strategies as appropriate and resources allow
 - Develop and implement marketing strategies as appropriate and resources allow
- Goal #4: Develop and Market New Experiences, Tours and Trails from Bicycle and River Tourism Studios Projects; Sports Teams
- Create tools for implementation of “We Speak” business designation
 - Offer We Speak training for front-line staff, organizing local experts and collateral
 - Offer custom-templated-site and training for interested local businesses
 - Develop and implement a social media presence with a dedicated Facebook page
 - Create and implement a process for template mapping of new bike routes and trails
 - As new bicycle and river tours, experiences and trails develop, create media kits and other PR materials as appropriate and resources allow
 - Develop and implement social media strategies as appropriate and resources allow
 - Develop and implement marketing strategies as appropriate and resources allow
 - Develop and enhance the marketing resource of www.MtHoodTerritorySports.com as a resource tool for promoting competitive sporting competitions and opportunities for spectators
- Goal #5: Develop and Share Tools and Resources to Assist Partners, Local Tourism Organizations and Businesses
- Develop and share social media tools either in person or through social media/digital outlets that could include instructional PowerPoint presentations, videos, webinars and other tools as emerging technologies present themselves
 - Develop and share marketing and PR tools either in person or through social media/digital outlets that could include media kits, press releases, multimedia pieces, editorial calendars, brochures, travel planners and other materials
- Goal #6: Prioritize Key Projects and Asset Development/Enhancements as Determined from the County Events Center Strategic Plan. Develop Partnership and Funding Strategies to Assist in Achieving Identified Priorities
- Once the Strategic Plan is received, coordinate with County Events Center Board to establish connections with appropriate community partners to amplify reach of tourism-related projects
 - Develop, implement PR and social media strategies as appropriate and resources allow
 - Develop and implement marketing strategies as appropriate and resources allow

- Goal #7: Establish Development Grant Program to Assist in Funding Tourism Priority Projects
- Establish Grant Program guidelines, best practices and other materials to ensure selection and funding of high-value ROI and leveraged Tourism projects
 - Streamline grant application procedure at all levels to incorporate straightforward point evaluation system that consistently meets Tourism’s goals and permits applicants room for creativity in achieving success without undue bureaucracy.
- Goal #8: Create a Special Events Toolkit to Assist Tourism Partners and Businesses
- Identified Resource Tools Required
- Tour Operator Notes
 - Tour Operator “Off-the-shelf” itineraries
 - Custom-templated sites for partner web presence
 - “We Speak” training modules and toolkit
 - WVVA wine trail Benefits Intro packet with decals and resource directory

Measuring Success

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

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

