

OREGON'S MT. HOOD TERRITORY 2016-17 BUSINESS PLAN



explorers welcome

Clackamas County Tourism & Cultural Affairs

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welcome



Welcome to Oregon's Mt. Hood Territory; the place I call home and proudly represent. Mt. Hood Territory is an amazing destination: scenic, authentic, full of character and activities to explore and enjoy. We are fortunate to work with excellent local partners who are the backbone of The Territory. Our Tourism team is second to none. Their enthusiasm, top notch skills and collaborative nature elevates our destination to new heights, resulting in greater revenues, higher visitor counts and award-winning campaigns.

Each fiscal year we take the opportunity to share with our partners our accomplishments from the previous year and outline our priorities for the next year in this annual Business Plan. As we reflect on the successes and challenges of the past 12 months, I am happy to report that FY 2015-16 was another year of milestones, achievements and awards.

Our marketing initiatives continued to pay off as Transient Room Tax revenue continue to climb and once again broke records as we realized gains for the sixth year in a row. That growth was fueled by increasing occupancy rates at our hotels which jumped 4.4%, outpacing statewide growth by nearly half a percent.

Additionally, we invested heavily in building and enhancing our local tourism assets and products. Through our Development Grant Program, our Partnership Grant Program and our Heritage/Culture Capital Improvement Grants, we put more than \$560,000 back out to local partners to improve our visitor experiences. We also expanded our reach to attract visitors from other states and from other countries.

As we enter the final year of our current 5-year Strategic Plan, we will focus a lot of attention on identifying the best ways to develop and promote tourism in Clackamas County for the next five years. We will be reaching out to our partners to help us plan our strategies, conduct market analyses and study trends that can help inform our tactics. Destination marketing and development is a rapidly-changing landscape, and we intend to remain at the forefront as leaders in the industry.

A handwritten signature in white ink that reads "Danielle Cowan".

Danielle Cowan
Executive Director

who we are : tourism development council

Oregon's Mt. Hood Territory: the branded name of Clackamas County Tourism and Cultural Affairs.

We are the official Destination Marketing Organization (DMO) for the county. Tourism is funded by the 6% Transient Room Tax on all lodging stays county-wide. That funding and all programs are overseen by the Tourism Development Council, a nine-member board appointed by the Clackamas County Board of Commissioners. All activities are guided by a Master Plan and 5-Year Strategic Plan. We promote our three pillars of tourism in The Territory: Outdoor Recreation, Agritourism and Heritage/Culture.



John Erickson - Chair
Marylhurst University;
John Erickson
Consulting



Peter Watts
TDC Vice-Chair
Attorney
Jordan Ramis PC



Roger Beebe
General Manager -
Crowne Plaza
Lake Oswego



Nathan Carlson
Sales Manager -
Courtyard by
Marriott Clackamas



Jody Carson
Board Member and
advocate for
area heritage
organizations



Sam Drevo
Owner -
eNRG Kayaking



Barb Iverson
Co-owner - Wooden
Shoe Tulip Farm



Kirk Mouser
Creative Director -
Stumptown Stages



Hans Wipper
Public Relations -
Mt. Hood Skibowl/
Collins Lake Resort

mt. hood territory staff

administration



Danielle Cowan is the Executive Director, serving in a leadership role both in the county as well as on a state and national level. Danielle serves as the point of contact for county administration and elected officials.



Janice Nilson serves as the Administrative Analyst, overseeing operations of the department. She keeps the day-to-day operations running smoothly and handles the ordering and inventorying of promotional items.

development



Samara Phelps oversees the development division of Tourism. She administers the \$250,000 Tourism Development Grant Program and takes an active role in our international marketing efforts overseeing the German market.



Casey Knopik is one of two Tourism Development Specialists. He focuses on developing the water tourism assets in the county and works with lodging properties to secure more business from tour operators. Casey handles the Canadian and Australian international sales efforts.



Aaron Liersmann develops assets in agritourism, arts/culture and heritage segments as well as cycling assets. Aaron oversees the Chinese marketing efforts. Both he and Casey work together to help tourism partners gain greater familiarity with attractions in The Territory.

community relations



Jim Austin works with communities throughout The Territory, overseeing the \$260,000 Community Partnership Grant program and the visitor information services contract. Jim also monitors legislative activity in Salem, following bills that have an impact on the industry.

marketing



Jeannine Breshears is the Marketing Manager, managing the contract with the advertising agency BPN. She ensures consistency of message across all channels, paid earned and owned, and serves as our representative in Travel Oregon's Regional Cooperative Tourism Program.



Annie Austin is the PR/Communications Coordinator overseeing PR and Social strategies. She works with travel editors, writers, bloggers and social influencers in all markets to gain earned media placements. Annie is the editor of the annual Travel Planner.



Dan Gering is the Webmaster for Tourism. He oversees all the development and implementation of web content and monitors the effectiveness of marketing campaigns as measured against website performance.



Jarrod Lyman is the Communications Specialist managing Tourism's social media community of more than 150,000. He generates and moderates all social content and also oversees local PR efforts and in-house graphics design projects.



Molly Johnson serves as the Marketing Assistant. She works in a support role bolstering efforts throughout the marketing department. She also oversees the creation of the monthly business-to-business newsletter and generates copy for Tourism's website.



Lizzie Keenan serves in a shared position, half-time as the Mt. Hood/Columbia Gorge region PR and project coordinator, providing staff support for all marketing, public relations, travel trade and development programs for the region.



John Richards manages the Mobile Visitor Information Center. John inspires travel to Mt. Hood Territory at fairs and festivals throughout the northwest by interacting with the public, answering their travel questions and supplying people with Territory travel collateral.

state of the industry



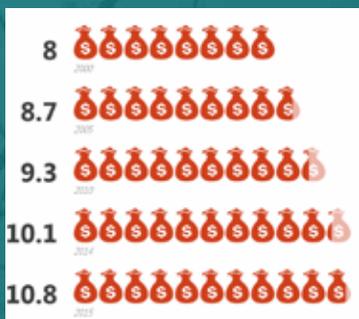
\$561 Million in visitor spending in Clackamas County in 2015, a nearly \$100 million jump.*

*Dean Runyan and Associates



Occupancy averaged 72.8% in 2015, a 4.6% increase from 2014. Occupancy so far in 2016 is averaging 74.6%.*

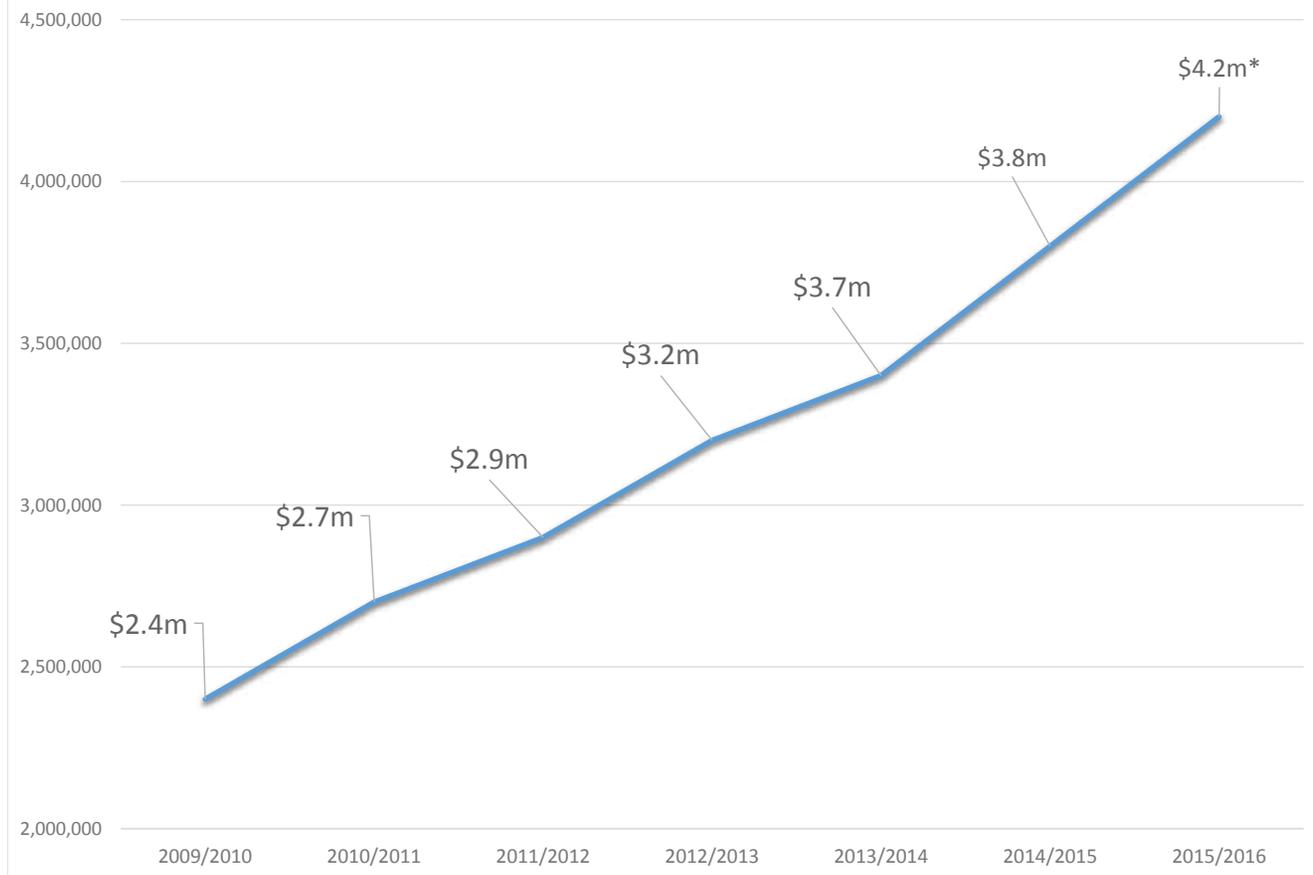
*Smith Travel Research



“Spending has increased by \$1.5 billion since 2010.”

- Dean Runyan and Associates

TRT Revenue per Fiscal Year



Transient Room Tax Revenue is the primary performance indicator showing the health of travel to Clackamas County. Revenues have increased substantially for the past seven years. The last four years have each broken records.

Fiscal Year 2015/16 has reached a new milestone, breaking the \$4 million mark for the first time in county history. The current tally of \$4.2 million will likely be revised upwards after the county’s finance department does an audit of TRT receipts, slated for year’s end.

3 pillars of Clackamas County tourism

Oregon's Mt. Hood Territory is blessed with a wealth of assets that make it an enticing destination for visitors. Tourism's efforts focus on three primary areas we call our "Three Pillars of Tourism."



outdoor recreation

Mt. Hood Territory has a wealth of outdoor recreation opportunities. Fishing, paddling, cycling, skiing, hiking and many more activities make it an outdoor-lovers paradise.



agritourism

The fertile soils of the Willamette River provide a bounty of attractive choices for travelers. Wineries, farmers markets, animals and country events make for popular attractions.



heritage/culture

Mt. Hood Territory has a rich history told in our museums, heritage sites and interpretive centers. We also have a thriving arts scene, experienced at art galleries, theaters and studios in nearly every community.

highlights

success stories - marketing



Tourism's marketing efforts and staff received numerous awards over the past year. The Travel Planner and Austin, TX advertising campaign took home top honors from the US Travel Association's ESTO conference in Portland, while the Travel Planner and Win Bigfoot's Dream Date social media campaign won awards from Travel Oregon. The Hospitality Sales and Marketing Association awarded Tourism's Austin campaign elements and the Travel Planner one gold and three silver awards. PR coordinator Annie Austin was named the Rising Star 30 and Under from PR News.



Marketing initiated a new campaign called 100 ways to play. The campaign pairs images of scenery, activities and attractions in Mt. Hood Territory with quick, fun and light-hearted messaging aimed at showcasing the diversity of attractions in The Territory.

highlights

success stories - public relations



Brand mentions of Mt. Hood Territory have risen more than 1000% over prior FY 2015/16.



Stories explicitly calling out lodging have increased more than 400% since FY 2015/16.



On a 10 point qualitative scale, the average score for a story has risen by two points over FY 2015/16.

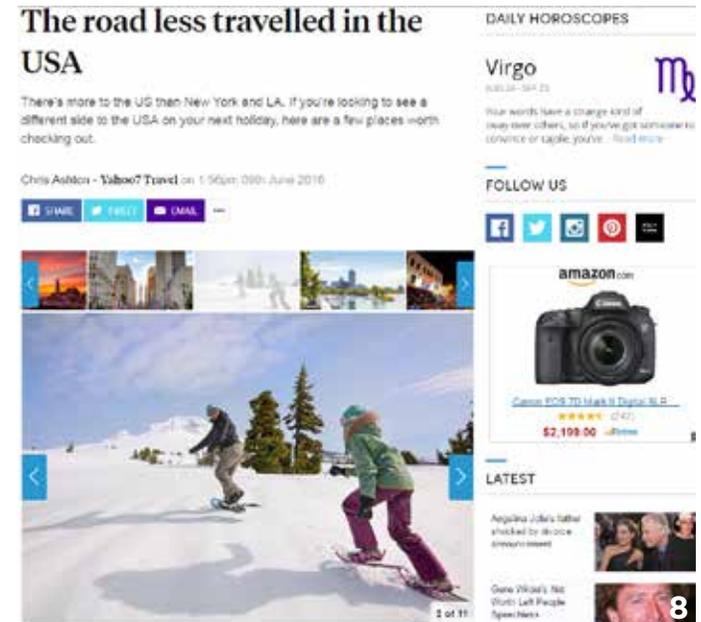


PR's strategy of proactive pitching, deskside tours and frequent press trips has resulted in prominent placements in numerous top tier publications.

Placements resulted in:

\$6.7 million in ad value
558 million circulation

Increased efforts to penetrate the Oceania market (Australia and New Zealand) have resulted in several positive gains. A February Media Marketplace event yielded 27 appointments with tier 1 media in Sydney. We have already hosted five writers from Australia and New Zealand since February and earned national media placements in Yahoo7! and radio coverage on ABC. Several other placements are in the works for the coming fiscal year.



highlights

success stories - website

Effective web management is more than design, it requires continually adjusting strategies to take search engine optimization, mobile design and changing user preferences into account. By continually monitoring these trends, Tourism's website saw:



79% more pages viewed total.

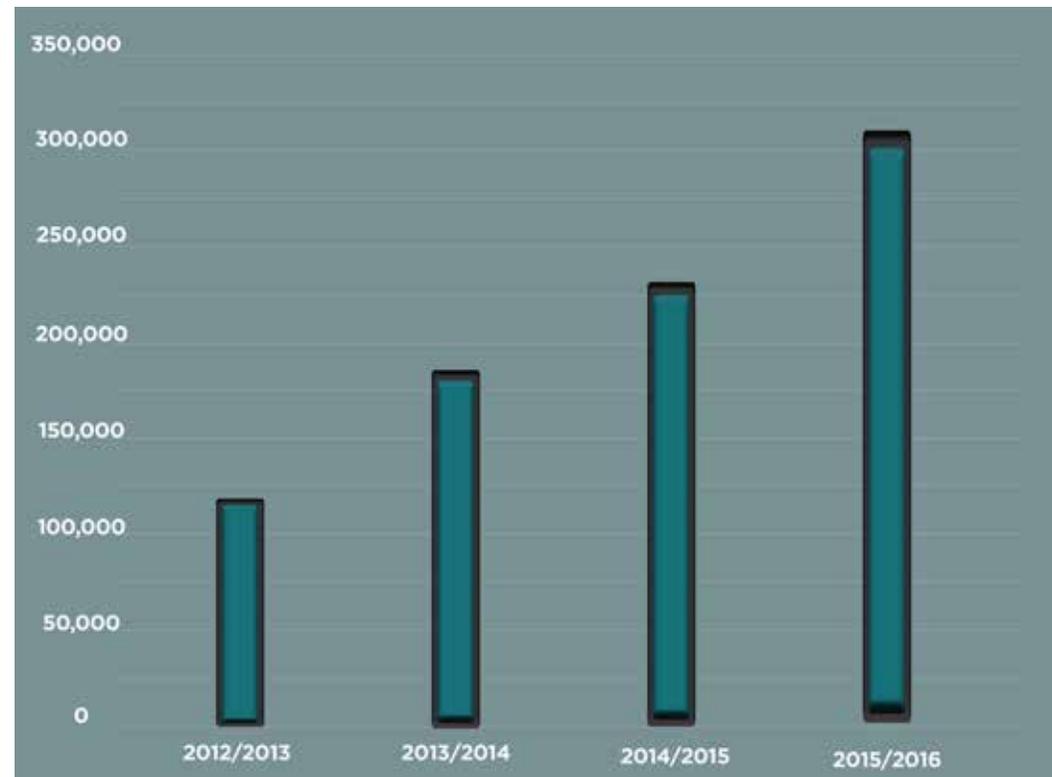


88% increase in mobile pages viewed.



70% increase in organic search traffic.

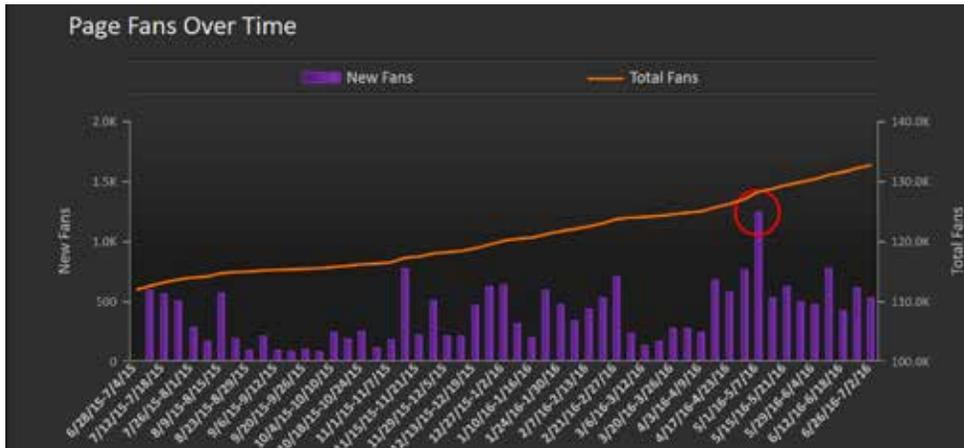
web traffic



Web traffic to MtHoodTerritory.com continued to increase at a tremendous pace over the past fiscal year. Visitors jumped by more than 90,000 to hit nearly 319,000 in Fiscal Year 2015/16.

highlights

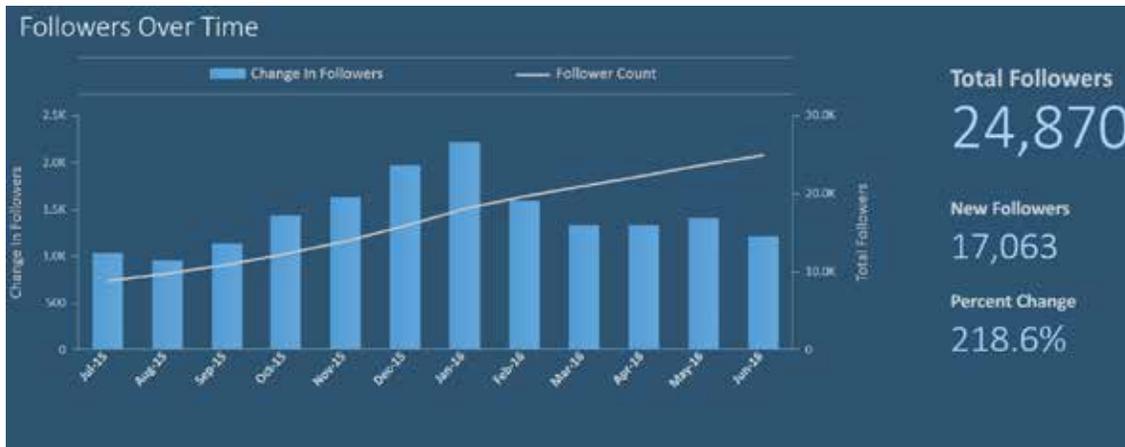
success stories - social media



Facebook was once again the largest channel for Mt. Hood Territory both in size of following and number of referrals to MtHoodTerritory.com. We gained more than 20,000 new followers this past fiscal year.



Social media following jumped 23% to more than 168,000.



Instagram became the second largest channel for Mt. Hood Territory, growing by more than 17,000 followers last year. It also was the second largest driver of traffic to MtHoodTerritory.com, behind only Facebook in terms of social channels.



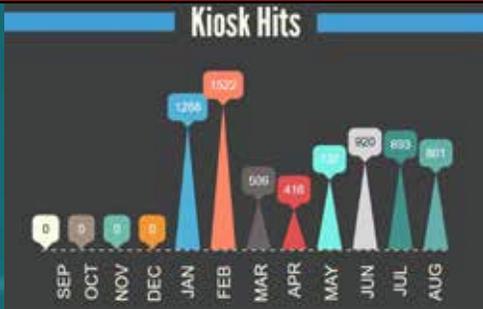
Content across social channels received 3.3 million likes, comments, clicks etc.



Social channels sent more than 58,000 visitors to MtHoodTerritory.com.

highlights

success stories - development



Following the success of the electronic visitor information kiosk at the French Prairie Rest Area a second kiosk was located in the Sandy Area Historic Society museum.



Development created the Agritourism Advisory Group to inform Tourism's marketing and web representation of the visitor experience on farms throughout Clackamas County.



Development oversaw \$200,000 in grants that improved tourism assets in Clackamas County. Another \$50,000 was granted to preserve and protect heritage assets. Projects include



Grant funding went to several projects, including \$20,000 for boater access to the Clackamas River at Moore Creek. The work was unveiled at a ceremony this past May.

Another \$88,500 is allowing work to move forward on the Madrone Wall Park project to reopen this regionally significant rock climbing and hiking site to the public summer of 2017.

Bicycle tourism was improved with a grant of \$6,000 to establish a bicycle repair station and bike racks in Sandy's Centennial Plaza, which also leverages access to the new Visitor Information Kiosk at the Sandy Historical Society Museum.



highlights

success stories - development



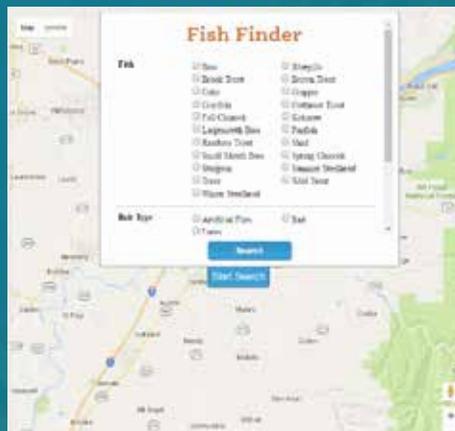
Annie Austin and Casey Knopik at Australian Sales Mission.

Development staff worked with tourism partners to optimize their offerings to appeal to international receptive operators. By creating packages and itineraries tailored to appeal to various international markets, they can increase travel to The Territory from these lucrative markets.

Development has taken advantage of Oregon's popularity in international markets and seized upon opportunities to promote Mt. Hood Territory in Australia, New Zealand, China, Germany and Canada. Tourism partnered with Travel Oregon, regional DMOs and attended solo sales missions.



Danielle Cowan and tour operator David Penilton at Brand USA China Sales Mission.



Development has been working to enhance Heritage listings on MtHoodTerritory.com to help direct visitors to cultural and historically significant sites throughout Clackamas County. Patterned after the successful Fish Finder application on the site, travelers will be able to map an itinerary outlining heritage-themed points of interest.

highlights

success stories - community relations



Community Relations administered the Community Partnership Grant Program (CPP), which supplied \$260,000 in grant funds to local communities, helping to make more than 80 tourism-friendly events happen throughout Clackamas County.

Photo: Canby Dahlia Run, which received CPP support.

Created tours to educate frontline employees of tourism-serving businesses about Clackamas County attractions so they can suggest more local activities to visitors.



Staff worked with three communities in Clackamas County, Lake Oswego, Oregon City and Wilsonville, to help them create local tourism action plans.

highlights

visitor information services



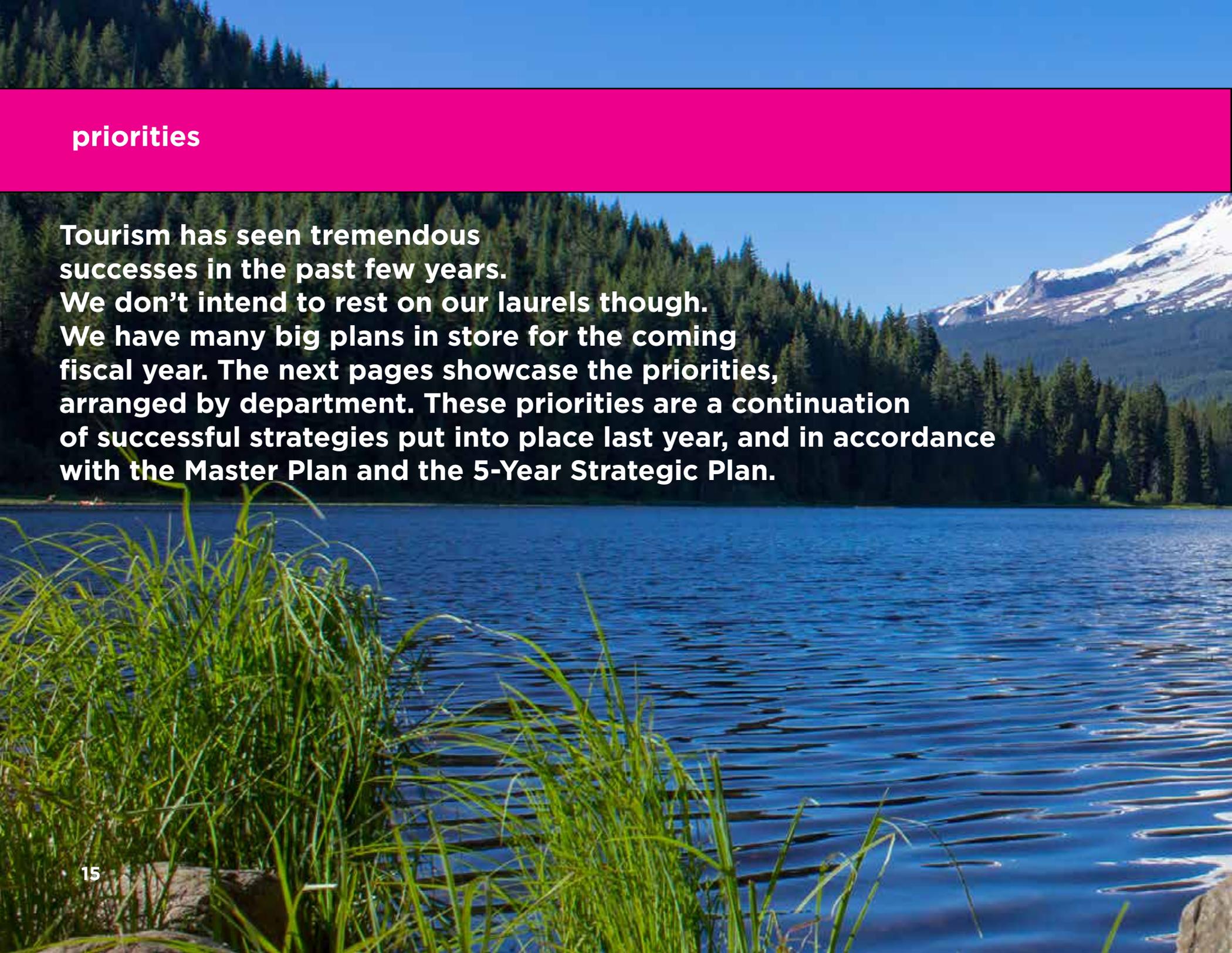
The Mobile Visitor Information Center (MVIC) serves as an ambassador and traveling showcase, promoting Oregon's Mt. Hood Territory at fairs, festivals and other popular events around the Pacific Northwest and beyond. This year, the MVIC:

- Attended 32 events in four states and two countries.
- Spoke with more than 10,000 potential visitors interested in the Mt. Hood Territory message.
- Distributed nearly 25,000 brochures, Travel Planners and other collateral.

Visitor Information Centers at the End of the Oregon Trail Interpretive Center, Mt. Hood Cultural Center and Museum and the Zigzag Ranger District redoubled their efforts on customer service this past year, spending more time crafting specialist itineraries for people to increase their time in Mt. Hood Territory. An increase in international visitors also requires more one-on-one time with visitors to ensure they have all the information to make their visits enjoyable.

While the focus was on quality over quantity, they still saw an increase in visitors, up 2% to 82,868. Centers also tracked an increase in visitors from our investment market of Austin, TX.





priorities

Tourism has seen tremendous successes in the past few years. We don't intend to rest on our laurels though. We have many big plans in store for the coming fiscal year. The next pages showcase the priorities, arranged by department. These priorities are a continuation of successful strategies put into place last year, and in accordance with the Master Plan and the 5-Year Strategic Plan.



marketing priorities

advertising

BPN enhance paid social opportunities and incorporate new and efficient digital technologies.
Expand opportunities for video media buys highlighting 100 Ways to Play commercials

Investment Markets:

- Sustain prior marketing efforts and funding in Austin for year 4
- Expand into Minneapolis/St. Paul based on Multi-cultural Pathfinder research profile

Complete RFP process for next 5-year marketing agency contract

website improvements

Continue mobile-first approach to website enhancements with a complete site redesign
Create niche "trail" mapping experiences with advanced or new technologies
Explore new cutting edge technologies

PR/communications

Integrate vlogger outreach and hosting in PR plan to support and enhance marketing's video strategy
Determine readiness to more aggressively target national outlets through in-person media outreach
Enhance international PR efforts and outreach in Canada and Oceania, in coordination with the strategy of the development team

social media

Continue to enhance video content for web and social
Increase gallery of 360 video and Virtual Reality (VR) video for application uses with digital, PR and MVIC
Continue Facebook Live videos
Create a Snapchat profile for Mt. Hood Territory
Investigate opportunities/expansion of new channels as they arise

MVIC

Exploring the use of 360 Video and Virtual Reality, showing 4 scenes (mt. biking, Alpine Slide, skiing/snowboarding, whitewater rafting.)
For indoor events, incorporate a custom made "Mt. Hood Territory" bicycle, modeled similarly to Travel Lane County's "Mike the Bike"

3D TRAVEL STRATEGIC MARKETING PLAN

VISION	MISSION	GUIDING PRINCIPLES	THE THREE PILLARS OF COUNTY TOURISM:
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.	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.	<ul style="list-style-type: none"> • Leader in County and Regional Tourism • Promotions of Clackamas County Tourism Assets and Opportunities • Effective and Efficient Use of Public Resources • Build New and Strengthen Existing Public and Private Partnerships 	<ul style="list-style-type: none"> • Outdoor Recreation • Agritourism • Heritage/Cultural Tourism

STRATEGIC IMPERATIVES

1. BUILD AWARENESS <i>Even for people living in primary markets, awareness is at 40%.</i>	2. CREATE ADVOCACY <i>Those who visited the area are transformed and rate the experience positively – 99%. Social media listening and analysis shows that 100% of conversational sentiment falls under “positive” or “neutral”; 0% is “negative”.</i>	3. ENHANCE OREGON’S MT. HOOD TERRITORY’S BRAND PERSONALITY <i>Those who have visited rate it highly, and also do much more than outdoor activity, creating a more profound image of The Territory that should be conveyed to a broader public.</i>
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AUDIENCES

 <p>VISITORS</p> <ul style="list-style-type: none"> • Have been to The Territory • Married • Live in Washington/Oregon • White • Childless households • Have a broader view of what The Territory is (<i>is more than just outdoor activities</i>) 	 <p>PROSPECTS</p> <ul style="list-style-type: none"> • Have never been to The Territory • Open to the possibility of visiting The Territory • Multicultural • Not geographically clustered • Younger (<45 years old) • Option-seeking people (<i>variety is important</i>)
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STRATEGIC PLANNING

<p>CORE IDEA</p> <p>3-D travel is the expectation, not the exception, for Oregon’s Mt. Hood Territory.</p> 	<p>PLATFORM: “PLAY”</p> <p>The Territory is the best playground ever – the fun is nearly unlimited, and every activity is within reach. 3-D travel appeals to me because there’s a lot to do and it’s all so accessible.</p> 	<p>METRICS OF SUCCESS</p> <table border="1"> <thead> <tr> <th>OBJECTIVE</th> <th>KEY PERFORMANCE INDICATOR</th> </tr> </thead> <tbody> <tr> <td>Increase transient room tax (TRT) revenue and regional economic impact.</td> <td>TRT revenue</td> </tr> <tr> <td>Increase brand awareness and personality.</td> <td>SMARI ad effectiveness research, online surveys, geo-fenced surveys</td> </tr> <tr> <td>Position web and social media channels as the go-to travel resources for the area.</td> <td>Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests</td> </tr> </tbody> </table>	OBJECTIVE	KEY PERFORMANCE INDICATOR	Increase transient room tax (TRT) revenue and regional economic impact.	TRT revenue	Increase brand awareness and personality.	SMARI ad effectiveness research, online surveys, geo-fenced surveys	Position web and social media channels as the go-to travel resources for the area.	Website traffic, visitor center visits, calls, email newsletter, Travel Planner requests
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development priorities

development grant program

Continue grant program to support development across the three pillars at increased level of \$250,000

capital grants program

Continue administering program aimed at providing funds for heritage assets in need of money for repairs and unforeseen expenses to ensure visitor readiness

electronic visitor information kiosks

Continue to offer kiosk services in the three existing locations
Evaluate the effectiveness of kiosk services at the three unique locations and as a tool for visitor services in OMHT in combination with in person and mobile visitor services programs

enhance agritourism efforts

Farm visits and communication to implement quality assurance program
From our Advisory Group –
 Arrange farm visits for operators so they can learn from each other and make connections for cross promotion
Educational programs that help them tell their story, cross promote, package and market diverse farm experiences near them

enhance river tourism

Begin implementing the water tourism strategic plan
Enhance water recreations presence on the OMHT website
Continued support of the Willamette Falls Heritage Area, supporting the work of the locks task force

development priorities continued

enhance cycling opportunities	Continued support for communities developing cycling infrastructure Promotion of area as a cycling destination
capitalize on new international flights to PDX	Continue supporting this work through the Greater Portland RCTP investments
support existing international flights	Leverage Travel Oregon and Greater Portland investments in this market Explore marketing and PR opportunities for OMHT specific reach
capitalize on Chinese market	Based on FY15-16 Brand USA mission outcomes, develop language marketing collateral Attend future mission
in-market support	Pursue OMHT specific in-country programming in Germany or other international market
continued engagement in Oceania	Continue to work with Oceania travel trade and media through lead follow up and attending trade shows and missions Explore marketing opportunities with tour operators for a greater impact or consumer direct buys
packaging	Work to educate GM's and owners of hotels and attractions about the value of working with receptive operators. Use deskside tours and in-person meetings to continue to educate OMHT suppliers on how to work with receptive operators. Continue to respond to leads requesting itinerary suggestions and contacts in the OMHT for new packages

community relations priorities

community partnership grants	Continue implementing improvements to the Community Partnership Program that results in greater overall project performance
department level grant awards	Execute a department driven grant program for community-focused tourism projects. Link to development efforts.
lodging partner FAM trips	Develop a more formalized partner training and fam tour program that aligns with strategic efforts
community engagement	Create a standardized Tourism 101 presentation/packet that can be readily updated and presented to groups
legislative coordination	Work with partners during the interim on building coalitions and framing conversations about issue the will come next session (local TRTs and recreational liability)
community engagement	Continue working with partners who are in process of evaluating and coordinating their own tourism efforts
scenic byway	Execute reroute signage of the Mt. Hood Scenic Byway and develop a plan to help relaunch the Byway
TRT	Work with internal partners to establish TRT enforcement protocols

leadership priorities

community outreach

Schedule a series of town hall-style meetings in communities throughout Clackamas County to engage residents and businesses and make them an active part on developing Tourism's future planning

5-year strategic plan

Tourism's efforts are guided by a 5-Year Strategic Plan, developed in accordance with the Tourism Master Plan. The next 5-year plan needs to be developed to begin implementation in the second half of Fiscal Year 2016/17

champion tourism's causes at city, county state and national level

Leadership will continue to meet with elected officials and leaders at all levels to ensure vital tourism-related issues are appreciated, understood and protected

team development

Continue to develop the award-winning, top-performing team that leads the industry based in professionalism and brand building

transient room tax

Continue revenue growth strategies while also developing contingency plans to mitigate unforeseeable threats to revenue stream



Thank you!
Oregon's Mt. Hood Territory
Clackamas County Tourism and Cultural Affairs
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MtHoodTerritory.com