



# Clackamas County Tourism Master Plan

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

**June 2017**

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



## **INTRODUCTION-**

*Clackamas County Tourism & Cultural Affairs, branded “Oregon’s Mt. Hood Territory” is the recognized Destination Marketing and 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 Media 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**.

*For more information on this Master Plan and the Tourism program, please contact Clackamas County Tourism (503) 655-8492 or online at [www.mthoodterritory.com](http://www.mthoodterritory.com).*