

2019–2021
RCTP PLANS

PORTLAND REGION

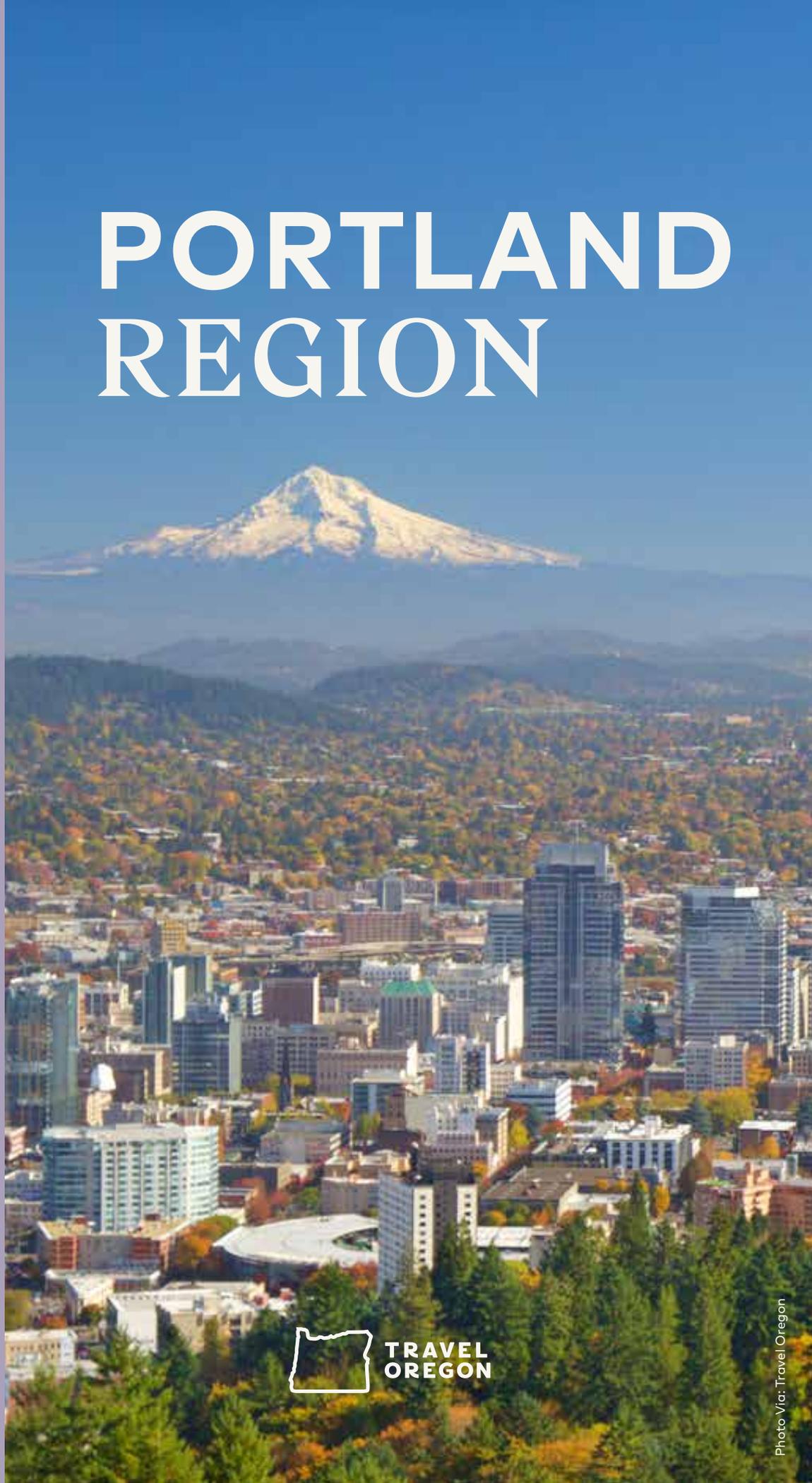
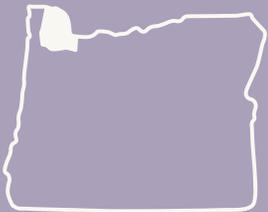


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REGIONAL COOPERATIVE TOURISM PROGRAM (RCTP)

RDMO:



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MISSION

The Portland Region is recognized as one of the most desired destination experiences in the world. Through our valuable partnerships with a multitude of stakeholders and a consistent focus on collaboration, the mission of the Portland Region partners is to leverage regional assets in the strategic promotion and stewardship of experiences that attract visitors to our diverse communities. Beyond this collective mission, each of the five core Destination Marketing Organizations (DMOs) that lead the work for the region have individual missions that serve their respective communities and the region as a whole.

Travel Portland:

To generate travel demand that drives economic impact for Portland.

Washington County Visitor's Association:

To encourage visitors to stay, spend and play in Washington County, Oregon, by selling, marketing and promoting the county's diverse collection of tourism-related assets.

Clackamas County Tourism & Cultural Affairs:

To enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

Gresham Area Chamber and Visitors Center:

We are a catalyst that advocates, educates and collaborates to produce vitality and prosperity.

Columbia County Economic Team:

To deliver business-driven economic development services that support the creation, growth and retention of Columbia County businesses.

The Portland Region partners work together to align the individual efforts of three well-resourced DMOs and two developing tourism programs with the mission of strengthening the breadth and diversity of visitor experiences in our region, supporting the industry and managing sustainable visitor growth and strategic tourism investment within our urban, suburban and rural communities.

RCTP GOALS

- 1. Global Sales/international:**
Support current and high-potential non-stop international air service by promoting regional destination product.
- 2. PR:**
Generate consumer awareness of the region via media relations.
- 3. Marketing:**
Drive room nights via convention and sports market segments and/or leverage Travel Oregon programs.
- 4. Development:**
Support significant regional development projects and activities that have a direct impact on visitor experience.
- 5. Human Capacity:**
Staffing to implement RCTP scope of work and convene regional stakeholders.



ORGANIZATION

Travel Portland is a private, non-profit destination marketing and management organization with more than 750 partner businesses. A twenty-five member board oversees Travel Portland's operations and a staff of 75 conduct the day-to-day business of the organization in the areas of communication and regional strategy; international travel trade; convention sales and services; marketing; community relations; partner services and finance and administration. Travel Portland is the designated DMMO for the City of Portland and is contracted by the Metropolitan Exposition-Recreation Commission (MERC) to market the Oregon Convention Center.

For the last 14 years, Travel Portland has served as the RDMO for the Portland tourism region as designated by Travel Oregon. This work has been performed in conjunction with our regional partners in Clackamas, Columbia, Multnomah and Washington counties and has consisted of annual strategic planning, budgeting, activating agreed-upon programming for the region and reporting results. The bulk of this work has been in global sales/international tourism and public relations, though increased resources provided through the Regional Cooperative Tourism Program (RCTP) in the 2017-19 biennium allowed us to broaden our reach into the areas of destination development and new strategic partnerships.

Travel Portland's RCTP team includes Senior Vice President of Communications and Regional Strategy, Megan Conway, Vice President of International Tourism, Billie Moser, and Regional Cooperative Tourism Program Director, Amanda Lowthian. Additional support is provided on an as-needed basis by multiple Travel Portland executives and department staff, including the vice president of marketing, vice president of diversity and community relations, chief marketing officer, chief sales officer and President and CEO, Jeff Miller.

As the RDMO for the Portland Region, Travel Portland convenes the five core DMO partners, facilitates region-wide stakeholder engagement and manages the strategy, execution, budget and reporting for the regional program of work. The Portland Region's success is dependent on the leadership, ongoing engagement and skilled expertise of our core DMO partners, the Washington County Visitors Association, Clackamas County Tourism and Cultural Affairs, the Gresham Area Chamber of Commerce and Visitors Center and the Columbia County Economic Team. By responding to this Request for Proposals, it is Travel Portland's desire to continue to serve as the regional point-of-contact for Travel Oregon and to facilitate call-outs and sharing of information among the DMOs and other key stakeholders in the Portland Region.

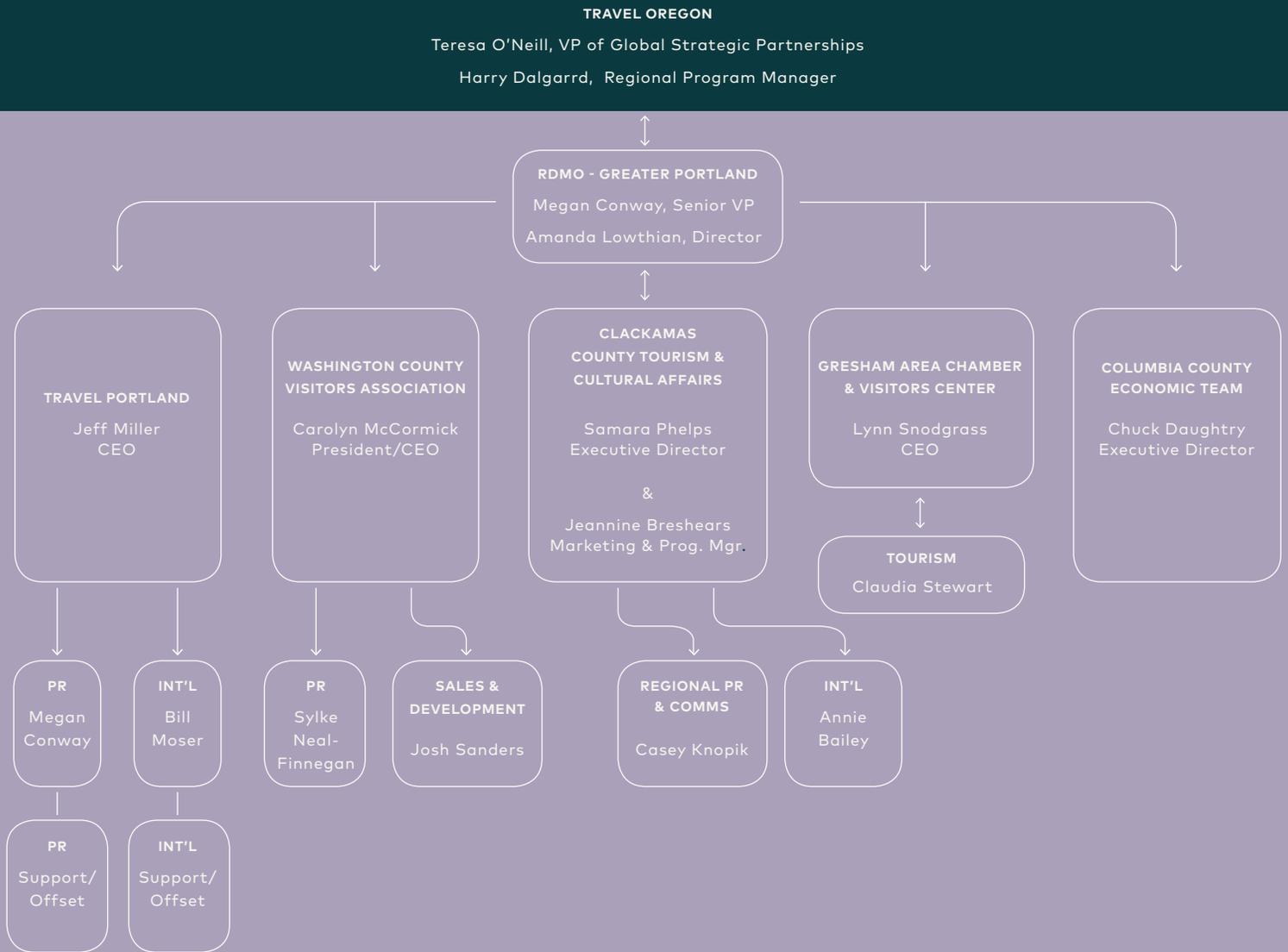
Because the Portland Region is a unique territory comprised of the State of Oregon's largest metropolitan area, as well as many diverse smaller and rural communities surrounding the city, a top-down RDMO structure does not adequately serve the needs of stakeholders region-wide. Instead, Travel Portland will continue to lead the five core DMO partners in a program of work that includes investments and strategies intended to serve the region as a whole, as well as individual work plans reflective of priorities specific to the communities

of each given sub-region. The scope and scale of the individual work plans will vary according to each sub-region's pro-rata share of the Portland Region allocation, the individual strengths and assets possessed by each of the sub-regions and the unique ability of each DMO organization to deliver on those strengths.

The structure employed in the 2017-19 biennium will remain largely intact. Please refer to next page for organizational chart.

ORGANIZATION CHART

PORTLAND COOPERATIVE TOURISM PROGRAM PORTLAND REGION STRUCTURE AND STAFF



- Travel Oregon communications will flow through Amanda to relevant contacts at each DMO.
- Staff to collaborate by discipline and report year-end results to teh RCTP director
- DMO staff is managed by each individual organization.

OVERALL SUCCESS MEASURES

As indicated by the mission statements for the five core Portland Region DMO partners, key common outcomes include the ongoing growth of the tourism economy in the region and the state, increased lodging tax potential and responsible and sustainable development and management of tourism assets for the benefit of area communities.

To measure visitor and economic impact results, the Portland Region DMO partners use a combination of tools including the Dean Runyan Economic Impacts report and Travel Barometer, the Regional Visitor Report prepared by Longwoods International and additional data provided by Tourism Economics. Additionally, the Portland Region's largest single collective investment, the Visitor Development Fund (VDF), is measured according to a specific formula for calculating return-on-investment as required within the inter-governmental agreement that governs the account. Wherever possible, targets set for individual tactics within the 2019-21 Portland Region Plan will utilize objective third-party data to evaluate results and report on outcomes.

Outcomes pertaining to the development and management of local assets will require a more qualitative approach and involve ongoing communication and engagement with various stakeholders and industry partner groups. Stakeholder engagement will be monitored and managed at the regional level by the Portland Region director as well as by each of the individual DMO partners who maintain and convene local stakeholder networks on an ongoing basis. Travel Oregon's 2018 survey results indicate a high level of agreement among Portland Region stakeholders with the statement, "I am engaged with the Oregon tourism industry" and a high degree of satisfaction with the direction of tourism in the state and the region. Travel Portland and the Portland Region partners will work to maintain these positive results and continue to engage stakeholders through frequent communications, in-person meeting opportunities and surveys.

Examples of 2017-19 Portland Region RCTP tactics that have already successfully met or exceeded target outcomes as measured by reported results include the following:

- Hosting of the Society of American Travel Writers (SATW) convention in 2017, which has generated at least 32 media results with combined earned media impressions of approximately 188 million.
- Participation in Expedia Media Solutions campaigns in the key international markets of Canada and the UK generating over 2,500 hotel room nights and over \$800,000 in gross bookings.
- Delivery of Guest Service Gold® customer service training in three of five sub-regions with successful certification of 44 front-line hospitality employees.
- A return on investment of 37:1 for every dollar invested in the Visitor Development Fund.
- Establishment of a 23-person county-wide steering committee to guide the efforts of the newly formed Columbia County Tourism Initiative for the establishment of a permanent tourism promotion program.

REGIONAL TOURISM

The Portland Region saw \$5.1 billion dollars in visitor spending in 2017, up from \$4.9 billion the previous year. Tourism employs 35,280 people in the region and brings in \$134 million in local tax revenue. 8.62 million overnight person trips occurred in 2017. (Oregon Travel Impacts 1992-2017, Dean Runyan, June 2018). There were 18.3 million passengers traveling through PDX via domestic airlines in 2017, and 747,000 international passengers. (Travel Portland, State of the Industry 2018, per Port of Portland passenger data).

Target international markets for the region include source markets served by non-stop air service in Europe, Canada, Asia and Mexico. Domestically, the greatest number of visitors comes from Washington and California (Oregon 2017 Regional Visitor Report, Portland Region, Longwoods International).



STAKEHOLDER FEEDBACK

Stakeholder feedback collected via Travel Oregon's 2018 Oregon Tourism Engagement Survey and at in-person stakeholder gatherings held in the Portland Region in November 2017 and April 2018 indicates that stakeholders have a positive view of the state of tourism and direction of the industry in Oregon and the Portland Region respectively.

Respondents from the Portland Region are more satisfied than those from elsewhere in the state with the direction of tourism in the state (84%) and their respective regions (76%). Additionally, a greater percentage indicate engagement with the industry relative to the statewide average. This conveys to us, the Portland Region, that we are on the right track in engaging with and meeting the needs and priorities of our stakeholders and no dramatic changes need to be implemented at this time for the 2019-21 biennium.

A handful of tactics across all categories stood out from the survey for their importance to stakeholders. Below is a selection of tactics listed as high or very high priority that are addressed by tactics in the FY19-21 plan. It is worth noting that the categories used for organizing the priorities within the survey do not necessarily translate into discrete areas of work that influence only individual disciplines. For example, "Destination Development – Planning and Management: Increase visitation to the region during off-peak seasons" is a priority that may be delivered upon through Destination Development, Global Marketing or Global Sales strategies or some combination of the three. Additionally, individual DMOs may pursue their own strategies and use their own organization's budgets to perform work that delivers on given priorities. The RDMO alone does not deliver on these priorities for individual communities, rather RCTP funds may be used to support existing DMO strategies or drive regional ones.

Stakeholder priorities that are addressed by tactics in the FY19-21 plan include:

1. Destination Development – Planning and Management: Increase visitation to the region during off-peak seasons (70%).
2. Destination Development – Training and Capacity Building: Develop skills, knowledge and networks to build local capacity for developing and managing tourism (70%).
3. Destination Development – Planning and Management: Manage tourism growth in order to preserve local assets (natural and cultural) (68%).
4. Marketing – PR or Communications: Targeted outreach to publications and journalists for the region (68%).
5. Destination Development - Planning and Management: Create positive interaction between tourists and residents (67%).
6. Destination Development – Product Development: Provide more opportunities for visitors to experience locally grown and produced foods (67%).
7. Public Affairs and Communications – Proactively engage with consumer media to garner coverage that will inspire travel to your region (67%).
8. The top international source markets identified by survey respondents were Western Canada and Japan.
9. In a custom survey question regarding the importance of sports events and meetings/conventions to the region, respondents indicated that meetings/conventions were more important to the region than to their organization and more important to the city than the region.

Other priority tactics that are addressed through the work of Travel Oregon, Oregon Destination Management Organizations (ODMO) and individual DMOs include:

1. Public Affairs and Communications: Increase engagement with local and regional policy-makers to ensure the value of tourism is clearly communicated (71%).
2. Public Affairs and Communications: Work with partners to ensure tourism is represented at external stakeholder meetings in other fields (transportation, housing, land use, economic development) (71%).
3. Destination Development – Planning and Management: Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact (69%)
4. Public Affairs and Communications: Create clear messaging about how the tourism sector functions in Oregon: state, regional, local, industry and consumer as well as its associated benefits (jobs, economic development, etc.) (68%).

Held on April 13, 2018, Travel Oregon’s Portland Region Listening Session was attended by 48 representatives from across the region. Travel Oregon staff summarized and shared feedback collected at the listening session in a report issued in June 2018. Areas where stakeholders recognize opportunity and encouraging developments include:

- Growth of tourism in Portland and in-bound flights
- Formation of new partnerships and collaboration
- New product development supporting outdoor recreation
- Awareness of economic impact and the local community benefits of tourism

Priorities and regional focus areas identified by stakeholders at the listening session include:

- Alignment of marketing messaging and cooperative programming
- Continued funding for international marketing to drive global demand
- Maintenance and growth of international flights
- Continued investment in efforts to influence year-round demand
- Continued focus on the development of outdoor recreation assets and venues
- Pursuit of assets that assist with crowd dispersal and mitigate over-tourism
- Support for transportation and infrastructure in areas facing increased demand
- Increased advocacy, cooperation and efficiencies among tourism agencies
- Clarity around where and how stakeholders may become involved in regional efforts

Tactics included in the Portland Region’s proposed 2019-2021 RCTP plan address stakeholder priorities expressed via the 2018 survey and in stakeholder gatherings specifically, such as alignment of marketing messaging and cooperative programming, increasing visitation to the region during off-peak seasons and efforts to drive international demand and cultivate new assets.

OVERALL BUDGET

PORTLAND REGION OVERALL BUDGET

DEPARTMENT / CATEGORY	2019-20 BUDGET	2020-21 BUDGET	2019-21 BUDGET	% OF BUDGET
Destination Development	\$ 302,392	\$ 399,392	\$ 701,784	12%
Global Marketing	\$ 992,151	\$ 975,211	\$ 1,967,362	32%
Global Strategic Partnerships	\$ 34,058	\$ 44,748	\$ 78,806	1%
Regional Strategic Investments (≥10%)	\$ 352,746	\$ 303,740	\$ 656,486	10%
Regional Immediate Opportunity (≥5%)	\$ 151,870	\$ 151,870	\$ 303,740	5%
Global Sales	\$ 593,183	\$ 510,320	\$ 1,103,503	18%
Other	\$ 41,000	\$ 29,000	\$ 70,000	1%
Staffing	\$ 586,000	\$ 588,000	\$ 1,174,000	19%
Contingency	\$ 33,006	\$ 35,119	\$ 68,125	1%
Total	\$ 3,086,406	\$ 3,037,400	\$ 6,123,806	100%

OVERALL PLAN

REGIONAL STRATEGIC INVESTMENTS:

The Portland Region partners recognize the tremendous opportunities for our communities associated with the IAAF World Track and Field Championships taking place in Oregon in 2021. At this time, the local organizing committee is not in a position to specify the precise opportunities or associated investments that may be required to support or capitalize on Championship events in the Portland Region. Nonetheless, the Portland Region team will set aside the full amount of the mandated Regional Strategic Investment fund (\$656,486) for opportunities associated with Championship events as presented by the local organizing committee or its event partners.

Once the investment opportunities are known, the Portland Region partners will make a collective decision about commitments to the Championships. The Portland Region partners will also make a collective decision about other strategic investments if funds remain after commitments to the Championships are established.

REGIONAL IMMEDIATE OPPORTUNITY FUND:

As mandated in the October 2018 RCTP Guidelines, the Portland Region partners will reserve Regional Immediate Opportunity Funds (\$303,740) for use in the event of unanticipated natural or man-made crises that threaten the well-being of our destination or our tourism economy. Funds that remain uncommitted toward the end of each fiscal year will be invested in regional opportunities as proposed by the core Portland Region DMOs and supported by the group as a whole RCTP Portland Region

SHARED PLAN:

Portland Region shared plan tactics represent efforts and investments in Destination Development, Global Marketing, Global Partnerships and Global Sales that are collectively prioritized by all five core DMOs and serve the interests of the region as a whole. The shared plan facilitates investments that individual DMOs are unable to make on their own otherwise with returns generated for the entire region. Many of the tactics are led by the RDMO on behalf of the region and all of them strive to include representation from multiple sub-regional DMOs.

SHARED PLAN

		2019						2020						2021											
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Destination Development																									
Rotating Regional Investment	\$150,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Global Marketing																									
TORP	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
PR Memberships	\$40,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OTIS	\$51,060	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Global Strategic Partnerships																									
Microsites	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Oregon 21 Menu Co-ops	\$68,806	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Leadership Scholarship	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Global Sales																									
Tourism Economics	\$5,250	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Travefy	\$5,400	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
IPW Booth	\$60,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fam Hosting All Mkts.	\$110,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fam Contractor	\$55,200	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Canada Project	\$100,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
UK Project	\$100,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Germany Project	\$100,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
New Market Project	\$15,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Go West Adv. Days	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Go West Opening	\$10,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Go West Fams	\$12,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Road Rally	\$50,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Other																									
RCTP Admin	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TOTAL	\$1,032,716																								

SHARED PLAN

DESTINATION DEVELOPMENT

The Portland Region DMO partners will dedicate Destination Development funds, both from the shared plan and from individual DMO plans, to impactful investment opportunities surfaced through ongoing involvement with local stakeholders.

The shared plan investment for FY19-21 continues to the practice begun in FY17-18 of significant funds allocated to one sub-region each fiscal year for support of a project identified by the individual sub-region and approved by the Portland Region DMOs. Individual DMO plans prioritize the use of Destination Development funds for destination management, product development and organizational capacity to reflect the needs of their respective communities.

BUDGET: \$150,000

FY 19-20: \$75,000

FY 20-21: \$75,000



Photo Via: Travel Oregon

Rotating Regional Investment :

The Portland Region will continue to invest in one signature regional destination development project each fiscal year as was done in FY17-18. In FY17-18, the Portland Region invested in the Willamette Falls Locks in Clackamas County.

In FY18-19, the Portland Region invested in the Salmonberry Trail in Washington County. In FY19-20, the Gresham Area Chamber and Visitors Center will propose a project for investment and the Columbia County Economic Team will propose one in FY20-21. Upon receiving the proposals for investment, the Portland Region DMOs will evaluate the projects and make a collective decision to proceed. Proposals must demonstrate that the project is a clear priority for local stakeholders and has the potential to generate impacts for the region as a whole.

SHARED PLAN

GLOBAL MARKETING

Travel Portland, Oregon's Mt. Hood Territory and the Tualatin Valley all have dedicated PR staff tasked with domestic and international media relations. Each entity has its own target markets that align with the individual agency's marketing strategies. As a result, we work annually to carve out a regional scope of PR work that benefits all parties. Because our international goals and strategies differ, each sub-regional partner leads its own PR efforts in domestic and international markets and with Travel Oregon when it comes to hosting. The region has learned in the 12 years that the knowledge (and therefore content) is generated at the local level, versus the RDMO level. When the region invested in a national PR strategy, the coverage was mostly Portland-centric and therefore the results were not equitable across the region. These learnings are guiding this plan and investments are made locally to ensure success.

Travel Portland and Portland Region partners will continue to focus on regional drive and fly markets where media revisit the Portland area and are more likely to dig into regional storylines as they serve up new content to their audiences. This strategy has earned strong coverage for the region in recent years and partner feedback has been positive. RCTP funds applied to coordinated PR efforts among the Portland Region DMOs and leveraging in-bound media opportunities have also been successful so RCTP funds will be used to continue these collaborative efforts. The new initiative relating to an in-market activation in a city like New York, San Francisco or L.A. is consistent with the Portland Region partners' commitment to this strategy.



Photo Via: Travel Oregon

1. Travel Oregon Regional Pack (TORP) Program
2. PR Memberships and Registrations
3. Oregon Travel Information System (OTIS)

TACTICS



Photo Via: Travel Oregon

1. BUDGET: \$30,000
 FY 19-20: \$15,000
 FY 20-21: \$15,000

Travel Oregon Regional Pack (TORP) Program :

The Travel Oregon Regional Pack (TORP) provides partners with an opportunity to distribute printed visitor guides through Travel Oregon’s distribution channels, maximizing efficiencies for the state tourism industry. As inquiries related to a specific TORP partner are received, Travel Oregon’s fulfillment house processes the order and mails the packet to the consumer.

2. BUDGET: \$40,000
 FY 19-20: \$20,000
 FY 20-21: \$20,000

PR Memberships and Registrations:

This tactic is intended to assist DMOs through the off-setting of costs associated with staff membership in priority PR and media-facing national/international organizations. This includes, but is not limited to, attendance at key conventions, trade shows and media marketplaces. In addition to covering costs such as annual membership dues, convention registrations, hotel and flights, regional partners will communicate about what initiatives each organization is undertaking for each year of the biennium so we can be aligned and/or one organization can represent the larger region on behalf of partners who are not in attendance on an as-needed basis.

3. BUDGET: \$51,060
 FY 19-20: \$30,000
 FY 20-21: \$21,060

Oregon Travel Information System (OTIS):

The Oregon Tourism Information System (OTIS) is a collaborative platform used for sharing and maintaining Oregon’s tourism assets. OTIS unifies the efforts of the tourism industry, helping streamline content management and communications. RDMOs are required in the 19-21 biennium to ensure current listings for their region are entered and maintained in OTIS on an ongoing basis. This investment will facilitate a region-wide solution for meeting this requirement given the extremely high volume of relevant businesses and potential listings represented across Multnomah, Washington, Columbia and the metro portions of Clackamas counties. Once Travel Oregon issues further guidelines and requirements relative to regional listings in OTIS, the RDMO will work with Travel Oregon and Portland Region DMOs to develop a strategy for delivering on Travel Oregon’s expectations. Funds may be used to off-set the cost of staff time associated with creating and maintaining entries in OTIS or to develop a software solution to facilitate the integration of data contained in Portland Region DMO databases with OTIS.

SHARED PLAN

GLOBAL STRATEGIC PARTNERSHIPS

The Portland Region pursues Global Strategic Partnerships as arranged or configured with the help of Travel Oregon but also according to unique opportunities developed or identified by Portland Region DMO partners. All strategic partnerships should support one or more of the Portland Region RCTP goals either directly or indirectly.



Photo Via: Travel Oregon

1. Brand USA Subsite Renewal (Microsites)
2. Oregon 21 Menu Co-op Opportunities
3. Tourism Leadership Academy Scholarship

TACTICS



Photo Via: David Cobb

1. BUDGET: \$5,000
 FY 19-20: \$2,500
 FY 20-21: \$2,500

Brand USA Subsite Renewal (Microsites):

Renewal of existing Brand USA subsite (microsite).

2. BUDGET: \$68,806
 FY 19-20: \$29,058
 FY 20-21: \$39,748

Oregon 21 Menu Co-op Opportunities:

The Portland Region partners recognize the tremendous opportunities for our communities associated with the IAAF World Track and Field Championships taking place in Oregon in 2021. While no specific Travel Oregon-led co-op opportunities are known at this time, the Portland Region will set aside funds from the shared plan budget for potential investment in opportunities to be presented at a later date. Proposals will be evaluated by the five core Portland Region DMOs and decisions to invest will be made collectively with priority reserved for opportunities that offer the greatest benefit to the region as a whole. If budgets increase in the second year of the biennium, the Portland Region partners will evaluate opportunities associated with the Championships and consider them for possible further investment.

3. BUDGET: \$5,000
 FY 19-20: \$2,500
 FY 20-21: \$2,500

Tourism Leadership Academy Scholarship:

The Oregon Tourism Leadership Academy is designed for Oregon’s hospitality industry professionals with executive potential. Participants will go beyond the walls of their businesses to gain in-depth experience and knowledge that will elevate their passion and excitement for our state’s extraordinary offerings. Participants who complete the courses and meet the standards set will be certified. This certification assures industry and consumers that the assessed individual has met or exceeded the standards set by the Oregon Restaurant & Lodging Association, Travel Oregon, Oregon’s DMO and a network of specialized facilitators. The Portland Region partners will evaluate applicants from the region and make a collective decision regarding the scholarship recipient each year.

SHARED PLAN

GLOBAL SALES

The Portland Region will continue to implement a robust international program of work with the objective of complementing three of the five sub-regional DMOs' existing international plans with regional "umbrella" projects. The Portland Region's goal is to target the source markets of existing and high-potential non-stop air services to PDX. The Portland Region's Global Sales/international metrics will be reported with data provided by Tourism Economics, an Oxford Economics Company.

1. Research: Tourism Economics International Regional Research
2. Travefy
3. IPW
4. Travel Trade Familiarization Tours (FAMs) and Press Trips
5. Travel Trade Familiarization Tours (FAMs) and Press Trips
6. Canada Project
7. UK Project
8. Germany Project
9. New International Market Project
10. Go West Summit
11. Go West Summit 2020 - Opening or Closing Event
12. Go West Summit
13. Oregon Road Rally

TACTICS

1. BUDGET: \$5,250
 FY 19-20: \$2,500
 FY 20-21: \$2,750

Research: Tourism Economics International Regional Research:

The Tourism Economics Regional International Research Data is an international marketing analysis containing visitor volume and spend data by market. This annual report combines VisaVue data as well as additional sources.

2. BUDGET: \$5,400
 FY 19-20: \$2,700
 FY 20-21: \$2,700

Travefy: FAM itinerary building software. Total of 12 Portland Region persons are registered to use Travefy. Travel Oregon covers three; additional registrations to be covered by this investment: nine persons x \$25/mo. x 12 months x 2 years = \$5,400.

3. BUDGET: \$60,000
 FY 19-20: \$30,000
 FY 20-21: \$30,000

IPW:

Travel Oregon’s “evergreen” Portland Region brand will be used for displays. In addition, carpet, furniture, etc. will be matched. Travel Portland will continue to purchase and organize the six booth spaces and staff from Travel Portland, Tualatin Valley and Mt. Hood Territory will participate in meetings with prospective buyers.

4. BUDGET: \$110,000
 FY 19-20: \$55,000
 FY 20-21: \$55,000

Travel Trade Familiarization Tours (FAMs) and Press Trips:

Region participates in travel trade fams; this budget is used only when a minimum of one product is procured and showcased in at least two of the three internationally active sub-regions. Resources are invested in almost equal amounts to host travel trade clients from Asia, Canada, Europe, Oceania, New Market.

5. BUDGET: \$55,200
 FY 19-20: \$27,600
 FY 20-21: \$27,600

Travel Trade Familiarization Tours (FAMs) and Press Trips:

This tactic provides the coordination support that is required to successfully host fam and media tours beyond the cost of the tours themselves. Regional FAM tour coordinator is only engaged when a minimum of one product is procured and showcased in two of the three internationally active sub-regions. Successful implementation of travel trade fam trips, Road Rally, Go West Summit 2020 Adventure Days, Go West Summit pre-post fam participation, and related administrative duties.

6. BUDGET: \$100,000
 FY 19-20: \$50,000
 FY 20-21: \$50,000

Canada Project:

Region participates in travel trade FAMs; this budget is used only when a minimum of one product is procured and showcased in at least two of the three internationally active sub-regions. Resources are invested in almost equal amounts to host travel trade clients from Asia, Canada, Europe, Oceania, New Market.

7. BUDGET: \$100,000

UK Project:

Project’s primary objective is to support non-stop air service and will be selected based on high impact of consumer awareness and/or direct sales of paid lodging. Brand USA programs in the U.K. will be considered for relevance and uniqueness. Portland Region partners will jointly agree on project.

8. BUDGET: \$100,000
 FY 19-20: \$50,000
 FY 20-21: \$50,000

Germany Project:

Project’s primary objective is to continue to maintain visitor numbers with outdoor messaging direct to consumers and/or direct sales of paid lodging. Portland Region partners will jointly agree on project.

TACTICS

9. BUDGET: \$15,000
 FY 19-20: \$7,500
 FY 20-21: \$7,500

New International Market Project :
 New air service is possible in the next two years and this project will assist with preliminary investment. Proposed projects will be evaluated by the Portland Region partners and selected according to potential to extend the greatest impact to the region as a whole.

10. BUDGET: \$30,000
 START: DEC. 2019
 END: APR. 2020

Go West Summit – Adventure Day:
 The total cost of \$400,000 for the City of Portland to host the Go West Summit for 200 international buyers and up to 500 industry colleagues will be covered through a combination of investments made by Travel Portland as well as the RCTP tactics included here. As part of the total, the Portland Region will host the Adventure Day, all-day fam tours in the inter-regions for approximately 200 people.

11. BUDGET: \$10,000
 START: JAN. 2020
 END: MAR. 2020

Go West Summit 2020 Opening or Closing Event:
 The total cost of \$400,000 for the City of Portland to host the Go West Summit for 200 international buyers and up to 500 industry colleagues will be covered

through a combination of investments made by Travel Portland as well as the RCTP tactics included here. The Portland Region will participate in Travel Oregon’s evening event with an additional budget to fund an activity to showcase the Portland Region.

12. BUDGET: \$12,000
 START: DEC. 2019
 END: APR. 2020

Go West Summit pre/post fam tours:
 This Tactic is selected from the Portland Region-specific Menu of Investment Opportunities. The total cost of \$400,000 for the City of Portland to host the Go West Summit for 200 international buyers and up to 500 industry colleagues will be covered through a combination of investments made by Travel Portland as well as the RCTP tactics included here. As part of the total, the Portland Region will participate in Travel Oregon’s pre/post fams to showcase Tualatin Valley and Mt. Hood Territory as the internationally active sub-regions with activity/overnights to maximize Go West Summit 2020 in the city of Portland.

13. BUDGET: \$50,000
 START: DEC. 2020
 END: SPRING 2021

Oregon Road Rally:
 Region participates in Oregon Road Rally and appreciates the pre-fam.

OTHER TACTICS

1. BUDGET: \$30,000
 FY 19-20: \$15,000
 FY 20-21: \$15,000

RCTP Administration:
 This investment supports the effective management of the RCTP program by covering costs associated with representation at RDMO and Oregon Tourism Commission meetings as well as costs associated with all stakeholder and partner meetings and participation in the Rural Tourism Summit and Governor’s Conference.

TRAVEL PORTLAND PLAN

		2019												2020						2021					
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Destination Development																									
Wayfinding Phase II	\$50,000																								
Guest Service Gold	\$10,000																								
Destination Management	\$125,000																								
Global Marketing																									
VDF	\$1,500,00																								
In-Market Activation	\$150,000																								
Global Sales																									
Delta Strategy	\$200,000																								
Go West Summit Closing Event	\$100,000																								
Staffing																									
RCTP Offset	\$300,000																								
International Offset	\$200,000																								
PR Offset	\$250,000																								
Contingency																									
OR 21 or GovCon 21	\$48,326																								
TOTAL	\$2,933,326																								

TACTICS



1. BUDGET: \$50,000
 START: JUL. 2020
 END: JUN. 2021

Wayfinding and signage:

Travel Portland’s Director of Content Strategy is engaged with the Portland Bureau of Transportation and Portland Business Alliance in an effort to upgrade and install wayfinding signage in the central city. Priority objectives are to enhance appearance, update the information that is provided, improve accessibility and effectiveness for different audiences, including international visitors, and complete installation in advance of the World Championships in August 2021. Additional partners in this effort are currently being identified. RCTP FY17-19 funding is being used in combination with funding from

partners to complete a Scoping Study for the project. The study will include design, project management and funding recommendations for the production and installation of new wayfinding signs in the central city to be completed by July 2021. The investment of RCTP funds in FY20-21 will support production and installation work to help ensure project is completed on time and on budget.

2. BUDGET: \$10,000
 START: JUL. 2020
 END: JUN. 2021

Deliver Guest Service Gold Tourism/Oregon Trainings:

This tactic will build on the success of the Portland Region’s Guest Service Gold® training program. Travel Portland will use its own resources to continue providing customized Guest Service Gold training to employers upon request through FY19-20. Depending upon the extent of the demand from employers and other stakeholders, RCTP funds will be used in combination with Travel Portland funds to support expanded efforts to offer training in Portland and the wider region. The opportunity to request training and certification will be promoted through Portland Region DMO partners and Travel Portland and RCTP staff will partner to arrange for instructors and training materials as provided by the ORLA Education Foundation. Certifications will be tracked and reported upon the completion of training sessions.

3. BUDGET: \$125,000
 FY 19-20: \$50,000
 FY 20-21: \$75,000

Destination Management Investment:

Travel Portland will direct resources in both years of the biennium to support specific destination management partnerships or projects emerging from the ongoing work of the Portland Tourism Master Plan, which was completed in 2018. Investment opportunities will be identified consistent with Travel Portland’s goal to responsibly and sustainably develop, build on and share experiences that both enhance visits and enrich life for locals. Similar investments made with FY18-19 RCTP funds include support for the Portland Winter Lights Festival, an off-peak season event; Sneaker Week, a growing gathering that highlights the diverse culture and community amongst global sneaker enthusiasts and the evolving landscape of Portland’s footwear industry; and Venture Portland for support of neighborhood business district partnerships. In each of the two years of the biennium, Travel Portland’s Tourism Plan Action Teams will surface investment-ready partnerships or initiatives for consideration by Travel Portland’s Tourism Master Plan Implementation Committee, which will make final investment decisions.

TRAVEL PORTLAND

GLOBAL MARKETING

A key component of Travel Portland's marketing strategy is the leveraging of the Visitor Development Fund to attract convention and city-wide event business, particularly during off-season months (November through April). Additionally, to help drive demand, investments will be made in coordinated PR efforts led by Travel Oregon and Travel Portland.

TACTICS



Photo Via: Elena Pressprich/Travel Oregon

1. BUDGET: \$1,500,000
 FY 19-20: \$750,000
 FY 20-21: \$750,000

Investment in Visitor Development Fund (VDF):

The purpose of the Visitors Development Fund is to ensure that expenditures of revenues from the 2.5% increase in the Multnomah County transient lodging tax and vehicle rental tax that are allocated to the VDF shall be expended to attract visitors to Portland, Oregon and Multnomah County that maximize hotel occupancy and vehicle rentals. Background: Through an unprecedented public/private partnership the Visitors Development Initiative (VDI) was created and the tax increase has generated enough revenue to not only expand the Oregon Convention Center, but also assist in capital improvements for Portland’s 5 Centers for the Arts and Providence Park, provide enhanced marketing dollars for the convention center and create a Visitor Development Fund for the purpose mentioned above. The primary category of the VDF is to secure Citywide Conventions, Meeting and Tradeshow, utilizing the convention facilities that generate hotel room and vehicle rental revenues. It is imperative that the convention facilities are successful in order to generate the maximum economic return for the community and to ensure the success of the other elements of the VDI. The secondary category of the VDF funds is to secure leisure activities and events that maximize hotel occupancy and vehicle rentals.

We know from our regional partners that citywide conventions create compression in the market and hotels in all of Multnomah, Washington, Columbia and Clackamas counties see an increase in occupancy, rate and/or visitors to their area.

2. BUDGET: \$150,000
 FY 19-20: \$75,000
 FY 20-21: \$75,000

In-Market Activation in Key Media Market:

Create a statewide activation in a key media market like New York City, San Francisco or Los Angeles to raise awareness of the many offerings of Oregon and the fresh, new story ideas that are coming out of the state, including, but not limited to: culinary, outdoor recreation, wellness, arts and culture, and the people who help make Oregon a magical place. Travel Oregon and Travel Portland would work together to create an affordable opportunity for all regions to participate and further enhance/build relationships with influential journalists in key media markets. Locations and exact ideas for the activation are TBD. Travel Oregon will work with Travel Portland to plan the overall event. Travel Oregon’s agency-of-record, Maxwell PR, will plan the event and logistics.

TRAVEL PORTLAND

GLOBAL SALES

Travel Portland will lead two key tactics to support Global Sales on behalf of the region. Travel Portland's investment in both tactics supports investments that will be made as part of the Portland Region shared plan and underscores the significance of these initiatives to Global Sales strategies over the next two years.

The Portland Region's goal is to target the source markets of existing and high-potential non-stop air services to PDX and maximize the sales opportunities presented by Portland's hosting of the Go West Summit in 2020.



Photo Via: Satoshi Eto

TACTICS

1. BUDGET: \$200,000
 FY 19-20: \$100,000
 FY 19-20: \$100,000

Delta Air Lines International Air Service Marketing Strategy:

This Tactic is selected from the Portland Region-specific Menu of Investment Opportunities (does not appear as an option in the drop-down menu above). Investment supports the Port of Portland’s Delta Air Lines strategy to maintain and strengthen the inbound business of int’l non-stop air service from London Heathrow. Funds will be spent on inbound program in agreement with Delta UK, promoting the Portland Region’s destination products and air service to maintain and grow this seasonal (May-Oct) service. It has been announced that the flight will be daily (up from 4x/week) in 2019.

We know from our regional partners that citywide conventions create compression in the market and hotels in all of Multnomah, Washington, Columbia and Clackamas counties see an increase in occupancy, rate and/or visitors to their area.

2. BUDGET: \$100,000
 START: DEC. 2019
 END: APR. 2020

Go West Summit 2020 Opening or Closing Event:

The total cost of \$400,000 for the City of Portland to host the Go West Summit for 200 international buyers and up to 500 industry colleagues will be covered through a combination of investments made by Travel Portland as well as the RCTP tactics included here. This tactic includes one evening reception/dinner and transportation for up to 700, and professional conference and event planning.

CONTINGENCY

The Portland Region FY19-21 budget reserves \$48,326 in contingency funds to be allocated for unanticipated opportunities associated with Oregon21 or with the Oregon Governor’s Conference to be held in Portland in 2021.

WASHINGTON COUNTY VISITOR ASSOCIATION PLAN

		2019						2020						2021											
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Destination Development																									
Arts Center	\$130,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
TBD	\$130,000												●	●	●	●	●	●	●	●	●	●	●	●	
Salmonberry Trail Capacity	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Marketing																									
Spring Co-op	\$5,000							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Scenic Byways	\$16,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Visitor Guide	\$37,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Welcome Center Brochures	\$4,320	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
In-Market Activation	\$10,000				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
T.O. Fam Tours	\$20,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
YSE	\$9,200	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Regional Brochure	\$4,500	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Fall/Winter Campaign	\$5,000																●	●	●	●	●	●	●	●	
Pre-Feast Media	\$5,500															●	●	●	●	●	●	●	●	●	
Marketing Shipping	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Sales																									
RTO Summit West	\$10,823							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
RTO Summit East	\$16,300												●	●	●	●	●	●	●	●	●	●	●	●	
Active America China Summit	\$12,000												●	●	●	●	●	●	●	●	●	●	●	●	
Vancouver Outdoor Show	\$5,200												●	●	●	●	●	●	●	●	●	●	●	●	
Western & Eastern Canada	\$15,750												●	●	●	●	●	●	●	●	●	●	●	●	
France Mission	\$6,500			●	●	●																			
Sales Marketplaces	\$27,300					●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
IAGTO	\$14,280															●	●	●	●	●	●	●	●	●	
Germany, France & UK Missions	\$22,500															●	●	●	●	●	●	●	●	●	
Travel Trade Fam Tours	\$20,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Staffing																									
Staffing	\$200,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Contingency																									
Contingency	\$19,799							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
TOTAL	\$781,972																								

DESTINATION DEVELOPMENT

The WCVA continues to help shape the Tualatin Valley. Over the last several years, the Washington County Visitors Association has administered a capital grant program made available to non-profit and governmental entities in Washington County for projects directly related to improving and increasing the visitor experience in Washington County. Capital project grant award level for a single project has increased to \$100,000 per applicant and must be aligned directly with incremental growth in tourist arrivals. Projects have included funding trail development, improved wayfinding, and main street enhancement, and arts venue improvements. Moving forward, a focus on advancing bicycle hubs, trail development and infrastructure needs outlined in the 2018/19 action plan will be implemented. The trails action plan was initiated during the 2018 Travel Oregon Tourism Studio and is a collaborative effort spearheaded by two stakeholder advisory committees centered on trail and bicycle hub development.

While responsible trail development in unincorporated Washington County has evolved, there is increased attention being paid to the development of downtown corridors of our main cities. The emergence of the Beaverton Arts & Innovation District is an example of a citizen-driven stakeholder vision driving downtown revitalization. In 2019, a full-service hotel will break ground in the center of Beaverton and located directly on the Max Line. This will be the second new hotel in Beaverton that has purposefully located near the Max Line. The strategy of building close to public transportation helps to create a stronger bond between PDX, downtown Portland and the outlying suburbs; thus, offering more options for visitors to the Portland Region.



Photo Via: Russ Roca

TACTICS

1.

BUDGET: \$130,000
START: FALL 2019
END: JUN. 2020

Patricia Reser Center for the Arts:

For years, Beaverton residents and business leaders alike have expressed the need for a new professional arts and entertainment venue for performances, meetings, festivals, and events to serve the region. In addition, a study commissioned by the Regional Arts and Culture Council in 2010 identified a shortage of performance spaces in the Portland Metropolitan area. Portland arts and culture organizations are seeking to expand their audience reach, particularly in the most diverse and economically vital county in the region.

The Patricia Reser Center for the Arts (PRCA) will fill this much-needed gap as part of the City of Beaverton’s urbanizing downtown. Located adjacent to light rail in the emerging arts and innovation district, the PRCA will be the crown jewel of downtown Beaverton where, for the last several years, Beaverton has invested significantly in its core area, spurring new hotel development, apartment homes, restaurants, and other amenities. The PRCA will serve as the anchor to the northern end of downtown, offering a creative gathering place for residents and visitors alike.

The PRCA will be the first performing arts center of its kind to be built in the Portland-metro area in more than 30

years. The facility will include a 550-seat theater, an art gallery, rehearsal, workshop and meeting space, lobby, outdoor plaza, and parking structure. With innovative offerings in the performing arts – theater, music and dance – the PRCA will be a beacon for civic engagement, creative learning and greater social cohesion.

Funding for this project will be used to close the private fundraising gap and facilitate construction commencement in fall 2019. RCTP funds will be used for capital expenditures. The total project budget for the PRCA is \$46,000,000.

2.

BUDGET: \$130,000
START: JUL. 2020
END: JUN. 2021

Destination Development Investment To Be Determined:

The Tualatin Valley is a growing destination, and several potential destination development projects are either proposed or in the works. The WCVA has not specifically identified specific projects for funding during FY2020-2021 at this yet recognizes a need to set aside these funds for future destination development opportunities. WCVA will remain engaged with stakeholders throughout FY2019-2020 as various prospective development projects progress and we will recommend a signature project for investment to the RDMO and sub-regional DMOs prior to the beginning of FY2020-2021.

3.

BUDGET: \$30,000
FY 19-20: \$15,000
FY 20-21: \$15,000

Salmonberry Trail Foundation Capacity:

This tactic will support the ongoing Salmonberry Trail 84-mile rail-to-trail project connecting Portland to the Coast. STF is pursuing significant regional, state and national public funding to assist with trail project development. This investment would comprise 15% of the total goal of \$100,000 to be raised from multiple sources. The increased capacity supported by this investment would facilitate the following activities: Fundraising for the Loop Trail, Coastal and River Segment master plans, management capacity to build new partnerships with engaged communities and accelerated marketing efforts to build widespread statewide support for the project.

GLOBAL MARKETING

Washington County (Tualatin Valley) will enhance the region's overall marketing efforts by engaging with consumers via paid advertising, public relations and other opportunities with Travel Oregon. RCTP dollars will enhance the Washington County Visitors Association existing marketing budget in an effort to focus on shoulder season campaigns offered by Travel Oregon.

The strategy is to establish a unique voice and spend advertising dollars in target markets on demographics which show an interest in the unique travel options of the region.



1. Spring 2020 and 2021 Campaign Co-op
2. Scenic Byways Guide Ad
3. Travel Oregon Visitor Guide Advertisement
4. Oregon Welcome Center Brochure Program
5. In-Market Activation in Key Media Market
6. Travel Oregon-Led/Suggested Domestic Fam Tour Budget
7. Your Story Everywhere (YSE)
8. Portland Region Sales Brochure
9. Fall (Winter) Campaign 2019 & 2020
10. Pre-Feast Media Trip
11. Shipping

TACTICS

Photo Via: Russ Roca

1. BUDGET: \$5,000
START: FEB. 2020
END: JUN. 2020

Spring 2020 and 2021 Campaign Co-op:

Leverage Travel Oregon’s campaign media buy, targeting active adventurers in San Francisco, Seattle, Portland and Phoenix. This opportunity will be developed in more detail as we get closer to the spring 2020 campaign, but would potentially include: paid media, content development, media retargeting, social media, click ads driving to Tualatin Valley website, etc. By combining our efforts with Travel Oregon, the Portland Region’s media, content and social dollars can drive more impact in shared markets. The ad will be Tualatin Valley-focused, placed in the context that it is located in the Portland Region. The ad will incorporate the Portland Region logo in addition to the Tualatin Valley logo to increase awareness of the region. Exact results will vary based upon mutually agreed upon tactics.

2. BUDGET: \$16,000
FY 19-20: \$8,000
FY 20-21: \$8,000

Scenic Byways Guide Ad:

Utilize RCTP dollars to leverage the WCVA’s print advertising budget and enhance regional messaging with paid advertisement in Travel Oregon’s print publications, specifically Travel Oregon’s



Scenic Byways Guide. The ad will be Tualatin Valley-focused, as Tualatin Valley currently has the only Scenic Byway and Scenic Tour Route in the region. Ad content will include context that it is located in the Portland Region and will incorporate the Portland Region logo in addition to the Tualatin Valley logo to increase awareness of the region. will remain engaged with stakeholders throughout FY2019-2020 as various prospective development projects progress and we will recommend a signature project for investment to the RDMO and sub-regional DMOs prior to the beginning of FY2020-2021.

3. BUDGET: \$37,000
FY 19-20: \$18,500
FY 20-21: \$18,500

Travel Oregon Visitor Guide Advertisement:

Utilize RCTP dollars to leverage the WCVA’s print advertising budget and enhance regional messaging with paid advertisement in Travel Oregon’s annual print visitor guide.

4. BUDGET: \$4,320
FY 19-20: \$2,160
FY 20-21: \$2,160

Oregon Welcome Center Brochure Program:

Utilize Travel Oregon’s Welcome Center Brochure program to ensure that Tualatin Valley’s visitor guides are in all of the state’s Welcome Centers, to ensure additional representation of destinations in the Portland Region.

5. BUDGET: \$10,000
START: OCT. 2019
END: MAR. 2020

In-Market Activation in Key Media Market:

Attend Travel Oregon’s statewide activation in a key media market like New York City, San Francisco or L.A., to raise awareness of the many offerings of Oregon and the fresh, new story ideas that are coming out of the state, including, but not limited to: culinary, outdoor recreation, wellness, arts and culture, and the people who help make Oregon a magical place.

TACTICS



6. BUDGET: \$20,000
 FY 19-20: \$10,000
 FY 20-21: \$10,000

Travel Oregon-Led/Suggested Domestic Fam Tour Budget:
 Leverage the WCVA’s media familiarization-tour budget to participate in Travel Oregon-led fam tours. Every year Travel Oregon vets and supports several domestic familiarization tours of the state to inspire third-party endorsement of Oregon as a premier vacation destination. When a region is investing in these tours, Travel Oregon will ensure that there is time built into itineraries for participants to meet with key media influencers so they can further strengthen/build their own relationships with the media, a crucial factor in garnering the right coverage in the right publications for each region.

7. BUDGET: \$9,200
 FY 19-20: \$4,600
 FY 20-21: \$4,600

Your Story Everywhere (YSE):
 Third party storytelling is significantly more impactful than self-promotion, and Your Story Everywhere (YSE) will allow the Tualatin Valley, as part of the Portland Region, to inspire engaged travelers to plan overnight trips to the region via Travel Oregon’s digital and social channels. The ad will be Tualatin Valley-focused; however, content will be written to provide context that Tualatin Valley is located in the Portland Region.

8. BUDGET: \$4,500
 FY 19-20: \$3,000
 FY 20-21: \$1,500

Portland Region Sales Brochure:
 The Portland Region Sales Brochure is a single image piece that showcases the Portland Region and the destinations within the region to be used at trade shows and other regional efforts.

9. BUDGET: \$5,000
 START: NOV. 2020
 END: FEB. 2021

Fall (Winter) Campaign 2019 & 2020:
 Leverage Travel Oregon’s Campaign media buy, targeting active adventurers in San Francisco, Seattle, Portland and Phoenix. This opportunity will be developed in more detail as we get closer to the Spring 2020 Campaign, but would potentially include: paid media, content

development, media retargeting, social media, click ads driving to Tualatin Valley website, etc. By combining our efforts with Travel Oregon, the Portland Region’s media, content and social dollars can drive more impact in shared markets. The ad will be Tualatin Valley-focused, placed in the context that it is located in the Portland Region, and ad will incorporate the Portland Region logo in addition to the Tualatin Valley logo to increase awareness of the region. Exact results will vary based upon mutually agreed upon tactics.

10. BUDGET: \$5,500
 START: SEPT. 2020
 END: OCT. 2020

Pre-Feast Media Trip: Participate in a pre-Feast media tour. This opportunity goes toward hosting costs for a pre-Feast Media Tour. To keep media inspired, offer up fresh content ideas and showcase places in the state that haven’t been included in the previous year’s pre-Feast itineraries, Travel Oregon will ultimately determine which regions will be included each year. Note: there are four pre-Feast trips per year.

11. BUDGET: \$5,000
 FY 19-20: \$2,500
 FY 20-21: \$2,500

Shipping:
 Investment will cover the cost of shipping collateral as needed for the length of the biennium.

GLOBAL SALES

The sub-regional global sales efforts will concentrate on a direct alignment with Travel Oregon's Global Sales efforts with a concentration in international markets with direct air-lift into Portland International Airport and corresponding with the top 10 international visitations reported from both the Portland Region Tourism Economics report and complemented from data received in Washington County Visitors Association's Visa Vue reporting.

Goals: Elevate awareness and desirability to travel to the Portland Region - Portland, Washington County, Clackamas County, Columbia County and E. Multnomah County to wholesale travel/trade operators, travel agents, consumers and media in specific international markets. Sustain current travel from foreign countries.

1. RTO Summit West
2. RTO Summit East
3. China: Active America China Summit
4. Vancouver Outdoor Adventure Show
5. Western Canada Roadshow
6. France: Travel Oregon France Sales Mission
7. United Kingdom WTM, Germany ITB & IPW
8. LAGTO (International Association for Golf Tour Operators)
9. Travel Oregon German Sales Mission, Travel Oregon France Sales Mission, Travel Oregon UK Sales Mission
10. Travel Trade Familiarization Tours (FAMs) and Press Trips

TACTICS

1. BUDGET: \$10,823
 FY 19-20: \$5,433
 FY 20-21: \$5,390

RTO Summit West:

A full day of international inbound trends, market intelligence, and panels that feature tour operators talking about their business and offering fresh insights on their booking trends – all designed to make the next day’s one-on-one scheduled appointments most productive. Scheduled appointment sessions on day two take place in an intimate environment, where attendance is limited to buyer/seller ratio of 1 to 1.8—the best in the industry. Opportunity presents a great learning and networking tool for participants.

2. BUDGET: \$16,300
 FY 19-20: \$8,150
 FY 20-21: \$8,150

RTO Summit East:

A full day of international inbound trends, market intelligence, and panels that feature tour operators talking about their business and offering fresh insights on their booking trends— all designed to make the next day’s one-on-one scheduled appointments most productive. Scheduled appointment sessions on day two take place in an intimate environment, where attendance is limited to buyer/seller ratio of 1 to 1.8—the best in the industry. Opportunity presents a great learning and networking tool for participants

3. BUDGET: \$12,000
 FY 19-20: \$6,000
 FY 20-21: \$6,000

China: Active America China Summit:

Active America China Summit is the only travel trade summit in North America that includes one-on-one appointments with China-based tour operators interested in creating U.S. product while in the United States. This opportunity would provide participants with valuable facetime to promote their region to the growing Chinese market.

4. BUDGET: \$5,200
 FY 19-20: \$2,500
 FY 20-21: \$2,700

Vancouver Outdoor Adventure Show:

Consumer show focused on outdoor recreation. Participants have the opportunity to spread the word about Portland Region’s outdoor recreation options to this international drive market.

5. BUDGET: \$15,750
 FY 19-20: \$7,500
 FY 20-21: \$8,250

Western Canada Roadshow:

Travel Oregon will lead a B2B roadshow including trade and media appointments as well as client events in Western and Eastern Canada in 2020 and 2021. This intimate road show setting will include one-on-one meetings with buyers and media from across Western and Eastern

Canada. Opportunity allows participants to share information about their region with the Canadian market.

6. BUDGET: \$6,500
 START: FALL 2019
 END: FALL 2019

Travel Oregon France Sales Mission:

Travel Oregon will lead a B2B sales mission including trade and media appointments as well as client events in France during 2019 and 2020.

7. BUDGET: \$27,300
 FY 19-20: \$13,000
 FY 20-21: \$14,300

United Kingdom WTM, Germany ITB & IPW:

WTM is a global travel industry event focusing on the United Kingdom market in 2019. Participants will meet with travel-trade buyers and media during scheduled appointments. This is a valuable opportunity for participants to network and grow contacts in the UK while sharing information about the Portland Region. ITB is the largest travel-trade show in the world focusing on the German market in 2021. IPW is the USA’s largest international inbound travel trade and media marketplace. Participants will have the opportunity to network, build relationships, product and provide regional information to key international markets, media and clients.

TACTICS



Photo Via: Satoshi Eto

8. BUDGET: \$14,280
 FY 19-20: \$6,800
 FY 20-21: \$7,480

IAGTO (International Association for Golf Tour Operators):

IAGTO’s North American Convention brings together over 140 domestic and international golf tour operators from 35 countries. The convention includes one-on-one appointments and speed dating between operators and suppliers, along with networking events. This is a valuable opportunity for regions with golf product to grow domestic and international golf visitation.

9. BUDGET: \$22,500
 START: FALL 2020
 END: FALL 2020

Travel Oregon German Sales Mission, Travel Oregon France Sales Mission, Travel Oregon UK Sales Mission:

Travel Oregon will lead a B2B sales mission including trade and media appointments as well as client events in Germany, France, and the UK in 2020.

10. BUDGET: \$20,000
 FY 19-20: \$10,000
 FY 20-21: \$10,000

Travel Trade FAMs/Press Trips:

FAM tour coordination is engaged when Tualatin Valley is included in either a regional FAM tour initiated by Travel Oregon or Brand USA, or if WCVA is approached with the opportunity to host a tour. This tactic will supplement the regional efforts for FAM tours in the destination.

CLACKAMAS COUNTY TOURISM & CULTURAL AFFAIRS PLAN

		2019						2020						2021											
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Global Marketing																									
PR Agency Offset	\$34,180	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
In-Market Activation	\$10,000												●	●	●	●	●	●	●	●	●	●	●	●	●
Google Content Co-op	\$12,500	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Staffing																									
Staffing	\$192,000							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TOTAL	\$248,680																								

GLOBAL MARKETING TACTICS

1. BUDGET: \$34,180
 FY 19-20: \$6,840
 FY 20-21: \$27,340

Offset PR Agency Work:

The PR team is very active with proactively hosting media as a DMO and in partnership with the Portland Region. With our PR agency taking on more responsibilities, such as booking media travel and transportation costs, there are identifiable needs for offsetting this work.

2. BUDGET: \$10,000
 START: OCT. 2019
 END: MAR. 2020

In-Market Activation in Key Media Market:

Clackamas County Tourism will work with Travel Oregon and Travel Portland

as a partner in the selected key media market. \$10,000 is allocated to a support budget, which will assist with the offsetting of costs associated with Mt. Hood Territory's participation in the Travel Oregon/Travel Portland PR in-market media event (TBD).

3. BUDGET: \$12,500
 START: JUL. 2019
 END: JUN. 2020

Google Content Co-op:

Clackamas County Tourism will assume the RDMO partnership of the Portland Region with the Travel Oregon marketing team and Miles Media in a program which will give the RDMOs an understanding of what 12 key cities in their area look like in Google Travel Guides and Top Sights – which are the two most destination-centric Google products.

This program emphasizes in-person education for RDMOs that will focus on how they can act to address any opportunities surfaced by the audit, as well as begin to engage the industry in becoming more active on Google My Business. We've also included options for the RDMOs to expand the number of cities audited, as well as an option for content creation – both outside the shared cost of the co-op. This audit will provide valuable information for the RDMO to work with partners to improve Google Travel Guide information and Top Sights. Through this program each RDMO will have a personalized, in-person training session and become a member of the Google DMO Partnership Program. The Google Content Co-Op will whitelist the RDMO Knowledge Base developed by Google that provides how-to guides on 13+ Google tools that RDMOs can leverage.

GRESHAM AREA CHAMBER & VISITORS CENTER PLAN

		2019						2020						2021											
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Destination Development																									
Sports Facilities	\$54,194	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Agritourism	\$4,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Bike Tourism	\$3,200	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Guest Service Gold	\$2,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Marketing																									
Sports Facilities Marketing	\$12,192	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Welcome Center Brochure	\$3,534	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Staffing																									
Staffing	\$32,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
TOTAL	\$111,120																								

DESTINATION DEVELOPMENT

The athletics facilities at Mt. Hood Community College require improvements and enhancements in order to hold higher-level domestic and international competitions. The aquatic facility is being considered for a 4-year contract with OSAA for the annual state swimming championships and the college is increasing marketing efforts to target thirty-five regional, national, and international competitions.

A key component of the facility's readiness to host is a required upgrade of the pool's PVC membrane liner. Additionally, the track and field facilities are in contention to host an international team for training in advance of the IAAF World Championships in Eugene in 2021.

Delegations are visiting applicant facilities and will make decisions and begin planning before the end of FY18-19. The Gresham Chamber will invest in the necessary facilities upgrades and other ancillary improvements to support Mt. Hood Community College in its bid to attract these athletic events to Gresham.



Photo Via: Elena Pressprich / Travel Oregon

TACTICS

1. BUDGET: \$54,194
 FY 19-20: \$27,097
 FY 20-21: \$27,097

Sports Facilities Investments:

Building on 2017-2019 funded upgrades, additional upgrades may include, but not be limited to, starting blocks. Other projects in the MHCC capital improvement vision for the pool may be considered. While the potential expenditures associated with selection to host a team as part of the IAAF World Championships are unknown at this time, with the exception of the shot putt area, it is reasonable to anticipate needs pertaining to visitor amenities and further facilities improvements. The goal is to offer the visiting teams and delegations a world-class experience.

2. BUDGET: \$4,000
 FY 19-20: \$2,000
 FY 20-21: \$2,000

Agritourism:

The agricultural bounty of the Gresham area supports a farmers market every Saturday from May through September. These agri-businesses are potential attractions to visitors seeking to complement their stay in Gresham’s friendly town center or travelers exploring the eastern edge of Multnomah County perhaps on their way to Mt. Hood or the Gorge. The Gresham Chamber has strengthened relationships and explored destination development opportunities with the agri-businesses of the area

including an organic dairy, llama and goat farms, handmade garden-tool forger, wineries, breweries, fruit processing plants, etc. Mapping for DIYers as well as personal pre-arranged tours hosted by staff and itineraries for visitors seeking straight-from-the-source experiences will be put in place. These development activities are a continuation of the work that began in FY2017-2018 will continue to be supported by investments from RCTP funds as well as the Gresham Chamber’s own resources.

3. BUDGET: \$3,200
 FY 19-20: \$1,600
 FY 20-21: \$1,600

Bike Tourism:

The Gresham Chamber will continue work already underway to cultivate and support bicycle tourism in and around Gresham. To complete this tactic, the Gresham Chamber will partner with the City of Gresham and leverage local city tourism funds. Components of this tactic include updates to the East Multnomah County Hub website, bikeemc.com, continuation of the Bike Friendly Business program, master planning for wayfinding and signage program and updates of existing bike maps for area trails/routes totaling 10 comprehensive maps. There is a need and desire to have wayfinding and signage installed once the plan is in place. The plan will determine next steps and funding requirements.

4. BUDGET: \$2,000
 FY 19-20: \$1,000
 FY 20-21: \$1,000

Deliver Guest Service Gold Tourism/Oregon Trainings:

Offering scholarships to students only does not allow management the business flexibility to let someone attend without negatively impacting business and customer service while that person is not at the work site. Covering the cost of the staffer to be off-site at a class, while also covering the cost of staff manning the desk in his or her absence, provides a better opportunity for participation. These scholarship funds will provide for that financial coverage.

GLOBAL MARKETING

The athletics facilities at Mt. Hood Community College (MHCC) are key tourism assets for the City of Gresham because of the domestic and international visitors who travel as spectators or to participate in competitions.

The Gresham Chamber intends to work with MHCC to develop and distribute marketing collateral to promote these assets and help attract more competitions and visitors.

Examples of recent competitions hosted at the MHCC Aquatic Center include the NCAA Club Water Polo National Championships, OSAA Water Polo State Championships and multiple regional and sectional swim meets and championships. Additionally, the Chamber will also advertise the City of Gresham as a destination for visitors on Travel Oregon's website.



Photo Via: Elena Pressprich / Travel Oregon

TACTICS



Photo Via: Elena Pressprich/Travel Oregon

1. BUDGET: \$12,192
 FY 19-20: \$6,096
 FY 20-21: \$6,096

Sports Facilities Marketing & Collateral:

The Mt. Hood Community College Aquatics Center consists of an indoor natatorium which includes a 25-yard, 6-lane competitive pool, an instructional pool, a hydrotherapy pool and locker rooms with showers. The outdoor pool is Olympic sized with depths ranging from 6 to 17 feet. The college has also been fortunate to host some of the best track-and-field competition in the country over the years, including one of the three TrackTown USA Summer Pro meets in 2018. The Gresham Area Chamber, in partnership with Mt Hood Community College, will continue to implement the targeted global marketing plan and distribute collateral materials developed in FY18-19 for the promotion of the college’s track-and-field and aquatic facilities as ideal venues for hosting international and domestic competitions. The targeted global marketing plan and collateral materials include implementation of the Gresham Edge project. A 10-page booklet describing the facility, area, and surrounding opportunities will be produced and two :30 second videos will be produced. The initial locations targeted for the video promotion are Arizona State University (Tempe/Phoenix) and Indiana University (Bloomington/Indianapolis). A digital marketing plan for the video will be implemented.

University of Virginia and University of Texas are secondary targets for the Gresham Edge project. The intent is to continue on the pathway to be a premier facility for national college and international athletes.

2. BUDGET: \$3,534
 FY 19-20: \$1,767
 FY 20-21: \$1,767

Oregon Welcome Center Brochure Program:

Utilize Travel Oregon’s Welcome Center Brochure program to ensure that Gresham’s visitor guides are in all of the state’s Welcome Centers, to ensure additional representation of destinations in the Portland Region. Funds will be used to support reproduction and distribution of existing brochures.

COLUMBIA COUNTY ECONOMIC TEAM PLAN

		2019			2020						2021														
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Global Marketing																									
Welcome Center Brochure	\$2,376	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Destination Development																									
RARE	\$12,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Gov's Conference	\$695	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Bootcamp	\$695	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Other																									
Other	\$40,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TOTAL	\$55,766																								

GLOBAL MARKETING

TACTICS

Columbia County Tourism Initiative will carry forward the foundational work that took place in 2018-2019 to create a viable destination development entity with stakeholders representing the entire county. The vision and mission for 2019-2021 is to continue that momentum gained by implementing a destination development plan to grow tourism to the region and maintaining a sustainable organization to support future growth, marketing of the region and development of the tourism sector.

Oregon Welcome Center Brochure Program:

Utilize Travel Oregon's Welcome Center Brochure program to ensure that Columbia County's collateral is in all of the state's Welcome Centers, to ensure additional representation of destinations in the Portland Region. Funds will be used to support distribution of new materials. Columbia County Tourism Initiative will produce the materials to be distributed.

BUDGET: \$2,376

FY 19-20: \$1,188

FY 20-21: \$1,188

COLUMBIA COUNTY ECONOMIC TEAM

DESTINATION DEVELOPMENT

Columbia County Tourism Initiative will carry forward the foundational work that took place in 2018-2019 to create a viable destination development entity with stakeholders representing the entire county.

The vision and mission for 2019-2021 is to continue that momentum gained by implementing a destination development plan to grow tourism to the region and maintaining a sustainable organization to support future growth and development of the tourism sector.



Photo Via: Elena Pressprich / Travel Oregon

TACTICS



Photo Via: Zhudifeng

1. BUDGET: \$12,000
 START: JUL. 2020
 END: JUN. 2021

RARE Tourism Development

Staff Capacity:

The RARE AmeriCorps member will assist with the brand identity of Columbia County through the creation of marketing materials and web presence. Additionally, the RARE AmeriCorps member will assist in maintaining partnerships fostered to realize the goals set in the destination development plan. Continued stakeholder engagement and management will also be a part of the RARE AmeriCorps member’s responsibilities. Columbia County will partner with a local municipality to apply for and secure a RARE AmeriCorps placement for FY2020-2021. University of Virginia and University of Texas are secondary targets for the Gresham Edge project. The intent is to continue on the pathway to be a premier facility for national college and international athletes.

2. BUDGET: \$695
 START: APRIL. 2020
 END: APRIL. 2020

Governor’s Conference on Tourism:

Attending Governor’s Conference on Tourism to gain knowledge, strategies and ideas for implementation of the Columbia County Destination Development Plan.

3. BUDGET: \$695
 START: TBD
 END: TBD

Destination Development Bootcamp:

Attending the Destination Development Bootcamp will be a key component for the Columbia County Tourism Initiative in order to gain knowledge to implement the Destination Development plan.

TACTICS

1.

BUDGET: \$40,000

FY 19-20: \$26,000

FY 20-21: \$14,000

Organizational Capacity Building:

The Columbia County Tourism Initiative will engage a contractor to carry out the staffing needs for the 2019-2021 biennium. The contractor will be selected through an RFP process specifically outlining the needs of the initiative from a staffing perspective. The Columbia County Tourism Initiative will continue the work to build a strong organizational structure that will support the continued coordinated development of tourism in the region on an ongoing basis. The initial work will entail securing additional funding to augment RCTP funding

both for operational and destination development support. Stakeholders have emphasized the importance of both creating and carrying out a unified vision for the county tourism efforts. A collective voice, brand and inaugural marketing will be measures for the 2019-2021 RCTP plan.

The vision is to cultivate Columbia County as a tourism destination by leveraging and enhancing resources while engaging the community. For the next biennium, the Columbia County Tourism Initiative will focus on building

an organizational structure to support a unified, countywide tourism vision. The strategy is to establish a strong collaborative organization to implement the destination development plan to grow the number of overnight visitors to the region.

STAFFING PLANNED BUDGET

TRAVEL PORTLAND RCTP OFFSET	\$300,000
TRAVEL PORTLAND INTERNATIONAL OFFSET	\$200,000
TRAVEL PORTLAND PR OFFSET	\$250,000
WCVA STAFF SUPPORT OFFSET	\$200,000
CCTCA STAFF SUPPORT OFFSET	\$192,000
GRESHAM STAFF SUPPORT OFFSET	\$32,000
TOTAL	\$1,174,000

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TRAVEL  OREGON

