

PORTLAND
REGION



Regional Plan 2017-19



TRAVEL



OREGON

Regional Cooperative Tourism Program

Research & writing:
Travel Portland

Organized by:
Travel Portland

For more regional information visit:
traveloregon.com/greater-portland

travel
PORTLAND



TABLE OF CONTENTS

VISION

AWARENESS & IMPROVEMENT

- 04 Mission
- 04 RCTP Goals

PEOPLE

- 05 Organization

MEASUREMENT

- 06 Overall Success Measures

OPPORTUNITY

STATE OF TOURISM

- 08 Regional Tourism
- 08 Stakeholder Feedback

PLAN

BUDGET

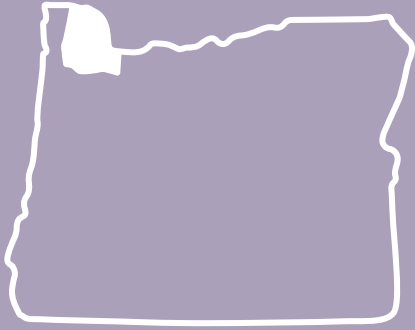
- 11 Overall Budget & Plan

TACTICS

- 17 Travel Portland Plan
- 19 Washington County Plan
- 22 Clackamas County Plan
- 24 Gresham Chamber & Visitors Center Plan
- 25 Columbia County Plan

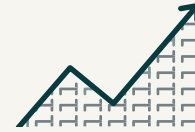
VISION





PR

Generate consumer awareness of the region via media relations



Marketing

Drive room nights via convention and sports market segments and/or leverage Travel Oregon programs.



Development

Support significant regional development projects and activities that have a direct impact on visitor experience.



Human Capacity

Staffing to implement RCTP scope of work and convene regional stakeholders.

MISSION

The Greater Portland Region is recognized as one of the most desired destination experiences in the world.

Through our valuable partnerships and a consistent focus on collaboration, our mission is to strengthen the region's economy by marketing the metropolitan Portland region as a preferred destination for leisure travel, meetings and conventions.

RCTP GOALS



Global Sales International

Support current and high-potential non-stop international air service by promoting regional destination product.

ORGANIZATION

For the last 12 years, Travel Portland has served as the RDMO lead for the Greater 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 our results. The bulk of our work has been in global sales/international tourism and West Coast public relations.

Our team at Travel Portland includes Senior Vice President of Communications and Regional Strategy, Megan Conway, and Vice President of International Tourism, Billie Moser, with additional support from the vice president of marketing, the chief marketing officer and chief sales officer, as well as President and CEO Jeff Miller.

Travel Portland will manage all operational aspects of the RDMO on behalf of our partners in the region. The Greater Portland Region's success is dependent on the leadership and participation of our partners, the core stakeholders, The President and CEO of the Washington County Visitors Association, the President and CEO of Clackamas County Tourism and Cultural Affairs, and their skilled teams help craft and execute Greater Portland's program of work.

We will continue to work with stakeholders in East Multnomah County, specifically the CEO of the Gresham Chamber of Commerce and Visitors Center, while also proactively engaging with Columbia County in hopes of partnering with a leading tourism organization in the county.

Travel Portland, the RDMO, is the convener of the five DMOs that make up the Greater Portland Region, facilitator to all stakeholders, strategist and executor of a tourism program of work that increases visitation to Greater Portland and the state of Oregon.

The development of the Greater Portland RCTP scope-of-work will be managed by Travel Portland as the RDMO for the region. Travel Portland serves as Travel Oregon's primary point of contact for the region and manages the scope-of-work, budget, deliverables and metrics for the overall plan as well as discrete plan components to be carried out individually by five interregional DMO's:

- » Travel Portland
- » Washington County
- » Clackamas County
- » Gresham Area Chamber
- » Columbia County

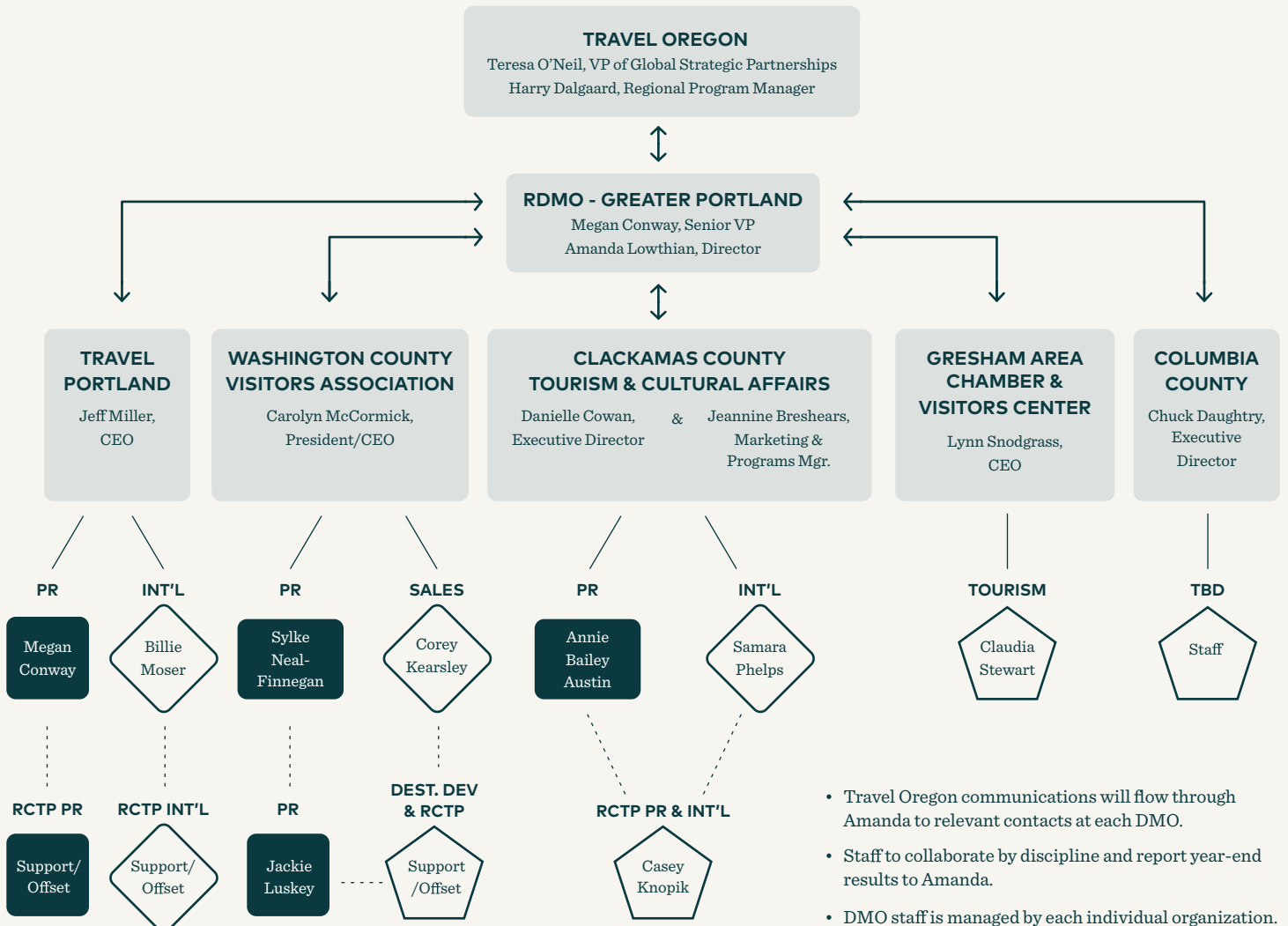
This structure is built upon the individual strengths and assets of the five inter-regions with the intention of leveraging opportunities for each organization to play a role in advancing the established regional RCTP goals.

The RCTP Director, who reports to Travel Portland's Senior Vice President of Communications and Regional Strategy, will lead a virtual team comprised of representatives from all five DMO's in the successful execution of the two-year plan according to the approved budget and schedule.

Each of the DMO's will be involved in the activities of the overall plan to varying degrees and each DMO will also lead individual activities specific to its geography.

The nature and scope of the activities varies among the DMO's as each is a reflection of that inter-region's needs, opportunities and capacity, which will continue to strengthen the entire Greater Portland region.

ORGANIZATION



OVERALL SUCCESS MEASURES

Success will be evaluated on multiple fronts. Travel Oregon's 2017-19 strategic plan outlined growth of 1.75% increase in lodging demand year over year for the seven regions. Overnight stays, as reported by hotels and Dean Runyan, will increase in the next biennium. Tourism spending, also tracked by [Dean Runyan](#), will increase.

Passengers flying directly into PDX will continue to contribute to the health of the region and the state. The plan supports destination marketing for the source markets of non-stop air service.

In addition, the RDMO will continue with the required stakeholder survey. The Greater Portland Region will measure our success by similar or increased overall satisfaction with the direction of tourism in the region.

OPPORTUNITY



REGIONAL TOURISM

The Greater Portland Region saw \$5.1 billion dollars in visitor spending in 2016 ([Dean Runyan, Feb. 2017](#)), up from \$4.9 million the previous year.

Tourism employs 36,300 people in the Region and brings in \$127 million in local tax revenue ([Dean Runyan, Feb. 2016](#)). In 2016, 8.99 million overnight person trips occurred.

There were 17.7 million visitors that traveled to PDX on domestic airlines in 2016, and 672,000 international passengers.

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.



2016:

8.99 million

Overnight person trips

Visitor spending in 2016

\$5.1 billion

Visitors that traveled to PDX

17.7 million

via domestic flights

36,300 jobs

672,000

international passengers

Local Tax Revenue

\$127 million

most visit from

Washington & California

STAKEHOLDER FEEDBACK

Stakeholder feedback collected via Travel Oregon's February, 2017 regional tourism stakeholder survey and at the April 2017 in person regional stakeholder gathering indicates that the stakeholders have a positive view of the state of tourism and direction of the industry.

Respondents from the Greater Portland Region are satisfied with the direction of tourism in the state and region. This conveys to us, the Greater Portland Region, that we are on the right track in meeting the needs and priorities of our stakeholders with our programing and no dramatic changes need to be implemented in the 2017-19 RCTP plan.

A handful of tactics across all categories stood out from the survey for their importance to stakeholders. Below are tactics listed as high or very high priority for the region to pursue:

1. Planning/Management:

Increase visitation to the region during off-peak seasons (79%)

2. Marketing:

Leveraging marketing opportunities with Travel Oregon and other tourism organizations (79%)

3. PR:

Targeted outreach to publications and journalists for the region (69%)

4. Development:

Improve the curb appeal of region's main streets and downtowns (69%)

5. Development:

Provide more opportunities for tourists to experience the region's fine arts, culture and heritage (68%)

6. Global Sales:

Develop more PR and media pitches for Travel Oregon's key international markets (66%)

STAKEHOLDER FEEDBACK

Respondents also indicated that meetings/conventions were more important across all categories than sports events. Additionally, respondents indicated that meetings/conventions were more important to the region than to their organization and more important to the city than the region.

Held on April 7, 2017, the in-person stakeholder meeting was attended by roughly 50 tourism representatives from across the region. Attendees brought up similar key themes to what the survey found, and specifically mentioned a few pain points, including homelessness and traffic. The key themes identified at that meeting included:

- » Front-line staff training
- » Collaboration across the region
- » Avenues for communication, understanding and awareness
- » Convention business
- » Bringing in recreation and sporting events
- » Transportation alternatives
- » Industry response and strategy for addressing the homeless

Tactics included in the Greater Portland Region's RCTP 2017-2019 plan address these stakeholder priorities specifically, such as leveraging Travel Oregon's marketing opportunities and increasing visitation to the region during off peak seasons.

Addressing the homeless and transportation infrastructure issues matter to the Region, however these are complex issues and the RDMO's scope-of-work does not address these issues. Travel Portland and its core DMO partners are working with their respective city, state and county agencies as well as nonprofit organizations to participate in finding solutions for these complicated problems.

Stakeholders responded with 66% to develop more PR and media pitches for Travel Oregon's key international markets and the Greater Portland Region values that feedback.

As Travel Portland shared in the RDMO contract bid presentations, the regional partners were not able to achieve regionally equitable PR results from the national media efforts, and therefore changed to invest in West Coast PR efforts.

This plan recommends that interregional DMOs continue with international PR efforts individually, though in a collaborative way.

PLAN

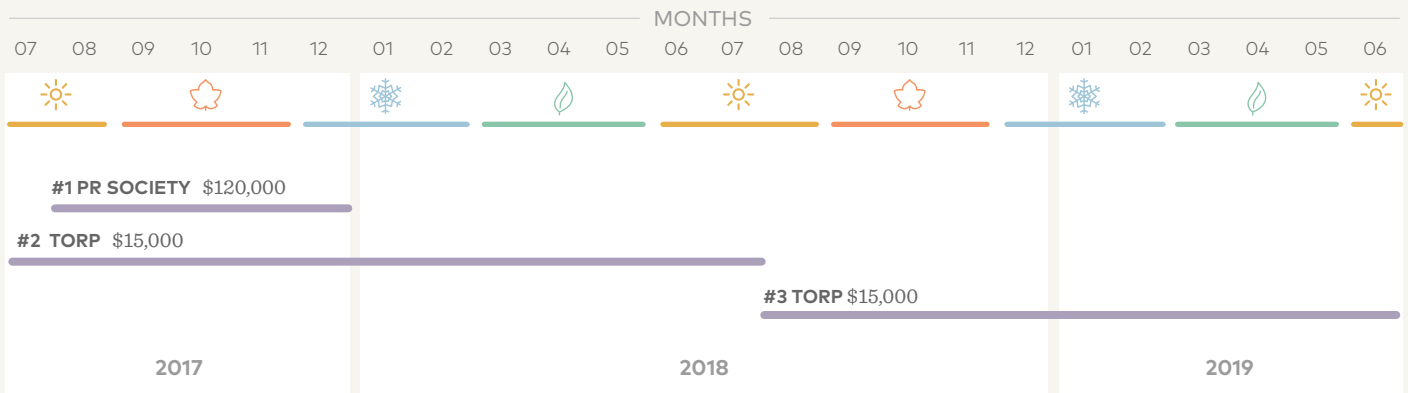


OVERALL BUDGET

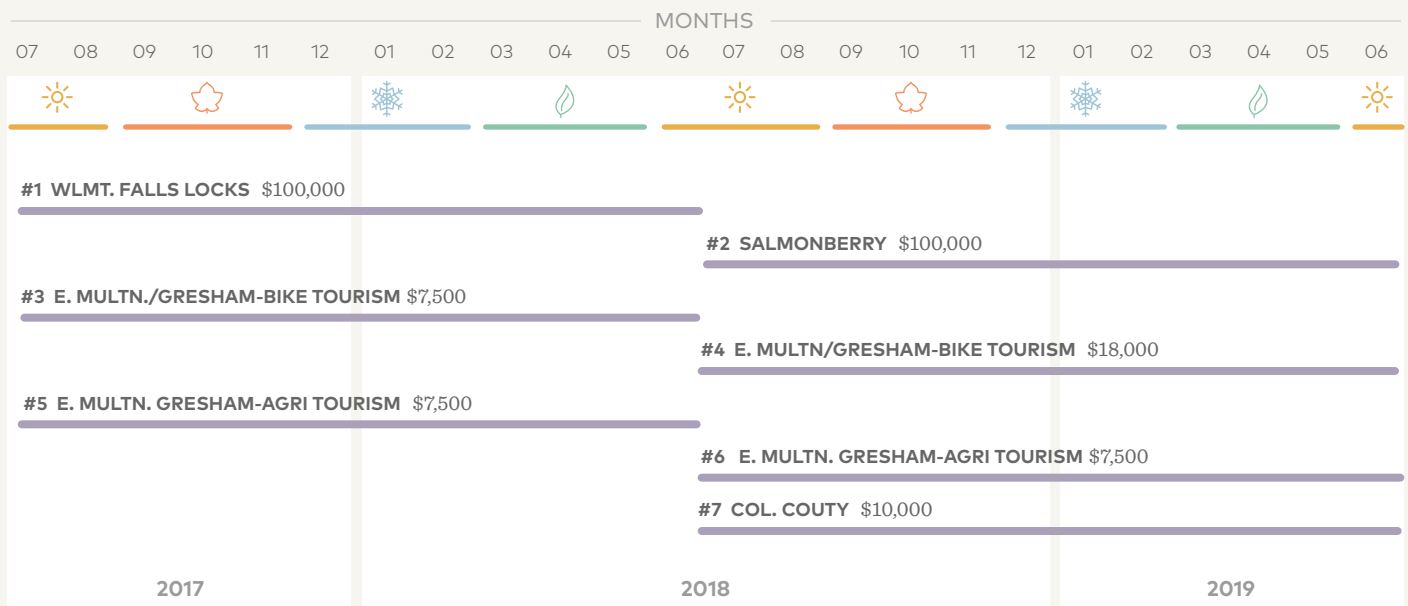
DEPARTMENT/CATEGORY	FY 17-18 BUDGET	FY 18-19 BUDGET	BIENNIUM BUDGET	% OF BUDGET
Global Marketing	\$972,700	TBD	\$1,796,682	41%
Global Sales	\$456,000	TBD	\$862,850	20%
Staffing	\$474,380	TBD	\$758,080	17%
Other	\$2,500	TBD	\$516,812	12%
Destination Development	\$202,900	TBD	\$412,102	9%
Industry & Visitor Service	\$31,000	TBD	\$66,000	1%
Total	\$2,139,480	\$2,273,046	\$4,412,526	100%

OVERALL PLAN

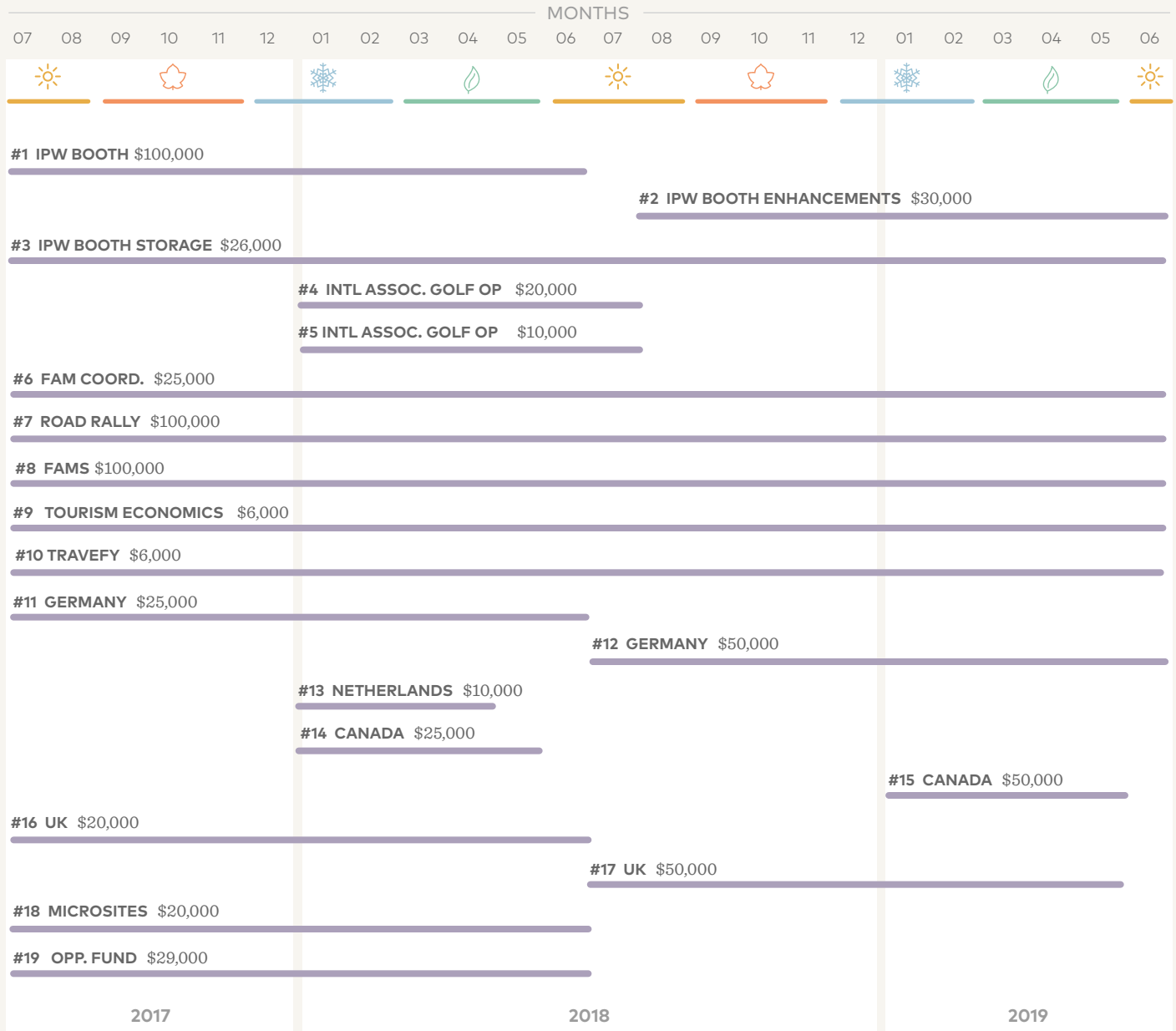
- GLOBAL MARKETING PLAN -



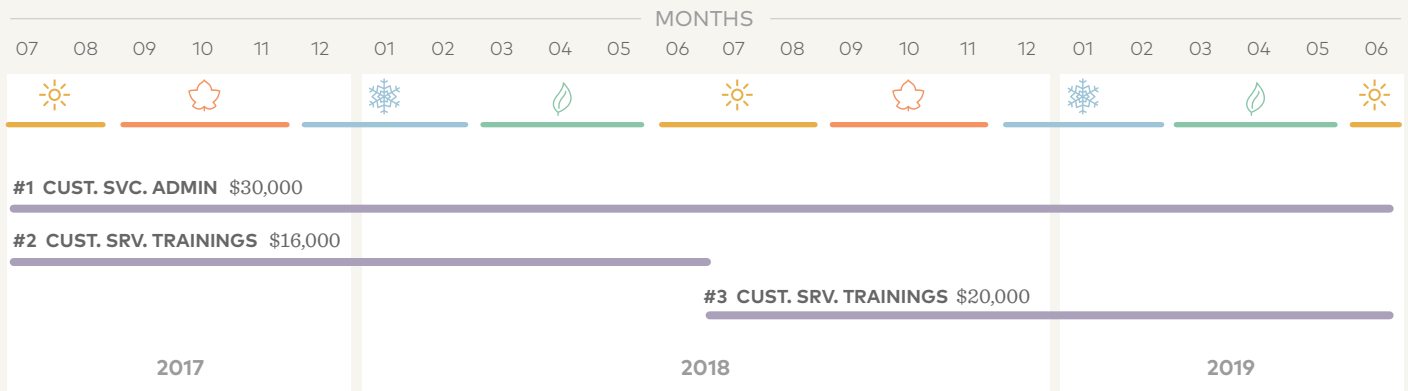
- DESTINATION DEVELOPMENT PLAN -



- GLOBAL SALES PLAN -



- INDUSTRY & VISITOR SERVICES PLAN -



GLOBAL MARKETING

Visit the live RCTP Dashboard for full tactic details and progress.

In the early RCTP years, Travel Portland contracted with an NYC-based PR firm on behalf of the region. A dedicated RCTP PR Manager staffed at Travel Portland led the scope-of work and while we earned strong results, partner feedback was that coverage was too focused on Portland with minor coverage of other areas of the region.

About four years ago, the regional partners all agreed to shift our RCTP focus to regional drive and fly markets where media revisit the Greater 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 and partner feedback has been positive. We are currently evaluating opportunities for our joint scope-of-work in 2017-18 and 2018-19 and also hope to invest RCTP funds into the existing PR scopes-of-work through each of the PR teams housed in our regional partners' offices.

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 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 inter-regional partner leads their own PR efforts in international markets and with Travel Oregon when it comes to hosting.

As mentioned in the bid for the RDMO contract presentation, the region has learned in 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.

TACTICS

#1 Society of American Travel Writers Convention 2017

#2 TBD

#3 TORP

#4 TORP

DESTINATION DEVELOPMENT

Visit the live RCTP Dashboard for full tactic details and progress.

The Greater Portland Region will continue to support prioritized destination development projects throughout the region driven by inter-regional partner's needs and interests (e.g. studios.) In addition, RDMO will support one project annually which will have a significant impact on the regional visitor experience.

The regional investment will be \$100,000/year in one of the five inter-regions (metro area of Clackamas County, East Multnomah/Gresham area, Portland, Washington and Columbia counties.) The Willamette Falls Locks Project will be the investment for FY 2017-18, and the Salmonberry Trail in Washington County for FY 2018-19.

The RDMO hopes that Columbia County will start down the destination development path and the Greater Portland Region will continue to support those efforts as plans and staffing materialize.

This biennium, funds will be available for bicycle and agri-tourism development projects in East Multnomah County, continuing to build on efforts that materialized after a Travel Oregon bicycle tourism studio and identifying the potential of the niche market of agri-tourism to the Greater Portland Region's future offerings, specifically as Travel Oregon continues to invest in statewide agri-tourism development.

Columbia County offers several opportunities for destination development. Travel Oregon and the RDMO will increase outreach and provide technical assistance to stakeholders and staff with the goal of a DMO organization in Columbia County launching a Destination Development initiative by December 31, 2017. Should no organization or partner step forward to lead this, the budget allocated to this portion of the region will be reallocated to the shared program-of-work.

TACTICS

1 Willamette Falls Locks Project

2 Salmonberry Trail /Washington County

3 East Multnomah Bike Tourism Initiative (2017-2018)

4 East Multnomah Bike Tourism Initiative (2018-2019)

5 East Multnomah Agri-Tourism Initiative

6 East Multnomah Agri-Tourism Initiative

7 Columbia County Tourism Initiative

GLOBAL SALES

Visit the live RCTP Dashboard for full tactic details and progress.

International Team will aggressively continue with projects that complement and support inter-regional partners' robust international scopes of work with large regional "umbrella" projects and activities in 2017-19: The goal is 20,000 room nights per year, which is voluntarily reported by hotels.

Ideally, a goal based on Tourism Economics annual numbers should be pursued for metrics in the future. This could not be pursued with the inter-regional partners during the planning process for RCTP 2017-19, however RDMO would like to for future years' metrics reporting.

TACTICS

1 IPW booth

2 IPW booth enhancements

3 Booth storage & shipment

4 International Association of Golf Operators Sponsorship

5 International Association of Golf Operators Pre-fam Tour

6 Travel trade fam tour coordination

7 Oregon Road Rally

8 Travel Trade Fams - all markets

9 Tourism Economics

10 Travefy-Itinerary Management System

11 Germany-America Unlimited (2017-2018)

12 Germany-America Unlimited (2018-2019)

13 Netherlands Wie Is De Mol activity

14 Canada (2018)

15 Canada (2019)

16 UK (2017-2018)

17 UK (2018-2019)

18 Brand USA microsites

19 Opportunity Fund

INDUSTRY & VISITOR SERVICES

Visit the live RCTP Dashboard for full tactic details and progress.

Customer service trainings were forefront in the stakeholder survey and gathering. The Portland Region will participate in offered Online and in-person guest service trainings.

TACTICS

1 Online and in-person customer service /contractor

3 Online and in-person customer service /trainings (208-2019)

2 Online and in-person customer service /trainings (2017-2018)

STAFFING & OTHER

Staffing Planned Budget: \$0

Other Planned Budget: \$338,661

Staffing to implement RCTP scopes-of-work and programs are localized by the inter-regional partners. See Addendums.

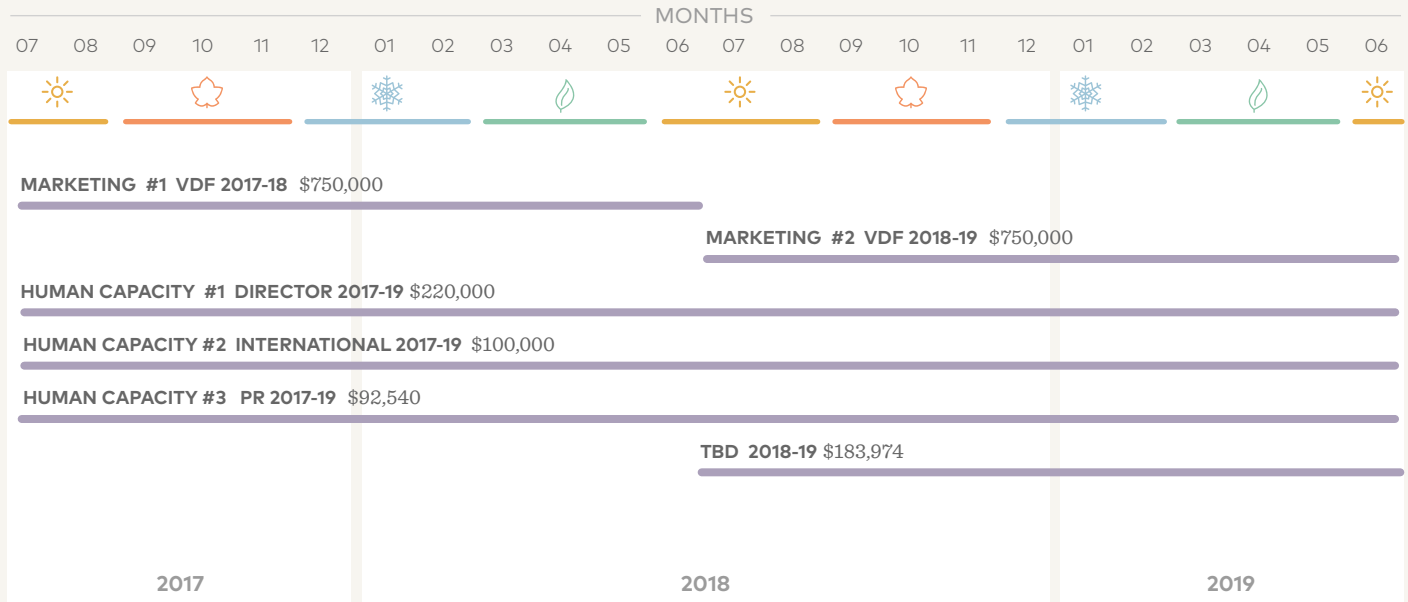
Other:

\$10,000 for costs associated with administering RCTP program including statewide travel.

Other:

\$328,661 rollover for yet-to-be-finalized elements of the FY 2018-19 plan. The core stakeholder group of DMO's will work to finalize a shared plan for 2018-19 activities over the coming year

TRAVEL PORTLAND PLAN



Budget 2017-18 for Travel Portland: \$956,270

Budget 2018-19 for Travel Portland: \$1,140,244

Total budget for Travel Portland 2017-19: \$2,096,514

GLOBAL MARKETING

Visit the live RCTP Dashboard for full tactic details and progress.

Respondents also indicated that meetings/conventions were more important across all categories than sports events. Additionally, respondents indicated that meetings/conventions were more important to the region than to their organization and more important to the city than the region.

Respondents also indicated that meetings/conventions were more important across all categories than sports events. Additionally, respondents indicated that meetings/conventions were more important to the region than to their organization and more important to the city than the region.

TACTICS

1 Investment in Visitor Development Fund (VDF) - (2017-2018)

2 Investment in Visitor Development Fund (VDF) - (2018-2019)

STAFFING & OTHER

The core group of stakeholders (Travel Portland, Washington County Visitors Association, Clackamas County Cultural Affairs and Tourism and Gresham Area Chamber of Commerce & Visitors Center) have strongly advocated for human resources to implement RCTP scope-of-work.

1. Travel Portland- RCTP Director 2017-19

The Regional Cooperative Tourism Program Director—Greater Portland (RCTP-GP) is charged with managing the Greater Portland Region scope-of-work. The purpose of this position is to:

Advance the work of regional partners to build and strengthen relationships with groups, organizations and communities across the Greater Portland Region. As designated by RCTP, the region is made up of Washington and Columbia Counties and portions of Multnomah and Clackamas Counties, including the City of Portland. Stakeholder DMOs that will partner on projects and receive budget to support existing initiatives include: Travel Portland, Washington County Visitors Association (Tualatin Valley), Clackamas County Tourism & Cultural Affairs (Oregon's Mt. Hood Territory), Columbia County and the Gresham Area Chamber of Commerce & Visitors Center.

Ensure that regional efforts and cross-agency plans are aligned in positioning the region to out-of-state markets (domestic and international) as a preferred destination for leisure and meetings/convention travel.

Conduct stakeholder engagement and management efforts that will inform annual strategic planning initiatives and will be implemented in conjunction with staff across regional DMOs.

This will be carried out in collaboration with Travel Oregon and the regional partners through annual meetings, surveys and additional projects. Full time; benefitted \$220,000, 2017-19

2. Travel Portland – Partial offset for International Tourism staff, 2017-19

Offsetting of costs associated with regional work conducted by members of the Travel Portland Tourism and PR teams. Team members will activate RCTP programs within their departmental disciplines and report results to the RCTP Director.

Cost offset; \$100,000, 2017-19

3. Travel Portland – Partial offset for PR staff, 2017-19

Offsetting of costs associated with regional work conducted by members of the Travel Portland Tourism and PR teams. Team members will activate RCTP programs within their departmental disciplines and report results to the RCTP Director.

Cost offset; \$92,540, 2017-19

Staffing Planned Budget: \$412,540

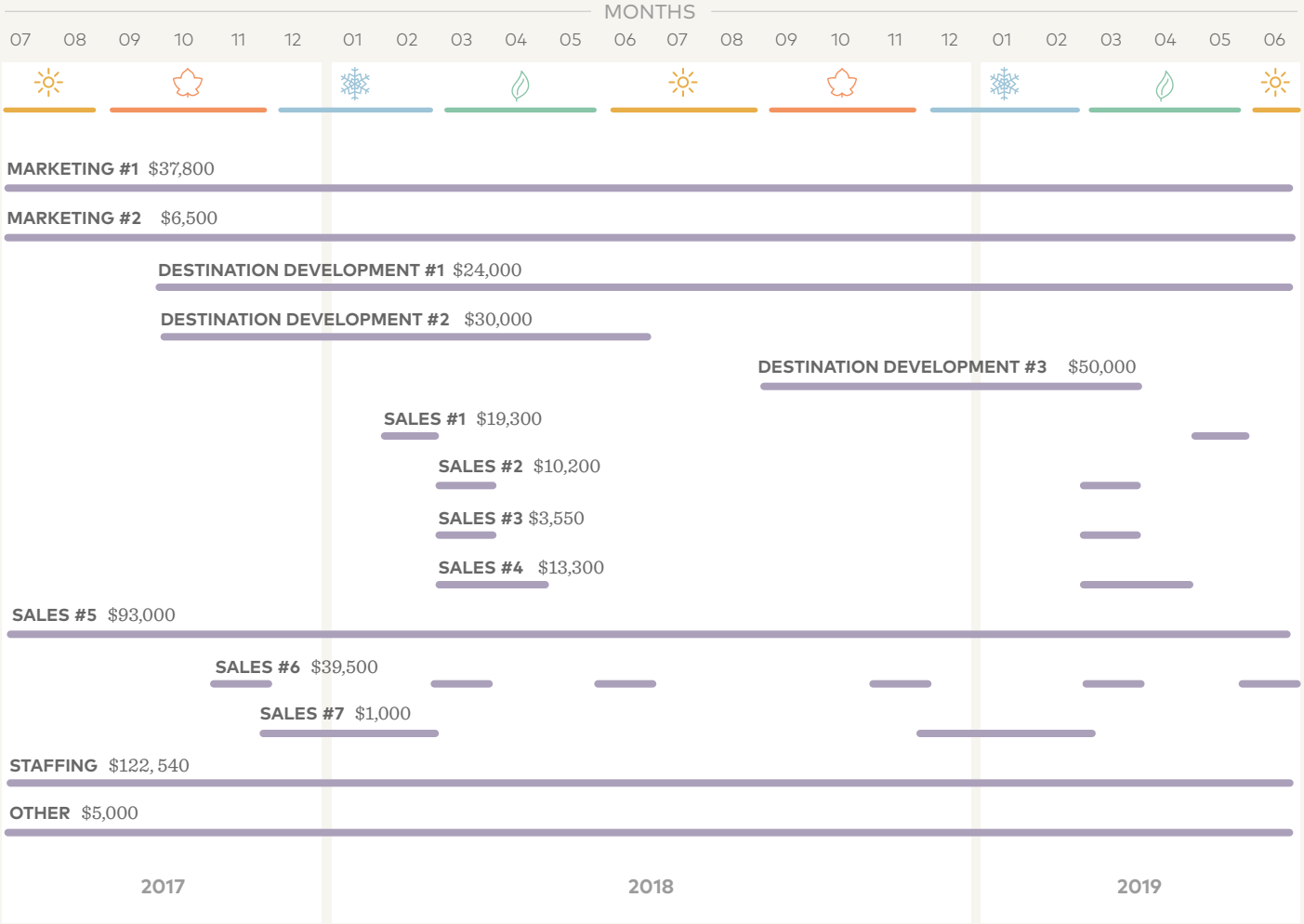
Success will be measured through the Greater Portland Region programming and those metrics will be reported to Travel Oregon. Human resources will be tasked with completing the planned scope-of-work.

Annual performance evaluations will include request-for-feedback from Travel Oregon and interregional partners.

All staff hired with RCTP funds are hired with the knowledge that funding is dependent of renewal of RCTP contracts and approval of RCTP plans.

Other Planned Budget: \$183,974

WASHINGTON COUNTY PLAN



Budget 2017-18 for Washington County Visitors Association: \$207,480
Budget 2018-19 for Washington County Visitors Association: \$249,000
Total budget for Washington County Visitors Association 2017-19 : \$455,690

GLOBAL MARKETING

Visit the live RCTP Dashboard for full tactic details and progress.

TACTICS

#1 Regional Media Familiarization Tours

#2 Design and publication of a regional print image piece

DESTINATION DEVELOPMENT

Visit the live RCTP Dashboard for full tactic details and progress.

The RDMO will work with the sub- region of Western Washington County and Southern Columbia County collaboratively to enhance the tourism business opportunities and network of trails converging in Banks, Oregon.

The vision is to support the emerging Salmonberry Trail and Council Creek Trail.

Grow responsible visitor services that benefit and support the Banks Vernonia Trail and the Tualatin Valley Scenic bikeway.

Develop improved main street amenities both public and commercial.

Vision is to develop Western Washington County as a premier destination for outdoor recreational trails for cyclists, trekking, camping, out-door recreation.

Improved world-class trail system will be a national and international attraction directly resulting in increased overnight stays in the region and beyond Greater Portland Region boundaries.

TACTICS

#1 RARE

#3 Community based tourism studio

#2 Tourism development planning and capacity building

GLOBAL SALES

Visit the live RCTP Dashboard for full tactic details and progress.

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

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

TACTICS

1 RTO Summit East and West

5 Travel Oregon Sales Mission

2 Active America China Summit

6 Global Sales – Sales Marketplaces
- IPW, ITB, WTM

3 Vancouver Outdoor Adventure
and Travel Show

7 Consumer Trade Show
United Kingdom

4 Western and Eastern Canada Sales Missions

STAFFING & OTHER

Staffing Planned Budget

FY 17/18: \$51,840

1080 hours @ \$48/hour for human resources support for delivery of program services

FY18/19: \$ 70,700

1473 hours @ \$48/hour for human resources support for delivery of program services

Other Planned Budget

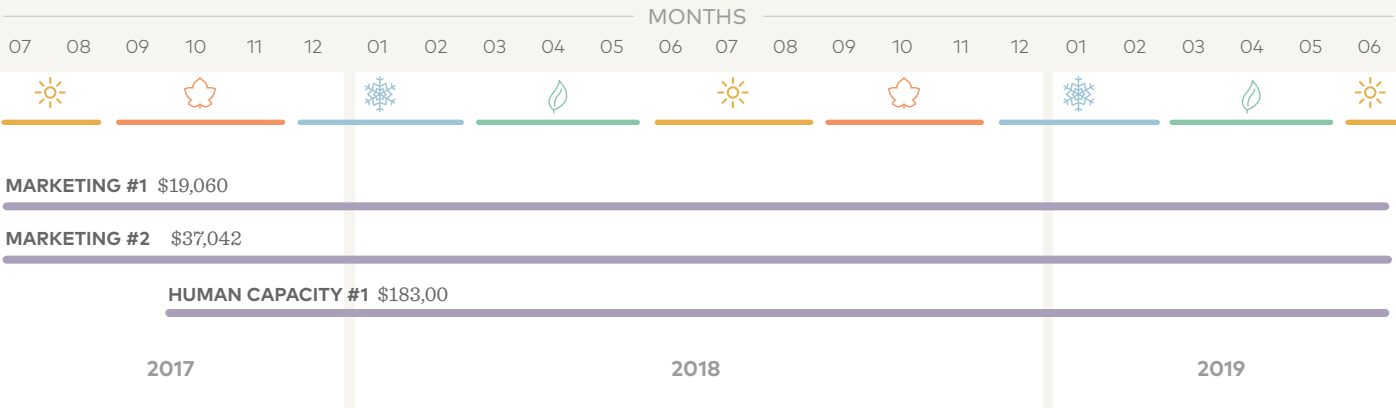
FY17/18: \$ 2,500

shipping materials for global sales efforts

FY17/18: \$ 2,500

shipping materials for global sales efforts

CLACKAMAS COUNTY PLAN



Budget 2017-18 for Clackamas County: \$110,560
Budget 2018-19 for Clackamas County: \$128,542
Total budget for Clackamas County 2017-19 : \$239,102

GLOBAL MARKETING

Visit the live RCTP Dashboard for full tactic details and progress.

Oregon's Mt. Hood Territory is experiencing a growing awareness and interest by media from both domestic and international markets. As a high-functioning and professional DMO, Clackamas County Tourism's budget is feeling the impacts of successfully increased hosting expenses.

The strategy is to use RCTP funds to help support additional PR hosting efforts and an increased work load resulting from the successful RCTP and Travel Oregon efforts.

TACTICS

#1 Hosting support for additional RCTP PR efforts (2017-2018)

#2 Hosting support for additional RCTP PR efforts (2018-2019)

STAFFING

The core group of stakeholders (Travel Portland, Washington County Visitors Association, Clackamas County Tourism & Cultural Affairs, and Gresham Area Chamber of Commerce & Visitors Center) have strongly advocated for human resources to implement the RCTP scope-of-work. Clackamas County – PR and International staff offset. Offsetting of human resources associated with regional work conducted by members of the PR and International Travel Trade Sales teams for delivery of program services.

Staffing Planned Budget: \$ 183,000

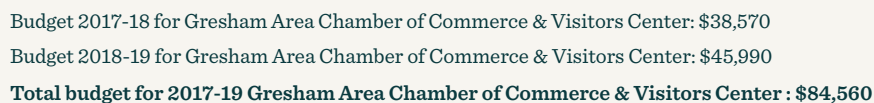
Includes FTE salary and benefits package for two years (\$90,000 year 1; \$93,000 year 2). Work space and allocated costs within the County are being absorbed by Clackamas County Tourism.

Other Planned Budget: \$ -

Success will be measured through PR efforts and earned media results while delivering the program of work.

The PR Tourism Specialist will be led by the PR Communications Manager, with direct supervision from the Marketing & Programs Manager. Annual performance reviews will include request-for-feedback from Travel Oregon and inter-regional partners.

Success will be measured through PR efforts and earned media results while delivering the program of work. The PR Tourism Specialist will be led by the PR Communications Manager, with direct supervision from the Marketing & Programs Manager. Annual performance reviews will include request-for-feedback from Travel Oregon and inter-regional partners.



The scopes of work for these activities and associated budget allocations will be developed when human capacity is increased. We intend to finalize this activity by December 31, 2017.

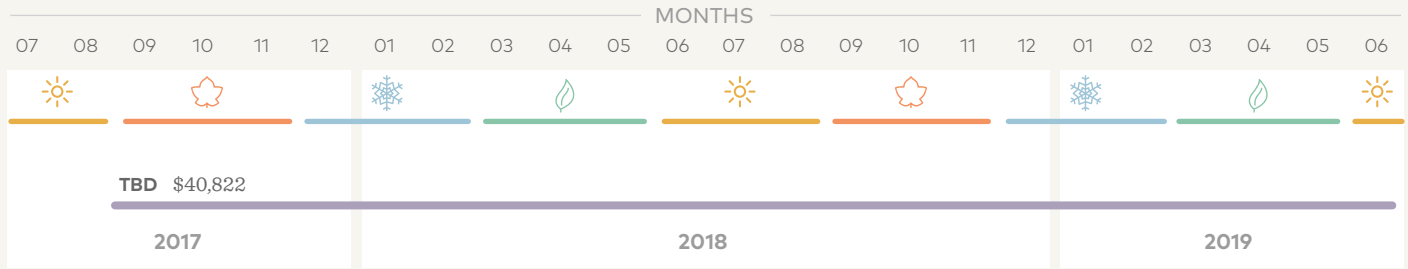
GLOBAL MARKETING / DESTINATION DEVELOPMENT

Global marketing and destination development tactics are to be determined.

STAFFING & OTHER

partners. All staff hired with RCTP funds are hired with the knowledge that funding is dependent of renewal of RCTP contracts and approval of RCTP plans.

COLUMBIA COUNTY PLAN



Budget 2017-18 for Columbia County: \$18,620

Budget 2018-19 for Columbia County: \$22,202

Total budget for 2017-19 Columbia County : \$40,822

As stated elsewhere in the plan, efforts to engage Columbia County staff in RCTP in an ongoing and productive way have been unsuccessful to date.

Travel Oregon and the RDMO will increase outreach and provide technical assistance to Columbia County staff to help identify initiatives, likely in destination development or visitor services, as well as funds for staffing.

The intent is for Columbia County to specify RCTP funded plans, possibly in Destination Development, by December 31, 2017. Should no organization or partner step forward to lead this, the budget allocated to this portion of the region will be reallocated to the shared program-of-work.

DESTINATION DEVELOPMENT

Visit the live RCTP Dashboard for full tactic details and progress.

TBD—no plans in place as of writing. Greater Portland Region will reserve funds for Columbia County to move tourism forward by investing in project beneficial for the region, likely in Destination Development or Visitor Services as well as funds for staffing. This plan will be updated upon status change.

Staffing is TBD. Currently there is no tourism staffing in Columbia County. RDMO is hopeful that this will change in the next biennium therefore all funds designated for Columbia County are to be determined.

Destination development tactics are to be determined.



TRAVEL  OREGON