COLUMBIA COUNTY DESTINATION DEVELOPMENT PLAN

A guide for tourism development in Columbia County over the next five years (2020-2025).

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JUNE 2019

COLUMBIA COUNTY
TOURISM INITIATIVE

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Cover photo by Anthony Krueger

1. OVERVIEW

In 2018, Columbia County Economic Team (CCET) received funding from the Regional Cooperative Tourism Program (Portland Region) in order to spearhead coordination of a countywide tourism program. The result was the formation of the Tourism Initiative hosted by CCET. CCET is a private nonprofit 501c6 with the mission to retain, recruit, and grow businesses, investments and jobs in Columbia County.

The goals in the initial 12 months of the Tourism Initiative were to create a sustainable organization structure; identify ongoing funding; create a strategic plan; engage tourism stakeholders and the community; and create partnership in both the public and private sectors.

To that end the Columbia County Tourism Initiative formed a Steering Committee of 22 members representing the county regionally and with a balance of public sector organizations, private entities and Chambers of Commerce. The priorities in the Destination Development Plan have been guided by the work of the Steering Committee in addition to community input.

The role of the Columbia County Tourism Initiative is to be a central convener for tourism efforts in Columbia County and to assist with tourism development in the role of the Destination Marketing Organization for the region. The Initiative is the conduit for connecting tourism stakeholders to the regional partners and for providing an economic development lens to tourism growth. Ultimately the Columbia County Tourism Initiative brings together key partners, stakeholders and tourism partners to foster collaborative tourism development in Columbia County.

The Destination Development Plan is intended to guide tourism development in Columbia County over the next three to five years and beyond.

2. METHODOLOGY

The development of this Destination Development Plan is a culmination of eleven month of interaction with stakeholders and research in the field. A variety of components were used to collect the information in this report. They included the following:

- Listening tour interviews with 40 stakeholders throughout Columbia County
- SWOT analysis and strategic planning process with Columbia County Tourism Initiative Steering Committee
- An online community survey to Columbia County
- Written community survey to Columbia County
- Feedback received from a gathering of Columbia County residents at the initial tourism community meeting (more than 40+ participants)
- Informal discussions with business people engaged with visitors
- Review of past plans and asset maps of Columbia County
- Review of relevant visitor statistics
- Review of brochures and websites of Columbia County businesses
- Onsite familiarization visits throughout Columbia County and areas adjacent to the region

- Information gathering at partnering region Tourism Studios, Oregon Destination Marketing Organization Conference, Governor's Conference on Tourism and Outdoor Recreation Summit
- Participation in quarterly Regional Cooperative Tourism Program meetings with Travel Oregon and Travel Portland and Portland region partners

3. PURPOSE OF DESTINATION DEVELOPMENT PLAN

The Columbia County Tourism Initiative is in the very formative stages. Stakeholder feedback from the Steering Committee, listening tour sessions and community surveys stressed that Columbia County needs a comprehensive tourism plan and countywide collaboration. Data shows that Columbia County has one of the lowest rates in visitor spending per capita in the state. Creating a model for a collaborative effort to promote tourism in the County will have a lasting impact.

Tourism is an economic force in Oregon. In rural areas, it is crucial for growth and development, and is one of the three largest industries for employment. This is an important consideration for Columbia County as the region has traditionally not generated a great deal of tourism revenue. The potential for growth is tremendous.

The Destination Development Plan provides strategic direction and vision for the future of tourism in Columbia County to capitalize on the growing tourism industry in the state.

The main objectives of the plan are:

- Establish a countywide coordinated effort for tourism development
- Create sustainable organizational structure and funding for tourism development
- Identify tourism product development that addresses gaps within current assets
- Create a comprehensive tourism marketing, branding and promotion plan for Columbia County
- Establish and maintain network for stakeholders and community engagement
- Create and expand tourism partnerships (public and private)
- Grow the economic impact of tourism in Columbia County through visitor spending
- Create benchmarks and performance measures for success and systems for tracking metrics and achievements

The strategic objectives of the Columbia County Tourism Initiative also align with those of the Portland Region's 2018 Listening Session. Stakeholders identified objectives in several areas that align with the efforts in Columbia County. They include: connection to regional assets; development of outdoor recreation particularly fishing and rafting; promotion of smaller communities; and development of wayfinding signage and landmarks.

4. DEFINITION OF TOURISM AND TOURISTS

Tourism is defined as the activities of persons identified as visitors. A visitor is someone who is making a visit to a main destination outside his/her usual environment for less than a year for any main purpose including holidays, leisure and recreation, business, health, education or other purposes

By Oregon state statute, a tourist is defined as someone who travels 50 miles from where they live for a day trip, overnight visit or longer.

Tourism markets can be broken down into the following classifications:

- **Day trippers** – A visitor whose length of stay does not include an overnight stay. A day-tripper may also be referred to as an excursionist or same-day visitor.

- **Leisure travelers** - Travelers where the primary motivation is to take a vacation from everyday life. Leisure travel is often characterized by staying in hotels or resorts, relaxing on beaches or in a room, or going on guided tours and experiencing local tourist attractions.

- **Business travelers** – A visitor on a trip on behalf of a company to one or more destinations. Frequently business travelers extend their stay for leisure travel or activities during their stay.

- **Visiting friends and relatives (VFR)** – Visitors where a visit to friends or family is the purpose of the trip. These travelers tend to be influenced by the knowledge of local residents.

- **Special interest** – These visitors are a subset of leisure travelers who are traveling for a specific purpose such as cycling, culinary, hunting or fishing.

While increasing overnight stays in Columbia County is important, due to the limited number of overnight accommodations in the County, one of the greatest initial opportunities is to bring tourists from outside the region for day trips to stop to eat, shop, recreate and learn about the local history and culture.

5.KEY DESTINATION ASSETS

Columbia County's most prominent assets are nature based. Feedback from stakeholders cited that Columbia County is one of the state's best kept secrets. A benefit for Columbia County is that it is does not experience overcrowding which is seen in places like the Columbia Gorge.

Outdoor attractions:
- Banks Vernonia Trail
- Beaver Falls
- Camp grounds and RV parks
- Camp Wilkerson
- Clatskanie River
- Clatskanie Trail System
- Columbia River (62 miles)
- County parks (12)
- Crown Zellerbach Trail
- Cunningham Slough
- Dibblee Beach
- Estuaries, sloughs and channels
- Historic Downtown Vernonia
- Jones Beach
- Lower Columbia River Water Trail
- JJ Collins Marine Park
- Multnomah Channel
- Nehalem River
- Prescott Beach
- Rainier Waterfront
- Salmonberry Lake
- St. Helens Waterfront
- Scappoose Bay Marina
- Sand Island
- Trojan Park

Other attractions
- Caples House
- Clatskanie Cultural Center
- Columbia County Fairgrounds
- Columbia County Historical Museum
- Events and Festivals
- Flippin Castle House Historic Site and Museum
- Halloweentown
- Rainier Historical Muse
- Vernonia Pioneer Museum
- Watt's House Pioneer Museum

Types of outdoor recreation in the area are:
- All-terrain vehicles
- Bird watching
- Backpacking
- Boating (motorized and nonmotorized)
- Berry and mushroom picking
- Camping
- Canoeing
- Cycling (road, mountain and gravel)
- Disc Golf
- Fishing
- Hiking
- Horseback riding
- Houseboating
- Hunting
- Jet skiing
- Kayaking
- Kite boarding
- Motorcycle rides
- Running in natural settings
- Sailing
- Speed boating
- Stand-up paddle boarding
- Wakeboarding
- Wake surfing
- Walking trails
- Water skiing
- Water sports
- Wildlife viewing
- Wind surfing

Note: A full inventory of Columbia County assets is listed in Appendix 12.2

6. TOURISM STATISTICS

The travel industry is significant as a driver in the economy. The U.S. Travel Association states that "a vibrant travel industry is the key to America's economic growth and prosperity, fueling job growth across the United States."

National
According the U.S. Travel Association, the U.S. travel industry generates $1.1 trillion in traveler spending, $2.5 trillion in economic output, supports 15.7 million American jobs, and generates a $69 billion trade surplus for the United States.

Travel is the United States' second-largest industry export (after transportation equipment) and accounts for 10 percent of all U.S. exports of goods and services.

- 8.9 million American jobs directly supported by domestic and international travelers in the United States
- Travel is the seventh largest employer in the private sector
- 1 in 10 American jobs (private sector) are supported by travel

- Travel-dependent leisure and hospitality is the largest small-business employer in the United States

While critics sight that tourism only yields minimum or low wage jobs, tourism statistics show the impact and importance of the industry in employment.

- Among workers who began their careers in the travel industry, one-third earned at least a bachelor's degree, compared to just 28% in health care, 19% in construction and 18% in manufacturing
- Of the 5.6 million Americans working part time while pursuing higher education, nearly one-third, or 1.8 million workers, work in the travel industry
- More than half of all travel industry employees – a total of four million workers – earn middle-class wages or higher
- Two out of five workers who first took a job in the travel industry are earning more than $100,000 per year[1]

Oregon's Visitor Profile

In 2018, tourism in the Oregon generated $12.3 billion in visitor spending. That translates to $560 million in tax revenue at the local and state level. On the employment front, tourism generates more than 115,400 primary jobs. Additionally, there are secondary employment impacts creating another 60,000 jobs in food services, construction, manufacturing, transportation and other sectors. Total earning of employees in tourism during 2018 were $3.6 billion.[2] Oregon has seen tremendous growth in the tourism industry in the past fifteen years.

According to the Oregon Tourism Commission, visitors to Oregon stay an average of 2.9 nights. The profile of visitor to the state is as follows:

Overnight guests
- 56.6% Adults traveling with other adults
- 29.9% Adults traveling with children
- 13.5% Adults traveling alone

Visitor type
- 51% Leisure travel
- 41% Visiting friends and relatives (VFR)
- 8% Business travel

Demographics of Visitors (Average age is 47.7)
- 12%: 18-24 years old
- 17%: 25-34 years old
- 16%: 35-44 years old
- 16%: 45-54 years old
- 18%: 55-64 years old
- 21%: 65+ years old

Transportation Used for Travel
- 77% Personal car
- 14% Rental car
- 14% Plane
- 7% RV or camper

Purpose of visit
- 24% Touring
- 23% Outdoor recreation
- 17% Special events

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[1] *The Power of Travel, Spurring Growth, Creating Jobs*, U.S. Travel Association, 2014
[2] *Creating Meaningful Jobs, Driving Economic Growth*, Oregon Tourism Commission, 2019

Activities While Traveling
- 31% of visitors shop
- 30% of visitors visit beach or waterfront
- 25% of visitors visit state or national park
- 24% of visitors visit landmark or historical site
- 20% of visitors have a fine dining experience
- 15% of visitors hike or backpack

Outdoor
Outdoor recreation has a significant place in the travel industry. According to a 2017 finding from the Outdoor Industry Association, the sector produced the following:
- 7.6 million jobs
- $887 billion in consumer spending
- $65.3 billion in Federal tax revenue
- $52.2 billion in state and local tax revenue

In the U.S., top outdoor recreation activities for people age 6+ are[3]:
- Running, jogging or trail running: 19% – 55.9 million
- Fishing (fresh, saltwater and fly): 17% - 49.1 million
- Road and mountain biking: 16% - 47.5 million
- Hiking: 15% - 44.9 million
- Camping (car, RV and back packing): 14% - 41.8 million

In Oregon Outdoor Recreation yields the following:
- $16.4 billion in consumer spending
- 172,000 direct jobs
- 69% of Oregonians participate in outdoor recreation each year[4]
- 23% of overnight marketable trips include the outdoors[5]

This is important to Columbia County because the top special interest market is outdoor recreation.

Columbia County
In Columbia County in 2017, travel spending generated $39.3 million and $1.7 million in tax revenue. For employment, the County produced $12.9 million in earnings, which includes wages salaries and earned benefits. Columbia County is rated 27th out of 36 counties in Oregon for travel spending and 29th for travel industry jobs at 680 and 28th for earnings.

Columbia County has a small inventory of hotels and overnight lodging options. Visitors predominantly stay in private homes making up 78.8% of stays followed by 13.7% in other accommodations and 7.5% in hotels. By way of comparison on a statewide average, 42% stays are in other accommodations follow by private homes at 31.6% and 26.4% in hotels. [6]

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[3] Outdoor Industry Association, 2018
[4] Outdoor Industry Association, 2017
[5] *Oregon Visitor Report*, Longwood International, 2015
[6] *Oregon Travel Impacts, Statewide Estimates,* Dean Runyan Associates, 2018

Overnight visitors to Columbia County spend an average of $93 per person per trip in contrast to $202 a day in the North Coast and $206 in the Gorge. In the Portland metro visitors spend an average of $380 a day. [7]

7. RESEARCH AND FINDINGS

The Tourism Initiative focused on a collaborative approach in obtaining information from the community and key stakeholders. This has been an ongoing process since the inception of group. Input from the community cited that one of the main concerns was having cohesive Countywide feedback for the direction of tourism promotion.

7.1 LISTENING TOUR FINDINGS

The Columbia County Tourism Initiative began the process of collecting stakeholder input by conducting a listening tour of stakeholders identified throughout the County. The group included public entities, private businesses, Chamber of Commerce and members of community interest groups.

Key findings from the Listening Tour are as follows:
- The top three priorities for Tourism Initiative were to market tourism countywide, create a cohesive tourism plan, and to create a sustainable organization structure and funding to lead the effort
- The top three development areas were outdoor recreation, cycling and waterfront development
- The greatest concerns were about creating and maintaining a framework for collaboration representing stakeholders throughout the region
- The greatest asset and opportunity by a wide margin was waterfront development along the 62 miles of the Columbia River
- The second asset was trail development on Columbia County's signature trails (Banks Vernonia and Crown Zellerbach)
- Third area of focus that was of note was development of lodging and overnight assets

Note: A full list of Listening Tour participants can be found in in Appendix 12.5

7.2 COMMUNITY SURVEY

As a part of gathering stakeholder input, the Tourism Initiative conducted both an online and written surveys to collect community feedback about top priorities for tourism development in Columbia County as well as the most prominent assets and the top market focus.

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[7] *Destination Assessment for Columbia County*, Destination Management Advisors, 2018

The results were as follows:
Top three priorities
- Marketing of identified assets
- Waterfront development
- Trails

Top three assets
- Columbia River
- Trails (Crown Zellerbach and Banks Vernonia named specifically)
- Scappoose Bay

Markets in order of importance
- Outdoor Recreation
- Bicycle Tourism
- Cultural Heritage
- Agri-Tourism
- Culinary Tourism

8. DESTINATION AUDIT

As a part of the strategic planning process and also to gain a greater understanding of community sentiments, SWOT analysis were done during the Listening Tour sessions as well as with the Steering Committee.

8.1 LISTENING TOUR SWOT

During the Listening Tour participants were asked about top priorities for the Initiative and the region. The table below provides the outcome of the sessions sorted into priorities; opportunities and strengths; problems and weaknesses and challenges and threats. The numbers in parenthesis indicate the number of times the topics came up across all of the Listening Tours sessions.

Listening Tour SWOT Analysis

Priorities for County Tourism	Opportunities/Strengths

- Marketing tourism countywide (30)
  o Branding/identity (7)
  o Website
  o Countywide materials
- Cohesive plan for county (17)
- Organizational structure (10)
- Funding (10)
  o Leveraging funding (3)
- Grow tourism revenue ((5)
- Collaboration (2)
- Maintenance of current parks (2)
- Taking advantage of assets (3)
	- Waterfront/River (42)
	  o Waterfront development/beach access (13)
	  o Boat launches/marine facilities (9)
	  o St. Helens marina (6)
	  o Chapman Landing
	  o Scappoose Bay
	  o Multnomah Channel
	  o River trail
	- Trails/connectors/development (36)
	  o Banks Vernonia

- Trails (2)
- River/waterfront development
- RV park development/Growing overnight accommodations/ camping (3)
- Year-round visitation (3)
- Infrastructure (3)
- Wayfinding signage (2)
- Centralized location for visitor info
- Fishing
- Hunting
- Outdoor development
- I/We Speak program
	o Crown Zellerbach Connector
	    o Gravel road riding
	- Lodging (22)
	    o RV parks (8)
	    o Additional campgrounds (particularly on river) (8)
	    o Air b-n-b (3)
	- Biking (16)
	- Create a tourism experience (10)
	- Downtown revitalization (7)
	- Wind surfing (4)
	- Business Education and support (4)
	- Smart planning
	- Existing assets (4)
	- Inventory of activities/itineraries (4)
	- Ferry (4)
	- Sports fields (2)
	- Job creation through tourism
	- Sportsmen
	- OHV
	- Parks (Trojan (5); Sand Island (5); Wilkerson; Dibblee Beach; Scaponia Park and Salmonberry Lake)

Problems/Weaknesses	**Challenges/Threats**

- Infrastructure (9)
- Wayfinding signage (8)
    o Bank Vernonia
    o Crown Zellerbach
- Business community buy-in/knowledge (7)
- Traffic (5)
    o Hwy 30
- Branding (countywide)
- Transportation/Rental cars (4)
- Getting people off Hwy 30 (4)
- Implementing a plan
- Trail use tension
- Maintenance of current parks
	- Countywide collaboration (22)
	    o Siloed efforts (5)
	- Funding (13)
	- Keeping momentum (10)
	- Public perception/anti-growth (8)
	- Lack of leadership and organizational structure
	- Communication
	- Not a destination, but rather a pass through
	- Workforce housing

8.2 STEERING COMMITTEE SWOT

The Steering Committee conducted a SWOT analysis as a part of the strategic planning process. Main theme in the SWOT were identified and ranked in order of importance.

Ranked Themes of SWOT Analysis

Strengths
1. Water Assets (14)
2. Trails (9)
3. Cultural/Community Events (8)
4. Camping (6)

Opportunities
1. Water/Riverfront (12)
2. Partnerships (10)
3. Existing Assets (9)
4. Proximity to Portland (7)

Weaknesses
1. Lack of Resources/Funding (8)
2. Lack of Leadership/Coordination (8)
3. Publicity/Identity (8)
4. Lodging capacity (8)

Threats
1. Lack of funds (14)
2. NIMBY/not working together/apathy (14)
3. Economy (9)
4. Education (9)

Full SWOT Analysis

Strengths	Weaknesses

- Water assets (boating and water infrastructure, marinas, 64 miles of river, Nehalem (longest river in state, most fresh water fish), still water kayaking trails - 17
- Trails (Vernonia Banks, CZ) - 9
- Events (cultural and other) - 8
- Camping - 6
- All parks (2 island parks) - 4
- Natural beauty/nature - 4
- Sporting events (Hood to Coast, Seattle/PDX ride, Century bike challenge) - 2
Arts and crafts community - 2
   - History (movie making) - 2
   - Cycling - 1
   - 100-mile tour loop - 1
   - Unique communities (off beaten path, roadside attractions, winding road experience) - 1
   - Proximity to Portland, coast, airport - 1
   - Waterfalls
   - Fishing/Hunting
   - Tourism stakeholders
   - Museums
   - Cottage Industries
	- Lack of leadership and coordination (community rivalry, Inter-governmental partnerships, critical mass) - 8
	- Lack of resources and funding (park funding and maintenance, volunteers, golf course) - 8
	- Lodging capacity - 8
	- Lack of publicity and brand identity - 8
	- Public/community buy-in and perception - 5
	- Lack of sustainable type businesses and business vacancies - 4
	- Workforce housing and rentals - 3
	- Infrastructure (cell reception, transportation – bus frequency, Uber, cabs) - 3
	- Traffic issues (road capacity, dangerous roads) - 3
	- Location (pass thru, neither coast, nor metro, proximity to Portland) - 3
	- Natural resources and heavy industrial land (timber/logging, private land, industrial pump stations) – 2
	- Workforce
	- Social Issues (homelessness, drugs…)

Opportunities	Threats
- Water/riverfront - 12 - Public private partnerships, collaboration and common vision, inter-governmental partnerships, Chamber coordination, outreach to and support of existing partners, creating leadership for tourism) - 10 - Existing assets (building on existing structures, developing existing resources, preserving assets, low cost of developing existing assets) - 9 - Proximity to Portland and Seattle (day trip itineraries/tours, capturing coast day trippers) - 7 - Brand identity (promotion, marketing, cross promotion, media outreach) - 6 - Business education and growth - 3 - Lodging - 3 - Way finding signage - 2 - Activities (consecutive, cultural coordination, shoulder season activities, unique community activities) – 2 - Transportation - 1 - Grants - 1 - Golf courses - Community engagement (volunteers/new comers)	- Lack of funds (support of tourism by elected officials from a monetary perspective) - 14 - Not working together (NIMBY, community apathy, fractured communities, ignorance) - 14 - Economy (cost of business operations) - 10 - Education (of community, business etc…) - 9 - Stress on infrastructure (traffic, rapid growth, not managing growth) - 7 - Social and public safety issues - 2 - Knowledge of assets - Proximity to Portland - Effect on/depletion of natural resources

Note: A full list of Steering Committee members can be found in in Appendix 12.4

9. STRATEGIC DIRECTION

9.1 VISION AND MISSION

The Steering Committee convened a Taskforce to provide Vision and Mission Statements for the Tourism Initiative that were reflective of the priorities of the group and the County as a whole. The vision and mission statements were adopted by the full Committee in November 2018.

Vision Statement: *Creating prosperity and opportunity for all through tourism.*

Mission Statement: *Cultivating Columbia County as a tourism destination by leveraging and enhancing resources while engaging the community.*

9.2 TARGET MARKETS

Proximity to Portland has been cited throughout the data gathering process as a benefit to Columbia County. It is logical that the Portland Metro area would be one of the biggest feeder markets for the region. The best way to illustrate this to be the case is through data. However, there is not a lot of current data about visitors to Columbia County due to low hotel inventory and low visitor traffic to the region. Columbia County information is often grouped with data from the Portland Region which is not representational of the County. Gathering data will be one of the Actions for Success for the Destination Development Plan.

The information below is based on information gathered from The Clatskanie River Inn, County campgrounds, Bayport RV Park and Campground, Scappoose Bay Paddling Center as well as from the community surveys and Listening Tour session.

Priority Markets
In Oregon, the largest feeder market for Columbia County is Portland. The surrounding metro area is also an important market. Key cities that provide visitors are:
- Hillsboro
- Beaverton
- Oregon City
- Tigard
- Lake Oswego

Outside the metro area, Eugene is also a notable market.
Outside of Oregon, Washington and California are feeder markets, Washington being the most with the following locations sending a notable number of visitors:
- Vancouver
- Longview
- Tacoma
- Seattle

Special Interest Markets
Niche markets for Columbia County include:
- Bird and wildlife watchers
- Cyclists (road, mountain and gravel)
- Cycling events
- Fishing
- Heritage/culture
- Hikers
- Hunting
- Outdoor recreation
- Recreational boaters
- Small non-motorized watercraft (kayaks, stand-up paddle board)
- Water sports

9.3 OVERALL OBJECTIVES

As mentioned earlier in this plan stakeholders identified key strategic directions and priorities for the Tourism Initiative.

- Establish a countywide coordinated effort for tourism development
- Create sustainable organizational structure and funding for tourism development
- Identify tourism product development that addresses gaps within current assets
- Create a comprehensive tourism marketing, branding and promotion plan for Columbia County
- Establish and maintain network for stakeholders and community engagement
- Create and expand tourism partnerships (public and private)
- Grow the economic impact of tourism in Columbia County through visitor spending
- Create benchmarks and performance measures for success and systems for tracking metrics and achievements

The objectives in the Destination Development Plan are intended to guide tourism development in Columbia County over the next three to five years.

10. ACTIONS FOR SUCCESS

This section will further flush the Overall Objects and define Actions for Success for Tourism Initiative priorities. The Actions for Success will be prioritized by the Steering Committee. The intention is to target a three to five-year timeframe.

10.1 ORGANIZATIONAL SUSTAINABILITY

A top priority that emerged from the Listening Tours sessions and in the strategic planning with the Tourism Steering Committee was the need for organizational stability to drive tourism development and promotion countywide. In February 2017, the Steering Committee voted to have the Tourism Initiative remain within the structure of CCET for the next biennium (2019-2021) to maintain the momentum and create a stable and sustainable structure.

Objective: Create permanent organizational structure for the Tourism Initiative with sustainable funding.	Priority	Timeframe	Lead Org/Partners
Action: Secure permanent funding from jurisdictions and Initiative stakeholders. - Research potential tax revenue stream from county TLT - Maximize government relationships to encourage policy decisions that support tourism			
Action: Research and apply for grant funding based on tourism product development.			
Action: Research and create cooperative sponsorship, partnership and marketing opportunities.			
Action: Evaluate organizational structure for 2021-2023 considering host organization or creating stand-alone entity.			

10.2 TOURISM PRODUCT DEVELOPMENT

Columbia County has tremendous outdoor recreation assets. The most noted of the assets is the 62 miles of Columbia River running through the County. The second most prominent set of assets are the trails with the most known outside of the county being the Crown Zellerbach and Banks Vernonia. Stakeholder feedback overwhelmingly named waterfront and trail development as the top priorities for destination development.

Objective: Create a tourism experience leveraging and enhancing Columbia County assets.	Priority	Timeframe	Lead Org/Partners
Action: Create waterfront development plan for County. - Conduct water tourism workshop to create development plan with countywide input on all waterways in the County - Create (and expand) Columbia River Water Trail concept (modeled after Willamette River Water Trail) - Assess and prioritize top development areas to expand access to river including camping, beach access, and boat launches - Develop waterfront trails			
Action: Create highly visible network of inter-connected trail systems for hiking; cyclists (road, mountain and gravel); horseback riders, bird watchers and wildlife viewers. - Create a regional trails plan - Complete Crown Zellerbach Trail connection to Vernonia - Support Chapman Landing development - Build out trailheads on Crown Zellerbach Trail with bicycle, equestrian and hiker amenities - Determine and map trail networks that stem off of the Crown Zellerbach Trail and Banks Vernonia Trail - Identify and support trail projects and grant opportunities - Enhance wayfinding signage - Identify and map all trails in the county			
Action: Expand watersports market/experience/opportunities - Research and expand boating market (non-motorized and motorized) - Research and expand fishing market - Grow partnerships with guides and outfitters - Create promotional plan to market assets to watersports market			
Action: Expand cycling market/experience/opportunities - Identify and map trails (gravel and mountain) - Create and map countywide ride itineraries with amenities			

- Research and bring new cycling events to County capitalizing on audience from current events/rides - Enhance bicycle friendly amenities and programs - Create promotional plan to market assets to cycling market			
Action: Expand birding and wildlife viewing market/experience/opportunities - Create promotional plan to market assets to birder and wildlife viewing market			
Action: Expand Cultural Heritage market/experience/opportunities - Create promotional plan to market assets to cultural heritage markets			
Action: Support development of Prescott Beach - Support implementation of Prescott Beach plan (drafted in June 2018) - Assist with future grant opportunities			
Action: Support development of St. Helens Recreation Area - Support implementation of St. Helens Recreation plan (drafted in June 2018) - Assist with future grant opportunities - Research and grow OHV market - Create promotional plan to market assets to OHV market			
Action: Create countywide visitor itineraries - Use existing resource and create new visitor itineraries that speak to niche markets			
Action: Assess potential of State Park in Columbia County			
Action: Leverage support and resources from Travel Portland and Travel Oregon			

10.3 MARKETING AND BRANDING

Creating a countywide brand identity and marketing plan is one of the top priorities for stakeholders. While there is existing visitor information on Columbia County, there is not one comprehensive visitor publication or website that is representative of the County as a whole.

The goals of marketing the region include:
- Increase visitors (day trips and overnight)
- Outreach to niche markets (primarily with an outdoor recreation focus)
- Increase awareness of Columbia County as a destination (tied into niche markets)

Objective: Create brand identity and marketing strategy to raise awareness, promote tourism and visitor spending in Columbia County.	Priority	Timeframe	Lead Org/Partners
Action: Create brand identity for Columbia County.			

- Conduct brand identity exercise - Determine theme or 'hook' that sets Columbia County apart. - Create distinct 'Visit' Columbia County logo and look - Set brand standards - Define messaging for brand identity			

Action: Create and implement an integrated marketing plan. Once the plan is created, evaluate annually with key partners. The marketing plan will have clear goals and objectives that reflect stakeholder priorities for the County as a whole.
 	
Elements of marketing plan to include:
- Online components
   o Assess current and determine ongoing website platform to market tourism for the county
   o Leverage Travel Oregon Columbia County presence and listings
- Digital components
   o Social media strategy
      ▪ Define mediums
   o SEO/SEM strategy
- Collateral and print materials
   o Visitor guide
   o Outdoor recreation guide with priority assets and visitor amenities
   o Create Countywide map and trail guides
- Create targeted campaign to top feeder market and niche market
- Create cooperative marketing strategy to include partners
- Create PR and communication plans
- Leverage Travel Oregon and Travel Portland cooperative marketing programs
 	
See sample marketing plan template in Appendix 12.3			

Action: Create a research plan for Columbia County visitor statics.
- Study visitor market to determine place of origin and opportunities for expansion. Include the following elements:
   o Visitor demographics to identify key market data
   o Economic impact
   o Baseline lodging occupancy rates countywide
   o Visitor spending
   o Visitor behavior and trip planning			

o   Tourism employment data
    o   Sources of information used for trip planning
    o   Visitor satisfaction
    o VFR market			

Action: Create a Visitor Information Strategy to increase visibility of visitor information locations. - Review placement and assess current Visitor Information locations - Collaborate with Chambers of Commerce, cities and other entities providing visitor information - Assess entry points for County for Visitor Information outlet placement - Create plan to provide information to concierge - Consider ways to expand current resources and maintain brand identity - Identify candidates for official State of Oregon visitor information sites			
Action: Create a library of images and videos for Columbia County.			

10.4 STAKEHOLDER AND COMMUNITY ENGAGEMENT

One of the main tenants of the vision and mission statement of the Tourism Initiative is to engage the community in the tourism planning process.

Objective: Maintain strong and consistent engagement and communication with stakeholders and community members	**Priority**	**Timeframe**	**Lead Org/Partners**
Action: Develop a community relations strategy to engage and inform residents of tourism programs, improvement and developments. - Grow community outreach email lists - Create community engagement plan to promote Columbia County brand strategy and marketing plan - Educate residents on the economic and social benefits of tourism on an ongoing basis - Partner to conduct outreach to businesses with regular communications - Create a process for gathering community input			
Acton: Maintain strong stakeholder network. - Refine current stakeholder list and expand as needed - Expand tourism communication email list - Create a process for gathering stakeholder input			

10.5 EXPAND PARTNERSHIPS

To meet the goal of a comprehensive Columbia Country tourism development plan, partners will be essential in all sectors – tourism, nonprofit, government associations, business organizations and niche interest groups. The objectives for creating strong partnerships are as follows:
- Leverage resources and expertise
- Providing consistent visitor experience
- Creating and improving tourism and destination products
- Increasing visitation to Columbia County (day trips and overnight)
- Augment tourism business in partner entities

Objective: Grow resources through expanding partnerships.	Priority	Timeframe	Lead Org/Partners
Action: Identify and categorize partners - existing and potential. - Identify the need to be solved (financial, marketing, in-kind, physical resources) - Assess private partners with a stake, available resources or money to invest - Identify businesses similar to current stakeholders - Review asset map for contacts - Look at existing businesses want to expand/grow - Create a database			
Action: Establish and leverage partnerships - Research successful partnership models/examples - Establishing vision/mission alignment - Create joint objectives - Identify needs of partners - Determining common benefits (ROI) - Identify common assets - Identify monetary capacities - Create partnership plans and implement			
Action: Work across partnership to increase tourism grants funding. - Identify priority projects on which to partner - Identify and apply for appropriate grants - Create partner support network for grant funding			

10.6 GROW ECONOMIC IMPACT OF TOURISM IN COLUMBIA COUNTY

Growing visitation and tourism revenue is one of the greatest opportunities for Columbia County as the region has historically had one of the lowest visitors spending rates of all counties in the state.

Objective: Improve visitor experience and increase revenue from visitor spending.	Priority	Timeframe	Lead Org/Partners
Action item: Create vibrant downtown centers throughout region featuring local products and talents.			

- Support downtown revitalization plans though each jurisdiction and the County including leveraging state and Federal resources - Provide business education and support - Work with jurisdictions to develop visitor attractions and services - Maintain 'small town' and jurisdictional identity while coordinating with countywide brand to maintain identity and message consistency - Assist in grant applications that support tourism growth within the framework of the larger countywide vision and priorities - Create and implement countywide 'We Speak' program			
Action Items: Support expansion of lodging infrastructure to include all forms: camping, RV, glamping, hotel, motel, bed and breakfast, Air B-n-B etc… - Prioritize top areas for campground and RV park development in alignment with stakeholder priorities - Create collaborative approach to implement lodging developments - Capture Air B-n-B revenue jurisdictionally - Identify and support grant opportunities			
Actions: Increase wayfinding signage to top tourism assets. - Conduct countywide assessment of tourism signage needs on main roads. - Identify and grant opportunities			
Actions: Infrastructure development. - Maintain in close contact with city, county and state authorities to ensure quality roads and traffic flow - Support plan for increased trail and park maintenance countywide - Support County park upgrades and new amenities - Increase cell phone reception			

Action: Increase access to cultural and natural history.
- Create and administer audit of existing events to assess those that draw the largest numbers of visitors and have potential to grow participation from outside of the county
    o Assess impact to regional businesses through survey
- Develop a regional events strategy
    o Determine how events are tied into tourism and economic development and wholistic picture of impact and success
    o Focus on those events outside of peak visitor season to fill shoulder seasons			

o Create countywide tourism events calendar for website - Support development and marketing of events that align with niche markets			

11. TOURISM PERFORMANCE INDICATORS

In order to evaluate the impact of the efforts outlined in the Destination Development Plan, metrics will need to be set in a variety of areas to mark progress. The below items have been identified. The Steering Committee will work to place performance indicators to align with each metric.

The areas for evaluation are as follows:
- Trails: Reporting on trail amenities and improvements
- Lodging
    o Increase lodging infrastructure (campsites – rustic and other, RV spots, accommodations – hotels, motels, bed and breakfasts)
    o Benchmark of current Transient Lodging Tax revenue
    o Goal for room night increase over five years and beyond
- Waterfront developments
- Benchmark on current fishing licenses
- Wayfinding signage – new signage placement and improved information
- Business creation around tourism
- Bike Friendly Business engagement
- Investments and grants garnered – separate grants sought by public agencies from grants sought by the private sector
- Increase in product offerings
- OTIS expanded exposure
- Tourism employment data
- Visitor metrics by feeder markets and number of source markets
- Marketing impact
    o Website analytics
    o Materials created
    o Social media analytics
    o Earned media
    o Advertising
    o Campaigns launched

12. APPENDIX

12.1 COLUMBIA COUNTY TRAVEL IMPACTS – EXCERPT FROM OREGON TRAVEL IMPACTS REPORT

Columbia County
County Travel Impacts and Visitor Volume

Visitor Spending Impacts

Amount of Visitor spending that supports 1 job	$49,230
Employee Earnings generated by $100 Visitor spending	$38
Local & State Tax Revenues generated by $100 Visitor Spending	$5.13

Visitor Volume

Additional visitor spending if each resident household encouraged one additional overnight visitor (in thousands)	$1,917
Additional employment if each resident household encouraged one additional overnight visitor	39

Visitor Shares

Travel Share of Total Employment (2016)*	3.7%
Overnight Visitor Share of Resident Population (2017)**	3.6%

*Source: Bureau of Economic Analysis and Bureau of Labor Statistics Estimates by Dean Runyun Associates
**Annual Overnight Visitor Days divided by (Resident Population) *365

Visitors who stay in private homes typically comprise the largest share of overnight visitor volume. Visitors who stay overnight in commercial lodging typically have the greatest economic impact. There is substantial variation among destinations, however. Most rural and suburban areas have high shares of private home visitation. Urban areas tend to have greater shares of hotel/motel stays.

Person Nights

7.5   13.7
78.8

■ Private Home   ■ Hotel, Motel, STVR
■ Other Overnight

Spending

14.7
24.1   61.3

■ Private Home   ■ Hotel, Motel, STVR
■ Other Overnight
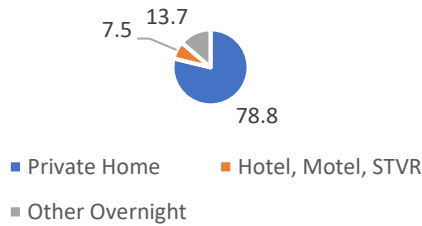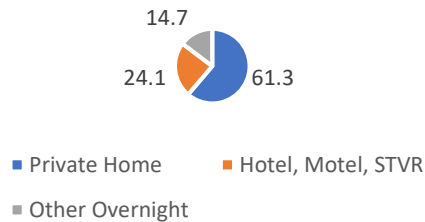
	Person Trips (Thousands)	Person Nights (Thousands)	Visitor Spending ($Millions)
Hotel, Motel, STVR*	25.0	50.9	5.2
Private Home	171.8	532.9	13.137
Other Overnight	28.4	92.8	3.1
All Overnight	225.1	676.6	21.4

Note: Person Trips and Person Nights are in Thousands. Visitor Spending is in Millions. Details may not round to total due to rounding.

Columbia
Direct Travel Impacts, 2010-2017p

	2010	2012	2014	2015	2016	2017	Ave. Annual Chg. 16-17	Ave. Annual Chg. 10-17
Spending ($M)								
Total (Current)	33.7	37.6	38.4	36.9	37.3	39.3	5.1 %	2.2%
Other	6.7	8.3	7.7	6.1	5.9	6.6	12.2 %	-0.3 %
Visitor	27.0	29.3	30.7	30.8	31.5	32.7	3.8 %	2.8%
Non-transportation	23.8	25.4	27.1	27.8	28.6	29.5	3.2 %	3.1%
Transportation	3.2	3.8	3.6	3.0	2.9	3.2	10.3 %	-0.2 %
Earnings ($M)								
Earnings (Current $)	8.2	9.3	10.0	10.6	11.3	12.9	13.7%	6.7 %
Employment (Jobs)								
Employment	530	570	580	610	630	680	9.5 %	3.7%
Tax Revenue ($M)								
Total	1.1	1.3	1.4	1.4	1.5	1.7	13.0 %	6.0%
State	1.1	1.3	1.4	1.4	1.5	1.7	13.0 %	6.0 %

Other spending includes resident air travel, travel arrangement and reservation services, and convention and trade show organizers. **Non-transportation visitor spending** includes accommodations, food services, retail, food stores, and arts, entertainment and recreation. **Visitor transportation spending** includes private auto, auto rental, other local ground transportation and one-way airfares.

Earnings include wages and salaries, earned benefits and proprietor income.

Employment includes all full and part time employment of payroll employees and proprietors.

Local tax revenue includes lodging taxes, auto rental taxes and airport passenger facility charges paid by visitors.

State tax revenue includes lodging and motor fuel tax payments of visitors, and the income tax payments attributable to the travel industry income of businesses and employees.

Federal tax revenue includes motor fuel excise taxes and airline ticket taxes paid by visitors, and the payroll and income taxes attributable to the travel industry income of employees and businesses.

Columbia County
Travel Impacts, 2008-2017p

Total Direct Travel Spending ($Million)

	2008	2010	2012	2014	2015	2016	2017
Destination Spending	27.9	27.0	29.3	30.7	30.8	31.5	32.7
Other Travel *	8.5	6.7	3.8	7.7	6.1	5.9	6.6
Total	**36.4**	**33.7**	**37.6**	**38.4**	**36.9**	**37.3**	**39.3**

Visitor Spending by Commodity Purchased ($Million)

	2008	2010	2012	2014	2015	2016	2017
Accommodations	2.8	2.5	2.6	2.7	3.1	3.2	3.3
Arts, Ent. & Rec	3.8	3.7	3.8	4.0	4.0	4.1	4.2
Food Service	7.9	8.2	8.8	9.6	9.8	10.3	10.8
Food Stores	4.8	4.7	5.2	5.7	5.7	5.8	5.8
Local Tran & Gas	3.7	3.2	3.8	3.6	3.0	2.9	3.2
Retail Sales	4.7	4.7	5.0	5.2	5.1	5.2	5.3
Total	**27.9**	**27.0**	**29.3**	**30.7**	**30.8**	**31.5**	**32.7**

Industry Earnings Generated by Travel Spending ($Million)

	2008	2010	2012	2014	2015	2016	2017
Accom. & Food Serv.	4.5	5.2	6.2	6.7	7.3	8.0	9.4
Arts, Ent. & Rec	1.4	1.3	1.3	1.3	1.3	1.2	1.3

Ground Tran	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Other Travel *	0.2	0.2	0.3	0.3	0.3	0.3	0.3
Retail **	1.3	1.2	1.3	1.5	1.5	1.5	1.6
Total	**7.6**	**8.2**	**9.3**	**10.0**	**10.6**	**11.3**	**12.9**

Industry Employment Created by Travel Spending (Jobs)							
	2008	**2010**	**2012**	**2014**	**2015**	**2016**	**2017**
Accom. & Food Serv.	280	310	340	360	370	380	420
Arts, Ent. & Rec	150	140	140	140	140	150	170
Ground Tran.	10	10	10	10	10	10	10
Other Travel*	20	20	20	20	20	20	20
Retail**	60	90	60	70	70	70	70
Total	**520**	**530**	**570**	**580**	**610**	**630**	**680**

Tax Receipts Generated by Travel Spending ($Million)							
	2008	**2010**	**2012**	**2014**	**2015**	**2016**	**2017**
State Tax Receipts	1.1	1.1	1.3	1.4	1.4	1.5	1.7
Total	**1.1**	**1.1**	**1.3**	**1.4**	**1.4**	**1.5**	**1.7**

Details may not add to total due to rounding. *Other Travel includes ground transportation and air travel impacts for travel to other Oregon visitor destinations, travel arrangement services, and convention & trade show organizers. **Retail includes gasoline.

Columbia County Visitor Spending and Visitor Volume
Visitor Spending by Type of Traveler Accommodation ($Million), 2017p

	2008	2010	2012	2014	2016	2017
Total Destination Spending	**27.9**	**27.0**	**29.3**	**30.7**	**31.5**	**32.7**
All Overnight	**18.6**	**17.8**	**19.3**	**20.1**	**20.7**	**21.4**
Hotel, Motel, STVR*	5.0	4.4	4.5	4.4	5.0	5.2
Private Home	11.1	10.9	11.9	12.7	12.6	13.1
Other Overnight	2.6	2.5	2.8	3.0	3.1	3.1
Day Travel	**9.2**	**9.1**	**10.0**	**10.6**	**10.8**	**11.2**
Day Travel	9.2	9.1	10.0	10.6	10.8	11.2

Average Expenditures for Overnight Visitors, 2017p

	Travel Party		Person			
	Day	Trip	Day	Trip	Party Size	Length of Stay (Nights)
Hotel, Motel, STVR*	$240	$491	$101	$207	2.4	2.0
Private Home	$52	$162	$25	$76	2.1	3.1
Other Overnight	$110	$363	$34	$111	3.2	3.3
All Overnight	$71	$214	$32	$95	2.2	3.0

Overnight Visitor Volume, 2015-2017p

	Person-Trips (000)			Party-Nights (000)		
	2015	2016	2017	2015	2016	2017
Hotel, Motel, STVR*	50	50	51	21	21	21
Private Home	514	521	533	242	246	251
Other Overnight	92	94	93	28	29	29
All Overnight	656	665	677	291	296	301

	Person-Trips (000)			Party-Trips (000)		
	2015	2016	2017	2015	2016	2017
Hotel, Motel, STVR*	24	25	25	10	10	11
Private Home	166	168	172	78	79	81
Other Overnight	28	29	28	9	9	9
All Overnight	218	221	225	97	98	100

"Hotel, Motel" category includes all lodging where a lodging tax is collected except campgrounds.
"Other Overnight" category includes campgrounds and vacation homes.

12.2 COLUMBIA COUNTY ASSET MAP

Lodging			
	Location	**Product Type**	**Experience Type**
Best Western Oak Meadows Inn	St. Helens	Lodging	Hotel/Motel
Bike Inn	Clatskanie	Lodging	Hotel/Motel
Budget Inn-Rainier	Rainier	Lodging	Hotel/Motel
Caden Hotel	Vernonia	Lodging	Hotel/Motel
Cedar Ridge	Vernonia	Lodging	Retreat Center
Clatskanie River Inn	Clatskanie	Lodging	Hotel/Motel
Coastal Mountain Sports Haus	Vernonia	Lodging	B&B
Estancia Serenova Country Retreat	St. Helens	Lodging	Retreat Center
Motel 6	St. Helens	Lodging	Hotel/Motel
Nob Hill Riverview Bed and Breakfast	St. Helens	Lodging	B&B
Rock Creek Bed & Breakfast	Vernonia	Lodging	B&B
Scappoose Creek Inn	Scappoose	Lodging	B&B
The Carpenters House	Vernonia	Lodging	B&B
Vernonia Springs	Vernonia	Lodging	Yurt & Tent Glamping

Activities			
Organization	**Location**	**Product Type**	**Experience**
Air Pirates Kite Boarding	Clatskanie/Jones Beach	Activity	Recreation - Water
American Whitewater	Vernonia to Birkenfeld	Activity	Recreation - Water
Anderson Park	Vernonia	Activity	Recreation - Camping
Banks Vernonia Trail	County	Activity	Recreation - Trail
Bayport RV Park and Campground	Warren	Activity	Recreation - Camping
Beaver Falls	Clatskanie	Activity	Recreation - Trail
Big Eddy Park	Vernonia	Activity	Recreation - Camping
Camp Wilkerson Park	Vernonia	Activity	Recreation - Camping

Clatskanie River Inn RV Park	Clatskanie	Activity	Recreation - Camping
Clatskanie Trail System	Clatskanie	Activity	Recreation - Trail
Columbia City Bike Path	Columbia City	Activity	Recreation - Trail
Columbia River BMX	St. Helens	Activity	Recreation - Cycling
Columbia River Heritage Canoe Trail	Clatskanie	Activity	Recreation - Water sports
Crown Zellerbach Trail	County	Activity	Recreation - Trail
Datis Park	Columbia City	Activity	Recreation - Watersports
Fox Creek Trail	Rainier	Activity	Recreation - Trail
Glowing Putters	Scappoose	Activity	Recreation - Mini Golf
Hudson Parcher County Park	Vernonia	Activity	Recreation - Camping
J J Collins Memorial Park	Scappoose	Activity	Recreation - Camping
Jones Beach	Clatskanie	Activity	Recreation - Wind surfing
Laurel Beach	Rainier	Activity	Recreation - Multi-use
Lewis & Clark Trail	St. Helens	Activity	Recreation - Trail
Lower Columbia River Water Trail	County	Activity	Recreation - Water sports
Mayger Beach	Clatskanie	Activity	Recreation - Fishing
McBride Meadows Trail System	Columbia City	Activity	Recreation - Trail
Nehalem River Scenic Drive	Vernonia	Activity	Natural/Scenic
Oregon Equestrian Trails	Columbia County Chapter	Activity	Recreation - Horseback Riding
Phillip S. Barlow Memorial BMX Track	St. Helens	Activity	Recreation - BMX
Prescott Beach Park	Rainier	Activity	Recreation - Mult-use
Riverside Meadows RV Park	Vernonia	Activity	Recreation - Camping
Rutherford Parkway	County	Activity	Recreation - Trail
RV Adventures	Clatskanie	Activity	Recreation - Camping
Sand Island Marine Park	St. Helens	Activity	Recreation - Camping/Watersports
Sande School of Horsemanship	Warren	Activity	Recreation - Horse Riding
Scaponia Park	Vernonia	Activity	Recreation - Camping
Scappoose Bay Paddling Center	Warren	Activity	Recreation - Watersports
Scappoose RV Park	Scappoose	Activity	Recreation - Camping
Scappoose/Bonnie Falls	Scappoose	Activity	Recreation - Trail
St. Helens Golf Course	Warren	Activity	Recreation - Golf
Stub Stewart State Park	Vernonia	Activity	Recreation - Camping
Trojan Park	Rainier	Activity	Recreation - Multi-use

Upper Nehalem	Vernonia to Birkenfeld	Activity	Recreation - Water Sports
Vernonia Golf Course	Vernonia	Activity	Recreation - Golf
Vernonia Lake City Park	Vernonia	Activity	Recreation - Watersports
Wildwood Golf Course	Portland	Activity	Recreation - Golf
Yankton Tree Farm OHV Park	St Helens/Yankton	Activity	Recreation - OHV
Rainier Rod & Gun Club	Rainier & Yankton	Activity	Recreation - Shooting

Attractions			
Organization	**Location**	**Product Type**	**Experience**
Caples House	Columbia City	Attraction	Cultural - Museum
Clatskanie Cultural Center	Clatskanie	Attraction	Cultural - Performing Arts
Columbia County Fairgrounds	St. Helens	Attraction	Multi-use
Columbia County Fairgrounds Museum Farm	St. Helens	Attraction	Cultural - Museum
Columbia County Historical Museum	St. Helens	Attraction	Cultural - Museum
Columbia County Rotary Children's Fountain	Scappoose	Attraction	Community
Columbia Theatre	St. Helens	Attraction	Cultural - Theatre Performing Arts
Flippin House Castle Historic Site and Museum	Clatskanie	Attraction	Cultural - Museum
Rainier Historical Museum	Rainier	Attraction	Cultural - Museum
Scappoose Peace Candle	Scappoose	Attraction	Cultural - Heritage
Totem Pole	Scappoose	Attraction	Cultural - Heritage
Vernonia Pioneer Museum	Vernonia	Attraction	Cultural - Museum
Watt's House Pioneer Museum	Scappoose	Attraction	Cultural - Museum
Westport Historic Tunnels	Clatskanie	Attraction	Natural/Scenic

Community Parks			
Organization	**Location**	**Product Type**	**Experience**
Ashbury Park	St. Helens	Attraction	Community Park
Campbell Park	St. Helens	Attraction	Community Park
Carolyn King Park	Columbia City	Attraction	Community Park
Chief Concomly Park	Scappoose	Attraction	Community Park
Civic Pride Park	St. Helens	Attraction	Community Park
Clatskanie City Park	Clatskanie	Attraction	Community Park

Columbia View Park	St. Helens	Attraction	Community Park
Cope's Park	Clatskanie	Attraction	Community Park
Fisher Park	Scappoose	Attraction	Community Park
Godfrey Park	St. Helens	Attraction	Community Park
Harvard Park	Columbia City	Attraction	Community Park
Hawkins Park & Dewey Pool	Vernonia	Attraction	Community Park
Heinie Heumann Park	St. Helens	Attraction	Community Park
Heritage Park	Scappoose	Attraction	Community Park
Jim Bundy Memorial Park	Columbia City	Attraction	Community Park
Nob Hill Nature Park	St. Helens	Attraction	Community Park
Pixie Park	Columbia City	Attraction	Community Park
Ruth Rose Richardson Memorial Park	Columbia City	Attraction	Community Park
Spencer Park	Vernonia	Attraction	Community Park
Veteran's Park	Scappoose	Attraction	Community Park
Columbia Botanical Gardens	St. Helens	Attraction	Community Park

Events			
Organization	**Location**	**Product Type**	**Experience**
13 Nights on the River	St. Helens	Event/Festival	Community
4th of July Celebration	Vernonia	Event/Festival	Community
Christmas in Vernonia - Spirit of Christmas	Vernonia	Event/Festival	Community
Christmas Ships	Scappoose thru Rainier	Event	Community
Citizens Day in the Park	St. Helens	Event/Festival	Community
Clatskanie Cruisers Car Show	Clatskanie	Event/Festival	Community
Clatskanie Festival	Clatskanie	Event/Festival	Community
Clatskanie Indie Film Festival	Clatskanie	Event/Festival	Cultural
Clatskanie Heritage Days - 4th of July	Clatskanie	Event/Festival	Community
Columbia County Dog Fair	Scappoose	Event/Festival	Community
Columbia County Fair & Rodeo	St. Helens	Event/Festival	Community
Columbia River Artists on Bicycles	County	Events/Festival	Recreation - Cycling
Festival of the Fairies	St. Helens	Event/Festival	Community
Friday Night "Cruise the Gut" St. Helens	St. Helens	Event/Festival	Community
Friendship Jamboree & Logging Show	Vernonia	Event/Festival	Visitor Attraction

Halloweentown	St. Helens	Event/Festival	Visitor Attraction
Kiwanis Parade	St. Helens	Event/Festival	Community
Oregon Hill Farms Annual Pumpkin Festival	St. Helens	Event/Festival	Community
Performing Arts Series	Clatskanie	Event/Festival	Cultural
Rainier Days	Rainier	Event/Festival	Community
RV Show	Rainier	Event/Festival	
Salmon Festival	Vernonia	Event/Festival	Community
Spirit of Christmas in Clatskanie	Clatskanie	Event/Festival	Community
St. Helens Elks Cruise-in	St. Helens	Event/Festival	Community
St. Mary's Quilt Fair	Vernonia	Event/Festival	Community
Vernonia Christmas in the Country Bazaar	Vernonia	Event/Festival	Community
Vernonia Christmas in the Country Bazaar	Vernonia	Event/Festival	Community
Vernonia City Wide Community Garage Sale	Vernonia	Event/Festival	Community
Wings & Wheels	Scappoose	Event/Festival	Visitor Attraction

Events - Sporting			
Organization	**Location**	**Product Type**	**Experience**
Bear Creek Run	Vernonia	Activity Event	Recreation - Running
Brian's Relay	Scappoose	Activity Event	Recreation - Running
Columbia County Century Challenge	County	Activity Event	Recreation - Cycling
Cross Crusade	Rainier	Activity Event	Recreation -Cycling
Cycle Canada	County	Activity Event	Recreation - Cycling
Graveyard Dash	Vernonia	Activity Event	Recreation - Running
Hilltop Mud Run - several throughout year	Yankton	Activity Event	Recreation - Off Roading
Hood to Coast	County	Activity Event	Recreation - Running
Race Against Child Abuse	St. Helens	Activity Event	Recreation - Running
Ralph Painter Run	Rainier	Activity Event	Recreation - Running
Reindeer Run	St. Helens	Activity Event	Recreation - Running
Seattle to Portland Bicycle Classic	County	Activity Event	Recreation - Cycling
State Championship Race	St. Helens	Activity Event	Community - Bicycling
Tube the Nehalem	Vernonia	Activity Event	Recreation - Water
Ugly Sweater Run	Vernonia	Activity Event	Recreation - Running
Vernonia Bear Creek Run 10k run 5k run/walk	Vernonia	Activity Event	Recreation - Running
Wings & Wheels Half Marathon	Scappoose	Activity Event	Recreation - Running

Food & Drink			
Organization	**Location**	**Product Type**	**Experience**
Big Guy Sport Club & Restaurant	Clatskanie	Food & Drink	Dining
Bundy's Cafe Drive-In	Clatskanie	Food & Drink	Dining
Colvins Pub & Grill	Clatskanie	Food & Drink	Dining
Conestoga Pub and Grill	Clatskanie	Food & Drink	Dining
Farmhouse Coffee	Clatskanie	Food & Drink	Dining
Fins Custom Tackle and Café	Clatskanie	Food & Drink	Dining
Flowers 'n Fluff	Clatskanie	Food & Drink	Dining
Fultano's Pizza	Clatskanie	Food & Drink	Dining
Ixtapa Mexican Restaurant	Clatskanie	Food & Drink	Dining
Subway	Clatskanie	Food & Drink	Dining
Historic Goble Tavern	Goble	Food & Drink	Dining
Cornerstone Café	Rainier	Food & Drink	Dining
Alston Pub	Rainier	Food & Drink	Dining
Bridgeview Cafe	Rainier	Food & Drink	Dining
Cole's Coffee	Rainier	Food & Drink	Dining
Don Pedro's Mexican Food Restaurant	Rainier	Food & Drink	Dining
Eagles	Rainier	Food & Drink	Dining
El Tapatio Family Mexican Restaurant	Rainier	Food & Drink	Dining
Evergreen Pub	Rainier	Food & Drink	Dining
Hill Climb Coffee	Rainier	Food & Drink	Dining
Hometown Pizza	Rainier	Food & Drink	Dining
Interstate Tavern	Rainier	Food & Drink	Dining
Luigi's Pizza	Rainier	Food & Drink	Dining
Outpost 30	Rainier	Food & Drink	Dining
Pastime Tavern	Rainier	Food & Drink	Dining
Subway	Rainier	Food & Drink	Dining
Bamfords Bakeshop	Scappoose	Food & Drink	Dining
Brown Butter Bakery	Scappoose	Food & Drink	Dining - Bakery
Burrito USA	Scappoose	Food & Drink	Dining
Cathedral Coffee	Scappoose	Food & Drink	Dining
Fork'd	Scappoose	Food & Drink	Dining
Fultano's Pizza	Scappoose	Food & Drink	Dining
Ichabod's Restaurant	Scappoose	Food & Drink	Dining
Ixtapa Mexican Restaurant	Scappoose	Food & Drink	Dining
Longfellow's Inn	Scappoose	Food & Drink	Dining

Lung Fung Restaurant	Scappoose	Food & Drink	Dining
Marks on the Channel	Scappoose	Food & Drink	Dining
Pizza Vendor	Scappoose	Food & Drink	Dining
Rosebuds Café	Scappoose	Food & Drink	Dining
Scappoose Bagel	Scappoose	Food & Drink	Dining
Shadleys Express Lane Espresso	Scappoose	Food & Drink	Dining
Simm Oriental Cuisine	Scappoose	Food & Drink	Dining
Varsity Grill & Bar	Scappoose	Food & Drink	Dining
Wig Wam Tavern	Scappoose	Food & Drink	Dining
Bertucci's	St. Helens	Food & Drink	Dining
Big River Bistro	St. Helens	Food & Drink	Dining
Burgerville	St. Helens	Food & Drink	Dining
Columbia Tavern	St. Helens	Food & Drink	Dining
Dari Delish	St. Helens	Food & Drink	Dining
Dockside Steak and Pasta	St. Helens	Food & Drink	Dining
El Tapatio Mexican Restaurant	St. Helens	Food & Drink	Dining
Elks Lodge	St. Helens	Food & Drink	Dining
Fresh Start Espresso	St. Helens	Food & Drink	Dining
Happy Garden Chinese Restaurant	St. Helens	Food & Drink	Dining
Hob Nob Brew House Tap	St. Helens	Food & Drink	Dining - Craft Beer
Javalation	St. Helens	Food & Drink	Dining
Johnny's Bar & Grill	St. Helens	Food & Drink	Dining
Kozy Korner Restaurant	St. Helens	Food & Drink	Dining
Log Cabin Coffee	St. Helens	Food & Drink	Dining
Lori's	St. Helens	Food & Drink	Dining
Miyako Restaurant	St. Helens	Food & Drink	Dining
MOD Pizza	St. Helens	Food & Drink	Dining
Mr. Burrito	St. Helens	Food & Drink	Dining
Muchas Gracias Restaurant	St. Helens	Food & Drink	Dining
Noi's Thai Kitchen	St. Helens	Food & Drink	Dining
O'Nammy's Irish Pub	St. Helens	Food & Drink	Dining
Pastime Tavern	St. Helens	Food & Drink	Dining
Plymouth Pub	St. Helens	Food & Drink	Dining
Pour House	St. Helens	Food & Drink	Dining
Roythai	St. Helens	Food & Drink	Dining
Running Dogs Brewery	St. Helens	Food & Drink	Dining - Craft Beer
St. Helens Starbucks	St. Helens	Food & Drink	Dining

Sunshine Pizza	St. Helens	Food & Drink	Dining
Tap Into Wine	St. Helens	Food & Drink	Dining
The Roof	St. Helens	Food & Drink	Dining
Vinnie's Chicago Sandwich Shop	St. Helens	Food & Drink	Dining
Ye Ole Grog	St. Helens	Food & Drink	Dining - Distillery
Zhen's Chinese Restaurant	St. Helens	Food & Drink	Dining
All In Pub & Eatery	Vernonia	Food & Drink	Dining
Black Bear Coffee	Vernonia	Food & Drink	Dining
Blue House Cafe	Vernonia	Food & Drink	Dining
Cedar Side Inn	Vernonia	Food & Drink	Dining
Jack Hobo Bakery and Bread Club	Vernonia	Food & Drink	Dining - Bakery
La Cabaña Restaurant	Vernonia	Food & Drink	Dining
Mariolinos	Vernonia	Food & Drink	Dining
Spike Table	Vernonia	Food & Drink	Dining - Outdoor
Subway	Vernonia	Food & Drink	Dining
The Black Iron Grill	Vernonia	Food & Drink	Dining
The Spike Table	Vernonia	Food & Drink	Dining
Warren Country Inn	Warren	Food & Drink	Dining

12.3 MARKETING PLAN SAMPLE TEMPLATE

See Template

Columbia County Tourism Initiative – Marketing Plan Template - *Draft*

What	Who/Target	Purpose	When/Frequency	Type/Method(s)
Branding				
Create distinct brand for Columbia County Tourism	All audiences	Identity/Branding	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance
Create distinct logo for Columbia County Tourism	All audiences	Identity/Branding	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance
Define messaging for brand launch	All audiences	− Create clarity around message and organizational purpose − Create brand recognition − Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance
Website				
Research and select website platform	n/a	Identity/Branding	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise
Website layout and content creation	External audiences	− Create website platform − Promote tourism in Columbia County	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise

		with clear content encompassing county assets and all jurisdictions		
Secure domain names	n/a	Identity/Branding	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise
Leverage Columbia County presence and listings on Partner websites	External audiences	Promote tourism in Columbia County with clear content encompassing all county assets and jurisdictions	Ongoing – Already in process through Travel Oregon OTIS	Leverage Travel Oregon expertise and partnership Work with Travel Portland to develop presence on TP website
SEO/SEM (To include work on metatags/keywords)	External audiences	Increase traffic to website.	Coordinated with creation of website.	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance Stakeholder and asset map links are an asset that can be leveraged.
Social Media				
Research and determine social media strategy and mediums	All audiences	Increase brand recognition	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance
Establish presence on determined social media mediums		− Increase brand recognition − Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise

Create YouTube channel to house all Columbia County Tourism videos and link to website	All audiences	– Increase traffic to website – Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Corresponding dates with work on website	Leverage stakeholders and tourism partner expertise
eCommunications				
Expand internal community email list leveraging current internal database;	Internal County audience	– Grow community outreach email lists Community engagement to promote Columbia County brand strategy and marketing plan – Educate residents on the economic and social benefits of tourism on an ongoing basis – Announce brand; build brand awareness – Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Prioritize within Destination Development Plan Action Items	Leverage existing list and expand to include asset map
Establish external database correlated with niche markets	External tourism audience	– Increase brand recognition – Promote tourism in Columbia County	Prioritize within Destination Development Plan Action Items	Leverage stakeholders and tourism partner expertise

		with clear content encompassing county assets and all jurisdictions		
Create eBlast / eNews Template	- Columbia County residents	− Grow community outreach email lists Community engagement to promote Columbia County brand strategy and marketing plan − Educate residents on the economic and social benefits of tourism on an ongoing basis − Announce brand; build brand awareness − Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Prioritize within Destination Development Plan Action Items	Design eBlast / eNews template to reflect brand/logo.
Collateral and Print Material				
Create print materials for tourism promotion − Visitor guide − Outdoor recreation guide with priority assets and visitor amenities	All audiences	− Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions − Build brand awareness	Timing will depend on prioritized launch of brand.	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance Design pieces to reflect brand/logo. Update leveraging current materials.

− Countywide map and trail guides				
Other				
Draft PR/Communications plan	All audiences	− Announce brand; build brand awareness − Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions	Timing will depend on prioritized launch of brand.	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance Coordinate for PR plan with formal Launch
Create targeted campaign to top feeder market and niche market	All audiences	− Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions − Build brand awareness	Timing will depend on prioritized launch of brand and marketing priorities.	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance Coordinate for marketing with niche market priorities
Create cooperative marketing strategy to include partners	All audiences	− Promote tourism in Columbia County with clear content encompassing county assets and all jurisdictions − Build brand awareness	Timing will depend on prioritized launch of brand and marketing priorities.	Leverage stakeholders and tourism partner expertise Look to outside resource for guidance Coordinate for marketing with niche market priorities

12.4 STEERING COMMITTEE

- Paul Barlow, Barlow Bikes and Boards
- Derek Bennett, Scappoose Bay Kayak Center
- Bill Blank, Columbia County Century Ride, Farmers Market
- Robert Blumberg, CCET/Wauna Credit Union
- Scott Burge, City of Scappoose - Mayor
- Keith Locke, City of St. Helens Council
- Sandy Crinklaw, Coastal Mountain Sports Haus
- Christine Dahlgren, Clatskanie River Inn
- Simon Date, South Columbia County Chamber of Commerce
- Brian Fawcett, Rainier Chamber of Commerce
- Casey Garrett, Columbia County Facilities
- Deborah Hazen, Clatskanie Cultural Center
- Miriam House, Port of Columbia County
- Jill Hult, City of Vernonia
- Teresa Knight, Columbia County Arts Guild
- Alex Tardif, Columbia County Commissioner
- Megan Tolles, Columbia County Food Bank/Rainier Chamber
- Anna Uwujiye, Best Western Oak Meadows Inn
- Melanie Veach, Clatskanie River Inn/Clatskanie Chamber
- John Walsh, City of St. Helens
- Jeff Walton, Vernonia Springs
- Casey Wheeler, City of Columbia City - Mayor

12.5 LISTENING TOUR PARTICIPANTS

- Derek Bennett, Scappoose Bay Kayak Center
- Bill Blank, Columbia County Century Ride, Farmers Market
- Robert Blumberg, CCET/Wauna Credit Union
- Dan Brown, Gray Dawn Gallery
- Scott Burge, City of Scappoose - Mayor
- Susan Conn, City of St. Helens - Councilor
- Jerry Cordel, Ride Inn
- Sandy and Glen Crinklaw, Coastal Mountain Sports Haus
- Christine Dahlgren, Clatskanie River Inn
- Simon Date, South Columbia County Chamber of Commerce
- Diane Dillard, Citizen of St. Helens
- Crystal Farnsworth, City of St. Helens
- Della Fawcett, Clatskanie Chamber of Commerce
- Brian Fawcett, Rainier Chamber of Commerce
- Casey Garrett, Columbia County Facilities
- Tara Hansen, Next Adventure
- Doug Hayes, Port of Columbia County
- Deborah Hazen, Clatskanie Cultural Center
- Deek Heycamp, Next Adventure
- Miriam House, Port of Columbia County
- Greg Hinkelman, City of Clatskanie

- Tony Hyde, Consultant (Former County Commissioner)
- Jill Hult, City of Vernonia
- Senator Betsy Johnson, District 16
- Karen Kane, Columbia County
- Teresa Knight, Columbia County Arts Guild
- Michael McGlothlin, City of Columbia County
- Josette Mitchell, City of Vernonia
- Natasha Parvey, Keep It Local Columbia County
- Debbie Putnam, Tackle and Coffee Shop
- Leanette Rivers, City of Columbia County
- Gina Sisco, Port of Columbia County
- Alex Tardif, Columbia County Commissioner
- Sandy Tetz, Oregon Equestrian Trails
- Megan Tolles, Columbia County Food Bank/Rainier Chamber
- Anna Uwujiye, Best Western Oak Meadows Inn
- Melanie Veach, Clatskanie River Inn/Clatskanie Chamber
- John Walsh, City of St. Helens
- Jeff Walton, Vernonia Springs
- Casey Wheeler, City of Columbia City - Mayor

12.6 COMMUNITY MEETING PARTICIPANTS

- Teresa Knight, Columbia Arts Guild
- Mike Avent, Small business owner, Rainier
- Crystal Farnsworth, City of St. Helens
- Alex Tardif, Columbia County
- Destinee Ryder, SHEDCO
- Scott Ryder, SHEDCO
- Greg Hinkelman, City of Clatskanie
- Frank Perea, Chronicle/Chief Newspapers
- Robert Duplesis, City of Rainier
- Scott Jensen, Port of Columbia County
- Robert Blumberg, Wauna Credit Union
- Sarah Johnson, Clatskanie PUD
- John Walsh, City of St. Helens
- Jill Hult, City of Vernonia
- Rob Mathers, Columbia River PUD
- Jeremy Furnish, Clatskanie Arts Commission
- Dana Kent, Clatskanie
- Alana Kambury, Salmonberry Trail/Tillamook Forest
- Karen Kent, Col-Pac EDD
- Tara Hansen, Next Adventure
- Karen Kane, Columbia County
- Dan Brown, Grey Dawn Gallery
- Bill Blank, Cycle Columbia County
- Scott Burge, City of Scappoose
- Amanda Lowthian, Travel Portland
- Simon Date, South County Chamber

- John Nguyen, Columbia River PUD
- Amanda Furnish, Clatskanie Bloom
- John Stermer, Hob Nob Brewhouse
- Nancy Bowers, Passing Thoughts Productions
- Glen & Sandy Crinklaw, Coastal Mountain Sport Haus
- Tamra Stermer, Hob Nob Brewhouse
- Chris Dahlgren, Clatskanie Chamber of Commerce
- Darcy McDonald, Brown Butter Bakery
- Natasha Parvey, Keep It Local Columbia County
- Derek Bennett, Next Adventure Scappoose Bay
- Kim Kurt, Clatskanie Farmer's Market
- Casey Garrett, Columbia County
- Cailin O'Brien-Feeney, Office of Outdoor Recreation
- Melanie Veach, Clatskanie River Inn

12.8 RESOURCES

- *Portland Region Oregon Tourism Listening Session Summary*, Travel Portland 2018
- *2018 Travel Impact and the U.S Economy*, U.S. Travel Association
- *U.S Travel Answer Sheet, Facts About a Leading American Industry That Is More than Just Fun,* U.S. Travel Association, 2018
- *Travel: America's Unsung Hero of Job Creation,* U.S. Travel Association, 2019
- *The Power of Travel, Spurring Growth, Creating Jobs*, U.S. Travel Association, 2014
- *Creating Meaningful Jobs, Driving Economic Growth*, Oregon Tourism Commission, 2019
- *Towards Sustainable Tourism,* RDI, 2007
- *Tillamook Coast Tourism 2025,* Tillamook Coast Tourism, 2014
- *Oregon Travel Impacts, Statewide Estimates,* Dean Runyan Associates, 2018
- *Destination Assessment for Columbia County, OR,* Destination Management Advisors, 2018 (commissioned by The City of Scappoose)