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## CITY OF OREGON CITY CITY COMMISSION WORK SESSION AGENDA

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Hanlon Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City  
Wednesday, November 5, 2025 at 6:00 PM

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*Typically there are no public comments at work sessions, but written comments are accepted by:*

- *Email [recorderteam@orcity.org](mailto:recorderteam@orcity.org) (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)*
- *Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045*
- *You may also attend this meeting by watching the livestream on the City's YouTube Channel:*

*<https://www.youtube.com/user/CityofOregonCity>*

### **1. CONVENE MEETING AND ROLL CALL**

### **2. GENERAL BUSINESS**

- a. DMMO's Contractual Presentation

### **3. ADJOURNMENT**

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#### **ADA NOTICE**

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The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

**Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.**

**Video Streaming & Broadcasts:** The meeting is streamed live on the [Oregon City's website](#) and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.



# CITY OF OREGON CITY

625 Center Street  
Oregon City, OR  
97045  
503-657-0891

## Staff Report

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**To:** City Commission **Agenda Date:** November 5, 2025  
**From:** James Graham, Economic Development Manager

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**SUBJECT:**

DMMO’s Contractual Presentation

**STAFF RECOMMENDATION:**

Review and discuss the Coordination and Marketing Plans of Destination Oregon City, Inc. (“DMMO”).

**EXECUTIVE SUMMARY:**

The executed Memorandum of Understanding between Destination Oregon City, Inc. and the City of Oregon City requires that the DMMO presents its Coordination and Marketing plans for approval or further development.

**BACKGROUND:**

During its December 18, 2024, Regular Session, the City Commission reviewed, revised and approved several documents relating to the establishment of Destination Oregon City, Inc. (“DMMO”).

On March 4, 2025, the City Commission held a special meeting to interview eight candidates for the DMMO’s Board of Directors. It chose four candidates.

On April 8, 2025, the City Commission held a second special meeting and chose three candidates to serve on the Board of Directors of Destination Oregon City, Inc.

Members of the Board of Directors of Destination Oregon City, Inc. include the following:

- Holly Soll, President
- Lee Belowski, Vice President
- Daria Loi, Treasurer
- Trieste Andrews, Secretary
- Corinne Lowenthal, Board Member
- Jessica Land, Board Member
- Bryce Morrow, Board Member
- Commissioner Rocky Smith, Ex Officio Member (non-voting)

In July 2025, the Administrator of Destination Oregon City, Inc. was appointed by the board of directors.

On August 8, 2025, the U.S. Internal Revenue Service approved the 501(c)(6) federal tax-exempt status of Destination Oregon City, Inc.

The executed Memorandum of Understanding between Destination Oregon City, Inc. and the City of Oregon City requires the following:

### **Management/Coordination Plan**

*The DMMO will work to plan, lead, coordinate and implement tourism-related strategies with all tourist-facing organizations and businesses within Oregon City with the goal of establishing a unified plan. The DMMO shall prepare and submit a Management/Coordination Plan within six (6) months of the Effective Date. The Management/Coordination Plan shall explain how the DMMO will drive economic growth for the benefit of Oregon City's tourism industry, visitors, and residents in a coordinated manner with its partners and members. In addition, it shall explain how it will work to increase the operational capacity of the industry through training/education and technical assistance. The City Commission will review and either approve or return the Management/Coordination Plan. If returned, the DMMO will continue to adjust and develop the Management/Coordination Plan until the Commission approves it. However, the DMMO must have completed and submitted a Management/Coordination Plan that the City Commission approves of within eight (8) months of the Effective Date.*

### **Marketing Strategy**

*The DMMO will prepare and submit a Marketing Plan within six (6) months of the Effective Date. The Marketing Plan shall demonstrate how the DMMO will enhance Oregon City's branding, how it will promote existing experiences and activate new ones, and how the DMMO will pursue opportunities to create or be included in new or existing travel itineraries that include the City. The DMMO shall encompass its programmatic activities within the legal limits of Oregon City, and it shall primarily focus on the following sectors: lodging, retail, restaurant, outdoor recreation, beverage, historic sites, river-based activities, and agritourism. The City Commission will review and either approve or return the Marketing Plan to the DMMO. If returned, the DMMO will continue to adjust and develop the Marketing Plan until the Commission approves it. However, the DMMO must have completed and submitted a Marketing Plan that the City Commission approves of within eight (8) months of the Effective Date.*

### **Funds**

*The City will distribute the Funds on a quarterly basis during the Agreement Term on or approximately on the following dates: November 15<sup>th</sup>, Feb 15<sup>th</sup>, May 15<sup>th</sup>, August 15<sup>th</sup>. However, if the DMMO has not had both a Management/Coordination Plan and a Marketing Plan approved by the City Commission by the third (3<sup>rd</sup>) quarter following the Effective Date, the DMMO will not receive payment for that quarter or any following quarter until the City Commission approves both a Management/Coordination Plan and a Marketing Plan submitted by the DMMO.*

**OPTIONS:**

1. Review and discuss the Coordination and Marketing Plans of Destination Oregon City, Inc. and provide direction as needed.

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
DESTINATION OREGON CITY, INC.  
AND  
OREGON CITY**

THIS MEMORANDUM OF UNDERSTANDING (“Agreement”), is made and entered into as of this 10<sup>th</sup> day of April, 2025 (“Effective Date”), by and between Destination Oregon City, Inc., an Oregon mutual benefit Destination Management and Marketing Organization in the process of applying for 501(c)(6) tax-exempt status (the “DMMO”), and the City of Oregon City (“the City”) (together the “Parties”). In consideration of the mutual understandings, releases, covenants, and payments herein described, the Parties agree as follows:

**AGREEMENT**

1. **Introduction and Purpose.** Oregon City, along with community partners and hired consultants, created the DMMO to operate as a completely separate entity to develop, direct, coordinate, and implement all tourism-related strategic plans and activities on behalf of the City. In addition, the DMMO will direct, and manage the day-to-day tourism-related activities on behalf of the City. The DMMO and the City desire to contract with each other to provide certain services, as explained below.
2. **Agreement Term.** The Agreement Term shall be based on the City’s fiscal year, July 1 to June 30<sup>th</sup>. The Agreement shall commence on the Effective Date and terminate on June 30, 2027. (“Initial Term”). The Agreement may be extended by mutual agreement in a writing signed by both of the Parties. “Agreement Term” as used in this Agreement includes the Initial Term as well as any extended term(s) unless otherwise noted.
3. **Termination.**
  - 3.1. **By Mutual Agreement.** During the Agreement Term, this Agreement may be terminated immediately by mutual agreement in a writing signed by both of the Parties.
  - 3.2. **Unilateral Termination with Cause.** During the Agreement Term, if either party breaches the Agreement by failing to perform or violating any of its obligations under this Agreement (“Default”), the other party may give notice to the breaching party of such Default (“Notice of Default”). If within ten (10) business days of the date of the Notice of Default the breaching party has not cured the Default, the other party may immediately terminate this Agreement by providing notice to the breaching party in writing. Upon termination, the breaching party shall immediately cease work under this Agreement, unless directed otherwise in the notice of termination from the other party. In addition, the DMMO shall immediately vacate the Office Space. If either party terminates under this clause, each party shall pay the other as described in this Agreement for services satisfactorily rendered, and not yet paid for, up until the date of the termination. If either party has already been paid by the other for services it has not yet performed, it shall return any amounts beyond the value of the services it satisfactorily rendered up until the date of termination.

- 3.3. Unilateral Termination by the City for Serious Breach.** During the Agreement Term, if the DMMO commits financial mismanagement or financial negligence or, in the City's sole discretion, does anything to damage the reputation of the City, the City's officers, or its staff ("Serious Breach"), the City may terminate this Agreement unilaterally and immediately by providing notice to the DMMO in writing. The notice shall state a termination date, which may be the date of the notice, the date the Serious Breach occurred, or a later date, at the City's sole discretion ("Termination Date"). The notice shall also cite the fact the DMMO has committed a Serious Breach and explain what occurred. On the Termination Date, the DMMO shall immediately cease work under this Agreement, unless directed otherwise in the notice of termination from the City. In addition, the DMMO shall immediately vacate the Office Space. The DMMO shall pay the City for any services satisfactorily rendered by the City and not yet paid for prior to the Serious Breach. In addition, the DMMO shall return all Funds not expended for the purposes outlined in this Agreement, whether those Funds are currently in the DMMO's possession or not.
- 3.4. Rights Upon Termination.** Nothing in this Article removes or alters any of the rights and remedies to which either party may be entitled by law for the enforcement of its rights under this Agreement or upon the other party's breach of this Agreement.

#### **4. Services Provided by/Governance of the DMMO.**

- 4.1 Management/Coordination Plan.** The DMMO will work to plan, lead, coordinate and implement tourism-related strategies with all tourist-facing organizations and businesses within Oregon City with the goal of establishing a unified plan. The DMMO will meet with the City Commission to report on its progress so far within three (3) months of the Effective Date. The DMMO shall prepare and submit a Management/Coordination Plan within six (6) months of the Effective Date. The Management/Coordination Plan shall explain how the DMMO will drive economic growth for the benefit of Oregon City's tourism industry, visitors, and residents in a coordinated manner with its partners and members. In addition, it shall explain how it will work to increase the operational capacity of the industry through training/education and technical assistance. The City Commission will review and either approve or return the Management/Coordination Plan. If returned, the DMMO will continue to adjust and develop the Management/Coordination Plan until the Commission approves it. However, the DMMO must have completed and submitted a Management/Coordination Plan that the City Commission approves of within eight (8) months of the Effective Date.
- 4.2 Marketing Strategy.** The DMMO will prepare and submit a Marketing Plan within six (6) months of the Effective Date. The Marketing Plan shall demonstrate how the DMMO will enhance Oregon City's branding, how it will promote existing experiences and activate new ones, and how the DMMO will pursue opportunities to create or be included on new or existing travel itineraries that include the City. The DMMO shall encompass its programmatic activities within the legal limits of Oregon City and it shall primarily focus on the following sectors: Lodging, retail, restaurant, outdoor recreation, beverage, historic sites, river-based activities, and agritourism. The City Commission will review and either approve or return the Marketing Plan to the DMMO. If returned, the DMMO will continue to adjust and develop the Marketing Plan until the Commission approves it. However, the

DMMO must have completed and submitted a Marketing Plan that the City Commission approves of within eight (8) months of the Effective Date.

**4.3 Update.** Every six (6) months following the submission and approval of its Management/Coordination Plan and its Marketing Plan, the DMMO shall prepare and submit to the City Commission an update on the DMMO's implementation strategy of both the Management/Coordination Plan and the Marketing Plan. The City Commission will review and either approve or return the update to the DMMO. If returned, the DMMO will continue to adjust and develop the update until the Commission approves it.

**4.4 Approval for Governance Change.** The DMMO agrees to apply for, obtain, and retain during the Agreement Term 501(c)(6) tax-exempt status from the Internal Revenue Service. It also agrees to adopt the Bylaws contained in **Exhibit A**, attached hereto and incorporated herein, as its initial Bylaws. In addition, during the Agreement Term, prior to amending or restating its Articles of Incorporation or Bylaws, the DMMO shall provide a copy of such amendment to the City Commission and shall obtain permission for the amendment in writing from the City prior to making the change.

**5. Services Provided by the City.** The City will provide the following services (collectively "Services"): Funds, Office Space, and a City Liaison, as explained below in **Articles 6 through 8**.

**6. Funds.** Each year during the Agreement Term, the City will provide the DMMO with one hundred and twenty-five thousand dollars (\$125,000). The City will distribute the Funds on a quarterly basis during the Agreement Term on or approximately on the following dates: November 15<sup>th</sup>, Feb 15<sup>th</sup>, May 15<sup>th</sup>, August 15<sup>th</sup>. However, if the DMMO has not had both a Management/Coordination Plan and a Marketing Plan approved by the City Commission by the third (3<sup>rd</sup>) quarter following the Effective Date, the DMMO will not receive payment for that quarter or any following quarter until the City Commission approves both a Management/Coordination Plan and a Marketing Plan submitted by the DMMO. In addition, the City will provide the DMMO with an initial, one-time sum of one hundred and twenty-five thousand dollars (\$125,000) in "seed" capital to help set up the initial operations of the DMMO (the "Seed Capital"). The City will distribute the Seed Capital in one lump sum on the Effective Date. A tourism-related contingency account comprised of unspent transient lodging tax funds will be maintained by the City. If the DMMO needs additional funding beyond its annual allocation, it will need to request it from the City Commission.

**7. City's Liaison.** The City's Economic Development Manager shall act as a liaison between the City and the DMMO ("City Liaison").

**7.1 Services.** The City Liaison will provide technical assistance to the DMMO on how to interact with the City Commission and how to negotiate and comply with its contract(s) with the City. The City Liaison will devote up to ten percent (10%) of their time to assisting the DMMO, calculated monthly.

**7.2 Employee of the City.** The City Liaison is solely the employee of the City, and the City retains complete authority to hire, train, monitor, discipline, and terminate its own employees at its own discretion, as well as responsibility to ensure compliance with all applicable local, state, and federal employment laws in its employment of its employees.

8. **Office Space.** The City will provide the DMMO with one administrative office (the “Office Space”) at City Hall, located at 625 Center St., Oregon City, OR 97045 for the Initial Term only and not any extended term of this Agreement. The City will not charge the DMMO a rental fee for the Office Space. The Office Space will be assigned by the City in its sole discretion and may be changed from time to time by the City.
- 8.1. **Use.** The DMMO will use the Office Space only for purposes directly related to developing and implementing the Strategic Plan and Marketing Strategy and any updates to that plan.
  - 8.2. **Exclusive Use, Right of Entry.** The DMMO shall have exclusive use of the Office Space, provided that the City may enter at any time, with or without permission or notice, to prevent or investigate potential damage or other harm to the Office Space or to other areas of City Hall or to confirm the DMMO’s compliance with this Agreement. The DMMO will not have access to the City’s private computer network but may have access to its public computer network.
  - 8.3. **Access.** The City will provide keys to designated representatives of the DMMO only, and the DMMO shall not make copies of those keys nor distribute them to others, whether connected to the DMMO or not. The DMMO may access the Office Space during normal office hours at City Hall. DMMO personnel will have to vacate the premises after hours unless the City Liaison or a his/her assignee is available to stay after hours.
  - 8.4. **Compliance with Laws and Regulations.** The DMMO will comply with all applicable laws, ordinances, rules, and regulations of the United States (including the Internal Revenue Service), State of Oregon, Oregon City, Clackamas County, and all other government authorities with jurisdiction over the Office Space, City Hall, or the Parties, including but not limited to local fire codes, zoning regulations, and occupancy codes.
  - 8.5. **Utilities.** The City will provide the following utilities and services at no additional cost to the DMMO: Electricity, water, heat, air conditioning, janitorial services, telephone, public Wi-Fi internet access, and security system.
  - 8.6. **Parking.** The City will allow the DMMO to utilize its parking at City Hall. Due to limited parking space and other activities occurring at City Hall, if the DMMO wishes to use City Hall to hold Board meetings, they shall be held after 5:00 pm.
  - 8.7. **City Hall Community Room.** The DMMO may have access to this space only after hours of City Hall operations, and the City Hall Community Room shall be properly scheduled.
  - 8.8. **Meeting Room Space.** The DMMO may have access to other meeting room space in City Hall only during regular City Hall office hours provided it is properly scheduled for use.
  - 8.9. **Maintenance and Repair.**
    - 8.9.1. **The City’s Maintenance and Repairs.** The City will repair and maintain the Office Space and any fixtures it contains as well as any common areas necessary to access and use the Office Space. The DMMO will promptly notify the City of any damages or noticed defect to any of the foregoing.
    - 8.9.2. **The DMMO’s Repairs and Maintenance.** The DMMO will leave the Office Space and all other areas of City Hall in the good condition
    - 8.9.3. **Repairs Due to a Party’s Negligence.** Each party is responsible for damage caused by that party or its employees, guests, agents, invitees, participants,

volunteers, directors, officers, members, managers, partners, contractors, or representatives (“Agents”). If the DMMO fails to perform its obligations under this Section, after ten (10) days’ written notice to the DMMO, except in an emergency when no notice will be required, the City may perform the obligations on the DMMO’s behalf, and recover the cost of performance by reducing the next installment of the Funds by that amount or it may charge the DMMO for the cost of that performance.

- 8.10.** The DMMO will undertake no construction, alteration, improvement, or changes (“DMMO Improvements”) on or to the Office Space without the prior written consent of the City. Any and all DMMO Improvements made to the Office Space that become affixed or attached to the Office Space shall remain the property of the City upon the expiration or termination of this Agreement.
- 9. General City Services Fee:** State law, ORS 320.300, allows city government to take a portion of its transient lodging tax allocation for general city services. The City will charge a General City Services Fee of no more than ten percent (10%) of the Funds, which it will deduct from the Funds prior to their transfer to the DMMO.
- 10. Policies and Procedures:** When conducting work on City property or accessing/using City-owned systems, equipment, or facilities, the DMMO and its Agents shall follow at all times all applicable City policies.
- 11. Insurance:** The DMMO shall obtain and maintain continuously in effect during the Agreement Term: Director’s and Officer’s Insurance (Management Indemnity) with a limit of one million dollars (\$1,000,000) and Commercial Insurance policy (Property, General Liability, Crime, Auto, Special Event) with a limit of one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) in the aggregate. In addition, if the DMMO employs any “subject worker” as defined in ORS 656.027, workers’ compensation insurance for those workers, with statutory limits, and employer’s liability insurance, with limits not less than five hundred thousand dollars (\$500,000) per each accident or disease. All of the DMMO’s insurance coverage required by this section, except for workers’ compensation, shall include an “Additional Insured” endorsement specifying Oregon City, its officers, employees, and agents as Additional Insureds, including Additional Insured status with respect to liability arising out of ongoing operations and completed operations, but only with respect to the DMMO’s activities to be performed under this Agreement. Coverage shall be primary and non-contributory with any other insurance and self-insurance.
- 12. Confidential Information:** At no time will anyone other than the DMMO and its Agents have access to DMMO records, including donor records and other documents, without the express, prior approval of the DMMO. The DMMO shall not have access to the City’s confidential information without the express, prior approval of the City. During the term of this Agreement, the Parties acknowledge that they may have access to each other’s confidential information to some extent, as explained above. “Confidential Information” means information belonging to the DMMO or the City which is of value to such party and the disclosure of which could result in a competitive or other disadvantage to such party. This includes, without limitation, information concerning the business of the other, manner of operations, plans, donor lists, program or member information, processes, trade secrets, or other data. “Confidential Information” does not include: (1) information that was known to the receiving party before

receipt from or on behalf of the disclosing party; (2) information that is disclosed to the receiving party by a third person who has a right to make such disclosure without any obligation of confidentiality to the party seeking to enforce its rights under this section; (3) information that is or becomes generally known in the trade without violation of this Agreement by the receiving party; or (4) information that is independently developed by the receiving party or its Agents without reference to the disclosing party's information. Each party will protect the other's Confidential Information with at least the same degree of care it uses with respect to its own Confidential Information. Neither the City nor the DMMO shall at any time, or in any manner, either directly or indirectly, divulge or communicate to any person or entity the other party's Confidential Information unless required by law, regulation, or legal process or if requested by the other party in writing and with reasonable notice.

**13. Ownership of Work Product.** All work product created by the DMMO shall belong to the DMMO. All work product created by the City Liaison shall belong to the City.

#### **14. Indemnification.**

**14.1. By the City.** The City hereby irrevocably and unconditionally agrees, subject to the limitations and conditions of the Oregon Tort Claims Act, ORS 30.260 et seq., and the Oregon Constitution, Article XI, Section 7, to indemnify, defend, and hold harmless the DMMO and its Agents from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs, and expenses, including reasonable attorneys' fees and expenses, and liabilities of every kind and character whatsoever resulting from (a) any breach of this Agreement by the City or its Agents or (b) any other act or omission by the City or its Agents whether in connection with this Agreement or otherwise related hereto.

**14.2. By the DMMO.** The DMMO hereby irrevocably and unconditionally agrees to indemnify, defend, and hold harmless the City and its Agents from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs, and expenses, including reasonable attorneys' fees and expenses, and liabilities of every kind and character whatsoever resulting from (a) any breach of this Agreement by the DMMO or its Agents or (b) any other act or omission by the DMMO or its Agents whether in connection with this Agreement or otherwise related hereto.

**14.3. By Either Party.** No party to this Agreement will be required to indemnify or defend the other party for any liability arising solely out of wrongful, intentional, willful, negligent, or grossly negligent acts of a third party or the other party's own Agents.

#### **15. Relationship of Parties.**

**15.1. Separate Entities.** The Parties expressly acknowledge and agree that they are, and intend to remain, separate entities. Each party agrees that its conduct and the conduct of its Agents, and any other legal obligations of that party, are the sole responsibility of that party. The relationship of the Parties under this Agreement is that of independent contracting parties. Nothing in this Agreement creates a joint venture between the Parties. Neither party shall be deemed to be an employee, agent, partner, or legal representative of the other for any purpose and neither shall have any right, power or authority to create any obligation or responsibility on behalf of the other except as otherwise provided herein or pursuant to any other written agreement between the Parties. Each party shall, at its sole cost and expense, comply with all local, state, and federal laws, rules, ordinances, and regulations of

all governing bodies having jurisdiction over the party in relation to its obligations under this Agreement and shall obtain all necessary permits, registrations, and licenses therefore.

- 15.2. Taxes, No Employment Relationship.** Each party shall pay all applicable sales taxes, use taxes, processing taxes, and federal and state taxes, as well as insurance, contributions for Social Security, and employment taxes which are measured by wages, salaries, or other remuneration paid by that party, whether levied under existing or subsequently enacted laws, rules, or regulations. Neither party nor its Agents are, nor shall they be treated as, employees of the other party with respect to the services performed under this Agreement for any purpose whatsoever.

#### **16. Miscellaneous Provisions:**

- 16.1. Attorney Fees.** In the event suit or action is brought, or an arbitration proceeding is initiated, to enforce or interpret any of the provisions of this Agreement, or that arise out of or relate to this Agreement, the prevailing party shall be entitled to reasonable attorney fees in connection therewith. The determination of who is the prevailing party and the amount of reasonable attorney fees to be paid to the prevailing party shall be decided by the arbitrator(s) (with respect to attorney fees incurred prior to and during the arbitration proceedings) and by the court or courts, including any appellate court, in which such matter is tried, heard, or decided, including a court that hears a request to compel or enjoin arbitration or to stay litigation or that hears any exceptions or objections to, or requests to modify, correct, or vacate, an arbitration award submitted to it for confirmation as a judgment (with respect to attorney fees incurred in such court proceedings).
- 16.2. Governing Law; Submission to Jurisdiction.** This Agreement shall be governed by and construed in accordance with the laws of the state of Oregon, without regard to conflict of law principles. The Parties consent to the exclusive jurisdiction of the Clackamas County Circuit Court in Oregon, and irrevocably agree that all actions or proceedings relating to this Agreement, or any related matter shall be litigated in such court. The Parties each waive any objection which it may have based on improper venue or forum non conveniens to the conduct of any such action or proceeding in such court.
- 16.3. Entire Agreement.** This Agreement contains the entire agreement of the Parties and supersedes all other prior or contemporaneous communications, representations, understandings, and agreements, either oral or written, relating to the subject matter of this Agreement.
- 16.4. Amendment.** This Agreement may be supplemented, amended, or revised only in writing by agreement of the Parties.
- 16.5. Severability.** If any provision of this Agreement is held illegal, invalid, or unenforceable, all other provisions of this Agreement shall nevertheless be effective, and the illegal, invalid, or unenforceable provision shall be considered modified such that it is valid to the maximum extent permitted by law.
- 16.6. Notices.** All notices and other communications to be given hereunder shall be given in writing and shall be delivered personally, emailed, or mailed by certified mail, postage prepaid, to the addresses listed below. Notice shall be deemed to have been given on 1) the date of delivery (if delivered personally), or 2) the date emailed, or 3) (if mailed) on the date indicated by the electronic verification of delivery or refusal by the recipient.

If to the City:  
Economic Development Manager  
625 Center Street, PO. Box 3040  
Oregon City, OR 97045  
jgraham@orcity.org

If to the DMMO:  
Executive Director  
625 Center Street, P.O. Box 3040  
Oregon City, OR 97045

\_\_\_\_\_ @ \_\_\_\_\_

The addresses to which notices are to be delivered may be changed by giving notice of the change in address in accordance with this provision.

- 16.7. Survival.** Any covenant or condition (including, but not limited to, all indemnification agreements) set forth in this Agreement, the full performance of which is not specifically required before the expiration or earlier termination of this Agreement, and any covenant or condition that by its terms is to survive, will survive the expiration or earlier termination of this Agreement and will remain fully enforceable thereafter.
- 16.8. Assignment; Subcontracting.** Neither party shall not assign its rights or delegate its duties under this Agreement, nor shall it subcontract the work, in whole or in part, without the other party's prior written consent.
- 16.9. No Presumption Against Drafter.** This Agreement shall be construed without regard to any presumption or rule requiring construction against the party drafting the Agreement.
- 16.10. Headings.** Section headings in this Agreement are included herein for convenience of reference only and shall not constitute a part of this Agreement for any other purpose.
- 16.11. Waiver.** Any waiver of the provisions of this Agreement or of the Parties' rights or remedies under this Agreement shall be in writing and signed by an individual authorized by the City Commission (for the City) and by the Board (for the DMMO) to be effective. Failure, neglect, or delay by a party at any time to enforce the provisions of this Agreement or the Parties' rights or remedies shall not be construed as a waiver of such party's rights, powers, or remedies under this Agreement. Waiver of any breach or provision of this Agreement shall not be considered a waiver of any later breach or of the right to enforce any provision of this Agreement.

**17. Authority to Sign:** Each of the signatory parties below represents and warrants that the execution, delivery, and performance of this Agreement has been duly authorized, and they are signing with full and complete authority to bind the party on whose behalf they are signing to each and every term of this Agreement.

**EXECUTION**

On Behalf Of:  
**DESTINATION OREGON CITY, INC.**

By (sign): *Haley Soll*

Print Name: Haley Soll

Title: Chair

Date: 04/10/2025

On Behalf Of:  
**CITY OF OREGON CITY**

By (sign): *James N. Graham*

Print Name: James N. Graham

Title: Economic Development Manager

Date: 4/10/25

By (sign): *Anthony J. Korkol III*

Print Name: Anthony J. Korkol III

Title: City Manager

Date: 4-15-25



# 2025-2027 Destination Oregon City Stakeholder Map & Engagement Plan

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# 1. Introduction & Purpose

Stakeholder mapping is a strategic process to visually analyze and understand the people, groups, or entities (stakeholders) who have an interest in or can influence a project, product, or initiative. It involves identifying key stakeholders, assessing their level of interest and influence, and using this information to develop targeted communication and engagement strategies. The goal is to ensure smoother project execution, build stronger relationships, and anticipate potential challenges by focusing on the most relevant parties.

## How it works:

- **Identify Stakeholders:** List all individuals, groups, or organizations that have a stake in or could impact your project.
- **Analyze Stakeholders:** For each stakeholder, assess their level of interest in the project and their influence over it.
- **Visualize the Data:** Create a visual representation, often a matrix, to plot stakeholders based on their interest and influence.
- **Develop Engagement Strategies:** Based on their position on the map, determine how to best engage with each stakeholder.



## Benefits of Stakeholder Mapping:

- **Improved Communication:** Helps in creating targeted communication plans to provide relevant information to the right people at the right time.
- **Proactive Problem Solving:** Allows you to anticipate potential resistance or concerns and address them proactively.
- **Strategic Alignment:** Ensures that the project's objectives are aligned with stakeholder expectations.
- **Better Decision-Making:** Provides a clearer understanding of key players and their perspectives, leading to more informed decisions.
- **Resource Prioritization:** Helps focus efforts on the most critical stakeholders who can significantly impact the project's success.

**Why this matters:** Oregon City's tourism success depends on strong, coordinated relationships across the community—government, businesses, residents, and cultural partners. This two year plan maps out where stakeholders fit in the model and how we'll engage them to build trust, share ownership, and deliver meaningful tourism outcomes.

## Objectives:

- identify key partners
- foster alignment
- encourage collaboration
- ensure all voices are represented

## Theory of Change

**Framing the Challenge:** Oregon City is truly rich in historic, cultural, and natural assets, yet the community's capacity to maximize these resources is limited by fragmented efforts, competition for recognition, and reluctance to collaborate. Too often, valuable ideas are stalled or derailed because they are not championed by traditional power players or legacy institutions. This lack of alignment stifles innovation and restricts the city's potential as a destination to simply that - potential without any forward progress.

**Messaging Approach:** To overcome these barriers, the DMMO will use consistent, positive messaging rooted in collaboration and shared benefit. This messaging emphasizes that **a rising tide lifts all boats**: success for one stakeholder contributes to the overall vitality of Oregon City, which in turn benefits every business, organization, and resident. By framing collaboration as a strategy for mutual prosperity rather than competition, we create a foundation for trust and alignment. This messaging sets the tone for the stakeholder engagement and collaboration plan: the DMMO is not just coordinating tasks, it's **changing a culture of silos and scarcity into one of shared abundance**.

Key messages will include:

- Collaboration strengthens the destination and creates more opportunities for all.
- Shared resources amplify individual voices and reduce duplication of effort.
- Innovation and new ideas can coexist with tradition, adding value to Oregon City's unique identity.
- Progress comes when we work together to shape a shared vision of the future.

The DMMO will "set the table" and actively facilitate **visioning opportunities** to encourage dialogue and creativity among stakeholders:

- Creating safe, neutral spaces for open discussion outside of entrenched power structures.
- Encouraging diverse voices, including emerging leaders and underrepresented groups.
- Focusing on shared values (heritage, community pride, beautification, localization, quality of life) as common ground.
- Using structured facilitation techniques ([world café](#), [design thinking](#), [scenario planning](#)) to surface new ideas and pathways.
- Translating visioning outcomes into actionable strategies included in the annual marketing and destination development plans.



## 2. Definitions

### Who Are Our Stakeholders?

When we talk about *stakeholders* in Oregon City tourism, we mean anyone who has a role, interest, or impact in how tourism develops here. This includes the people and organizations who shape the visitor experience, benefit from tourism, or are affected by it in some way. By keeping all of these perspectives in mind, we can build a tourism program that supports our community while creating meaningful experiences for visitors. By engaging all of these groups below, we ensure tourism strengthens our economy, enhances local pride, and creates benefits everyone can share.

### Our stakeholders include:

- **Local residents** – the people who live, work, and contribute to Oregon City’s unique character.
- **Tourism businesses** – hotels, restaurants, tour operators, shops, and attractions that serve visitors.
- **Regional & state partners** – organizations like Travel Oregon, Mt. Hood Territory, and Travel Portland who amplify our reach.
- **Cultural & heritage organizations** – museums, historic sites, and arts groups that preserve and share our story.
- **Civic leaders & community groups** – city government, neighborhood associations, and nonprofits shaping community priorities.
- **Media & Influencers:** Local press, bloggers, content creators, and social ambassadors.
- **Broader business community:** Service providers, major employers, and potential corporate sponsors, collaborators, and vendors.
- **Educational institutions** – schools and colleges that connect students and programs with the visitor economy.
- **Visitors** – the travelers themselves—tourists, day-trippers, and event attendees, whose experiences and feedback help us improve and grow.

**Influence/Interest Matrix:** A stakeholder mapping tool that categorizes stakeholders based on their level of power to affect tourism outcomes (influence) and their degree of concern or involvement in tourism initiatives (interest) to guide engagement priorities.

- **Influence:** The degree of power a stakeholder has to shape, enable, or block tourism-related decisions, policies, or outcomes.
- **Interest:** The level of concern, involvement, or benefit a stakeholder perceives in relation to Oregon City’s tourism development.
- **High Influence / High Interest:** Must be closely managed and consulted
- **High Influence / Low Interest:** Keep satisfied
- **Low Influence / High Interest:** Keep informed
- **Low Influence / Low Interest:** Monitor and engage as opportunities arise.

### 3. OC Stakeholders: Database and Analysis

Considering the smaller size of our stakeholder set, a Google Sheet file ("[Stakeholder Database](#)") has been created for the moment to manage all stakeholder related data, as opposed to paying for a CRM system. This file will be integrated with Google Contacts, Asana and other platforms as a comprehensive **Stakeholder Relationship Management System (SRMS)** for the organization made available to the board via the dashboard / internal site.

#### **Stakeholder Relationship Task Management**

This is an example of a key tasks checklist template for tracking the management of each relationship in Asana. [See more detail here.](#)

- Initial Outreach - request meeting
- First meeting - notes and follow up
- Add any flagship or regular events (relevant) to the Event Calendar
- Add or update listing on website, if applicable
- Update SRMS info, including key dates (anniversaries, events), saving their logo & adding their contact to the appropriate google distro list (quarterly stakeholder mixer invites, committees, FAM and media opportunities, etc.)
- Feature in a listicle or themed group feature blog and social (i.e. Local Coffee Shops You Can't Miss)
- Full article feature & individual social post
- Oregon's Hometown Voices or Legendary Locals - video interview

#### **Website Industry Page**

Resources such as the Brand Kit, Media Kit, Events Submission Form, Meeting Schedule and other basic partner and stakeholder information will be made available on the [TravelOregonCity.com](#) website, similar to [Mt. Hood Territory's Partner Page](#). In addition, we may casually / verbally survey for interest in an online forum, such as a Facebook Group for regular communications, announcements, links and more from the stakeholders and vice versa.

## By the Numbers

**Resident Population:** 38,000 (58,424 within the 97045 zip code).

**Civic, Historical, Community Organizations and Non-Profits:** 20

**Businesses:** There are at least 1,400 employers within Oregon City's city limits, with a significant portion (75%+) being locally owned small businesses. The Chamber of Commerce lists 232 members on their website, while DOCA lists 93.

### Current Business Counts by Category

#### Accommodations / Lodging:

<b>Hotels</b> 1	<b>STR / BnBs / Homestays</b> ~100	<b>Camping / Glamping</b> ~10
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#### Attractions & Event Venues:

<b>Art Gallery</b> 2	<b>Event Space</b> 3	<b>Theater</b> 2	<b>Wedding Venue (Non-Church)</b> 2
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**Restaurants/Bars:** Local restaurants include Bar & Grills as well as Pubs that allow children before a designated time. Food trucks and food courts are not yet included in this count, but will be soon.

<b>Local/PNW Restaurants</b> 20	<b>National Chains</b> 16	<b>Coffee/Tea Shops</b> 10	<b>Bars/Lounges</b> 11	<b>Food Truck Courts</b> 2	<b>Brewery / Distillery / Winery</b> 7
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**“Destination” Retail:** This refers to locally owned retail shops and boutiques that are unique to Oregon City, may be a destination in their own right or as a collective. It doesn't include chains, groceries or convenience.

<b>Antiques</b> 6	<b>Boutiques / Gift</b> 2	<b>Special Interest</b> 3	<b>Thrift</b> 6	<b>Cannabis</b> 4
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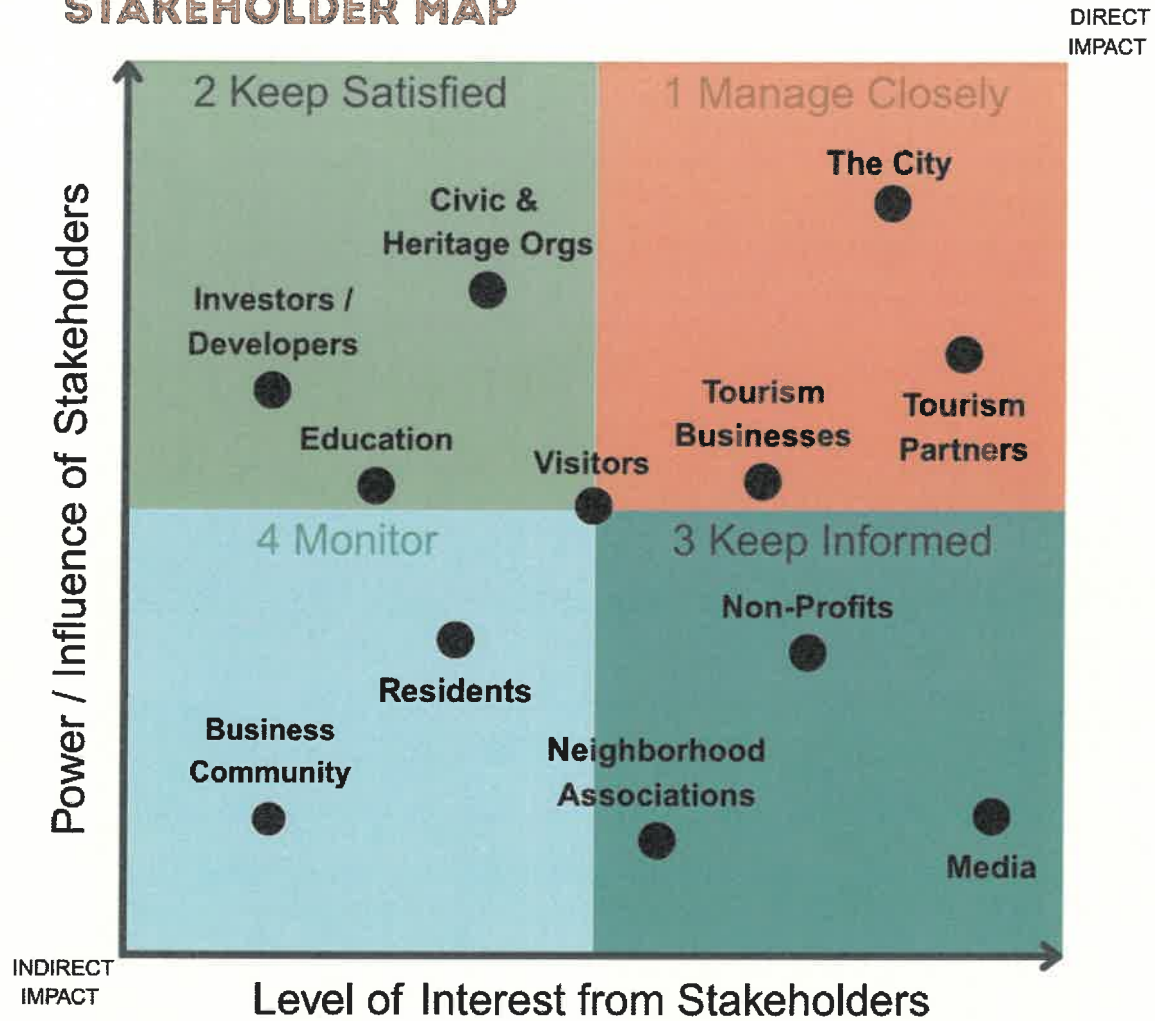
#### Recreation & Activities:

<b>Fishing</b>	<b>Golf</b>	<b>Parks &amp; Rec</b>	<b>Rentals</b>	<b>Tours/Guides</b>
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## Stakeholder Mapping

# STAKEHOLDER MAP



A. Manage Closely — High Influence, High Interest

- **City** — Civic leadership, contractual funding and oversight.
- **Tourism Partners** — Oregon City Chamber of Commerce, DOCA, Travel Oregon / Travel Portland, and Mt. Hood Territory.
- **Top Tourism Businesses & Attractions** — Any private business or key attraction that has daily, high-volume engagement with out-of-town visitors, including individual shops, makers, and restaurants. Other tourism adjacent and general businesses spread down into the “keep informed” and “monitor” quadrants.

Approach: Activity and impact reports, committee invitations, quarterly stakeholder events, co-develop campaigns, and ensure alignment with broader tourism initiatives.

## B. Keep Satisfied — High Influence, Low Interest

- **Historical Societies & Cultural Organizations** — Legacy movers & shakers with strong political influence.
- **Regional Developers / Real Estate Developers** — May support infrastructure, lodging, or cultural venues. Collaboration on community engagement programs (Welcome Home campaign).
- **Clackamas Community College / Local Schools** — Outreach and educational programming partners.

Approach: Provide concise impact updates via communications, invite to signature events, collaborate on engagement / community programming, and offer branding visibility opportunities.

## C. Keep Informed — Low Influence, High Interest

- **Civic Organizations, Neighborhood Associations & Nonprofits** — Non-profits and community groups that interface directly with residents. They have an interest in what’s going on in their community and may have bandwidth to get involved.
- **Local Media & Influencers** — Micro-influencers, bloggers, and local press not yet engaged more deeply.

Approach: Present at their meetings, host listening sessions, spotlight them in content, and invite participation in collaborative campaigns.

## D. Monitor / Build Interest — Low Influence, Low Interest

- **Visitors & Past Guests** — Keep them engaged and convert them into repeat visitors through UGC and email campaigns.
- **Residents, General Public / Regional Audiences** — Residents and broader community, including general businesses.

Approach: Run UGC campaigns (e.g., #OCFeelsLikeHome), targeted social ads, and invite to familiarization visits to build advocacy over time.

## 4. Engagement Objectives & Strategies

**Engagement Objectives:** Engagement objectives are what the DMMO wants to achieve through stakeholder engagement — the outcomes and benefits of bringing people into the tourism development process.

- **Alignment:** Ensure stakeholders share a common vision for Oregon City tourism and understand how their roles connect to the bigger picture.
- **Collaboration:** Build active partnerships where stakeholders contribute resources, ideas, or actions toward shared community goals.
- **Feedback:** Gather insights and perspectives to improve DMMO strategies, ensuring plans reflect real community needs.
- **Co-Creation:** Involve stakeholders directly in shaping programs, campaigns, or visitor experiences to strengthen ownership and authenticity.
- **Advocacy:** Cultivate champions who will promote the value of tourism and defend its role in the community.
- **Capacity-Building:** Strengthen stakeholders' ability to participate effectively (e.g., training, technical assistance, toolkits).
- **Trust-Building:** Foster transparency and accountability to ensure long-term credibility and positive relationships.

**Engagement Strategies:** Engagement strategies are the practical methods the DMMO uses to connect with stakeholders — the “how” of building relationships and participation.

- **Information Sharing:** Provide timely updates through presentations, newsletters, websites, reports, and social media to keep stakeholders informed.
- **Consultation & Feedback Loops:** Invite input through surveys, town halls, and roundtables that capture stakeholder opinions and concerns. Establish clear mechanisms (surveys, follow-up meetings, dashboards) to show stakeholders how their input is acted upon, reinforcing trust and accountability.
- **Collaboration, Co-Creation & Innovation:** Engage stakeholders in brainstorming, sponsoring, piloting, or testing new tourism products, campaigns, or programs so they feel ownership in shaping the destination. Work side-by-side with stakeholders via workshops, co-marketing campaigns, or joint events.
- **Empowerment:** Offer leadership roles through [committees](#), ambassador programs, advisory boards, or community-led tourism initiatives.
- **Education, Mentorship & Training:** Provide 1:1 technical assistance and deliver workshops, webinars, or resources that help stakeholders improve skills and readiness for tourism opportunities. Facilitate connections between experienced tourism operators and newer businesses through mentorship, peer exchanges, or networking circles.
- **Recognition & Appreciation:** Highlight stakeholder contributions through awards, spotlights, or public acknowledgment, reinforcing their value.
- **Two-Way Storytelling:** Share community voices and visitor impact stories to strengthen local pride and connect stakeholders emotionally to tourism outcomes. The Legendary Locals interviews, “why OC feels like home” and other UGC campaigns are a good example of this.
- **Advocacy & Policy Engagement:** Create channels for stakeholders to help shape tourism-related policy or funding priorities, ensuring their voices are represented in civic processes.
- **Digital Tools:** Email communications, Google Meet sessions, project dashboards, social media collaborations & groups (Facebook Group).
- **In-Person Touchpoints:** Networking events, 1:1 meetings, presentations, listening sessions, guided familiarization tours & site visits.

- **Formal Structures:** Committees, working groups, and steering panels.

## 5. Action Plan

**Short-Term (0–6 months):** Initial outreach, mapping, onboarding key partners, quick wins.

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### Immediate Priorities

- **Travel Partner Meetings:** Travel Portland Partner Summit, September 23. Meet with Annie & Jim from Mt. Hood Territory.
- **Official email introductions** / letters (around press release time), walk-ins and phone calls from Sylecia with a request to [meet with them \(agenda template & checklist\)](#), get a tour of their property, or to come speak at their next meeting. Ask approval to add them to a stakeholder email list for quarterly event invitations along with any major city tourism news. Share materials and swag.
  - Oregon City Chamber of Commerce
  - Downtown Oregon City Association
  - Oregon City Business Alliance
  - Confederated Tribes of Grand Ronde
  - Baker Cabin Historical Society
  - Clackamas County Historical Society
  - Friends of Ermatinger House
  - McLoughlin Memorial Association
  - Friends of Frog Ferry
  - Willamette Falls Media Center
  - Oregon City Schools Foundation
  - Three Rivers Artist Guild and Gallery
  - Realtors (for Brand Campaign)
  - Visitor facing / hospitality businesses
- Plan initial Q2 initiatives:
  - **First quarterly stakeholder event.** Logistics & send out invitations. These are meant to be fun mixers or networking events with a presentation or mini-site visit. The idea being to get all tourism stakeholders more familiar with each other, the DMMO's value, and the attractions or assets that we have throughout the city. "Tourist in your own backyard" industry gatherings.

## Q2 October - December 2025

- **Continued email / phone outreach** as introductions and requests for meetings, tours, invites to quarterly stakeholder meetings and ongoing communications.
- **City Commission Presentations** on the Coordination Plan and the Marketing Plan.
- **First Quarterly Stakeholder Mixer.** Host first event! Topic: Intro to DMMO programs & Sylecia + Q2 activities (brand campaign, visitor experience checkin, brand & marketing toolkit, etc...). Location: End of the Oregon Trail Welcome Center
- **Visitor Experience Check In.** Distribute visitor feedback forms to key tourism stakeholders. If they already have a feedback system, use theirs. Gather data back in December to analyze, benchmark and report back out.
- **Stakeholder Marketing Toolkit.** Provide partners with easy-to-use brand toolkit (guidelines, logo files, sample copy, content calendar). Made available via Google Folder (future link on website in partner section). Due December 1.
- **Fall / Winter Brand Campaign.** Produce and manage the campaign and invite all stakeholders to participate, particularly in the [“Oregon’s Hometown Voices”](#) or [“Legendary Locals”](#) interviews throughout the season.
- **Arts & Culture Roundtable.** Host a visioning workshop / roundtable with the Arts Commission and other arts & culture related organizations to develop an action and partner plan for City arts initiatives.
- **Neighborhood Association presentation.** As part of the brand evangelism and local support initiative, this will be the first of 3 presentations this year. Discussing the purpose of the DMMO and inviting residents to participate in community engagement programs.

## Q3 January - March 2026

- **Quarterly Stakeholder Mixer.** Topic & Location TBD.
- **Winter Photoshoot.** Work with Willamette Falls Media Center with a local photographer/videographer and plan the coordination, models and shoot locations with visitor-facing businesses and attractions. + Legendary Locals Interviews.
- **Intern / Job Shadow Program Meetings** - Develop relationships with educational institutions, particularly marketing and statistics professors and career coaches or job experience offices. First op: Brand Awareness Survey in Q4. Hiring social media street interviewers.
- **Neighborhood Association presentation.** Brand evangelism and local support initiative, discussing the purpose of the DMMO and inviting residents to give feedback, ideas, and participate in UGC campaigns and community engagement programs.

**Medium-Term (6–18 months):** Regular engagement cadence, launch committees and pilot collaborations, refine based on feedback.

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## Q4 April - June 2026

- **Marketing & Events Committee inaugural meeting.** Bring together marketing and event stakeholders to review the performance of the 2025-2026 Marketing Plan, and then review draft 2026-2027 Annual Marketing Plan and give direction, align calendars and collaborate on fun future programming ideas.
- **Historic Properties Roundtable.** First build relationships individually with each organization, then invite them to a round table discussion on situation analysis and strategic planning of Historic Tourism Assets. This may be a one-time event, perhaps with a follow up meeting. Continuation and implementation will fall under broader [committees](#).
- **Quarterly Stakeholder Mixer.** Topic: Travel Massive (Local Travel Industry & Media) FAM Location: Downtown Oregon City
- **Spring Photoshoot.** Work with Willamette Falls Media Center and plan coordination and shoot locations with visitor-facing businesses and attractions.
- **Spring / Summer Campaign.** Invite stakeholders to participate in the spring / summer social media campaign.
- **Neighborhood Association presentation.** Brand evangelism and local support initiative, discussing the purpose of the DMMO and inviting residents to give feedback, ideas, and participate in UGC campaigns and community engagement programs.

**Long-Term (18+ months):** Deep partnerships, expanded initiatives, sustainable engagement model.

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## Year 2 and Beyond

- **Quarterly Stakeholder Mixers.** Plan out all 4 meeting logistics with where it's being hosted and the topics.
- **[Committees](#).** Invite stakeholders to participate in any other committees the board approves or develop naturally.
- **Presentations.** Provide presentations for any city, civic or nonprofit organization that requests one.
- **Cooperative and UGC Marketing Campaigns.** Continue to encourage participation in digital marketing initiatives.
- **Events Calendar.** Should be kept up to date with new events being developed for any gaps identified.
- **Community Engagement Programs.** Invite stakeholders to participate in any pilot community engagement programs the board approves or develop naturally (gain traction quickly). Launched, operated and managed by a steering committee.
- **Annual Tourism Dinner and Awards Ceremony** or other recognition initiatives for high engagement and high impact stakeholders.

- **Updated Resident Sentiment Survey.** Conduct another resident sentiment survey to measure the opinion on development and performance to date. Benchmark survey 2017.

## 6. Metrics & Evaluation

Measuring success of this plan and stakeholder engagement depends not only on participation numbers but also on the quality of relationships, collaboration, and shared outcomes. Here outlines how progress could be tracked and used to refine strategies over time. Reporting and tracking will be done on the Board Dashboard and in Annual Reports.

### Key Performance Indicators (KPIs)

#### Engagement Reach

- of stakeholders in the database by category (residents, businesses, civic groups, cultural organizations, etc.)
- % of stakeholders engaged at least once per year
- Event attendance and participation rates

- Growth of ambassador and champion program

#### Engagement Quality

- Stakeholder satisfaction scores (via surveys)
- Perceived value of engagement (e.g., "Did this help your organization succeed?")
- Diversity of voices represented in committees and visioning sessions

#### Collaboration Outcomes

- of co-created campaigns, events, or programs launched
- Sponsorships, partnerships, or joint funding secured
- New initiatives generated through visioning or committee work

#### Visibility & Advocacy

- Media mentions and stakeholder shares of DMO campaigns
- Testimonials, quotes, and community pride stories

## Evaluation Methods

- **Surveys & Feedback Loops:** Short post-event surveys and an annual stakeholder survey will measure satisfaction, perceived impact, and emerging needs.
- **Participation Tracking:** Attendance lists, SRMS logs, and committee rosters will provide consistent data on engagement reach.
- **Qualitative Insight:** After-action reviews, interviews, and “story capture” will highlight successes, challenges, and best practices.
- **Board & Committee Reviews:** Committees will review progress quarterly, ensuring alignment with the annual marketing and engagement plans.

**Continuous Improvement** - Metrics are not an endpoint but a feedback system. By reviewing performance regularly, we will:

- Adjust engagement tactics to improve inclusivity and participation.
- Scale up strategies that work and retire those that do not.
- Ensure Oregon City’s tourism development reflects the evolving needs and values of its stakeholders.

# Annex

## Asana Template: Stakeholder Engagement Workflow

### Section 1: Database & Outreach

- Build & Maintain Stakeholder Database (Google Sheet + integrations)
- Initial Outreach – request meeting (email/phone/intro)
- Schedule & Conduct First Meeting (agenda + notes)

### Section 2: Relationship Management

- Update SRMS info (contact details, logo, category, distro lists)
- Add stakeholder to website directory (if applicable)
- Add stakeholder events to DMMO Event Calendar
- Invite to Quarterly Stakeholder Meetings / Mixers

### Section 3: Engagement Opportunities

- Feature in listicle or grouped content (blogs + social)
- Develop Individual Feature (article + dedicated social post)
- Oregon's Hometown Voices / Legendary Locals – schedule video interview
- Invite to Committees or Roundtables (as appropriate)

### Section 4: Campaign & Program Participation

- Brand Campaign Engagement (Welcome Home, UGC, co-marketing)
- Visitor Experience Check-In (feedback forms, surveys, analysis)
- Stakeholder Marketing Toolkit distribution & follow-up
- Co-Creation Opportunities (workshops, joint events, sponsorships)

### Section 5: Reporting & Evaluation

- Update Board Dashboard with stakeholder activity
- Quarterly Engagement Notes (attendance, features, collaborations)
- Track KPIs (engagement by category, event participation, satisfaction)
- Adjust Engagement Strategy (based on surveys + feedback loops)

This creates **5 top-level “buckets”** instead of dozens of subtasks. Each one can be duplicated per stakeholder (or tracked in a pipeline view in Asana). In a kanban board, you'd basically be able to drag each stakeholder card from:

**Outreach → Relationship → Engagement → Programming → Reporting.**

## Stakeholder Meeting Agenda & Checklist

1. Welcome & Introductions. Briefly introduce yourself, your role, and the purpose of the meeting.

2. Stakeholder Overview & Property/Service Tour. **Goal:** Understand their business, services, and offerings.

- “Can you walk me through your property/services?”
- “What are your signature offerings (rooms, amenities, experiences, events)?”
- “Do you host or partner on community events?”
- “What makes your property/business unique compared to others in the area?”
- “Who are your typical visitors or customers?”
- “What are your busiest times of year?”

3. Business & Organizational Knowledge. **Goal:** Learn how they fit into the larger community and economy.

- “What partnerships do you currently have with other local businesses or organizations?”
- “What are your biggest opportunities or challenges right now?”
- “Are there ways we (the DMMO) can better support your business?”
- “What trends are you noticing with your customers or guests?”

4. Personal Connection. **Goal:** Build rapport and trust.

- “How long have you lived in [OC]?”
- “What do you enjoy most about the area?”
- “Are there particular aspects of the community you'd like to see improved or promoted?”

5. DMMO Introduction. **Goal:** Share the value of the partnership.

- Purpose of the DMMO (advocacy, promotion, community engagement programs).
- Upcoming marketing campaigns and invitation to participate.
- Opportunities to participate in a committee - if appropriate.
- Invitations to quarterly stakeholder events.
- Upcoming visitor engagement surveys.

6. Wrap-Up & Next Steps. Thank them for the tour/insight. Summarize any follow-up items (materials, contacts, or future collaboration). Confirm they are on the stakeholder list for communications and invitations.

Post Meeting Checklist:

- Enter updated business info into the stakeholder management system.
- Update website/business listing with current info.

- Add contact email to stakeholder distribution list.
- Send a thank-you email (within 48 hours).
- Note any follow-ups or collaboration opportunities.

## List of Committees, Basic Charters and Suggested Members

COMMITTEE	CHARTER	SUGGESTED MEMBERS	TIMING
Historic Properties Round Table	Round table discussion on situation analysis and strategic planning of Historic Tourism Assets. Continuation and implementation may fall under broader committees.	Historic property stakeholders and organizational leaders.	Q3 or Q4 of Year 1 Maybe an annual event?
<a href="#">Marketing &amp; Events</a>	Guide the development and implementation of the annual marketing strategy and events calendar to promote the destination.	Marketing directors (hospitality, attractions), event managers/producers, PR/communications specialists, marketing agencies, cultural/arts representatives.	End of Year 1 Quarterly Meetings
Community Engagement & Programs	Design and implement community-based programs that build pride, advocacy, and local involvement in tourism and destination promotion.	Realtors, visitor center staff, resident “champions,” chamber of commerce reps, local educators, neighborhood association leaders.	Beginning Year 2 Quarterly Meetings
Visitor Experience & Services	Enhance the on-the-ground visitor experience through wayfinding, visitor services, accessibility, and hospitality training. Direct the concierge / ambassador program.	Visitor center staff, museum staff, tour operators, hotel front desk managers, accessibility advocates, transportation reps, volunteers/ambassadors.	Year 2 or beyond Quarterly Meetings
Sustainability & Stewardship	Advise, develop and promote responsible tourism practices that protect natural, cultural, and community assets.	Environmental & outdoor rec leaders, park managers, cultural heritage and tribal reps, sustainability consultants.	Year 2 or beyond Bi-Annual Meetings
Finance & Development	Oversee financial health and identify funding opportunities through sponsorships, grants, partnerships, and investment strategies.	Bankers, accountants, grant writers, investors, local business leaders, foundation representatives, major sponsors.	Year 2 or beyond Bi-Annual Meetings
Destination Development & Infrastructure	Advise on long-term planning, experience gaps, capital projects, transportation, and improvements that enhance the visitor experience.	City planners, economic development officers, architects, hoteliers, major attraction operators, transportation providers, accessibility advocates.	Year 2 or beyond Bi-Annual Meetings

## Marketing & Events Committee Charter

**Purpose:** Facilitated by the Destination Oregon City Administrator, the Marketing & Events Committee provides guidance and oversight for the development, implementation, and evaluation of Oregon City's annual marketing plan and events calendar. The committee ensures that marketing strategies and event programming align with the DMMO's mission, brand positioning, and community values while driving measurable results for stakeholders.

**Responsibilities - The committee shall:**

- Support the execution of the board approved annual marketing plan.
- Review campaign performance metrics, event outcomes, and visitor engagement data.
- Develop new, recommend adjustments to and address gaps in campaigns, tactics, and event programming as needed.
- Provide input and industry insights to inform the drafting of the following year's marketing plan.
- Serve as ambassadors for the destination brand within the community and among industry peers.

**Membership - The committee will be composed of representatives from key stakeholder categories, including but not limited to:**

- Hospitality business (hotels, restaurants, tour operators, etc.) marketing leads
- Attraction and cultural organization representatives
- Event managers and producers
- Tourism service providers (e.g., tour operators, transportation)

**Term of Service:** Committee members shall serve a one-year renewable term, beginning in June. Members are encouraged to actively participate in meetings and contribute to collaborative decision-making. Estimated 6-12 volunteer hours per year.

**Meetings:** The committee will meet quarterly for 1-1.5 hours, with additional meetings scheduled as needed during campaign launches or major event planning cycles. Agendas and materials will be distributed in advance, and meeting notes will be documented and shared with all members.

**Decision-Making:** The committee serves in an advisory capacity to the DMMO staff and Board of Directors. Recommendations will be considered in shaping and implementing marketing and event strategies but final approval rests with the DMMO Board.

**Reporting:** Committee updates, recommendations, and performance reviews will be reported quarterly to the Board of Directors and included in the organization's annual report.

## “Oregon’s Hometown” Brand Campaign - Interview Guide

Locals and stakeholders will be video interviewed telling why Oregon City feels like home to them.

### Pre-Interview / Release

1. Full name, title/role (if relevant to stakeholder status).
2. How long have you lived in Oregon City?
3. Do we have your permission to record and use this video across digital and print platforms? (Signed release form.)

### Core “Why Oregon City Feels Like Home” Questions

4. What brought you to Oregon City originally?
5. Why did you decide to stay?
6. What makes Oregon City feel like *home* to you?
7. How would you describe the personality or spirit of Oregon City?
8. What’s your favorite memory here?
9. What places, businesses, or events feel most like “home” to you?
10. How has Oregon City shaped you (personally, professionally, or as a family)?
11. What’s the first place you take friends or family when they visit?
12. What do you hope visitors experience when they come here?
13. What makes you proud to call Oregon City home?
14. In three words, how would you sum up Oregon City?

- “What’s a hidden gem or place most people don’t know about?”
- “How has Oregon City changed since you’ve been here?”
- “What does the future of Oregon City look like to you?”

### Optional Add-Ons (to capture variety for different edit needs)

- “What’s your favorite local food/restaurant/coffee spot?”
- “Which community event do you look forward to each year?”



## Production Considerations

### ✓ Release Forms

- Every participant signs a **video/photo release** granting permission to use their likeness and words across platforms (YouTube, social media, website, print, etc.).
- If minors are interviewed, a parent/guardian consent form is required.

### ✓ Consistency & Branding

- Branded backdrop or logo subtly present (if possible).
- Consistent opening line: *"We're here with [Name], sharing why Oregon City feels like home."*
- Ask everyone the core "Why does Oregon City feel like home?" question for campaign cohesion.

### ✓ Video Production

- Capture both **horizontal (YouTube/blogs)** and **vertical (Reels/Stories/TikTok)** framing.
- Record in quiet, well-lit spaces (preferably natural light, minimal background noise).
- Use a lapel or directional mic for clear audio.
- Film 10–15 seconds of B-roll: them walking, interacting at their business, shots of the city they mention.

### ✓ Editing / Content Strategy

- Full interviews → YouTube.
- 30–60 sec highlight clips → Reels, TikTok, Shorts.
- Short written pull-quotes → Instagram posts, blogs, website features.
- Consider a series name: *"Oregon's Hometown Voices."*

### ✓ Diversity & Representation

- Include a wide mix: longtime locals, new residents, business owners, students, families, cultural leaders, artists, hospitality workers.
- Aim for different neighborhoods, ages, and backgrounds.

### ✓ Accessibility

- Add captions to all videos (not only for accessibility but also for social media best practice).
- Provide blog transcripts for SEO and inclusivity.

# Potential Gaps or Scaling Opportunities in the Stakeholder Plan

## 1. Digital Engagement / CRM Integration

- The Google Sheet + Asana + Google Contacts integration is a great start.
- Gap: What happens when the database grows from dozens → hundreds of stakeholders? Without a true **CRM tool** (HubSpot, Airtable, or even a Google Data Studio dashboard), reporting and segmentation may get clunky. Suggestion: Plan for a **lightweight CRM upgrade path** or set standards early (naming conventions, tags, categories) so scaling won't be painful.

## 2. Resident Engagement

- Residents are listed as stakeholders, but most tactics are aimed at businesses and partners.  
Gap: The "local pride / local advocacy" piece (turning residents into champions) could use more structure. Suggestion: Create a **Resident Engagement Sub-Plan** → neighborhood listening sessions, resident ambassador program, "tourist in your own town" campaign.

## 3. Diversity, Equity & Inclusion (DEI)

- Representation is mentioned under content/video production, but not across the broader engagement strategy.
- Gap: No explicit commitment to engaging **underrepresented communities, BIPOC-owned businesses, youth, or accessibility groups**. Suggestion: Add a **DEI principle** (ex: "Ensure stakeholder mapping and content reflects Oregon City's full diversity, across age, background, and ability").

## 4. Crisis Communication / Issues Management

- Stakeholder engagement plans work best when they also cover what happens in bad times.
- Gap: No mention of how to communicate with stakeholders if there's a tourism crisis (natural disaster, funding controversy, community pushback). Suggestion: Add a **Crisis Communication Protocol** section → who gets notified first, what channels are used, how to maintain trust.

## 5. Measurement & Feedback

- KPIs are listed (participation, satisfaction, co-created initiatives). Great start.
- Gap: No **baseline metrics** (where are we today?) and no **feedback loop mechanism** spelled out beyond "after-action reviews." Suggestion: Build in a **Stakeholder Satisfaction Survey** at least annually. Track **net promoter-type scores**: "How likely are you to recommend participating in OC's tourism programs?"

## 6. Visitor Data & Market Insights

- Visitor feedback forms are included, but stakeholder engagement could benefit from richer visitor insights.
- Gap: No reference to **visitor profile reports, geolocation/mobile data, or spending patterns** to share with stakeholders.  
Suggestion: Partner with Travel Oregon or Mt. Hood Territory to access **tourism impact reports** and integrate those insights into quarterly stakeholder updates.

## 7. Succession / Continuity

- Your plan assumes strong leadership (you!) but doesn't address what happens if there's staff turnover.
- Gap: Stakeholder engagement knowledge often lives in one person's head. Suggestion: Document **"playbooks"** — how to run a quarterly meeting, how to onboard a stakeholder, how to update the SRMS — so the system survives leadership changes.

## Biggest Strengths of The Plan

- Clear alignment with DMMO best practices (mapping, influence/interest, phased timeline).
- Lots of **quick wins** in Year 1 (content features, mixers, interviews).
- Smart use of committees and roundtables → creates ownership without overburdening staff.
- Blends storytelling (brand campaign) with structure (database + Asana pipeline).

If I had to prioritize improvements:

1. Add a **resident engagement sub-strategy**.
2. Bake in **DEI commitments**.
3. Strengthen **feedback and measurement loops**.
4. Plan ahead for **scalability + CRM**.



# Travel Oregon City

## *2025-2026 Annual Marketing Plan*

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# Executive Summary

In destination management, *marketing* means more than advertising—it is the strategic process of identifying a place’s unique assets, telling its story through targeted channels, and fostering connections that attract visitors while also strengthening community pride and benefit. This document is the first strategic marketing plan for the newly established destination management and marketing organization (DMMO) doing business as Travel Oregon City.

In its inaugural year, Travel Oregon City will focus on taking over the tourism brand, marketing assets and responsibilities of destination management and marketing from the City. The organization will do this by establishing a foundation of efficient marketing systems and operating procedures to promote the destination, using its own brand voice under a unified mission that strives to be aligned with its partners and tourism stakeholders in Oregon City.

Using partnerships and community engagement, the organization will work to elevate awareness of the destination throughout the Portland Metro area and beyond by marketing its tourism assets through storytelling and cooperative promotion. Baseline performance metrics and long-term goals will be set as marketing plans, materials, and tactics outlined in this document are developed and implemented.

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**Vision Statement:** We envision a thriving and successfully evolving destination at the confluence of the past, present & future.

**Mission Statement:** To promote Oregon City as a gathering place for all, by providing a variety of experiences through a collaborative, connected, and enduring tourism industry.

**Strategic Imperative 2 - Enhance the Brand:** Inspiring travel to Oregon City through the development of marketing, advertising, public relations, and sales programs that advance prosperity for local businesses and enhance quality of life in Oregon City.

**Purpose of the Annual Marketing Plan:** Define the goals, strategies, tactics, budget, timeline, implementation management and performance monitoring of marketing initiatives for Oregon City tourism for this fiscal year.

**Destination Marketing Hierarchy:** Travel Oregon City, Mt. Hood Territory, Travel Portland, Travel Oregon, Brand USA.

## Honoring the Foundation: A Look Back at the 2017 Oregon City Tourism Strategic Plan

In 2017, Oregon City commissioned a comprehensive Tourism Strategic Plan, which included input from 160+ community stakeholders, business leaders, and tourism experts. The plan laid out a clear vision for Oregon City to become a dynamic and authentic destination—one that leverages its rich history, cultural assets, and natural beauty to benefit both visitors and residents. The plan was built around four strategic imperatives:

1. Build Tourism Leadership Capabilities
2. **Enhance the Brand**
3. Coordinate Tourism Assets Through Collaboration
4. Cultivate and Curate a Portfolio of Experiences

These imperatives provided a strong, thoughtful foundation that remains relevant today. However, it's also true that in the eight years since the plan's publication, the world has changed dramatically. From the global COVID-19 pandemic and its profound impact on travel and community health, to the acceleration of AI, from expanding political divisions, to the increasing urgency of sustainability and inclusion in tourism, and from regional economic shifts to recent local development efforts—the context around Oregon City's tourism vision has evolved.

The goal now is not to replace the plan but to **dust it off, build from it, and make it matter**. Through this lens, the 2025–2026 Annual Marketing Plan is both a continuation and a recommitment — anchored in the original brand vision, but designed for today's Oregon City.

### Enhance The Brand: Sonderel Contractual Elements

Sonderel's proposal listed key responsibilities and [deliverables](#) under the “Brand” strategic imperative:

- Define and refine target audiences and visitor segments
- Develop and manage an integrated digital marketing strategy (paid + organic)
- Oversee website strategy, content updates, and performance analytics
- Manage content calendar across owned channels (website, email, social media)
- Implement strategic tactics such as seasonal campaigns, influencer outreach, brand activations, UGC, SEO/AIO storytelling, and cooperative advertising
- Collaborate with Clackamas County Tourism on group sales and travel trade outreach
- Build and maintain a shared digital assets content library for campaigns and partners
- Coordinate earned media and PR efforts, editorial planning and press hosting (Year 2)
- Monitor campaign performance through dashboards and A/B testing
- Select and manage marketing vendors and contractors (Year 2)

# The Plan-at-a-Glance

## Strategic View

#1 - Establish Efficient & Effective Marketing Operations	Administration, operations & contracts management Integrated inventory, systems & data dashboard Work flows, AI training & automations
#2 - Refresh & Refine the Oregon City Brand	Brand kits & style guides Digital brand asset library Stakeholder & visitor survey brand validation
#3 - Expand Reach Through Strategic Partnerships	Consistent meetings and communications Community events calendar Tourism partner cooperative marketing opportunities
#4 - Increase Local Understanding and Support for Tourism	Topical community meetings Champion and ambassador program development "Paid for by Visitors" messaging and campaign
#5 - Strengthen Oregon City's Narrative Through Storytelling & Content	Active social media engagement User generated content plan Content repurposing from long-form blogs & videos

## Calendar View

Q1 July - September Summer	Brand establishment and development Marketing systems set up and operations initiation Partner alignment & community event calendar development
Q2 October - December Autumn	Hometown brand validation mini campaign Partner marketing toolkit Quarterly community engagement events kickoff
Q3 January - March Winter	Spring/Summer cooperative campaign design Media kit & fact sheet Seasonal photoshoots kickoff
Q4 April - June Spring	Mini Media FAM (Suggest Travel Massive event) Local influencer and UGC campaigns Annual Sales & Marketing Plan 2026-2027 development

# Destination Marketing Situation Analysis

## Brand Analysis

Alongside the strategic planning efforts in 2017, the Economic Development department formed a team to identify the key brand message for Oregon City to begin an initial marketing effort to support the brand. This information was used to develop an RFP issued to creative firms, which resulted in hiring [Rotator Creative](#) for brand design development and implementation.

This chapter reviews the foundational research, elements, attributes, and information gathered from the stakeholder survey, and the assets developed resulting in the brand as it exists today. It then analyzes the current situation, offering recommendations and adjustments as necessary.

The strategic plan presented the following foundational brand statements (page 21):

**Attributes** - Oregon City is a walkable small-town experience just 20 minutes from Portland. The historic aspects of the city combine with riverfront access to create an attractive place for a weekend getaway or a day trip.

**Attractions** - Once the end of the Oregon Trail, we now boast a historic Main Street where you can enjoy a Northwest-style selection of food and drink. Take in views of Willamette Falls and the historic bridge. While you're here, ride the unique Municipal Elevator.

**Trends** - We know tourists are staying close to home and driving to destinations more, and Oregon City's proximity to the Portland metro area makes this an attractive destination for Portland residents and their visiting friends and relatives. More tourists these days are attracted to places where they can live like a local, enjoy food and beverage options, and take in natural, cultural and heritage attractions.

**Preferences** - Oregon City embodies a relaxed small-town atmosphere where one can enjoy a city/country balance and a change of pace in a family-friendly setting. In a way, Oregon City is like a comfort food—say, mac 'n cheese—both satisfying and comforting.

**Sentiments** - Locals and visitors alike will describe Oregon City as friendly, laid-back, warm and approachable. Since its founding, the city has been filled with people who are there to make their own way in life—they're true originals.

**Tone** - Oregon City is your favorite pair of jeans— a relaxed fit with just the right blend of fun, comfort and nostalgia. Oregon City's color palette might include earthy greens and blues, with some brick reds and bright, clear tones for interest.

## Brand Messaging & Positioning

The 2017 Strategic Plan also outlined a Unique Selling Proposition (USP), however this marketing plan is suggesting updated language. A USP or *brand promise* should be short, clear, and memorable. It should highlight what’s distinctive about Oregon City compared to nearby and similar destinations (like St. Johns, Sellwood, Lake Oswego, Milwaukee, Beaverton). This new USP will convey both heritage and future vision, since the destination’s strength is that it’s Oregon’s Hometown - *the first city, with the next story*.

2017 USP	2025 USP
<p>Oregon City believes its destination’s position in the visitor market is to be a vibrant destination in the Portland Metropolitan area, located where the Oregon Trail ended, and the State of Oregon began. Visitors are delighted by:</p> <ul style="list-style-type: none"> <li>● A small town feel</li> <li>● Authentic and diverse experiences centered around heritage</li> <li>● Outdoor and riverfront adventures near the magnificent Willamette Falls</li> <li>● Unique Pacific Northwest food and beverage offerings</li> </ul> <p>Oregon City hopes to pursue a reputation in the tourism industry that describes it as:</p> <ul style="list-style-type: none"> <li>● Welcoming: glad to entertain or receive</li> <li>● Engaging: causing someone to be involved</li> <li>● Inclusive: not excluding anyone, being a part of the whole</li> <li>● Authentic: done in a traditional or original way</li> </ul>	<p><b>Option 1:</b> Oregon City is where Oregon’s story began — and where it continues today. Visitors experience deep history, adventurous riverside culture, and a walkable downtown filled with local flavor, all just minutes from Portland.</p> <p><b>Option 2:</b> At the confluence of the Willamette and the Clackamas Rivers, Oregon City is the original gathering grounds and first city of Oregon — a place where indigenous and pioneer history, trail and river adventures, and diverse multi-generational friends and family all come together.</p> <p><b>Option 3:</b> Oregon City honors its indigenous and pioneering heritage as Oregon’s first city while welcoming and engaging all in fresh, authentic experiences in food, culture, and outdoor adventure.</p> <p><b>Option 4:</b> Oregon City is the First City with the Next Story — a gathering ground where rivers, cultures, and histories converge to welcome new experiences.</p> <p><b>James’ Option:</b> Oregon City is the original gathering grounds and first city of Oregon - a place where indigenous and pioneer history coincide and multi-generational friends and family come home.</p>

Missing from the strategic plan is a **positioning statement** which defines your product and target audience, and articulates where your destination sits in the market. A brand positioning statement isn't for the customer to see. It doesn't go on the website. It's an *internal* team tool used to ensure your strategy, image and messaging is consistent in the long term. It provides you with messaging built around [brand pillars](#) that you can use for all your future marketing campaigns.

*Template: For (target customer) that needs/wants (need your product addresses), (your brand) is a (product category) that (how product solves customer's need). Unlike (competitor), our product (how product differentiates from competition).*

### Option 1. Heritage Gateway & Day-Trip Escape

For Portland Metro residents and visitors who want a close, convenient escape with authentic history, riverfront charm, and small-town warmth, Oregon City is a heritage-rich day-trip destination that offers engaging experiences along the Willamette Falls, downtown streets, and a deep connection to Oregon's roots. Unlike generic shopping suburbs or purely outdoor recreation spots, our destination blends history, nature, and culture in one easily walkable, scenic setting.

### Option 2. Riverfront History Meets Local Flavor

For Portland-area explorers who seek a destination that feels refreshingly different yet easy to reach, Oregon City is a riverfront cultural hub that connects visitors to Oregon's living history, independent businesses, and natural beauty. Unlike crowded urban districts or destinations that feel manufactured, our destination offers authentic heritage experiences and a welcoming, small-town vibe with a modern creative spirit.

### Option 3. Oregon's First City, Your Next Adventure

For Portland Metro visitors and locals looking for memorable experiences rooted in Oregon's native identity, Oregon City is a gateway destination that offers hands-on history, local tastes, and access to the spectacular Willamette Falls. Unlike destinations that only highlight nature or only highlight culture, Oregon City seamlessly blends the two, giving visitors more to discover in one place.

### Option 4. History You Can Step Into

For Portland Metro residents and travelers seeking immersive, meaningful outings, Oregon City is a historic riverfront destination that invites visitors to walk through the birthplace of Oregon, enjoy unique shops and dining, and explore nature just steps from downtown. Unlike other day-trip spots that feel disconnected from the state's story, our destination is where Oregon's history lives, breathes, and inspires... a place where you belong.

## Brand Pillars (Key Themes)

Based on the branding work in the strategic plan and the suggested messaging above, these are the brand pillars or key themes recommended to be tested in marketing efforts over the next two years and beyond:

### 1. Living History

The birthplace of Oregon is more than preserved history — it's a story still unfolding. From sacred fishing grounds, pioneer trails and historic buildings to hands-on museums, riverside concerts, and outdoor adventures, Oregon City connects past to present in ways that invite exploration and learning.

Themes: history, lessons and education, curiosity, preservation, first and unique, change, forward-looking, cultural evolution and human development, opportunity, industry, innovation.

### 2. Adventures in Nature

At the confluence of the Willamette and Clackamas Rivers, Oregon City offers water access, trails, and landscapes that define its sense of place. The farms, bluffs, falls, and rivers are both history and adventure, nurturing and shaping the city's culture; providing outdoor escapes right at the city's edge.

Themes: nature, environment, recreation, geography, geology, sustainability, falls, soil & nutrition, abundance, exploration, connection to earth.

### 3. Arts & Culture

As home to generations of makers and manufacturers, tinkerers and innovators, performers, artists and crafters, Oregon City utilizes its restaurants, galleries, parks, plazas, and riverside as third spaces built for community connection and expression; a place where legends & locals, cultural leaders, historians, and craftspeople tell Oregon's origin story.

Themes: innovation, creativity, visual arts, performing arts, storytelling, international, food, music.

### 4. Community & Family

Oregon City has always been a place where people come together — from Indigenous roots to pioneer settlements to today's community of makers, entrepreneurs, and families. Visitors experience this spirit in walkable streets, local shops, food, festivals, and a welcoming sense of home and community.

Themes: hometown, urban-rural crossover, community, culinary, creative placemaking, accessibility, inclusion, events, multi-generational, kid-friendly, nesting.

## Key Brand Pillars/Themes

Living History	Adventures in Nature	Arts & Culture	Community & Family
<p><b>First City</b> The state's origin, from first peoples to the Oregon Trail, from statehood to tomorrow's hometown.</p>	<p><b>Look to the Rivers</b> Willamette Falls and the abundant rivers are a gateway to sustainable adventures, recreation, and scenic views.</p>	<p><b>Authentically Oregon</b> Cultural leaders, historians, and craftspeople telling Oregon's story.</p>	<p><b>The Family Table</b> A friendly, accessible, walkable, and inviting hometown brings comfort &amp; nostalgia with hands-on, affordable activities for all ages, races, and abilities.</p>
<p><b>Gathering Grounds</b> Unique, historical attractions where people have gathered for centuries, from native fishing grounds to the mid-mod municipal elevator.</p>	<p><b>Falls &amp; Foundations</b> Willamette Falls &amp; historic downtown is a launch point for day trips, adventures, and exploring beyond.</p>	<p><b>Legendary Locals</b> A creative confluence of characters, with artists, makers, entrepreneurs, storytellers &amp; placemakers.</p>	<p><b>Warm Welcome</b> All are welcomed in the public parks, private businesses and third spaces for community connection and recreation.</p>

## Content Pillars (Story Sub-Categories)

Content will consistently highlight Oregon City's most distinctive assets:

- **History & Heritage** – Indigenous roots, pioneer legacy, heritage preservation.
- **Arts & Culture** – Makers, music, theater, and creative spaces.
- **Food & Beverage** – Breweries, dining, farm-to-table, agritourism.
- **Outdoors & Geography** – Rivers, falls, trails, recreation, environment, climate.
- **Family & Community** – Family-friendly, dog-friendly, local stories.
- **Wellness & Regeneration** – Spiritual spaces, relaxation, sustainability.
- **Seasonal/Holiday Stories** – Celebrations, traditions, seasonal itineraries.
- **Agriculture & Agritourism** - All things rural and back to the land.
- **Indigenous Voices** - Amplifying local stories told by tribal members.

See list of suggested brand hashtags in the [Content Development Library](#).

## Visual Brand, Logo & Tagline

A visual brand was developed by [Rotator Creative](#) in 2018 for the city's tourism efforts, with grant funding from Travel Oregon. Based on the information gathered from the 2017 resident survey, the following brand logo, colors and tagline were developed:



### Brand HEX Colors:

● #173937 ● #71a069 ● #93b25b ● #349080 ● #9dcace

● #df7e4e

● #f6f8e2

**Tagline:** Oregon's Hometown - Estd. 1844 - Welcome Home

### Current Uses:

- Digital presence: website and social media account profiles
- Environmental presence: Elevator viewing deck wall cling, street art mural, and fabric banners hung on street light posts
- Print presence: 4-panel accordion fold brochure "visitor guide" with map, 24-page gloss magazine "2022-2023 Travel Planner", Field Guide and award pennant, stickers

## Target Audiences

The strategic plan outlines 3 visitor profiles or personas that are still relevant today and will be utilized for this marketing plan. However, research is needed to fully develop these personas and will be conducted using focus groups, customer surveys, social media listening, keyword research, and customer journey mapping.

[Claritas PRIZM segments](#) can also be utilized to improve audience targeting with lifestyle and geographic overlays, personalizing messaging and creative content to fit segment-specific preferences. This will allow us to refine the media mix and channels using insights about digital behavior, which will optimize our digital advertising budgets.

Today, we can make some basic assumptions using key market segments based off of the brand pillars and using data from our partners in Clackamas County and the Portland region.

### Original 2017 Strategic Plan Personas:

#### 1. Young Families (History + Adventure Seekers)

- **Motivations:** Seeking fun, interactive, and educational activities where kids can learn by doing (pioneer life, Indigenous heritage, hands-on museums, fishing, outdoor play).
- **Activities:** Ride the Municipal Elevator, explore the End of the Oregon Trail Center, hike family-friendly trails, enjoy splash pads or riverfront parks, attend kid-friendly festivals.
- **Values:** Affordability, safety, learning disguised as play, opportunities to connect as a family.
- **Brand Pillar Alignment:** Living History + Community & Family.

#### 2. Retired Baby Boomers (History + Culinary Enthusiasts)

- **Motivations:** Nostalgia and enrichment through history, cultural exploration, and local food & wine. They value slow travel, storytelling, and authentic local experiences.
- **Activities:** Wine tastings, historic walking tours, Willamette Falls viewing, local theater or concerts, browsing galleries, farm-to-table dining.
- **Values:** Comfort, convenience, opportunities for meaningful connection, walkable access.
- **Brand Pillar Alignment:** Living History + Arts & Culture + Natural Landmarks.

#### 3. Millennial Couple (Explorers + Foodies)

- **Motivations:** Discovery-driven, Instagrammable moments, active experiences balanced with urban-cool downtown vibes.
- **Activities:** Kayaking or SUP on the Willamette, brewery hopping, exploring murals and street art, weekend festivals, hiking to overlooks, “hidden gem” local eateries.
- **Values:** Authenticity, sustainability, creativity, unique over mainstream.
- **Brand Pillar Alignment:** Arts & Culture + Natural Landmarks + Community & Family.

## Additional Personas based off brand pillars:

### 4. The Cultural Curator (Arts & Heritage Travelers)

- **Profile:** Ages 35–65, well-educated, cultural travelers who seek deeper meaning in destinations.
- **Motivations:** To engage with history, Indigenous heritage, art, and cultural makers while supporting local artisans.
- **Activities:** Attending art walks, Indigenous storytelling or craft events, exploring galleries, taking heritage tours, enjoying live performances.
- **Values:** Authentic connection, cultural enrichment, supporting local.
- **Brand Pillar Alignment:** Arts & Culture + Living History.

### 5. The Outdoor Enthusiast (Nature-First Travelers)

- **Profile:** Ranges from Gen Z weekenders to active retirees; priority is outdoor adventure paired with easy access to food and community.
- **Motivations:** Scenic landscapes, trails, rivers, and active outdoor escapes with a sense of discovery near an urban core.
- **Activities:** Hiking bluff trails, biking the Trolley Trail, kayaking, fishing, birdwatching, photography.
- **Values:** Sustainability, health, exploration, relaxation through nature.
- **Brand Pillar Alignment:** Natural Landmarks + Community & Family.

### 6. The Multi-Generational Traveler (Family Legacy Seekers)

- **Profile:** Grandparents traveling with kids and grandkids — spanning three generations.
- **Motivations:** Shared learning experiences where elders pass down history while kids enjoy hands-on activities.
- **Activities:** Touring the End of the Oregon Trail together, picnicking riverside, attending family-friendly festivals, heritage sites that cater to multiple learning levels.
- **Values:** Togetherness, memory-making, balancing history + fun.
- **Brand Pillar Alignment:** Living History + Community & Family.

### 7. The Regional Weekender (Nearby Locals, Portland Metro & Willamette Valley)

- **Profile:** Portland-area and regional residents seeking an easy, close-to-home getaway with a mix of nature, culture, and dining.
- **Motivations:** A change of pace from the city, discovering new dining and cultural experiences, reconnecting with local history and outdoors.
- **Activities:** Evening concerts by the river, brewery tastings, heritage tours, day hikes, exploring small shops downtown.
- **Values:** Accessibility, convenience, authenticity, affordability.
- **Brand Pillar Alignment:** Community & Family + Arts & Culture + Natural Landmarks.

# Competitor Marketing Analysis

## Peer/Competitor Towns

- **Lake Oswego, OR (~40k)** – Walkable, lakefront downtown; dining/shopping; minutes from Portland. *Strengths:* polished downtown, lake vibe, high-income audience; *Weaknesses for visitors:* less tangible heritage hook. *OC opportunity:* lean into **living history** and **authentic maker culture** to feel more “real” and accessible.
- **McMinnville, OR (~34k)** – Wine country gateway + strong historic Main Street vibe. *Strengths:* wine density + charming Third Street; *Gap:* less river-based play. *OC opportunity:* **rivers + history + family** vs. wine-first.
- **Newberg, OR (~26k)** – Chehalem Valley wineries + small-town core; close to Portland. *Strengths:* proximity + wine/culinary; *Gap:* broader family/history narrative. *OC opportunity:* **Oregon Trail to present** storytelling.
- **Camas, WA (~27k)** – Historic mill town turned charming downtown on the Columbia. *Strengths:* historic mill identity + photogenic main street; *Gap:* smaller experience set. *OC opportunity:* bigger **museum/history** footprint + dual-river access.
- **Edmonds, WA (~43k)** – Waterfront + ferry town with a certified Creative District. *Strengths:* ferry/waterfront + first Creative District; *Gap:* farther from Portland market. *OC opportunity:* **arts activation** with easier Portland reach.
- **Issaquah, WA (~41k)** – Small-city feel with quick trail access (Seattle day-trip market). *Strengths:* quick trails/outdoor; *Gap:* less heritage concentration downtown. *OC opportunity:* **history + outdoors** packaged together.
- **Walla Walla, WA (~35k)** – National-caliber wine destination with dense tasting-room core. *Strengths:* nationally known wine scene; *Gap:* distance from Portland. *OC opportunity:* **short-trip convenience** + non-wine family itineraries.
- **Grants Pass, OR (~39k)** – Rogue River recreation + historic downtown. *Strengths:* Rogue River recreation; *Gap:* distance from Portland/Seattle. *OC opportunity:* **easy access** rivers + heritage without long drives.
- **Troutdale, OR (~15–16k)** – “Gateway to the Gorge” + outlet mall + Sandy/Columbia river access. *Strengths:* Gorge gateway; *Gap:* limited heritage assets downtown. *OC opportunity:* **First City story** + museums as rainy-day anchors.
- **Milwaukie, OR (~21k)** – Small river city next to Portland; growing downtown. *Strengths:* close-in, improving downtown; *Gap:* fewer marquee attractions. *OC opportunity:* stronger **destination identity** and **brand pillars**.

- **Astoria, OR (~10k)** – Deep maritime history, riverfront revival, foodie cred. (Smaller, but strong comp set for “living history.”) *Strengths:* powerhouse maritime history + culinary; *Gap:* 2-hour coastal drive. *OC opportunity:* own **Willamette Falls** and **Oregon origin** narrative for closer day trips.
- **Hood River, OR (~8k)** – Iconic wind/watersports + small downtown; outsized brand pull. *Strengths:* iconic windsports; *Gap:* can feel sport-centric. *OC opportunity:* broader **family/history** appeal with lighter-lift outdoor options.

Note: A few are under 20k but punch above their weight (Astoria, Hood River, Troutdale) and regularly compete for the same day-trip/short-break visitor.

### Benchmark U.S. Peers

Adding “benchmark” U.S. towns outside the PNW helps frame Oregon City in a broader *hometown heritage* positioning.

- **Franklin, TN (~85k, outside Nashville)** - Known as “America’s Favorite Main Street” with Civil War history, strong preservation, festivals, and small-town feel despite being part of a major metro. Functions as Tennessee’s “hometown” retreat from Nashville — similar to how Oregon City can position itself next to Portland.
- **Bethlehem, PA (~76k, Lehigh Valley)** - “Christmas City USA,” industrial/steel heritage, and arts scene built around adaptive reuse of the old steel works. Serves as Pennsylvania’s historic *hometown hub* — heritage-driven but with modern creative energy, much like Oregon City’s mills + maker culture.
- **Galena, IL (~3.2k, tiny but symbolic)** - Signature *heritage destination* in Illinois with preserved 19th-century main street, Ulysses S. Grant home, and strong “hometown America” branding. Despite its small size, it’s widely recognized as Illinois’s quintessential small-town destination — Oregon City could benchmark Galena’s success in owning a *First City / hometown heritage* identity.
- **Pacific Grove, CA (~15k, outside of Bay Area)** – Known as “America’s Last Hometown,” positioned around authenticity and community pride, Pacific Grove markets itself as a nostalgic, welcoming coastal town that blends history, heritage architecture, and natural beauty (Monterey Bay, Asilomar, Pacific Grove Museum of Natural History). Appeals to regional visitors from the Bay Area and national travelers seeking a slower-paced, small-town California experience.

👉 Together, these examples show how metro-adjacent towns (Franklin, Bethlehem) and heritage-anchored icons (Galena, Pacific Grove) successfully own the “state hometown” narrative. Oregon City could adopt a similar role for Oregon: *close enough for locals, historic enough to be the symbolic heart, modern enough to be relevant.*

## Competitive Landscape Summary

**What we're all selling:** close-to-metro escapes with authentic downtowns, water/trail access, and food/bev scenes. Oregon City's differentiation sits at the intersection of Living History + Natural Landmarks + Maker/Arts culture + Family-friendly walkability—all within minutes of Portland and at the confluence of two rivers.

**Why this set matters:** These places siphon the same low-friction trip types Oregon City wants—day trips, VFR (visiting friends/relatives), short overnights, and return visits tied to seasonal events.

Destination	Positioning / Brand Identity	Key Assets	Visitor Market	Oregon City Takeaway
<b>Oregon City</b> OR 38k	"First City / Oregon's Hometown"; blend of history, rivers, family-friendly, and culture	Willamette Falls, Oregon Trail history, downtown, rivers, maker culture	Portland metro, regional road trippers, heritage + family travelers	Strong base; opportunity to claim unique mix of <i>living history + riverside culture</i>
<b>McMinnville</b> OR 35k	Wine & food hub of the Willamette Valley	Wineries, farm-to-table, Evergreen Aviation Museum, charming downtown	Portland, Seattle, CA travelers, wine tourism	Oregon City can differentiate by history + rivers, not compete head-to-head on wine
<b>Astoria</b> OR 10k	Historic port town with quirky, artsy vibe	Maritime history, breweries, film tourism (The Goonies), Columbia River	Portland/Seattle day-overnight visitors	Competes for heritage travelers; Oregon City can offer inland, pioneer + Indigenous story
<b>Hood River</b> OR 8k	Adventure/sports + craft culture	Windsurfing, breweries, Columbia Gorge views, orchards	PNW outdoor/ adventure travelers	Oregon City can position as <i>accessible adventure + heritage</i> without long drive

<b>Bend OR</b> 100k	Outdoor capital of Oregon; lifestyle brand	Deschutes River, craft beer, skiing, biking	Regional, national, affluent adventure travelers	Too large to compete directly, but Oregon City can capture <i>Portland day/overnight</i> visitors seeking outdoor + history
<b>Pacific Grove CA</b> 15k	“America’s Last Hometown” – nostalgic, authentic, community-driven	Monterey Bay, Victorian heritage, coastal charm	Bay Area + national travelers seeking small-town California	Proof that “hometown” identity resonates with visitors and residents alike
<b>Franklin TN</b> 85k	Historic + cultural hub near Nashville	Civil War history, vibrant Main Street, festivals	Nashville overflow, heritage travelers	Similar metro-adjacent model; Oregon City can learn from Franklin’s heritage + live music/events strategy
<b>Bethlehem PA</b> 76k	Revitalized industrial past into cultural draw	SteelStacks arts campus, Moravian history, festivals	Regional heritage/culture seekers	Oregon City can adapt Bethlehem’s <i>industrial heritage</i> → <i>creative culture</i> playbook
<b>Galena, IL</b> 3k	Quintessential small-town America getaway	Preserved 19th-century downtown, B&Bs, history tours	Chicago metro + Midwest leisure travelers	Oregon City can pursue similar <i>heritage + weekend getaway</i> positioning for Portland metro

## Marketing Implications & Plays for Oregon City

### 1) Own “First City, Next Story.”

Make “living history” modern and interactive—tours, maker demos, indigenous perspectives, elevator/industrial heritage—so OC isn’t just another cute downtown; it’s **where Oregon began** (and is still being made).

### 2) Lead with Two Rivers, Many Ways to Play.

Package low-prep river experiences (walks, overlooks, guided paddles, family fishing intros), plus **near-town trail loops** to compete with outdoor gateways without the logistics tax.

### 3) Be the Close-In Family Favorite.

Push **walkable, stroller-friendly** museums, hands-on exhibits, pocket parks, ice-cream-plus-elevator moments, and seasonal scavenger hunts—things wine towns and sport towns don’t emphasize.

### 4) Tie into Wine Without Being Wine-First.

Create **bridge itineraries** (OC morning history + afternoon Yamhill wine), shuttle/collab content with Newberg/McMinnville to intercept visitors who’d otherwise bypass OC.

### 5) Sharpen the Culinary/Maker Signal.

Feature **local makers, small-batch food, and market days** to answer Lake Oswego’s polish and Astoria’s foodie buzz with something scrappier and more storied.

### 6) Calendar Coordination = Share of Voice.

Sync seasonal content drops with Travel Oregon/Travel Portland and neighbor campaigns to ride larger media waves (Objective 3 tie-in).

### 7) Productize Signature Experiences.

Package and ticket 2–3 **bookable** hero experiences (e.g., “Falls & Founders,” “Rivers at Dusk,” “Makers & Mills”) so we have reasons to choose OC over a generic day out.

## KPIs to Watch vs. This Set

- **Share of Portland-origin day trips** (social geos, mobile data if available).
- **Unbranded search lift** for “things to do near Portland,” “Oregon history,” “Willamette Falls,” etc.
- **Itinerary completion** (multi-stop routes saved or clicked).
- **Partner referrals** (click-throughs to museums, guides, makers).
- **Repeat visitation proxies** (newsletter growth, return clicks, GA4 returning users).

## Brand & Marketing SWOT Analysis

**Strengths** - Internal factors that give Oregon City a competitive advantage in tourism.

- **Authentic “Hometown” Identity:** Oregon City is already positioned as Oregon’s “Hometown,” giving it a strong, values-driven narrative of belonging, authenticity, and community pride.
  - **Strategic Partnerships:** Active and positive collaboration with Travel Oregon, Clackamas County Tourism, and local partners provides leverage for grants, marketing amplification, and shared resources.
  - **Proximity Advantage:** Located on the edge of Portland, Oregon City benefits from a large nearby visitor base seeking day trips and weekend escapes.
  - **Historic & Cultural Assets:** Deeply rooted heritage (Willamette Falls, historic districts, museums, End of the Oregon Trail) creates storytelling opportunities that resonate with heritage and educational tourism.
  - **Lean & Nimble Structure:** A small budget and contract model allows for experimentation and flexible pivots without heavy bureaucracy.
  - **Community Energy:** Strong base of historic societies, volunteers, and local pride—even if siloed—shows an engaged resident foundation that can be activated through the right coordination.
- 

**Weaknesses** - Internal factors that hinder Oregon City's tourism potential.

- **Limited Resources:** With only one contract staff person and ~\$40,000 budget, Travel Oregon City lacks scale for major campaigns or robust year-round staffing.
- **Nascent Brand Infrastructure:** No official creative assets (photo/video library, campaigns, style guide updates) currently exist; these must be built from scratch.
- **Perceived Brand Genericism:** The “hometown” positioning risks blending in with other towns that use similar language, lacking immediate differentiation.
- **Volunteer Dependency:** Reliance on an aging volunteer base in heritage organizations limits innovation and long-term sustainability.
- **Lack of Fresh Data:** No recent visitor or resident sentiment research; decisions risk being made from assumptions rather than insights.
- **Limited Marketing Channels:** Current activities are largely centered on social media/blogging; without expansion, reach may remain narrow.
- **Accommodations:** Home to only one hotel, marketing Oregon City as an overnight destination is limited by capacity and occupancy or risks leakage to nearby towns with more hotels.

**Opportunities** - External factors that could be leveraged for tourism growth.

- **Evolving Visitor Trends:** Growing demand for close-to-home escapes, heritage tourism, creative placemaking, and food-driven experiences creates multiple angles for Oregon City to stand out.
  - **Willamette Falls Legacy:** Even though Tumwata Village is a long-term project, anticipation around access can be leveraged for storytelling, branding, and community engagement.
  - **Brand Refresh Potential:** A chance to refine or augment the “hometown” narrative with specific differentiators.
  - **Youth Engagement:** Internship and job-shadowing programs can build capacity, infuse new energy, and position Oregon City as a talent hub for future tourism leaders.
  - **Grant & Funding Leverage:** Opportunity to scale beyond the base \$40,000 budget through state, regional, and partner grant programs, as well as city/board approvals.
  - **Proximity to Portland Market:** Oregon City can benefit from Portland’s tourism rebound, positioning itself as an accessible, authentic alternative for visitors seeking a slower pace or small-town experience.
  - **Creative Placemaking & Foodie Appeal:** Emerging trends in culinary tourism, arts/culture, and small-scale festivals align well with Oregon City’s community character and existing assets.
- 

**Threats** - External factors that could negatively impact Oregon City's tourism industry.

- **Transportation Access:** Stakeholders listed parking and road construction as a key barrier to Oregon City’s tourism industry.
- **Infrastructure Delays:** Long timelines for Tumwata Village, seismic retrofits, and highway/bridge projects may slow access and frustrate visitors.
- **Homelessness & Public Perception:** Visible homelessness in and around downtown may affect visitor comfort and resident support for tourism.
- **Aging Volunteer Workforce:** Key historic organizations are led by older generations unwilling to collaborate, risking stagnation or organizational collapse.
- **Competitive Suburban Towns:** Neighboring destinations (Lake Oswego, Milwaukie, Beaverton, etc.) are also marketing themselves as lifestyle and leisure hubs, competing for the same close-in Portland audience.
- **Funding Stability:** With such a small baseline budget, Travel Oregon City is highly dependent on grants and city/board approvals, leaving it vulnerable to shifts in political or funding priorities.

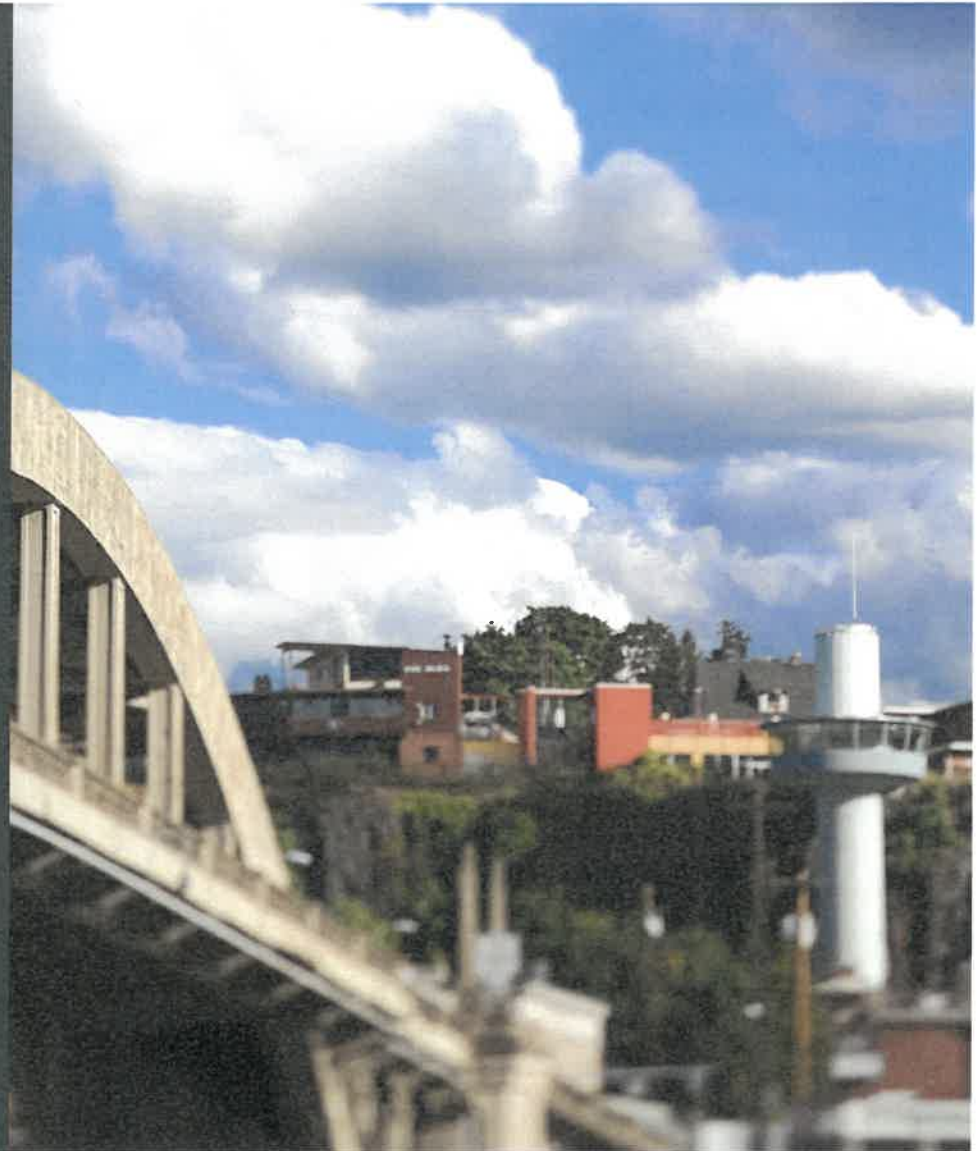


TRAVEL  
OREGON CITY  
— WELCOME HOME —

# COORDINATION PLAN

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Drafted September 2025



# TABLE OF CONTENTS

- 1) THE CHALLENGE
- 2) THE WHY
- 3) THEORY OF CHANGE
- 4) THE HOW
- 5) STAKEHOLDER MAP
- 6) THE ACTION PLAN



# THE CHALLENGE

THE COMMUNITY'S CAPACITY TO MAXIMIZE ITS TOURISM ASSETS AND RESOURCES IS LIMITED BY

- FRAGMENTED EFFORTS,
- COMPETITION FOR RECOGNITION,
- AND RELUCTANCE TO COLLABORATE.

Too often, **valuable ideas** and **positive actions** from members of the community are **stalled** or **derailed** because they are not championed by traditional power players or legacy institutions.

This lack of alignment **stifles innovation** and **restricts the city's potential** as a destination to simply that: **potential without any forward progress.**

# THE WHY

**Our Objectives:** the outcomes and benefits of bringing people into the tourism development process.

Alignment  
Co-Creation  
Trust-Building

Collaboration  
Advocacy  
Innovation

Feedback  
Capacity-Building  
Cost Sharing

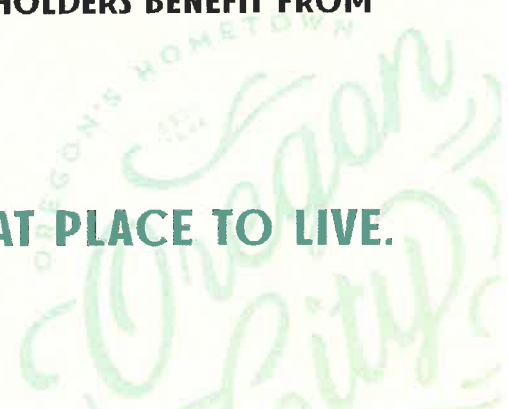


## THEORY OF CHANGE

**IF** OREGON CITY STAKEHOLDERS ARE GIVEN CLEAR OPPORTUNITIES TO COLLABORATE, **POSITIVE SHARED** MESSAGING THAT EMPHASIZES MUTUAL BENEFIT, AND **STRUCTURED VISIONING SPACES TO CO-CREATE THE FUTURE,**

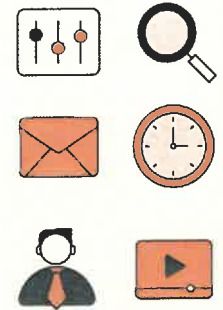
- ➔ **THEN THEY WILL GRADUALLY SHIFT FROM FRAGMENTED, COMPETITIVE BEHAVIORS TOWARD COLLECTIVE ACTION,**
- ➔ **WHICH WILL LEAD TO STRONGER ALIGNMENT, BROADER PARTICIPATION, AND A CULTURE OF INNOVATION,**
- ➔ **ULTIMATELY RESULTING IN A THRIVING, COLLABORATIVE DESTINATION WHERE ALL STAKEHOLDERS BENEFIT FROM INCREASED VISIBILITY, VISITOR SPENDING, AND COMMUNITY PRIDE:**

**MAKING OREGON CITY A GREAT PLACE TO VISIT AND A GREAT PLACE TO LIVE.**



# THE HOW

**Our Strategies:** practical methods we will use to connect with stakeholders.



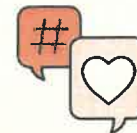
Information  
Sharing



Education  
& Training



Recognition &  
Appreciation



Two-Way  
Storytelling



Empowerment



Collaboration  
Workshops



Consultation &  
Feedback Loops



Advocacy &  
Policy Engagement

**Our Tools:**



Digital Tools

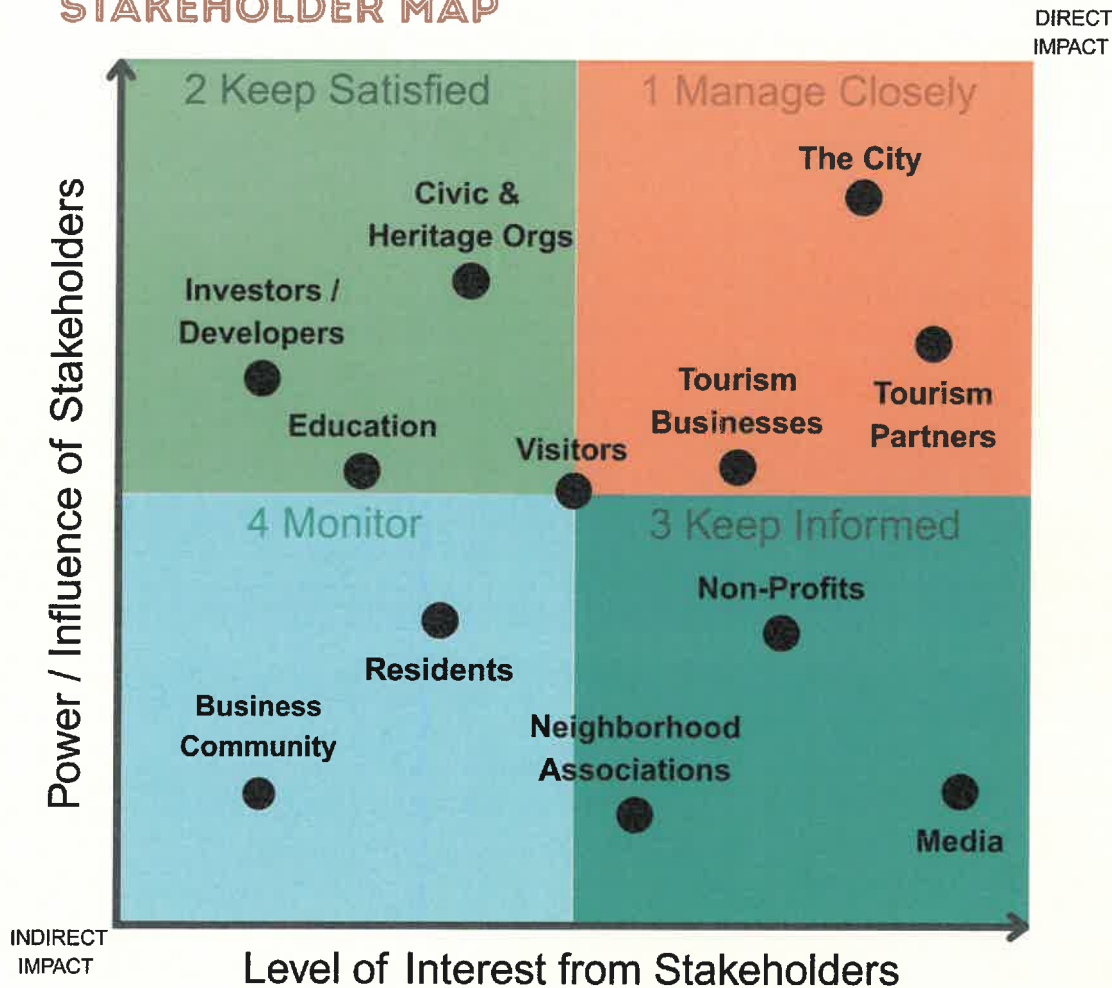


In-Person  
Touchpoints



Formal  
Structures

## STAKEHOLDER MAP



**Influence:** The degree of power a stakeholder has to shape, enable, or block tourism-related decisions, policies, or outcomes.

**Interest:** The level of concern, involvement, or benefit a stakeholder perceives in relation to Oregon City's tourism development.

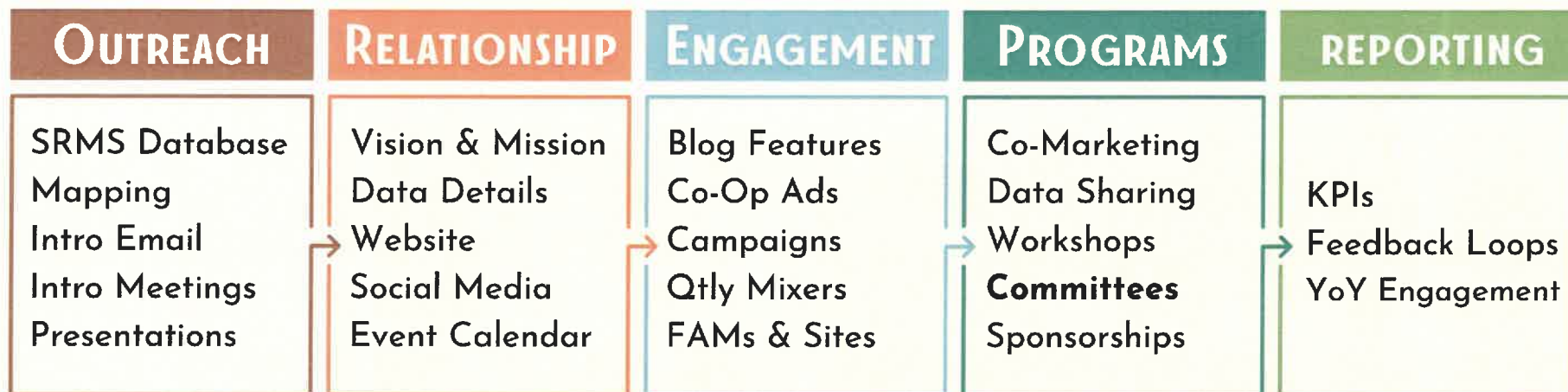
**High Influence / High Interest:** Must be closely managed and consulted

**High Influence / Low Interest:** Keep satisfied

**Low Influence / High Interest:** Keep informed

**Low Influence / Low Interest:** Monitor and engage as opportunities arise.

## THE ACTION PLAN



### Committees:

Proposed or Suggested Committee Ideas:

Historic Properties Round Table	Marketing & Events	Community Engagement Programs	Visitor Experience & Services	Sustainability & Stewardship	Finance & DMO Development	Destination Development & Infrastructure
Y1 Q3 or Q4 Annual Event	Y1 Q4 Quarterly	Y2 Q1 or Q2 Quarterly	Y2+ Quarterly	Y2+ BiAnnual	Y2+ BiAnnual	Y2+ BiAnnual

## THE ACTION PLAN

### COMMUNITY ENGAGEMENT PROGRAMS

- **CONCIERGE / AMBASSADOR TRAINING**
- **MEETING & EVENT CHAMPION INCENTIVES**
- **LOCAL SOCIAL MEDIA INFLUENCER COLLABS / TAKEOVERS**
- **STUDENT ENGAGEMENT: INTERNSHIP & JOB SHADOWING**
- **REALTOR "WELCOME HOME" COOP MARKETING**
- **TOURISM INDUSTRY APPRECIATION CAMPAIGN & RESIDENT SURVEYS**
- **ANNUAL TOURISM INDUSTRY DINNER & AWARDS CEREMONY**

## THE ACTION PLAN

	Year 1						Year 2							
	Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Initial Outreach & Relationship Building	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Quarterly Stakeholder Mixers		█		█		█		█		█		█		█
Campaigns		█	█	█		█	█	█	█	█	█	█		
Seasonal Photoshoots			█	█		█	█	█		█	█			
Historic Properties Roundtable					█	█	█							
Marketing Committee						█		█		█		█		█
Community Engagement Committee							█		█		█		█	
Visitor Experience Check-Ins & Report			█	█	█					█	█	█		█
Student Engagement			█	█	█		█	█	█	█	█	█	█	█

ANY QUESTIONS?  
ANY FEEDBACK?

THANK YOU

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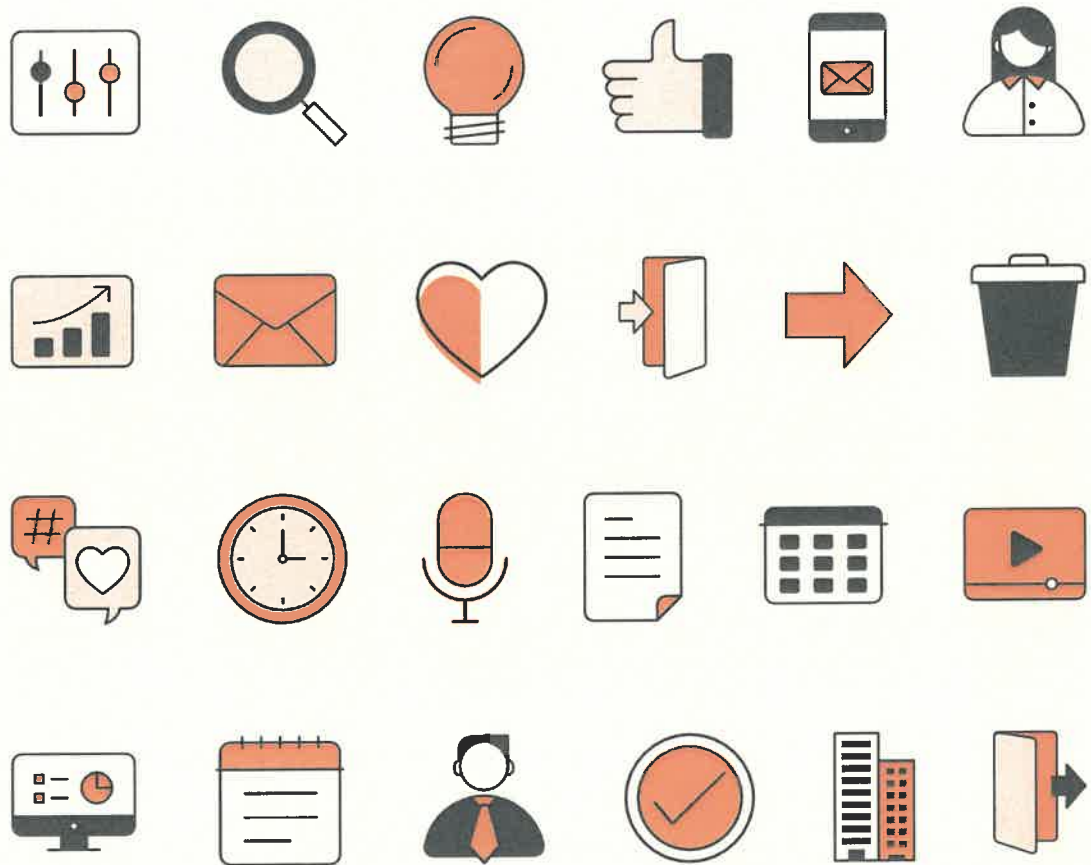
TRAVEL  
OREGON CITY  
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# Brand Resource Page

#OregonCity #TravelOregonCity  
#OregonsHometown #OregonsFirstCity  
#OregonOrigins #ORFirstCity  
#FirstCityFolk #OROriginStory  
#EndoftheOregonTrail #OregonTrail  
#WillametteFalls #tumwata  
#ItsWillametteDammit #97045

Use these in your presentation.

Delete or hide this page before presenting.



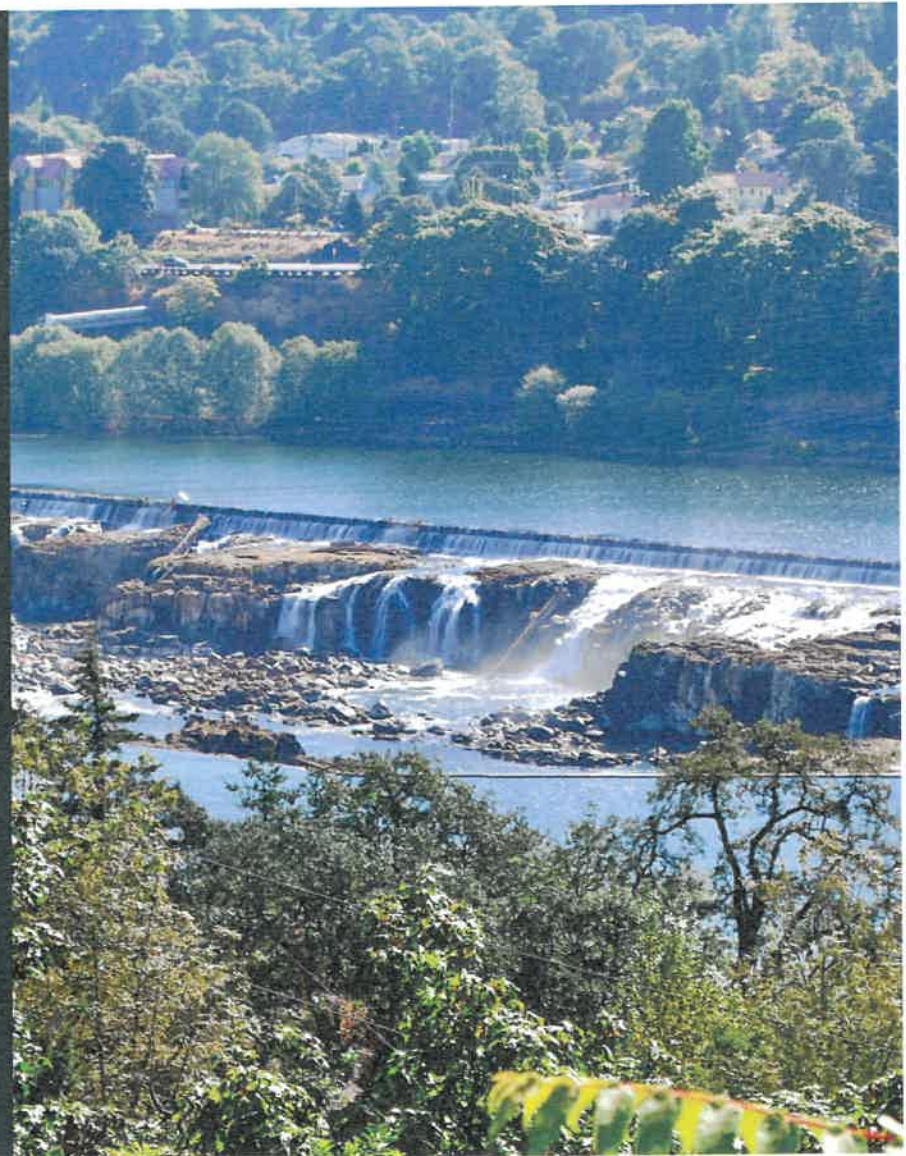


TRAVEL  
**OREGON CITY**  
— WELCOME HOME —

2025-2026

# ANNUAL MARKETING PLAN

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# YEAR ONE OBJECTIVES

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In its inaugural year, Destination Oregon City will focus on taking over the tourism brand, marketing assets and responsibilities of destination management and marketing from the City. The organization will do this by establishing a foundation of efficient marketing systems and operating procedures to promote the destination, using its own brand voice under a unified DMO mission that strives to be aligned with its partners and tourism stakeholders in Oregon City.

- 01 Establish Efficient & Effective Marketing Operations
- 02 Refresh & Refine the Oregon City Brand
- 03 Expand Reach Through Strategic Partnerships
- 04 Build Awareness and Local Support for Tourism
- 05 Elevate Storytelling & Content

# 01 - Establish Efficient & Effective Marketing Operations

---

## 1 Handoff of website & social media accounts

Q1 - Meet with the City IT team - Ensure that we have all proper access for the domain name, DNS, wordpress, social accounts, etc... and understand all related contractual roles and responsibilities with the City.

## 2 Implement systems & tools for operational efficiency

Q1 - Set up accounts for Asana, Canva, Locl & Meta Business Suite

Q2 - Google Analytics - Set up website analytics and reporting tools. Automate key marketing tasks where possible.

Q3 - Set up TikTok & YouTube

Q4 - Marketing Operations Manual - Document processes and create an operations manual to support eventual staff onboarding and continuity.

## 3 Establish transparent performance tracking

Q2 - Set up a Marketing KPI Dashboard - on the Board's Google Site that reports on website analytics, social media engagement, campaign performance, and visitor inquiries.

Q3 - Target Audience Research - Activate digital advertising with audience reporting to validate assumptions and refine targeting.

Q4 - 2026-2027 Annual Marketing Plan

# 02 - Refresh & Refine the Oregon City Brand

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## 1 Update and share brand guidelines

- Q1 – Brand guidelines - Set up brand kit (logo, colors, fonts, tone, USP) in Canva and share guidelines with the board in PDF form along with a link to the brand assets folder.

## 2 Refresh owned channels with brand identity

- Q2 – Reactivate social media channels - A 12-month editorial calendar using brand pillars and voice (see objective 5).
- Q2+ – Update website - Add new pages and content (like a land acknowledgement) to align with the refined brand.

## 3 Engage local partners in brand adoption

- Q2 – Partner marketing toolkit - Provide partners with easy-to-use brand toolkit (guidelines, logo files, sample copy).
- Q2+ – Brand evangelism - emphasise the brand message in stakeholder meetings, gifting branded swag, encouraging at least 10 local businesses/organizations to integrate brand elements in their promotions.

## 4 Measure brand awareness and alignment

- Q2 – Brand campaign - The first seasonal campaign (autumn/winter 2025) will be set up as a brand campaign to test positioning.
- Q4 – Brand awareness survey - Conduct awareness benchmark survey in Portland Metro (target: ≥60% recognize Oregon City as distinct destination, baseline required) and with stakeholders for brand validation.

# BRAND

Positioning Statement

For Portland Metro area explorers seeking immersive, meaningful outings, Oregon City is a historic riverfront destination that invites visitors to walk through the birthplace of Oregon, enjoy unique shops and dining, and explore nature just steps from downtown. Unlike other staycation spots that feel disconnected from the state's story, our destination is where Oregon's history lives, breathes, and inspires.

USP

**OREGON'S HOMETOWN IS THE FIRST CITY WITH THE NEXT STORY –  
A GATHERING GROUNDS WHERE RIVERS, CULTURES, AND HISTORIES  
CONVERGE TO WELCOME NEW EXPERIENCES.**

Brand Pillars

**LIVING  
HISTORY**

**ADVENTURES  
IN NATURE**

**ARTS &  
CULTURE**

**COMMUNITY  
& FAMILY**

OREGON'S HOMETOWN  
ESTD 1844



Honey, I'm Home  
 Home is Wherever I'm with You  
 Make Yourself at Home  
 Home Sweet Home  
 No Place Like Home  
 Feeling Right at Home  
 Home is Where the Heart is  
 Home for the Holidays



## PUTTING OUT THE GIANT WELCOME MAT

- 12x6ft 10x5ft or 8x4ft
- Photo Op
  - Where is it Now?
    - foot of elevator
    - falls vista point
    - college campus
- Cost offset by logo'd sponsors
- Cooperative op with realtors
- Fundraiser for org programs
- **Issue:** timing & weather



# 03 - Expand Reach Through Strategic Partnerships

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## 1 Build regular communication with partners

Q1 – Establish standing check-ins with Travel Oregon, Travel Portland, and Mt. Hood Territory marketing teams. Connect with Oregon City Chamber and Downtown Oregon City Association to identify partnership & co-op marketing opportunities.

## 2 Align with partner marketing calendars

Q2+ – Map out Partner content and campaign schedules. Put as many local stakeholder events as possible onto the destination event calendar and content calendar - categorized to include industry events and opportunities. Ensure all local events are shared to Partner events calendars.

## 3 Activate cooperative marketing opportunities

Q2+ – Join in at least 3 co-ops with Clackamas County (with their first time sponsorship credit and rebate programs if eligible). Contribute content quarterly to Travel Oregon/Portland website and social channels, participate in at least one co-op, and request Oregon City presence at Destinations International Annual Conference.

## 4 Pursue partner funding

Q2+ – Plan marketing initiatives requiring funding, confirm eligibility, and apply for State departments, Travel Oregon and Mt. Hood Territory grants.

## CO-OPS

**Mt. Hood Territory** - Join in at least 3 co-ops with Clackamas County (with their first time sponsorship credit and rebate programs if eligible).

- a. Here is Oregon Event Booster or Brand Storyteller - \$400-700
- b. Travel Oregon eNewsletters - \$145-498
- c. 2026 Travel Oregon Things To See & Do Brochure - \$553-1,053
  - i. Ad sales close October 17

**Travel Portland & Travel Oregon** - Contribute content quarterly to websites and social channels, participate in at least one co-op, and presence at the Destinations International Annual Conference (July 2026) and the Governor's Conference on Tourism.

- a. Oregon Travel Ad Network - <\$250
- b. Travel Portland Visitor Guide Media Kit - \$3,760-9,980
  - i. Early bird deadline is October 15



# 04 - Build Awareness and Local Support for Tourism

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## 1 Engage with neighborhood & civic groups

Q2+ – Neighborhood Association Tour. Present at at least 3 neighborhood association meetings.

Q3 – Community Tourism Updates. Schedule tourism updates with the City Commission and civic groups, like Rotary, OCBA, etc.

Q3+ – Tourism Impact Reporting. Publish quarterly “Tourism by the Numbers” infographics (social, website, local media).

## 2 Support local tourism businesses

Q2+ – Tourism Business Engagement. Provide one-on-one business support for marketing efforts, including partner coops and social collabs.

Q2+ – Quarterly Stakeholder Events. Schedule quarterly stakeholder meet ups or networking events, hosted at rotating locations to include mini-site visits and tours.

## 3 Lay groundwork for community engagement programs

Q3+ – Community Engagement Programs - Explore program frameworks:

- Concierge/Ambassador Training
- Meeting & Event Champion Incentives
- Local Social Media Influencer Collabs/Takeovers
- Realtor “Welcome Home” Coop Marketing
- Tourism Industry Appreciation Campaign

## COMMUNITY ENGAGEMENT PROGRAMS

1. **Concierge / Ambassador Training** - Customer service and destination training for frontline workforce.
2. **Meeting & Event Champion Incentives** - For residents who work to bring their professional and association meetings and events to Oregon City.
3. **Local Social Media Influencer Collabs/Takeovers** - Portland Metro area social media influencer FAM program.
4. **Realtor “Welcome Home” Coop Marketing** - Targeting PNW urban residents looking to move a little further out from the city or purchase a first home, etc.
5. **Tourism Industry Appreciation Campaign** - “From Visitors with Love” and “Funding by Those Who Wish They Lived Here” mini campaigns for tourism impact awareness with local residents.



# 05 - Elevate

## Storytelling & Content

---

### 1 Content & Storytelling Development

Q1 - Content Creation - Align storytelling themes with seasonal campaigns and regional/statewide marketing pushes.

Q3+ - Interview Series - Begin producing a series featuring makers, historians, artists, and entrepreneurs.

Q3+ - Seasonal Marketing Assets - Develop 3 seasonal photo/video shoots to support campaigns and evergreen content.

Q4 - First UGC campaign - Create a UGC collab campaign with a branded hashtag; feature top content monthly across owned channels.

### 2 Social Media & Digital Marketing

Q2+ - Seasonal Campaigns - Run two seasonal digital campaigns (fall/winter, spring/summer) with local business partners and deploy targeted paid ads (social & search only) to drive awareness and trip-planning behavior.

Q4 - Local Influencers - Begin plans to collaborate with Portland Metro influencers and local creators for authentic takeovers and cross-promotions.

### 3 Website, SEO/AIO & Owned Channels

Q2+ - Optimize website - Add engaging visitor itineraries and stories. Optimize content for SEO/AIO with blog posts, landing pages, and regular updates.

Q4 - Google Web Stories - Explore usefulness of Google Web Stories through Crowdriff with Clackamas County Tourism or other similar short-form storytelling tools for dynamic engagement in Year 2.

### 4 Public & Media Relations

Q3 - Media Kit - Create and distribute a PR/media kit. Provide stories to regional and statewide outlets that align with Oregon City's brand pillars.

Q4 - Mini Media FAM - Host 1 FAM tour for local travel media or influencers - suggestion: Travel Massive Meet Up.

# September Action Items

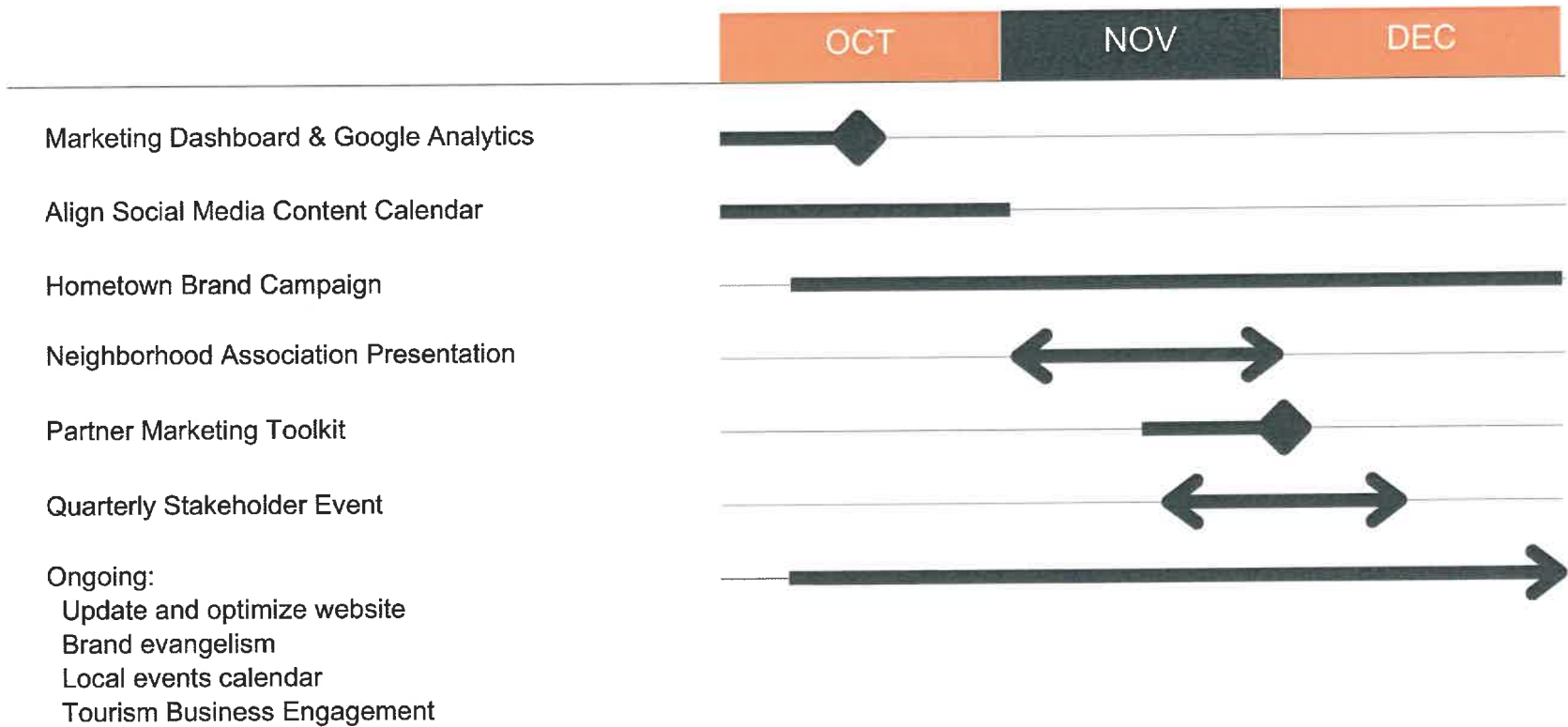
## TASKS

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- **Meet with the City IT team** - Understand roles, responsibilities, and access, and plan a road map for integration into the new OS.
- **Asana** - Set up the project management system to track the content calendar, campaigns, deliverables, and deadlines.
  - **Content Calendar** - Align storytelling themes with seasonal campaigns and regional/statewide marketing pushes.
- **Canva** - Submit for free non-profit pro account and populate with brand assets.
  - **Brand guidelines** - Set up brand kit (logo, colors, fonts, tone, USP) in Canva and share guidelines with the board in PDF form along with a link to the brand assets folder.
- **Meta Business Suite** - Set up Meta for content calendar scheduling and audience engagement automations across Facebook and Instagram.
- **Tourism Partners** - Schedule meetings to discuss:
  - Travel Portland/Oregon - Ongoing content sharing plan, sign up to participate in at least one co-op and discuss Oregon City presence at Destinations International Annual Conference. [Oregon Travel Ad Network](#). [Travel Portland Visitor Guide Media Kit](#).
  - Mt. Hood Territory Coops - Sign up for: [2026 Travel Oregon Things To See & Do Brochure](#) (Ad sales close October 17). [Here is Oregon Brand Storyteller](#). [Travel Oregon eNewsletters](#).
  - Grants - Plan marketing initiatives requiring funding, confirm eligibility, and apply for Travel Oregon and Mt. Hood Territory grants.
- **Local Partners** - Connect with Oregon City Chamber and Downtown Oregon City Association to identify partnership & co-op marketing opportunities.

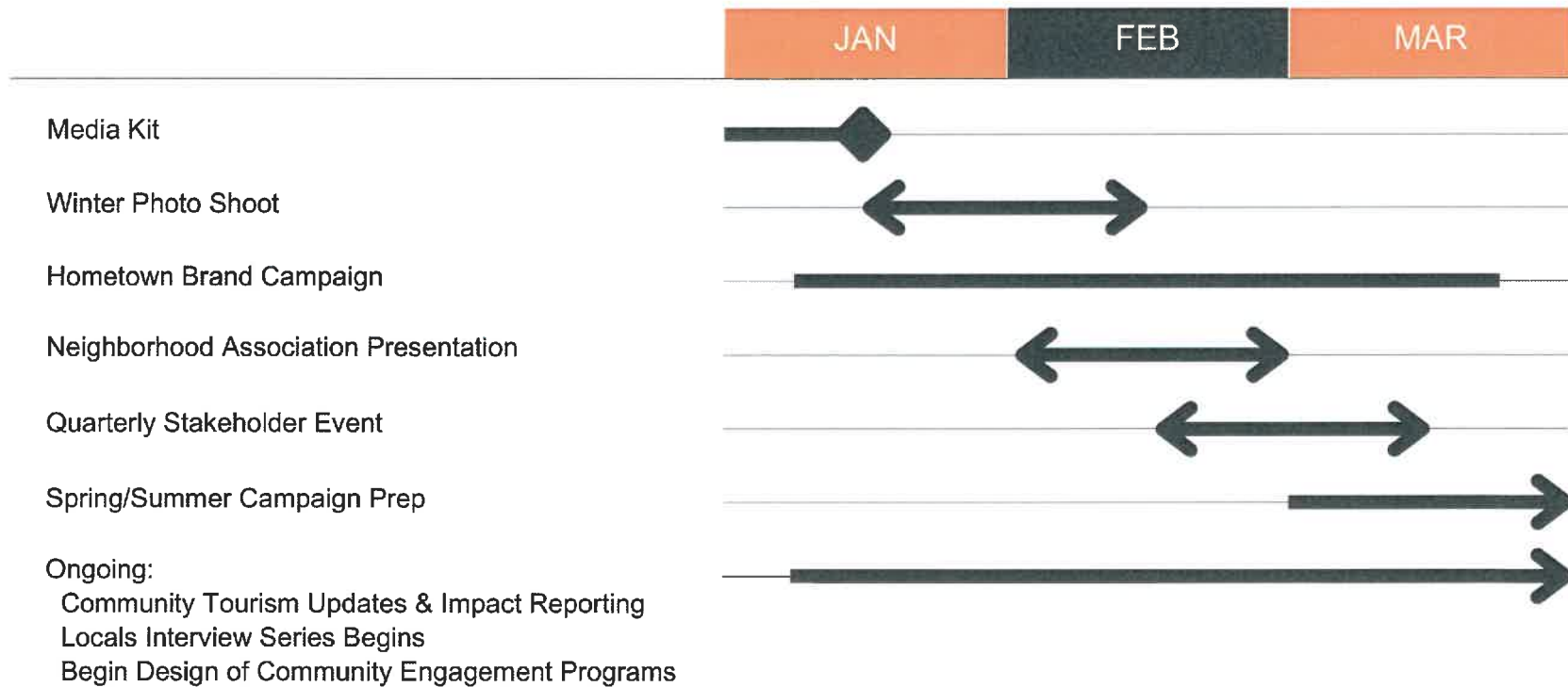
# Q2 Action Items

October - December 2025



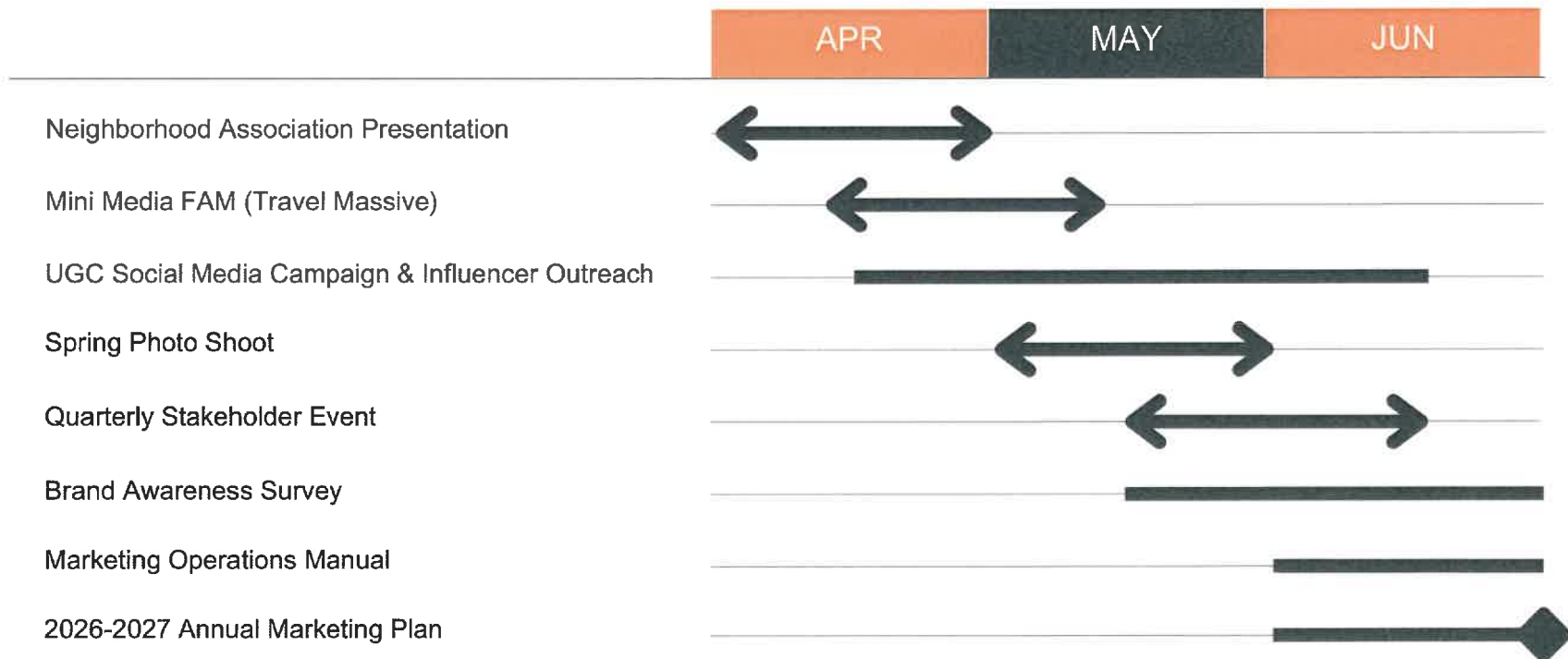
# Q3 Action Items

January - March 2026



# Q4 Action Items

April - June 2026



## BUDGET

The Sonderel proposal included a budget of \$37,400 in marketing operations expenses. This more detailed plan fits just within the already approved budget with some slight changes in activities, including using the general digital ad budget instead as a contingency fund to cover line items that were either under estimated or were not included in the proposal (such as the Brand Awareness Survey). Unsecured grants are not included in the budget.

<b>ACTIVITY</b>	<b>ESTIMATED COST</b>
Software & Systems Licences	\$168
Brand Assets & Swag	\$7,000
Hometown Brand Campaign (Fall / Winter)	\$1,000
Brand Awareness Survey	\$2,000
Partner Cooperative Marketing & Event Opportunities	\$8,355
Quarterly Stakeholder Events	\$1,860
Digital Assets Production (photo and video shoots)	\$15,000
Spring / Summer Campaign	\$1,000
<b>TOTAL</b>	<b>\$36,383</b>