



CROSSCURRENTCOLLECTIVE.COM

TROUTDALE

DESTINATION STRATEGY

2023 - 2038



A DESTINATION STRATEGY FOR TROUTDALE

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PRODUCED BY





01

TROUTDALE DESTINATION STRATEGY SUMMARY

ABOUT

Troutdale is situated at the confluence of the Sandy and Columbia Rivers, on the western boundary of the Columbia River Gorge National Scenic Area. Thousands of visitors pass Troutdale's doorstep every day, traveling to these iconic outdoor recreation destinations. Signature anchor attractions have put Troutdale on the map, but the visitor experience is fragmented across them.

In 2022, the City of Troutdale launched Explore Troutdale to manage marketing and destination development for the community, opening the Gateway to the Gorge Visitor Center that spring. Later that year, the city applied for and received a grant from Travel Oregon, the state's destination marketing and management organization, to develop a roadmap for advancing a tourism strategy in Troutdale.

The City of Troutdale engaged Crosscurrent Collective in 2023 to lead a robust research and engagement process culminating in this Destination Strategy. A local project advisory team was selected to guide this process, which included background research, visitor and stakeholder surveys, one community workshop and several strategy sessions.

This Destination Strategy will serve as a roadmap to help the community and its partners pursue a future of tourism that embodies its values and aspirations.





DESTINATION STRATEGY

WHAT IS A DESTINATION STRATEGY?

Managing for sustainable tourism in a destination is a complex activity. Having a road map is necessary to align diverse stakeholders for impact. A destination strategy is exactly that – a vision and a road map that clarifies where a community wants to go, and how they're going to get there.

This destination strategy for Troutdale contains direction on destination management, development, marketing and stewardship activities. It is meant to directly complement the accompanying marketing plan produced by Lookout Co.

WHAT DOES SUCCESS LOOK LIKE?

- We have a solid roadmap for the future
- The community is moving forward together
- Everyone is aligned around a common set of priorities so we can get things done
- We're building off past work and augmenting existing work
- Information is flowing among stakeholders
- People are working together in new ways to accomplish bigger results

OVERARCHING PROJECT GOALS

- Coalesce the City of Troutdale with tourism leaders from the destination in one conversation about the future of tourism
- Better understand the wants and needs of stakeholders from the tourism ecosystem to create a community-informed plan
- Better understand the wants and needs of current visitors to Troutdale to ensure we are building strategies that will encourage return visits
- Identify clear strategies to advance Troutdale as a sustainable tourism destination
- Identify resources (human capacity and budget) needed to advance recommended strategies
- Form a leadership team to support the City of Troutdale with carrying out work that will impact the community over the long term

SUSTAINABLE TOURISM:

Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.

U.N. World Tourism Organization, 2002



PROJECT ADVISORY TEAM

In order to guide the development of a destination strategy for Troutdale, the City of Troutdale assembled a project advisory team of business and community leaders. These leaders met five times throughout the duration of the project to provide critical input and foster connections to support the destination research process, community engagement efforts, and the development of strategies.

With the City as a convener, this team will consider its composition and commitment to carry on as a long-standing Destination Leadership Team to support the implementation of this strategy.

CONVENER

Marlee Boxler, City of Troutdale

PROJECT ADVISORY TEAM

Jean Linn, Owner, Artistree NW

Corey Rust, Owner, Envi Adventures

Sam Purvis, Owner, Good Coffee

Renee Rank Ignacio, Director of Marketing,
McMenamins Edgefield

Lizzie Keenan, Regional Lead,
Experience Mt. Hood and the Gorge

Emily Cafazzo, Co-Owner, Sugarpine Drive-In

Ryan Domingo, Co-Owner, Sugarpine Drive-In

Loree Harrell, Artist, Troutdale Art Center

Stephen Elgart, Recreation Staff Officer,
Columbia River Gorge National Scenic Area, U.S.
Forest Service

DESTINATION STRATEGY DEVELOPMENT PROCESS

AT A GLANCE

PHASE 1:
BUILD THE FOUNDATION
Apr.-Sep. 2023



Diverse Advisory Team



5 months

PHASE 2:
ENGAGE THE COMMUNITY
Aug.-Nov. 2023



Diverse Stakeholders

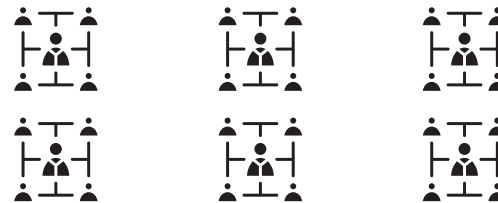


3 months

PHASE 3:
MOVE INTO ACTION
Oct.-Nov. 2023



Project Advisory Team + Stakeholders



2 months

PHASE 4:
IMPLEMENT STRATEGY
Jan. 2024 and Beyond



15 years

PHASE 1: BUILD THE FOUNDATION

Apr.-Sep. 2023

PROJECT LEADERSHIP TEAM

To kick things off, we established a project advisory team of members from the local tourism ecosystem. This team included members from the private and public sectors, as well as both for-profit and nonprofit organizations. This group convened over the course of the six-month project. Together they helped craft a 15-year vision for success and community values to guide the process, and they also contributed to strategies included in the final destination strategy.

LIGHT DESTINATION SCAN

Crosscurrent Collective reviewed all relevant background documents and plans pertaining to the future of Troutdale as a destination. They distilled highlights from these plans into a simple deck for the internal project team to use throughout the process.

STAKEHOLDER SURVEY

The project team distributed a survey to members of the local tourism ecosystem, including questions about current strengths, weaknesses, barriers and opportunities in the tourism landscape. The survey received 42 responses. The full survey results can be found on Google Drive here: [Troutdale Stakeholder Survey](#).

VISITOR OPPORTUNITY SURVEY

The project team also worked with ECONorthwest to distribute a visitor survey during the summer of 2023. This survey received 256 responses. The full survey results can be found on Google Drive here: [Troutdale Visitor Opportunities Survey 2023](#).

PHASE 2: ENGAGE THE COMMUNITY

Aug.-Nov. 2023

STRATEGY SESSIONS

The project advisory team met several times throughout this phase to help draft the community vision, values and strategies. A subcommittee also attended a separate marketing work session.

WORKSHOP

Over 40 tourism partners and community members convened for a half-day workshop. Participants learned about work already underway in the region and discussed a vision for success, along with possible strategies.

PHASE 3: MOVE INTO ACTION

Oct.-Nov. 2023

DESTINATION & MARKETING STRATEGY DEVELOPMENT

Crosscurrent Collective and Lookout Co. developed the final Destination Strategy and Marketing Strategy documents with input from the project lead and advisory team. The Marketing Strategy is available here: [Troutdale Destination Marketing Strategy](#).

STRATEGIC MARKETING PLAN DEVELOPMENT

Alongside the Destination Strategy development process, the project advisory team worked with Lookout Co. to develop a [Strategic Marketing Plan](#). This process began with an audit of Explore Troutdale's existing marketing program and brand, followed by an in-depth work session with a sub-committee of the project advisory team.

Look for items marked with an * throughout this strategy to identify strategies supported by the Strategic Marketing Plan.

15-YEAR VISION OF SUCCESS

A vision is like a community's North Star. It should paint a vivid picture of where community members would like to be in the future. A clearly articulated and inspiring narrative of what a community sees for itself will help individuals and organizations envision what's possible and allow them to direct their energy and resources toward achieving it.



What this visitor destination will look like in 2038:

GATEWAY TO GREATER ADVENTURES

Troutdale has become THE jumping-off point for embarking on a world-class Columbia River Gorge recreation experience or an adventure on the Historic Columbia River Highway State Trail. Troutdale is uniquely positioned to increase its standing as a “basecamp” for outdoor recreation in the Columbia Gorge and Mt. Hood.

We take strong pride in the infrastructure and connections we’ve built within multiple transportation systems to offer revolutionary car-free travel for Gorge visitors – including seamless links to the Portland metro area for residents and visitors alike. Our commitment to this work has elevated our status as a gateway community and has also helped reduce congestion and traffic in our treasured National Scenic Area and nearby natural areas.

This focus on accessibility has spurred an emerging cluster of businesses that cater to the needs of adventure-seekers through services and amenities. Existing downtown businesses are also capturing the benefits of this new stream of visitors.



QUAINT, VIBRANT DOWNTOWN

Troutdale is a destination in its own right, drawing explorers who seek a taste of authentic small-town life surrounded by phenomenal natural riches, all just a stone's throw from Portland. Troutdale's renown draws both day-trippers and overnight visitors.

Troutdale's comfortable scale and walkable nature invite visitors and residents to slow down and savor their surroundings. Along the streets, diverse businesses spark visitor interest and further exploration. Our pedestrian-friendly community makes it easy for people of all ages to explore with a sense of safety, inviting them to discover businesses and amenities beyond their initial point of interest.

The scale and design of our quaint, historic downtown has shaped thoughtful development, creating and connecting new amenities to the broader community. Our downtown draws visitors and residents of all ages to businesses, services and events. Because locals are embracing and caring for downtown, it remains a vibrant and authentic community to visit. In Troutdale, everyone can feel what it's like to live in a small town – even if it's only for a weekend.

THE RIVER CONNECTS US ALL

The Wild and Scenic Sandy River is the natural centerpiece of our community. River stewardship is paramount; it's our responsibility to ensure it thrives for generations to come. To mitigate human impact, we're pursuing collaborative solutions to manage river use and ease parking-congestion issues. We've invested in walkable connections between downtown and the river, providing safe access to the river as well as new, sustainable revenue for more businesses in town.

GROWING AND CONNECTED TOURISM ECOSYSTEM

We're building on the established Explore Troutdale brand, reinforcing a strong shared identity as a destination. Our community and business leaders are aligned in recognizing the value of tourism. This shared emphasis keeps our development trajectory in sync with other community efforts, connecting to and complementing other regional and statewide initiatives.

COMMUNITY VALUES

TROUTDALE'S COMMUNITY VALUES

Community values are core to any destination – they're the invisible backbone of a community's culture. If we want to celebrate and retain a community's culture, it is important to first gain clarity on its commonly held, yet not often discussed, values. These values can be used as an internal compass or communicated with visitors directly.



What we're committed to protecting:

SMALL-TOWN CHARACTER

Our small, clean and well-cared-for historic town provides a place to gather, connect and develop a sense of closeness.

CARE FOR OTHERS

Caring for one another in both our current community and our past cultures translates into welcoming others and creating safe places for all to enjoy.

STEWARDSHIP

We honor the natural resources our community resides within and work to ensure these places thrive, for nature's sake and for all to enjoy.

THOUGHTFUL, HUMAN-SCALE DEVELOPMENT

We value thoughtful design and quality development that connects people with both people and place. Our community design facilitates all forms of mobility: bikers, walkers, riders and more.

LOCAL PRIDE

We support locally owned businesses, as well as locally grown and made products, because this creates a stronger community and a richer local economy.



02

STRATEGIC IMPACT AREAS

STRATEGIC IMPACT AREAS

Undertaking steps to develop or manage a destination can be daunting, given the sheer number of possibilities and stakeholder interests. It's important to create focus, especially for rural destinations where capacity and resources may be thin. Strategic impact areas can help leaders organize activities and funding to achieve specific outcomes.

Through the initial visitor research and stakeholder surveys the project team agreed on four impact areas to help move Troutdale toward its 15 Year Vision of Success. These areas were selected with existing destination momentum and capacity in mind, as well as an eye toward the future for projects that will be truly catalytic. Together, they provide a holistic approach to weaving and managing Troutdale's emerging and long-standing visitor experiences.



IMPACT AREA A Become the Gateway to the Columbia River Gorge and a Basecamp for Car-Free Travel	IMPACT AREA B Increase Connectivity with the Wild and Scenic Sandy River While Protecting its Ecological Values	IMPACT AREA C Improve the Vibrancy of our Quaint Downtown by Evolving the Visitor Experience	IMPACT AREA D Connect and Build Our Tourism Ecosystem
<p>Develop Gateway Services, Amenities, Experiences Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway.</p> <p>Foster Greater Transportation Connectivity Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel.</p> <p>Build Relationships Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions.</p> <p>Architect Wayfinding and Signage Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.</p> <p>Communicate with Visitors Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.</p>	<p>Foster Coordination and Collaboration Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River.</p> <p>Develop the Sandy River Recreation Experience Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences.</p> <p>Develop Town-to-River Connections Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.</p> <p>Communicate with Visitors Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences.</p>	<p>Develop the Visitor Experience in Downtown Troutdale Evolve and diversify the visitor experience in downtown to build upon existing strengths.</p> <p>Develop and Connect Surrounding Visitor Experiences to Downtown Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experiences in a way that will draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.</p> <p>Communicate with Visitors Strengthen visitor information messaging to encourage visitor movement through the whole community.</p>	<p>Develop Destination Leadership Capacity for Troutdale Cultivate a broader network of local tourism leaders and partners to implement the destination vision.</p> <p>Communicate with Your Tourism Ecosystem Develop consistent and relevant industry-facing communication in order to engage and support Troutdale's tourism ecosystem.</p> <p>Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.</p> <p>Build City Staff Capacity for Tourism Development and Marketing Ensure staff has capacity to deliver on destination strategy and marketing plan.</p> <p>Increase Funding for Building the Tourism Economy Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.</p>

IMPACT AREA A:

BECOME THE GATEWAY TO THE COLUMBIA RIVER GORGE AND A BASECAMP FOR CAR-FREE TRAVEL

Troutdale is strategically positioned to be THE jumping-off point for experiencing the Columbia River Gorge National Scenic Area and the soon-to-be-completed Historic Columbia River Highway State Trail (HCRHST). Troutdale can leverage its proximity to these premier destinations by supporting seamless transit connections and car-free access to visitor attractions throughout the Gorge and Mt. Hood. Once complete, the world-class HCRHST will bring a new wave of visitors interested in walking, hiking and biking. There is an opportunity to attract this new audience of overnight visitors and to invite existing day-trippers to rethink how they access recreation in the Gorge. With foresight and intentional planning, Troutdale can develop needed visitor services that cater to adventure travelers visiting the Gorge and Mt. Hood, including shuttles to key recreation trailheads, guide services, outdoor shops, gear rentals, easy-to-pack groceries and to-go meals.

SHORT-TERM OUTCOMES (1-2 YEARS)

- More visitors are beginning their trips (any mode) in Troutdale
- Troutdale's priority destination objectives are integrated in local and regional recreation and transportation plans
- Visitor messaging and collateral shows how trips can originate from Troutdale
- More private and public transit services are originating trips in Troutdale
- The Columbia Gorge Express is better integrated within the community of Troutdale

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Troutdale has increased its number of outbound trips to the Columbia River Gorge and inbound transportation from the Portland metro area via public and private transit
- The City of Troutdale is actively pursuing the development of transportation infrastructure, including a park-and-ride, comprehensive parking strategy, and improved bus stops to complement Gorge-serving transit
- Troutdale sees an increase in overnight stays due to HCRHST usage/visitation
- Additional/new recreation amenity businesses and services are locating in Troutdale

KEY MEASURES

- Number of transit and shuttle routes originating in Troutdale
- Number of Gorge Passes sold at the Visitor Center
- Number of businesses that support the outdoor recreation experience located in Troutdale
- Number of Columbia Gorge Express trips originating in Troutdale



STRATEGIES SUMMARY

There is strong momentum toward developing a car-free Columbia Gorge and Mt. Hood experience that Troutdale can capitalize on. The Historic Columbia River Highway State Trail is near completion, and the transportation system connecting the Gorge to the Portland metro area is improving each year. It's up to Troutdale to secure its place as the "gateway" to Mt. Hood and Gorge experiences by delivering the services travelers need. We recommend beginning with strategies that further develop Troutdale's identity as a gateway to the Columbia Gorge, Historic Highway and Mt. Hood while building partnerships to continue advancing the transportation and

recreation development work already underway. Critical to this regional transportation system's success is a comprehensive parking strategy to manage visitor vehicles.

In the medium term, strategies focus on completing and streamlining these transportation connections; continuing to build out amenities and infrastructure to cater to a growing audience of overnight adventure travelers; and better integrating recreation offerings with lodging partners and local businesses.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>A1: Develop Gateway Services, Amenities, Experiences Develop supporting services, amenities and experiences to provide a world-class experience to recreationists visiting the Historic Columbia River Highway.</p>	<ul style="list-style-type: none"> • Develop support services for outdoor recreation by soliciting and incentivizing outdoor recreation service providers in the realm of shuttles, outdoor stores and gear rentals • Work with existing businesses to understand outdoor recreation-based travelers' needs; encourage businesses to provide appropriate food, gear and services • Cultivate new guide services originating from the City of Troutdale • Improve accessibility of high-use recreation sites and tourism-related businesses for all abilities 	<ul style="list-style-type: none"> • Continue to incentivize outdoor recreation service providers to locate in the City of Troutdale • Conduct front-line staff familiarization tours to build local awareness of outdoor recreation and transit opportunities • Encourage the growth of bike storage capacity on existing transit • Develop local bike storage options with lodging partners • Continue work of improving accessibility for all users
<p>A2: Foster Greater Transportation Connectivity Build upon existing transit systems and parking strategy to position Troutdale as a hub for Columbia Gorge-bound car-free travel.</p>	<ul style="list-style-type: none"> • Strengthen integration with existing outbound transit options (public and private) • Convene partners connected to possible park-and-ride facility and visitor hub • Identify short-term parking options • Begin looking at local transit options that fill gaps and create connectivity 	<ul style="list-style-type: none"> • Continue to develop and enhance outbound connections, including Mt. Hood • Strengthen inbound connections to Troutdale from the Portland metro area, including PDX Airport (TriMet and private shuttles) • Develop a comprehensive parking strategy to include outdoor recreationist parking • Pursue capital for park-and-ride facility

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>A3: Build Relationships Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions.</p>	<ul style="list-style-type: none"> • Become a partner in key trail initiatives • Build relationships with guides, outfitters and tour operators operating in the region to become a stop on tours * 	<ul style="list-style-type: none"> • Continue involvement in regional initiatives
<p>A4: Architect Wayfinding and Signage Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.</p>	<ul style="list-style-type: none"> • Develop a wayfinding and signage plan for Troutdale and surrounding area, including the HCHST, the Columbia Gorge, Mt. Hood, and their associated Scenic Byways 	<ul style="list-style-type: none"> • Implement wayfinding and signage strategy, including improved HCRHST/Byway gateway signage* • Invest in streetscape improvements to develop the sense of arrival to Troutdale
<p>A5: Communicate with Visitors Develop messaging that positions Troutdale as a can't-miss first and last stop on trips to the Gorge.</p>	<ul style="list-style-type: none"> • Develop Columbia Gorge Visitor Map* • Develop HCRHST-specific itineraries • Develop Columbia Gorge itineraries* • Develop Mt. Hood itineraries • Develop messaging targeted at re-educating existing local recreationists on car-free travel 	<ul style="list-style-type: none"> • Continue short-term strategies • Work with trail partners and key messengers to educate the public about new transit and recreation links • Develop messaging to attract overnight stays to Troutdale based on unique lodging opportunities and recreation access*

* Denotes a strategy that references the [Explore Troutdale Strategic Marketing Plan](#), November 2023. This plan was developed in tandem with this Destination Strategy.



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

A1: DEVELOP GATEWAY SERVICES, AMENITIES, EXPERIENCES

Develop supporting services, amenities and experiences to provide a world-class experience for recreationists, and take steps to fully “own” Troutdale’s position as the gateway to the Historic Columbia River Highway State Trail:

- **Develop support services for outdoor recreation by actively soliciting, recruiting and incentivizing outdoor recreation service providers in the realm of shuttles, outdoor stores and gear rentals:** Attract new or incentivize existing businesses to expand services in Troutdale for adventure travelers, including outdoor recreation retail, gear rentals, shuttles and guide services. Create criteria in RFP to attract businesses owned in the Pacific Northwest that cater to fishing, tubing, river activities, bicycling and camping. Visitors need a reason to begin their outdoor adventures in Troutdale. Make it convenient for them to gear up and plan their trips around Troutdale with appropriate services.
- **Work with existing businesses to understand outdoor recreation-based travelers’ needs; encourage businesses to provide appropriate food, gear and services:** Conduct trainings with local businesses to build awareness of adventure traveler needs and the ways existing businesses might meet them through new products or service modifications.
- **Cultivate new guide services originating from the City of Troutdale:** Attract guide services and outfitters to originate trips from Troutdale to leverage the newly completed HCRHST.
- **Assess key outdoor recreation access points and visitor-related businesses for accessibility.** Develop ways to support land managers and business owners in implementing changes to improve access for all abilities.

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

A2: FOSTER GREATER TRANSPORTATION CONNECTIVITY

Build upon existing transit systems to position Troutdale as a hub for Columbia Gorge and Mt. Hood-bound car-free travel. Continue to enhance both inbound and outbound connections to create a seamless system:

- **Strengthen integration with existing outbound transit options (public and private):** Work with MCEDD, CGTA and private companies to identify and fill gaps in the existing Columbia Gorge transit system. Continue to attend meetings and support actions identified by the Columbia Gorge Car-Free Visitor Transportation Action Team. This includes beginning to sell the Gorge Pass at the Visitor Center and foster connectivity between transit providers that serve Troutdale (including TriMet).
- **Convene partners connected to potential park-and-ride facility and visitor hub:** Troutdale has the ability to host a transportation hub serving several regional assets, but threading the needle on the design and function of the facility will take close coordination among partners. Convening relevant parties will ensure that this project appropriately integrates both local and visitor needs.
- **Identify short-term parking options:** Support the start of a park-and-ride concept for the Columbia Gorge Express as vehicle numbers grow due to outbound Gorge trips originating in Troutdale. Plan for increases in parking volume while maintaining community character.
- **Begin looking at local transit options that fill gaps and create connectivity:** Assess gaps in local transit systems and identify opportunities to connect routes with outbound Columbia Gorge and Mt. Hood routes.

A3: BUILD RELATIONSHIPS

Build partnerships to better integrate Troutdale in regional outdoor recreation activities and visions. Develop relationships with strategic recreation partners to make sure Troutdale is part of the bigger picture:

- **Become a partner in key trail initiatives to ensure Troutdale is included in plans and maximizing its connection to large-scale initiatives. Initiatives include:** Gorge Towns to Trails (Friends of the Columbia Gorge), Historic Columbia River Highway State Trail (Oregon Department of Transportation), and 40-Mile Loop (Metro).
- **Build relationships with guides, outfitters and tour operators operating in the region to become a stop on tours:*** These industry partners can position Troutdale as a jumping-off point for the region and introduce us to new visitors to the community.

A4: ARCHITECT WAYFINDING AND SIGNAGE

Develop wayfinding and signage that creates a sense of place, draws visitors into downtown and supports navigation to surrounding attractions.

- **Develop a wayfinding and signage plan for Troutdale:*** Connect to surrounding attractions including the Historic Columbia River Highway State Trail, the Columbia Gorge, Mt. Hood, and their associated Scenic Byways. Improve pedestrian and bike connectivity between major attractions within the community. The plan should be mutually supportive of the Troutdale Parks Master Plan and Town Center Plan. Ensure that any wayfinding and signage plan also connects to and is reflected in businesses downtown.

* Denotes strategy also noted in Strategic Marketing Plan

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

A5: COMMUNICATE WITH VISITORS

Develop messaging to position Troutdale as a can't-miss first and last stop on trips to the Gorge targeted at both new and existing visitors. Further develop Troutdale's identity as part of the Gorge travel experience through the following messaging tactics:

- **Develop a Columbia Gorge Visitor Map:*** The waterfall corridor map is an extremely popular collateral piece at the visitor center, but it does not currently center Troutdale. Producing a new map that identifies Troutdale as the starting point for Columbia Gorge travel will make it easier for visitors to plan trips on all modes from the city. Consider including a detail map for Sandy River usage (or create a second map).
- **Develop itineraries specific to the Historic Columbia River Highway State Trail for cyclists and drivers to make it easy for visitors to plan trips originating in Troutdale.**
- **Develop itineraries specific to the Columbia Gorge and Mt. Hood:*** Develop two to three itineraries that focus on different themes based on Troutdale's target visitor segments, such as families and adventure-seeking friend groups. Share itineraries with key travel industry partners.
- **Develop messaging targeted at re-educating existing local recreationists on car-free travel:** As new transportation options become available, a large population of current Gorge outdoor recreationists traveling from the Portland metro area will need to learn how to use this system. Work with partners to develop messaging to make this transit system accessible and appealing to this audience.



* Denotes strategy also noted in Strategic Marketing Plan



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

A1: DEVELOP GATEWAY SERVICES, AMENITIES, EXPERIENCES

Develop supporting services, amenities and experiences to provide a world-class experience for recreationists, and take steps to fully “own” Troutdale’s position as the gateway to the Historic Columbia River Highway State Trail:

- **Continue to incentivize outdoor recreation service providers in order to attract:** retail, gear rentals, shuttles, guides and outfitters with localized ownership to locate in Troutdale based on recreational strengths.
- **Conduct front-line staff familiarization tours (FAMs) to build local awareness of outdoor recreation and transit opportunities:** Familiarize staff through in-person excursions.
- **Encourage the growth of bike storage capacity on existing transit:** Many cyclists on the State Trail may only want to travel one way by bike. Advocate for adequate bike storage on transit and shuttles to meet this demand.
- **Support the development of local bike storage options with lodging partners:** Visitors looking to stay in Troutdale for their Historic Columbia River Highway State Trail adventures will require safe and secure bike storage. Work with lodging partners to establish this amenity.

A2: FOSTER GREATER TRANSPORTATION CONNECTIVITY

- **Continue to develop and enhance outbound connections, including Mt. Hood:** Support existing transit initiatives and advocating for convenient service to Troutdale and for high quality real-time transit information.
- **Strengthen inbound connections to Troutdale from the Portland metro area:** Through both public services and private shuttles.
- **Pursue capital and create an enabling environment for the development of a new park-and-ride facility:** To serve long-term parking and transportation needs.
- **Develop comprehensive parking strategy to include outdoor recreationist parking:** Parking in the community should be assessed holistically. Long-term solutions should include planning for an increased number of recreationists leaving their cars in Troutdale for several hours up to multiple days. Consider E.V. charging capacity at this facility as well.

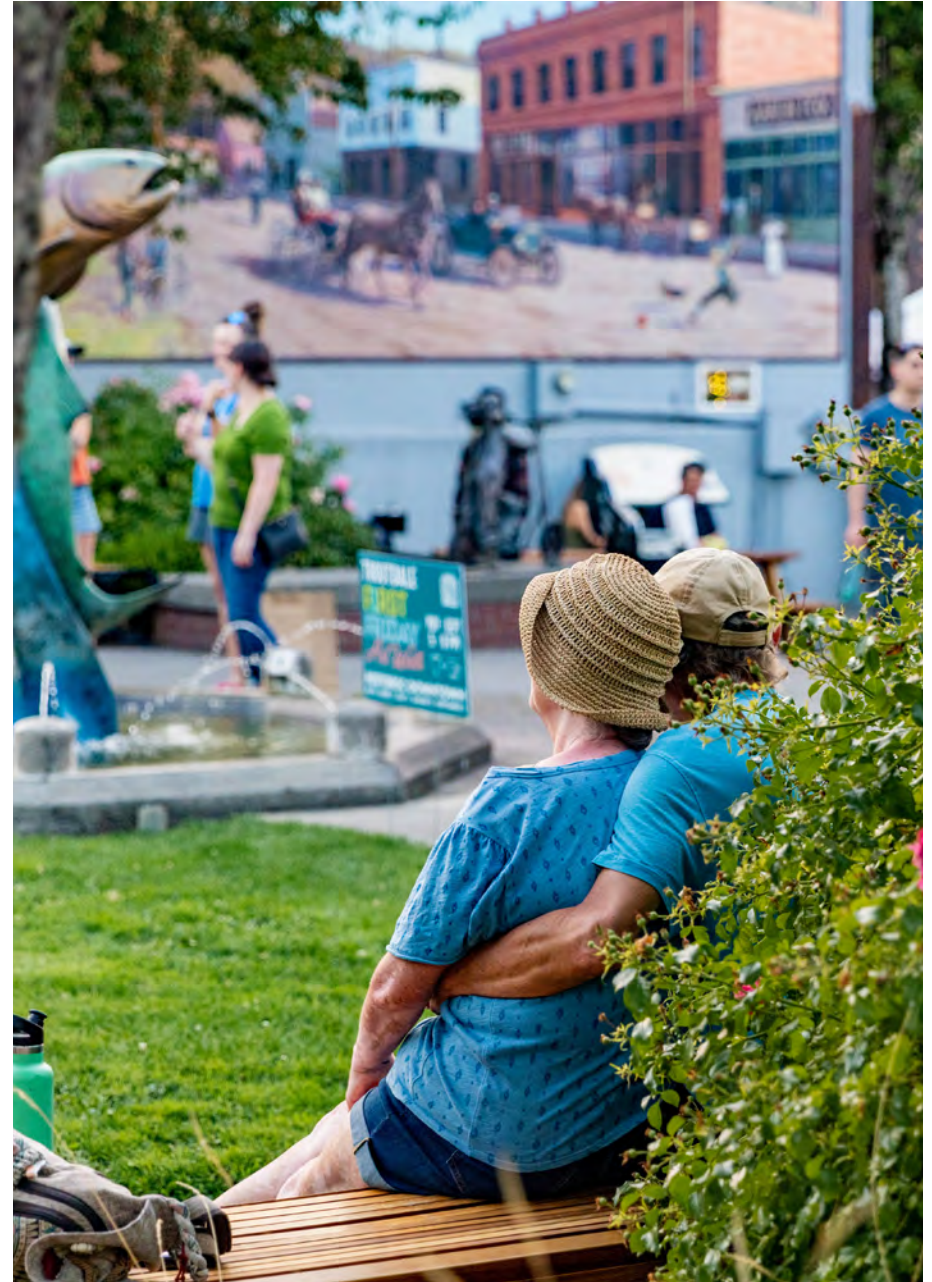
MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE - CONTINUED

A3: BUILD RELATIONSHIPS

- **Continue involvement in regional initiatives.** Support projects that align with the destination's vision and values as they emerge.

A4: ARCHITECT WAYFINDING AND SIGNAGE

- **Implement wayfinding and signage strategy, including improved HCRHST/Byway gateway signage:*** Create additional signage or banners reflecting Troutdale's brand and offerings (including waterfalls, Historic Columbia River Highway State Trail, and Sandy River).
- **Invest in streetscape improvements to improve the sense of arrival to Troutdale consistent with the city's refined brand.**
- **Engage in additional placemaking activities that build on Troutdale's unique sense of place:** Tactics could include branding the water tower so it's a visual marker for Troutdale; embracing and highlighting the connection to the railroad; and creating a photo-op in downtown.*



* Denotes strategy also noted in Strategic Marketing Plan

MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE - CONTINUED

A5: COMMUNICATE WITH VISITORS

- **Work with trail partners and key messengers to educate the public about new transit and recreation links** as the local system expands. Use tactics such as blog articles, interviews, and updating popular hiking websites to feature car-free options.
- **Develop messaging to attract overnight stays to Troutdale based on unique lodging opportunities and recreation access.***



* Denotes strategy also noted in Strategic Marketing Plan

IMPACT AREA B:

INCREASE CONNECTIVITY WITH THE WILD AND SCENIC SANDY RIVER WHILE PROTECTING ITS ECOLOGICAL VALUES

The Sandy River attracts thousands of recreationists every year; however, there is still a disconnect between the river experience and the community of Troutdale. High use and uncoordinated management of river infrastructure and amenities are also leading to negative impacts and experiences, as shared in our visitor and stakeholder research. Troutdale leaders have an opportunity to address these negative impacts through better management, as well as to enhance and integrate the river experience with the community and to support stewardship of the river ecosystem itself. The health of the river ecosystem and the strength of the community's connection with the river will ultimately influence the future of Troutdale. There is a real opportunity to have a storybook relationship with this treasured Wild and Scenic river.

SHORT-TERM OUTCOMES (1-2 YEARS)

- Key Sandy River stakeholders are convening in a cross-agency collaborative
- Partners are actively exploring parking solutions
- Major management issues have been identified and groups are beginning to coordinate to create solutions
- A new Sandy River shuttle is being piloted

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Safety and recreation messaging are consistent across river access points
- New recreation experiences and services exist to draw Sandy River visitors into downtown Troutdale
- New city developments are river-oriented
- A river ambassador program has been launched

KEY MEASURES

- Regularity of meetings among Sandy River stakeholders (agencies, organizations and communities)
- Number of Sandy River access sites with consistent safe-and-responsible recreation messaging
- Number of sites hosting river ambassadors
- New infrastructure increasing accessibility to the river



STRATEGIES SUMMARY

The primary hurdle surrounding the Sandy River is coordinating the many partners and agencies involved with its management and visitation. We recommend prioritizing coordination and collaboration while pursuing more visionary and long-term projects. In the short term, we also recommend pursuing projects that will help evolve the river experience to better manage

and serve visitors – such as shuttles, safety messaging and other amenities – while easing pressure on the environment. It will also be extremely important to ensure the larger developments in the community are guided with a connected river experience in mind. These are long-term visions, and the city is well positioned to stay in tune with ongoing development.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>B1: Foster Coordination and Collaboration Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River.</p>	<ul style="list-style-type: none"> • Develop a cross-agency collaborative to improve the user experience while promoting ecological values on the Sandy River • Liaison with major city planning efforts • Host in-person advocacy tours with key partners to build awareness and relationships 	<ul style="list-style-type: none"> • Continue to track key developments and projects
<p>B2: Develop the Sandy River Recreation Experience Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences.</p>	<ul style="list-style-type: none"> • Conduct Sandy River shuttle feasibility study • Coordinate Sandy River Shuttle pilot with inbound transit development efforts 	<ul style="list-style-type: none"> • Launch Sandy River shuttle • Develop infrastructure in town and at lodging properties to support river recreation
<p>B3: Develop Town-to-River Connections Strengthen pedestrian connections between Troutdale’s downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.</p>	<ul style="list-style-type: none"> • Support the development of river-to-town access trails in existing city plans • Coordinate with major private commercial developments to integrate with public pedestrian infrastructure 	<ul style="list-style-type: none"> • Leverage the wayfinding and signage plan in Impact Area A • Continue to coordinate with major riverfront developments

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>B4: Communicate with Visitors Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences.</p>	<ul style="list-style-type: none"> • Develop coordinated responsible recreation/safety messaging for visitors • Develop incentives to draw river users into town • Explore the possibility of a river ambassador program such as the one that has been running on the Clackamas River • Work in partnership with AMR to enhance their river rescue program • Explore the opportunity to install “Stash the Trash” reusable garbage bag kiosks at key river recreation sites; create a fun incentive program with downtown businesses 	<ul style="list-style-type: none"> • Continue to share coordinated safety/user messaging • Continue to fund/support a river ambassador program, “Stash the Trash” kiosk refills, and the American Medical Response River Rescue Program • Continue to incentivize river users to come into town





SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

B1: FOSTER COORDINATION AND COLLABORATION

Convene river-focused partners and integrate plans across jurisdictions to improve the user experience on the Sandy River. There are many moving parts and players within the Sandy River recreation sites neighboring Troutdale, and upcoming commercial developments within the city. Coordination is crucial for leveraging and guiding these investments to create an integrated experience.

- **Develop a cross-agency collaborative to improve the user experience while promoting ecological values on the Sandy River:** This collaborative will foster better solutions and information and resource-sharing in order to improve the user experience and connectivity between the Sandy River and the City of Troutdale. This collaborative should begin by identifying critical management issues. Consider including Friends of the Sandy River Delta, Friends of the Columbia Gorge, BLM, Metro, OPRD, USFS, Multnomah Co. Sheriff's Dept., and the Columbia River Gorge Commission, as well as non-profit volunteer cleanup groups such as SOLV, We Love Clean Rivers, etc.
- **Liaison with major city planning efforts that will help connect the city with the river. Track and coordinate key developments ensuring pedestrian connections are seamless and connect to key attractions; advocate for greater city-river connectivity in urban redesign.**
- **Host in-person advocacy tours with key partners to build awareness and relationships:** Many of the management issues facing the river are long-standing. With staff turnover and so many stakeholders involved, it's important to build a shared context by having shared on-the-ground experience of management issues.

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

B2: DEVELOP THE SANDY RIVER RECREATION EXPERIENCE

Pursue a Sandy River shuttle system and other infrastructure to alleviate parking challenges and open up new visitor experiences, connecting parks and river access points with services.

- **Conduct a Sandy River shuttle feasibility study in partnership with local agencies and private businesses:** The feasibility study will include parking management and shuttle feasibility to ease congestion at high-visitation sites and provide easy access to parks along the Sandy River from Troutdale.
- **Coordinate the Sandy River shuttle pilot with inbound transit development efforts:** Ensure that the potential shuttle system provides seamless connections to other transit services.

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

Strengthen pedestrian connections between Troutdale's downtown and the Sandy River to promote easy and integrated access among amenities and natural areas.

- **Support the development of river-to-town access trails in existing city plans:** Implementing concepts outlined in the 2020-40 Town Center Plan.
- **Coordinate with major private commercial developments:** To integrate with public pedestrian infrastructure.

B4: COMMUNICATE WITH VISITORS

Improve the consistency of messaging at Sandy River access points to encourage safety, environmental protection, and integration with other destination experiences. Work in collaboration with AMR and find ways to uplift and enhance their award-winning, impactful river rescue program.

- **Develop coordinated responsible recreation/safety messaging for visitors** throughout parks along the Sandy River; leverage existing responsible recreation messaging such as Ready, Set, Gorge! (Columbia Gorge Tourism Alliance), Take Care Out There (Travel Oregon), Recreate Responsibly (U.S. national campaign) or Leave No Trace.
- **Develop incentives to draw river users into town** by including maps and local information at key intercept points for river users.
- **Explore the possibility of a river ambassador program**, such as the one that has been running on the Clackamas River to station volunteers at high-use river access points. Ambassadors can share responsible recreation and safety messaging. Determine how a program of this nature could complement AMR's river rescue program.
- **Explore the opportunity to install "Stash the Trash" reusable garbage bag kiosks** at key river recreation sites; create a fun incentive program with downtown businesses.



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

B1: FOSTER COORDINATION AND COLLABORATION

- **Continue to track key developments and projects.** Support projects that align with the destination's vision and values as they emerge.

B2: DEVELOP THE SANDY RIVER RECREATION EXPERIENCE

- **Launch a Sandy River shuttle:** Build off findings from the shuttle feasibility study to launch a pilot shuttle. Leverage an existing private transportation business if a public partner is not available.
- **Develop infrastructure in town and at lodging properties to support river recreation,** including kayak lockers, tube rentals, and storage next to visitor-facing businesses.

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

- **Leverage the wayfinding and signage plan in Impact Area A.**
- **Continue to support the development of river-town access trails outlined in the 2020-40 Town Center Plan.**

B3: DEVELOP TOWN-TO-RIVER CONNECTIONS

- **Continue to share coordinated safety and user messaging** throughout parks. Add in messaging to account for new services and connected recreation opportunities.
- **Continue to fund and support a river ambassador program, "Stash the Trash" kiosk refills, and the American Medical Response River Rescue Program** to build upon existing work.
- **Continue to incentivize river users to come into town** by improving and updating information and wayfinding as new pedestrian connections and attractions come online.

IMPACT AREA C:

IMPROVE THE VIBRANCY OF OUR QUAIN T DOWNTOWN BY EVOLVING THE VISITOR EXPERIENCE

Troutdale's historic downtown has a strong look and feel, but it's often overlooked by visitors who come to the area for its other well-known anchor attractions. The visitor and stakeholder research both highlighted that many people are traveling to Troutdale for dining and seek more options. Similarly, there is an opportunity to entice day-trippers to the river and the Gorge to spend an evening in town. Developing amenities and experiences that focus on downtown, as well as improving messaging and signage to unify the community, can amplify the economic impact of people traveling through and close to downtown Troutdale.

SHORT-TERM OUTCOMES (1-2 YEARS)

- Tourism businesses in Troutdale are well connected (relates to Impact Area D)
- Key businesses and organizations are speaking about the Troutdale experience as a whole
- Troutdale has a refined brand
- New visitor experiences have been identified for future development

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- Downtown has a high occupancy, with a strong mix of businesses
- Downtown hosts expanded food and beverage options
- Downtown is connected to anchor attractions and other regional recreation opportunities through messaging and physical improvements
- Downtown Troutdale has new signature events that reinforce its identity as a Sandy River community and the gateway to the Historic Columbia River Highway State Trail

KEY MEASURES

- Number of visitors patronizing downtown businesses
- Occupancy rate of downtown buildings
- Occupancy rate in Troutdale-based lodging properties of all types



STRATEGIES SUMMARY

Troutdale has strong anchor attractions, a welcoming downtown core, and new businesses and developments on the horizon in the next five years. Strategies begin with connecting and uniting existing experiences and leveraging current assets to create a more unified Troutdale experience for visitors. This theme of connectivity complements other transportation,

infrastructure, and wayfinding efforts in the Impact Areas above. New experiences should build upon the needs of all travelers, with a special focus on food. Visitors are already coming to Troutdale for culinary experiences, but crowding or lack of diversity in options may keep them from returning. Developing additional options will build on existing momentum.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>C1: Develop the Visitor Experience in Downtown Troutdale Evolve and diversify the visitor experience in downtown to build upon existing strengths.</p>	<ul style="list-style-type: none"> • Work with the tourism ecosystem and downtown businesses to identify visitor experience gaps • Evaluate programming that will accompany the Confluence project; identify complementary services and types of businesses for downtown Troutdale • Encourage the City of Troutdale to support the acceleration of downtown business development for the tourism industry 	<ul style="list-style-type: none"> • Fill the downtown visitor experience gaps • Support policy updates that help tourism-sector businesses start up and thrive within the City of Troutdale • Support development of additional restaurant and retail options • Develop a local bikeshare program • Promote dog-friendly businesses
<p>C2: Develop and Connect Surrounding Visitor Experiences to Downtown Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experience to draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.</p>	<ul style="list-style-type: none"> • Cultivate outdoor recreation culture and visitor experiences broadly throughout the destination • Elevate support for food and farm businesses in the destination; increase presence on existing regional Food Trails • Develop intentional connections between area businesses offering quality visitor experiences with downtown Troutdale 	<ul style="list-style-type: none"> • Support development of local food and agritourism experiences and education • Develop signature events celebrating the Sandy River and the Historic Columbia River Highway State Trail
<p>C3: Communicate with Visitors Strengthen visitor information messaging to encourage visitor movement through the whole community.</p>	<ul style="list-style-type: none"> • Refine Troutdale’s existing brand* • Create awareness of the downtown experience and greater connectivity with anchor businesses* • Go “all in” on Troutdale’s destination brand throughout town • Tap into brands expanding into Troutdale* 	<ul style="list-style-type: none"> • Continue to strengthen the destination brand throughout town • Draw Edgefield, Outlet, and Sandy River visitors downtown

* Denotes strategy also noted in Strategic Marketing Plan



SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

C1: DEVELOP THE VISITOR EXPERIENCE IN DOWNTOWN TROUTDALE

Evolve and diversify the visitor experience in downtown to build upon existing strengths.

- **Work with the tourism ecosystem, and downtown businesses specifically, to identify visitor experience gaps:** Identify gaps during particular times of day or days of the week that may keep a visitor from staying in the community longer.
- **Evaluate programming that will accompany the Confluence project:** Identify complementary services and types of businesses for downtown Troutdale.
- **Encourage the City of Troutdale to support the acceleration of downtown business development for the travel and tourism industry.** Conduct a survey, interviews or focus groups with downtown business owners to evaluate where the issues are and create a committee to make recommendations to the City for how to improve the business climate.

C2: DEVELOP AND CONNECT SURROUNDING VISITOR EXPERIENCES TO DOWNTOWN

Develop and diversify visitor experiences in the broader destination of Troutdale, supporting outdoor recreation and local food and farm experiences in a way that will draw new visitation to the region. Strengthen the connections between these visitor experiences and downtown Troutdale in creative ways to foster a supportive network among small, locally owned businesses.

- **Cultivate outdoor recreation culture and visitor experiences broadly throughout the destination** (see specific recommendations in Impact Area A).
- **Elevate support for food and farm businesses in the destination;** increase their presence on existing regional Food Trails, including the West Gorge Food Trail and Breweries in the Gorge, to increase Troutdale's presence in the regional food narrative.
- **Develop intentional connections between area businesses offering quality visitor experiences with downtown Troutdale.**

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

C3: COMMUNICATE WITH VISITORS

Strengthen visitor information messaging to encourage visitor movement through the whole community.

- Refine Troutdale's marketing communications and branding to have a greater impact. See marketing strategy for more details.
- Create awareness of the downtown experience and greater connectivity with anchor businesses:* Promote connectivity among assets such as Outlets, Edgefield and the Sandy River through messaging that complements new infrastructure improvements and pedestrian connectivity.
- Go "all in" on Troutdale's destination brand throughout town by including outdoor recreation themes in visitor communications and services. Additional tactics could include front-line staff training once the Historic Columbia River Highway State Trail is complete.
- Tap into brands expanding into Troutdale,* leveraging the existing followings and marketing of businesses expanding into Troutdale to build our audience through cross-promotion. Build upon these new businesses to enhance Troutdale's position as a culinary destination.



* Denotes strategy also noted in Strategic Marketing Plan



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

C1: DEVELOP THE VISITOR EXPERIENCE IN DOWNTOWN TROUTDALE

- Fill the downtown visitor experience gaps.
- Support policy updates that help tourism-sector businesses start up and thrive within the City of Troutdale.
- Support development of additional restaurant and retail options.
- Develop a local bikeshare program to promote the flow of visitors between local anchor attractions such as Sugarpine Drive-In, McMenamins Edgefield, and the Columbia Gorge Outlets.
- Promote dog-friendly businesses: Leverage Troutdale's proximity to the Sandy River delta by identifying and promoting dog-friendly businesses and public spaces to better capture the high volume of dog-owning visitors to the area. Tactics could include collateral identifying dog-friendly businesses and maintaining or expanding dog-friendly public spaces in the city.

C2: DEVELOP AND CONNECT SURROUNDING VISITOR EXPERIENCES TO DOWNTOWN

- Develop signature events celebrating the Sandy River and the Historic Columbia River Highway State Trail to draw more visitors from out of town for day trips and overnight stays. Options include:
 - Launch or build upon existing bike events focused on the Historic Columbia River Highway State Trail to further cement Troutdale as THE gateway to the highway.
 - Launch a festival (e.g., "Sandy River Days – Celebrate the Great TrOUTDOORS!") similar to White Salmon's Wildflower Festival. Emphasize our connection to the river through events so when people think of Troutdale, they think of "Troutdale on the Sandy."
- Support development of local food and agritourism experiences and education.

C3: COMMUNICATE WITH VISITORS

- Continue to strengthen the destination brand throughout town, through front-line staff training and physical branding.
- Draw Edgefield, Outlet, and Sandy River visitors downtown through new, high-quality food and event options.

IMPACT AREA D:

CONNECT AND BUILD OUR TOURISM ECOSYSTEM

Visionary plans for a complex tourism economy are only possible through collaboration and collective impact. Projects in this Destination Strategy must be pursued deliberately and consistently over time. Because tourism touches so many sectors, solutions require a breadth of partners. Creating this strong network of local tourism partners requires care and cultivation. While Troutdale's current dedicated capacity for tourism is modest, it has the potential to grow and better leverage local, regional and statewide networks.

SHORT-TERM OUTCOMES (1-2 YEARS)

- Tourism ecosystem stakeholders are meeting and communicating regularly
- The city is leading additional tourism-related projects
- The city has added staff capacity to support the implementation of this strategy

MEDIUM-TERM OUTCOMES (2-5 YEARS)

- The community sees increased funding for tourism development, marketing and stewardship projects
- Local tourism stakeholders have increased engagement in industry trainings and events

KEY MEASURES

- Number of partners in our tourism ecosystem
- Number of destination strategy tactics pursued
- Continuity and engagement of local Destination Leadership Team members



STRATEGIES SUMMARY

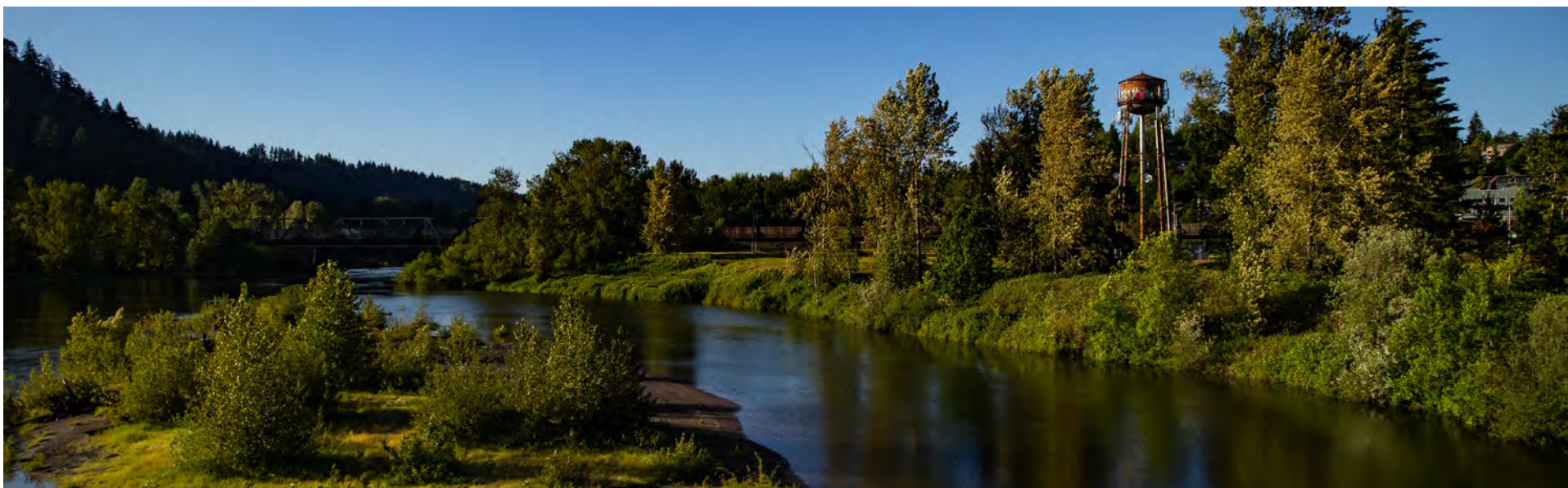
Short-term strategies should prioritize building a strong foundation for the local tourism ecosystem and identifying where the city can partner with regional and statewide partners, rather than reinventing the wheel. As the

local tourism ecosystem matures, Troutdale can collectively pursue more ambitious tourism initiatives and advocacy.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>D1: Develop Destination Leadership Capacity for Troutdale Cultivate a broader network of local tourism leaders and partners to implement the destination vision.</p>	<ul style="list-style-type: none"> • Solidify the structure of and regularly convene a local Destination Leadership Team • Develop stronger relationships with key strategic partners 	<ul style="list-style-type: none"> • Strengthen leadership network
<p>D2: Communicate with Your Tourism Ecosystem Develop consistent and relevant industry-facing communication in order to engage and support Troutdale’s tourism ecosystem.</p>	<ul style="list-style-type: none"> • Solidify industry email list • Produce quarterly industry e-news* 	<ul style="list-style-type: none"> • Continue to produce and evolve industry communications
<p>D3: Provide Capacity and Technical Assistance to Local Businesses in the Tourism Ecosystem Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.</p>	<ul style="list-style-type: none"> • Assess needs and barriers tourism partners face • Build a photo asset and story library • Develop journalist relationships 	<ul style="list-style-type: none"> • Create “Tourism 101” one-pager for new businesses/partners • Develop funding opportunity to supplement technical assistance and professional development training

STRATEGIES SUMMARY - CONTINUED

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (2-5 YEARS)
<p>D4: Build City Staff Capacity for Tourism Development and Marketing Ensure staff has capacity to deliver on the destination strategy and marketing plan.</p>	<ul style="list-style-type: none"> • Assess needs and options for augmenting staff capacity and resources for tourism development and marketing • Transition management of city events to another position, either internal or contracted 	<ul style="list-style-type: none"> • Consider creating a standalone destination management and marketing organization, 501(c)(3) or otherwise
<p>D5: Increase Funding for Building the Tourism Economy Develop additional funding sources and gain clarity on existing funding to ensure tourism resources are allocated strategically.</p>	<ul style="list-style-type: none"> • Ensure short-term rental (STR) taxes in Troutdale are being collected and STRs are properly licensed • Continue to seek grant funding 	<ul style="list-style-type: none"> • Leverage cooperative marketing opportunities with local partners • Explore new funding sources





SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE

D1: DEVELOP DESTINATION LEADERSHIP CAPACITY FOR TROUTDALE

Cultivate a broader network of local tourism leaders and partners to implement the destination vision.

- **Solidify the structure of and regularly convene a local Destination Leadership Team** to help advise and carry out tourism initiatives. Convene this group quarterly to support, advise and connect, and to maintain project momentum.
- **Develop stronger relationships with key strategic partners** to better leverage existing regional tourism capacity. Evaluate how Troutdale appears in other visitor marketing channels; enhance and improve placements and content on partner channels, including Travel Portland, the Columbia Gorge Tourism Alliance, Car-Free Gorge, and McMenamins Edgefield.

D2: COMMUNICATE WITH YOUR TOURISM ECOSYSTEM

Develop consistent and relevant industry-facing communication in order to engage and support Troutdale's tourism ecosystem. The city needs foundational tools and processes to do the work of becoming a better leader in local tourism. Priority next steps for building this foundation include:

- **Solidify an industry email list**, building upon the draft list from the Destination Strategy process. This list will make it easier for city staff to communicate with partners, coordinate timely calls to action, and track business turnover.
- **Produce quarterly industry e-news*** to better inform local tourism partners of existing opportunities and resources.

* Denotes strategy also noted in Strategic Marketing Plan

SHORT-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

D3: PROVIDE CAPACITY AND TECHNICAL ASSISTANCE TO LOCAL BUSINESSES IN THE TOURISM ECOSYSTEM

Help businesses and organizations working in the tourism economy access existing industry communication, marketing channels and development opportunities.

- **Assess needs and barriers tourism partners face.**
- **Build a photo asset and story library** based on Troutdale's refined brand to be better positioned to respond to industry callouts and marketing opportunities.
- **Develop journalist relationships:*** Share key messages, photos, and pitch and story ideas to make it easier for Travel Oregon and other partners to market Troutdale with the stories the community wants to tell.

D4: BUILD CITY STAFF CAPACITY FOR TOURISM DEVELOPMENT AND MARKETING

Ensure staff has capacity to deliver on the destination strategy and marketing plan. Capacity is a foundational need for implementing this Destination Strategy, and it should be prioritized in the short term.

- **Pursue options to augment staff capacity and budget for tourism development, management and marketing** by increasing budget, reallocating budget or pursuing external funding sources.
- **Transition management of city events to another position, either internal or contracted**, to free up existing staff time for tourism project management and leadership. New signature events could remain within the umbrella of tourism, while current events attracting mostly local attendees could be moved.

D5: INCREASE FUNDING FOR BUILDING THE TOURISM ECONOMY

Troutdale is in a unique position within the statewide tourism landscape, straddling multiple tourism regions. Because of this, there is some ambiguity around allocation of tourism tax streams. As part of its foundational tourism work, the city should have a solid understanding of its current tourism tax streams through the following tactics:

- **Ensure short-term rental (STR) taxes in Troutdale are being collected and that STRs are properly licensed.**
- **Continue to seek grant funding** to support destination development projects. The city can leverage partnerships with nonprofits to support project advancement.

* Denotes strategy also noted in Strategic Marketing Plan



MEDIUM-TERM STRATEGIES (2-5 YEARS): A DEEPER DIVE

D1: DEVELOP DESTINATION LEADERSHIP CAPACITY FOR TROUTDALE

- **Strengthen the leadership network. Build upon the existing Destination Leadership Team by getting additional partners to participate in industry events. For example:** the Columbia Gorge Tourism Alliance and Mt. Hood/Gorge region events; the Oregon Destination Association conference; the Oregon Restaurant and Lodging Association's Oregon Tourism Leadership Academy; the Governor's Conference on Tourism; and Travel Oregon's learning labs, learning communities, destination development boot camp and other events.

D2: COMMUNICATE WITH YOUR TOURISM ECOSYSTEM

- **Continue to produce and evolve industry communications.**

D3: PROVIDE CAPACITY AND TECHNICAL ASSISTANCE TO LOCAL BUSINESSES IN THE TOURISM ECOSYSTEM

- **Create a "Tourism 101" one-pager to help new businesses and partners** understand how to plug in when they join the community. Identify easy to-dos to ensure new businesses are leveraging Troutdale's brand and experience development efforts. Leverage local tourism leadership to help include new businesses in local efforts.
- **Develop funding opportunity to supplement technical assistance and professional development training.**

* Denotes strategy also noted in Strategic Marketing Plan

MEDIUM-TERM STRATEGIES (1-2 YEARS): A DEEPER DIVE - CONTINUED

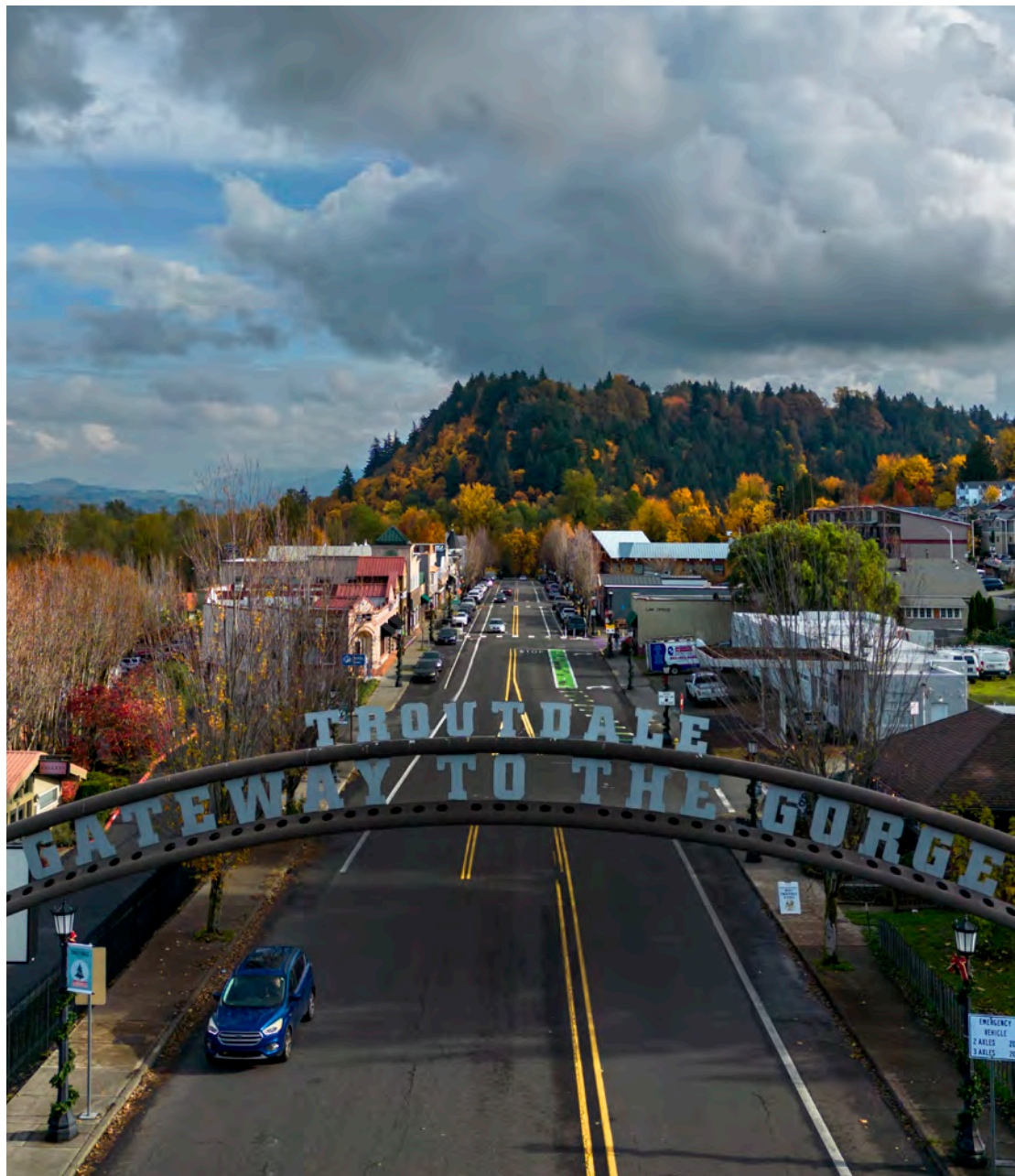
D4: BUILD CITY STAFF CAPACITY FOR TOURISM DEVELOPMENT AND MARKETING

- Consider creating a standalone destination management and marketing organization, 501(c)(3) or otherwise, to ensure the objectives of this destination strategy can be achieved.

D5: INCREASE FUNDING FOR BUILDING THE TOURISM ECONOMY

Over time, the city will need additional funding to expand its marketing and experience development efforts. Tactics for increasing funding in the medium term (along with bringing on new lodging properties) include:

- Leverage cooperative marketing opportunities with local partners to maximize marketing dollars and coordinate messaging.
- Explore possible new funding sources to capture more funding from day trips.





03

APPENDIX

APPENDIX

A. BACKGROUND RESEARCH SUMMARY

To inform the production of this Destination Strategy, the Crosscurrent team reviewed existing plans and studies relevant to the future of tourism in Troutdale. These background documents included:

- Statewide (Oregon) and Regional (Mt. Hood-Gorge) Visitor Profile Data, 2022
- Oregon Travel Impacts, 2003-2022
- City of Troutdale Housing Needs Analysis, 2020
- Sandy River Access Plan, 2014
- Historic Columbia River Highway Congestion and Transportation Safety Improvement Plan, 2019
- City of Troutdale Parks Master Plan Draft, 2022
- Hospitality Submarket Report: Portland I-84/I-205 East, 2022
- 2020-2040 Town Center Plan, 2022
- Greater Portland Comprehensive Economic Development Strategy, 2021



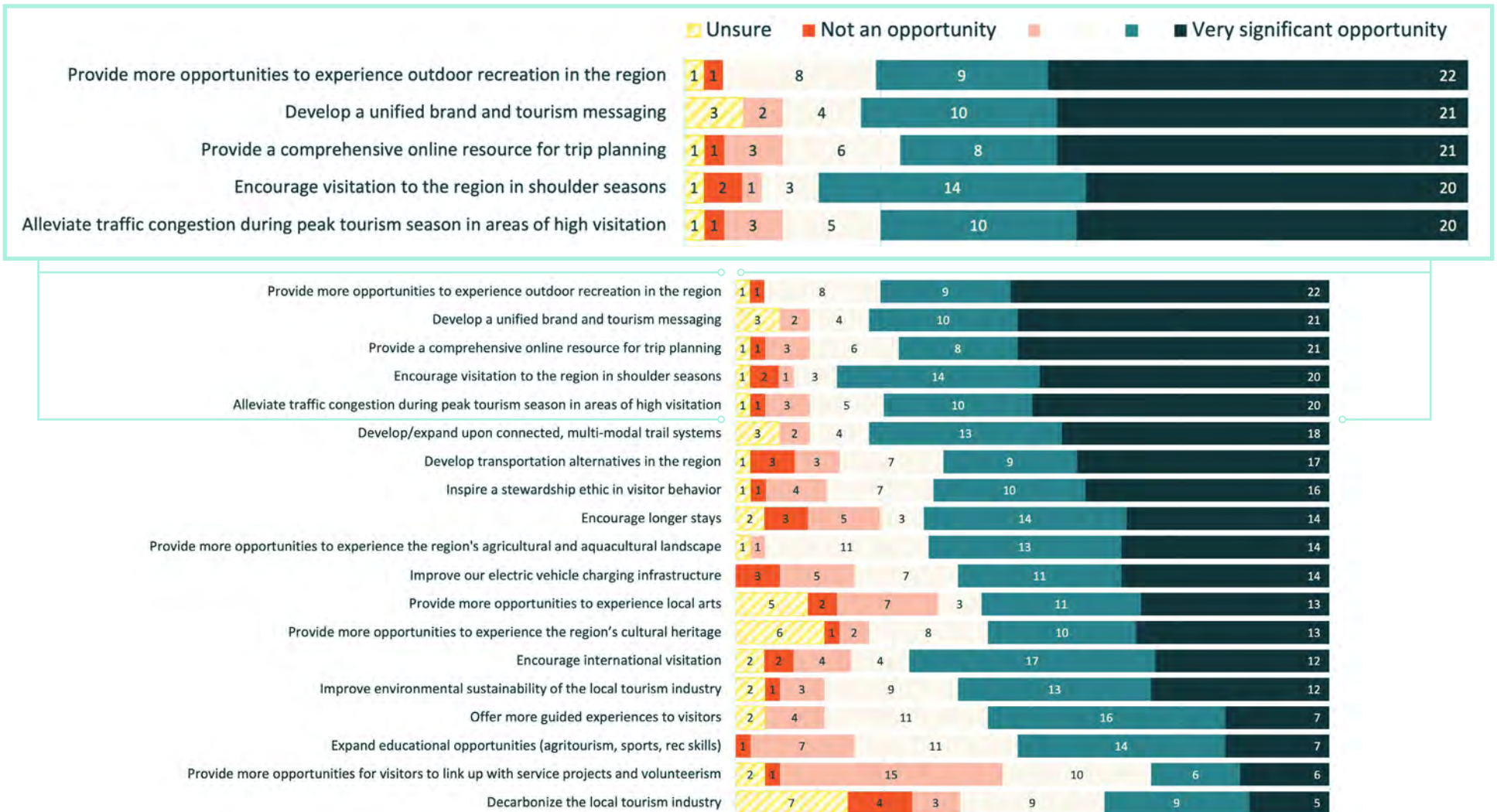
B. HIGHLIGHTS FROM STAKEHOLDER SURVEY

As part of Phase 1, Crosscurrent Collective – in collaboration with the City of Troutdale and a local project advisory team – conducted a stakeholder survey to provide a solid baseline of information that would guide our selection of four impact areas and priority strategies. Forty-two tourism-related stakeholders living or working in the Troutdale area weighed in on the region’s best opportunities and biggest challenges for tourism in the region.

For complete results: [Troutdale Stakeholder Survey](#).

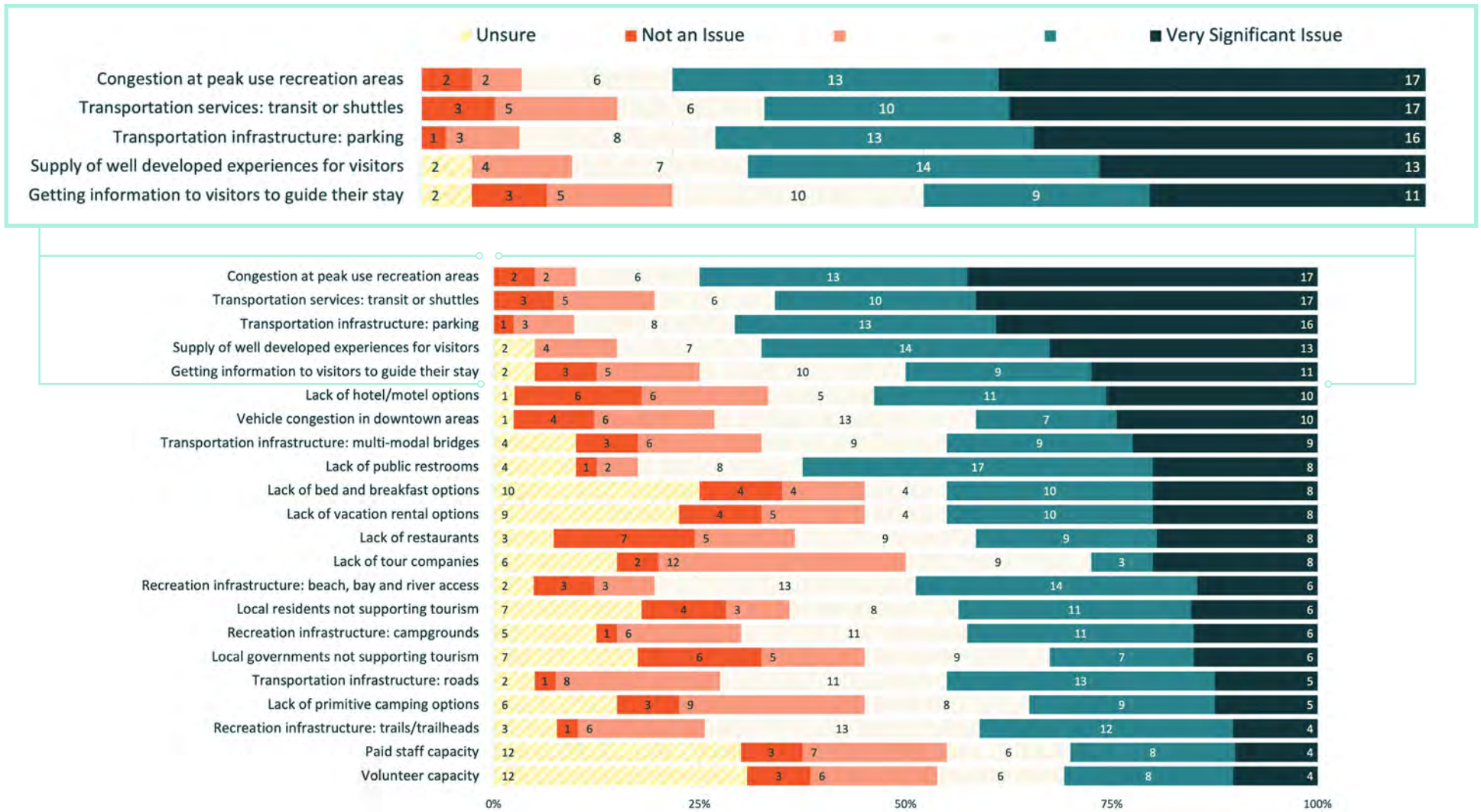
In addition to sentiments that fed directly into the 15-year vision of success (pg. 9) and community values (pg. 11), respondents shared their perspectives on what they believe the best opportunities are for Troutdale to advance the positive impact of local tourism.

BEST OPPORTUNITIES FOR ADVANCING THE POSITIVE IMPACT OF TOURISM IN TROUTDALE



Respondents also shared their perspectives on the most significant constraints and challenges that might lie ahead.

CONSTRAINTS/CHALLENGES FACING THE DEVELOPMENT OF THE TROUTDALE TOURISM ECONOMY



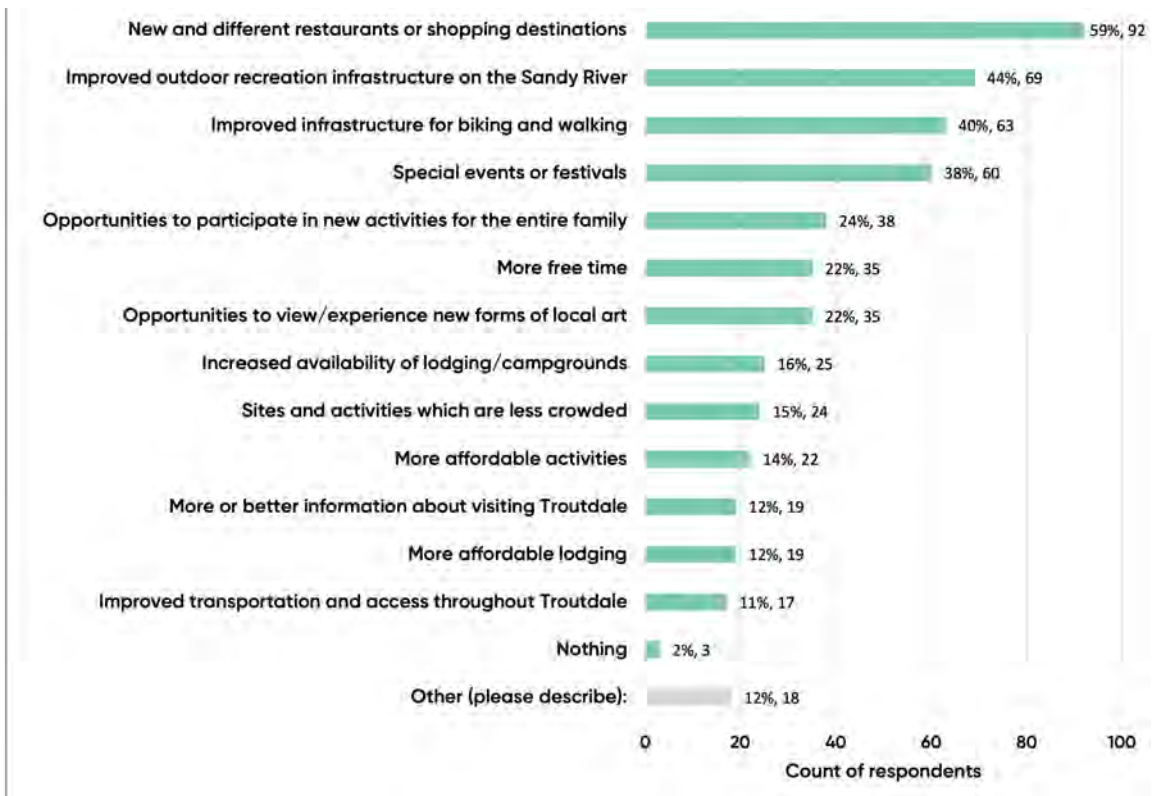
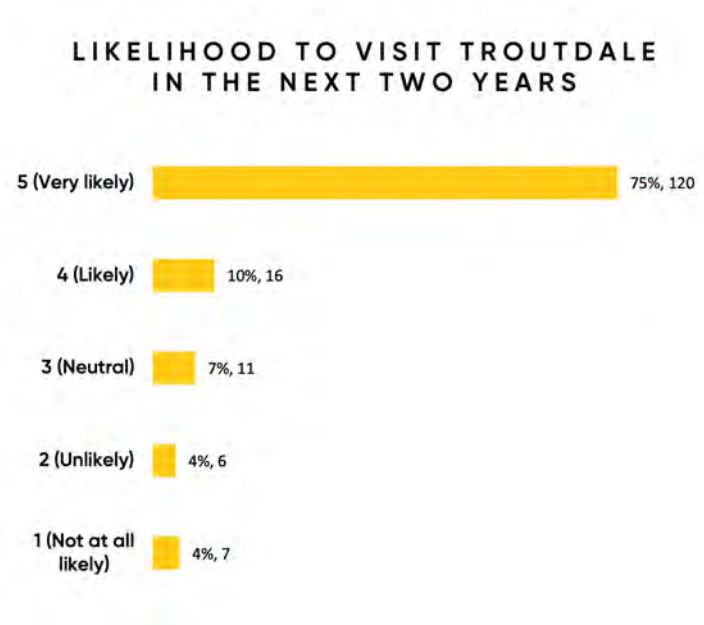
C. HIGHLIGHTS FROM VISITOR OPPORTUNITY STUDY

Another component of Phase 1 included a visitor opportunity study, conducted by ECONorthwest and Crosscurrent Collective in collaboration with the City of Troutdale and the local project team. The survey was completed by 256 Troutdale visitors over a six-week span during the summer of 2023. While response levels were not as high as the team had hoped for, the results still provide a window of insight into what can be done to improve the destination. For complete results: [Troutdale Visitor Opportunity Study](#).

VISITOR EXPERIENCE

RETURNING TO VISIT TROUTDALE

Most respondents (75%) reported that they were very likely to return to Troutdale within the next two years. Only 8% of respondents reported their likelihood being below neutral.



“Other” includes – Safer and cleaner environment, more high-end accommodations, more covered outdoor seating, dog access to the Sandy River, and a Skatepark.

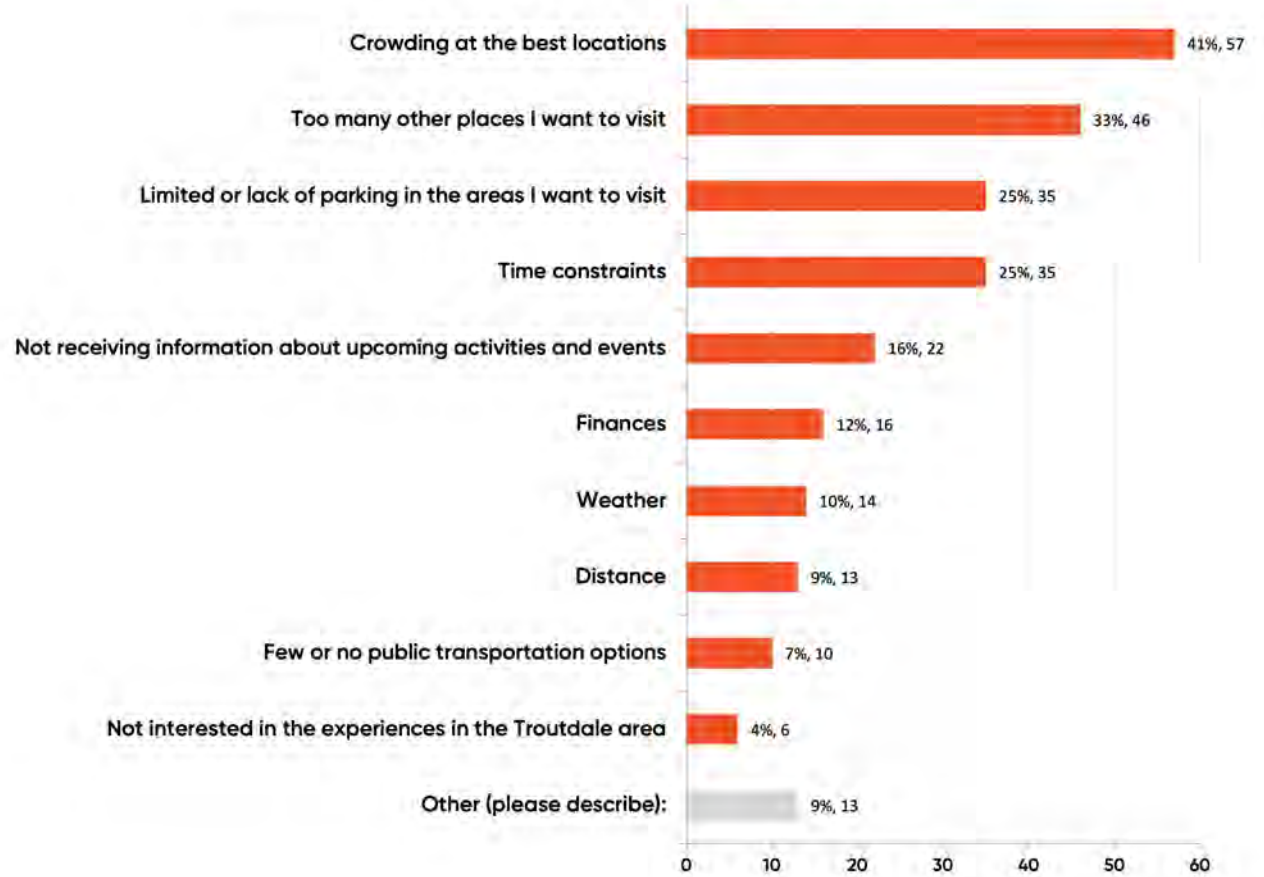
VISITOR EXPERIENCE

PREVENTING A RETURN VISIT

Of the reasons that would prevent a return visit to Troutdale that are related to the place-based factors, crowding at the best locations was listed by 41% of the respondents that answered this question.

A common theme in preventing a return visit and found in other open-ended questions, was the limited or lack of parking in the areas respondents wanted to visit.

REASONS TO PREVENT A RETURN VISIT



VISITOR EXPERIENCE

SUGGESTED IMPROVEMENTS



The following is a list of suggested improvement themes that were generalized from an open-ended question asking what would have improved the respondents' visit to Troutdale.

Most reported improving or providing more parking, including ADA accessible parking and general ADA access. Traffic flow, congestion, and confusing intersections were noted frequently.

A theme of inviting a greater range and choice of restaurants and retail, was among the top listed. A greater range of affordability in retail shops was suggested by a few.

Many did not have a strong sense of safety because of the lack of enforcement present, unclean and unmaintained areas in the city, and negative encounters with houseless folks.

Consistently mentioned throughout the comments was lack of access to the river, bike trails, and outdoor activities. Some reported increasing signage and improving/creating trails-access from downtown to surrounding areas would improve walkability.



THANKS

**FOR QUESTIONS OR MORE
INFORMATION ABOUT
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