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I. EXECUTIVE SUMMARY

The commemoration of Lewis & Clark's journey will provide significant benefits to Oregonians and visitors alike. Over the next several years, from now through 2006, Oregon will take advantage of this opportunity to enhance our understanding and appreciation of history, to better understand Oregon's tribal cultures, to enhance our understanding of and connection to the environment, and to benefit from local, national and international tourism.

The Oregon Heritage Commission, whose mission is to secure, sustain, enhance and promote Oregon's heritage, adopted the Lewis & Clark Bicentennial in 1996 recognizing the impact of the Expedition on Oregon's history. Lewis & Clark Bicentennial in Oregon (LCBO) initially began in 1998 as a coalition of individuals interested in determining how the Bicentennial should be commemorated in Oregon, winning the endorsement of the Commission to coordinate statewide heritage events. LCBO subsequently incorporated as a non-profit in 1999 and, since then, has diligently cultivated partnerships with more than 60 "institutional partners" representing public agencies, tribes, non-profit organizations, historical societies and museums, and educational institutions. They have constituted the heart of the organization to date. Their contributions are comprised of extensive resources involving museum exhibits and interpretive centers, parks and trails, interpretive markers, natural and cultural resource protection, educational programs, community events, public art, tourism infrastructure and transportation improvements. In addition, the partners play a critical role in LCBO's communication network. These partnerships have helped establish the foundation for the role LCBO will play in commemorating this significant chapter in American history. Most recently, LCBO agreed to absorb the Portland-Vancouver area commemoration planning organization, Lewis & Clark 2005, Inc., with three of its Board joining LCBO and its projects coming under the LCBO umbrella. A list of partners and their programs is listed in Appendix D.

Through implementation of the strategic plan, LCBO will make important and lasting contributions to Oregon. Specifically, they include:

- **Launching a world-class living history project at Fort Clatsop** that stimulates economic growth in the area while providing an opportunity for young and old to experience what life was like the Salt Works, and at the Fort where Lewis & Clark spent the winter.
- **Partnering with tribes to develop and fund programs** which will preserve their natural and cultural resources.

- **Ensuring that Oregon's legacy of Lewis & Clark lives on**, not through a monument or a building, but through a program that provides leadership, economic vitality, social well-being and environmental integrity in the Columbia River Basin.
- **Ensuring that Oregonians and visitors have the information they need to actively engage in Bicentennial activities** by serving as the lead for communications regarding all activities and programs taking place throughout the state, including cooperative advertising and public awareness campaigns that educate and activate key audiences to experience Lewis and Clark and tribal culture in Oregon.
- **Supporting a bi-state effort to reclaim the banks of the Columbia and Willamette rivers in the Portland-Vancouver metropolitan area**, focusing on 14 Lewis & Clark landing sites with the goal of creating a legacy that renews the importance of Lewis & Clark's water routes to our lives, communities and cultures and protects and restores the river and habitat that they encountered.
- **Serving as the umbrella and conduit for sharing information** among the many Lewis & Clark partners about the Bicentennial programs and events that will be occurring across the state.

As LCBO moves forward with implementation of its strategic plan, three primary goals will guide its efforts:

- **The commemoration will support** Oregon's natural surroundings and existing tourist attractions, and promote additional and sustained tourism that positively impacts the Oregon economy.
- **LCBO will leave a lasting legacy** beyond 2006 for future generations to appreciate.
- **LCBO will promote** responsible stewardship of our environment and the protection of cultural and natural resources, on and off the Lewis & Clark Trail.

LCBO's work will be accomplished by playing three primary roles: as **producer**, **supporter** and **convener/coordinator**. These roles are further described below:

1. **LCBO as a producer** – providing lead funding, programming or contracted programming, marketing, promotions and assuming implementation for the following elements:
 - Living history experience at Fort Clatsop
 - Tribal cultural preservation projects
 - Legacy program and trail stewardship program
 - Overhead

2. **LCBO as a supporter** – supporting programs developed in partnership with other local, regional or national entities at two levels: 1) sanctioned programs that will be highlighted in LCBO's promotions and marketing, and may receive partial funding through LCBO's fundraising efforts; and 2) independent programs that will be included in LCBO event calendars and select materials, and may apply for seed funding through the LCBO Small Grants program. LCBO will support:
 - Key sanctioned events and programs with mass and diverse cultural appeal, ranging in programmatic content and geographically located throughout the state. (Specific funding recommendations are detailed in the Plan Budget). The list of these events and programs includes:
 - *Sacagawea* (Oregon Children's Theatre)
 - *Lewis and Clark: Great Journey West* (IMAX film)
 - Educational Programming (Lewis and Clark College)
 - *A 100-Year Vision for the Columbia River* (vision meeting series, office of Representative Earl Blumenauer)
 - *Becoming a Nation and People of the River* (Portland Art Museum)
 - *Cargo: Equipment and Supplies of the Lewis and Clark Expedition* (Columbia Gorge Discovery Center and Museum)
 - *National Lewis and Clark Bicentennial Exhibit* (Oregon Historical Society)
 - *Destination 2005* (National Signature Event)
 - *Corps of Discovery II* (National Park Service)
 - *Lewis & Clark Landscapes Project* (Trust for Public Land/Friends of the Columbia Gorge/Sierra Club)
 - *Cathlapotle Plank House Project*(Ridgefield National Wildlife Refuge)
 - *Clatsop & Columbia Counties Rail Project: Portland to Astoria*(Sunset Empire Transportation District)
 - Independent community-based events and programs which LCBO will list on its Web site and promote in printed materials as well as identify and/or provide potential seed funding for through grant funds
3. **LCBO as a convener and coordinator** – serving as a clearinghouse in the following ways:

- Resource coordination and re-granting
- Information sharing and networking among the many Lewis and Clark organization and projects
- Promotion of community-based Lewis and Clark activities and programs (through above-mentioned marketing)
- Advocacy for funding through legislative appropriations

Budget Summary

The goals of LCBO for the Lewis & Clark Bicentennial will be successfully accomplished by ensuring that adequate funding and support is generated. This requires the support of many public and private partners including state and federal agencies, corporations, businesses, foundations and private donors. A merchandise program to raise funds also will be developed. An investment in these Lewis and Clark programs will provide countless benefits that create a ripple effect throughout the state, and beyond 2006.

The total expenses for the project are \$12,476,780 with an additional \$5,260,000 designated for the Sustainable Northwest's Lasting Legacy Fund which LCBO will help support. As a point of comparison, the successful Oregon Trail Sesquicentennial of 1993 had a budget of approximately \$28,000,000.

The final outcome

By the end of 2006, the Lewis & Clark commemoration will have changed Oregon in substantial ways: on-going tourism development will be fostered; a fresher, fuller viewpoint of our history will highlight the important roles of the tribes; doors will be opened for leadership in exploration and further discovery consistent with the spirit of Lewis & Clark's expedition. In support of this work, funding will be secured through a mix of grants and corporate, business and individual sponsors to make these projects possible. The Lewis & Clark Bicentennial Oregon Strategic Plan provides the background, strategies and framework from which this exciting and important work will grow.

II. INTRODUCTION

The Lewis & Clark Expedition of 1803-1806 was a major event that shaped the boundaries and the very future of the United States. The Bicentennial anniversary is a time to re-ignite its spirit of discovery, and commemorate and acclaim an understanding of the contributions and goodwill of Native Americans. Federal and state agencies, tribes, and organizations and communities, across the country are seizing the opportunity to promote educational programs, cultural sensitivity and harmony, and the sustaining stewardship of natural and historical resources along the route of the Expedition.

In Oregon, we are privileged to have the wonders that greeted Lewis & Clark right in our own backyard. The ocean view was found in Oregon, and residents and travelers alike can stand in the footsteps of Lewis & Clark and take in scenes similar to what they saw 200 years ago. Oregon is unique because of our landscape and peoples: here we have vistas still left relatively untouched. Most importantly, as Oregon prepares to commemorate the travels of Lewis & Clark 200 years ago, we are able to see the entire picture of what the expedition meant the good and the bad, the sad and the wondrous. And through the Bicentennial, we have a rare opportunity to impact individual people and their understanding of this unique exploration.

To assist in the development of this important work, Lewis & Clark Bicentennial of Oregon (LCBO) contracted with Metropolitan Group (MG) to produce a strategic plan that would support the organization in achieving its vision and goals. LCBO created a strategic advisory committee made up of volunteers whose vision and insights were instrumental throughout the course of this work. Those who contributed to this process were Betsy Johnson, Julie Curtis, Les McNary, Louie Pitt, Jim Renner and Don Striker.

We also wish to acknowledge the contributions of the LCBO partners and others whose support allowed LCBO to get where it is today. For more than four years, LCBO has diligently cultivated partnerships with more than 60 "institutional partners" representing public agencies, tribes, non-profit organizations, historical societies and museums, and educational institutions. They have constituted the "heart" of the organization. Their contributions are comprised of extensive resources involving museum exhibits and interpretive centers, parks and trails, interpretive markers, natural and cultural resource protection, educational programs, community events, public art, tourism infrastructure, and transportation improvements. In addition, they play a critical role in LCBO's communication network. These partnerships have helped to establish the

foundation for the role that LCBO will continue to play in commemorating this significant chapter in American history. A partial list of resource programs and projects contributed by the partners is listed in Appendix D.

MG began with extensive research on Oregon's statewide planning efforts by assessing LCBO's strengths, challenges, threats, and key issues. MG then conducted a series of work sessions with selected LCBO board members and committee representatives as well as numerous interviews with community leaders. In addition, we completed a thorough review of a vast array of source material. Through this process a vision began to take shape for a blueprint for developing the strategic plan set forth in this document.

The plan that follows is organized into eight major sections: 1) the **introduction** sets the context and defines the scope of this plan; 2) the **situation analysis** describes the challenges, opportunities, weaknesses and assumptions that underlie the plan; 3) the **goals** section defines what LCBO seeks to accomplish through implementation of the plan; 4) the **strategies and tactics** segment defines the actions, tools and tactics LCBO will utilize to reach the goals; 5) the **messages** segment defines major areas for message and theme development; 6) the **audiences** segment defines major stakeholder and outreach groups; 7) the **budget and timeline** reflect the resource needs and revenue generation potential over the life of the plan; and 8) the **appendices** provide further background information and supporting material. The plan is designed to serve as a working document and a tool to evaluate and evolve to meet the changing needs and dynamics of such a project.

III. SITUATION ANALYSIS AND PLAN OVERVIEW

The information below reflects an overall summary of the environment in which this plan was developed and the major findings and assumptions.

In any planning effort, it is critical to evaluate the current situation prior to creating a plan of action. By identifying an organization's strengths and challenges, and the issues that need to be addressed, we can create a realistic and achievable road map that serves as a working, organizational document by which one can gauge the progress toward achievement of goals at any given point.

This baseline of information affords a window through which we can understand the challenges and opportunities the organization will experience over the next several years. It also allows the organization to move plans

forward and proactively address challenges and/or modify the course of action to avoid uncomfortable surprises, and mitigate potential financial risks.

To establish this baseline of information, MG facilitated a brainstorming session in November 2001 with nearly 60 LCBO partners; and in November-December 2001, conducted over 30 telephone interviews and/or meetings with key members of planning organizations across Oregon, including members of tribal governments, LCBO board members, and state and federal contacts to help identify current plans for each organization's planning efforts for the Bicentennial commemoration. A meeting was also held in January 2002 with the superintendent of Fort Clatsop to learn the vision for the future of this well-loved National Park site in Oregon.

Based on this research, the following information reflects the perceptions shared by constituents. It should be noted that since the writing of the situational analysis a number of changes have already been addressed, and this information should be viewed in light of these recent efforts.

This information reflects both the general conditions in which the strategic plan will be implemented as well as the strengths and challenges identified by both internal and constituent groups. To ensure the greatest opportunity for LCBO to achieve its goals, these findings are recognized and addressed as part of a clearly defined and unified strategic plan. We have divided this section into three major categories:

- A. General observations
- B. Strengths and assets
- C. Challenges and opportunities

A. General observations

- LCBO is currently the largest of all the Lewis & Clark Bicentennial committees along the trail, and originally formed as a coalition of many partners including tribal governments, federal, state and non-profit agencies.
- There is a widespread belief that LCBO's planning efforts may lag behind those of some other trail states.
- There are few major events and visitor-oriented activities planned beyond major events such as Corps of Discovery II, Destination 2005 – The Pacific (signature event), and the National Lewis & Clark Bicentennial Exhibition at the Oregon Historical Society in fall 2005.
- Influential and visionary members on LCBO's board have been under-represented.

B. Strengths and Assets

- Oregon's geographic location – with well-known icons such as the Columbia River, the scenic Columbia River Gorge, Fort Clatsop, and the north coast is extremely desirable.
- There is a positive public awareness of the Pacific Northwest
- There are a number of identified Lewis & Clark landings and campsites, and the Oregon Historical Society houses significant artifacts from the expedition.
- There is a strong presence of recognized Native American tribes, world-class, tribal-owned interpretive and cultural centers, and tribal-owned tourism businesses.
- There are many existing trails and interpretive signs, and fine interpretive and tourism facilities are already in place on both sides of the Columbia.
- Our major transportation infrastructure is already in place – I-84, I-5 and Hwy 30; Portland International Airport is located in the metropolitan area on the trail, along with major rail services such as Amtrak.
- The mouth of the Columbia River and the Pacific Ocean were the final western destination of the expedition and a focal point of the Bicentennial.
- Oregon is home to a number of colleges and universities providing academic resources, and/or collections centered on Lewis & Clark – Oregon State University, University of Oregon, Lewis & Clark College, and Portland State University.

C. Challenges and Opportunities

While there are a number of challenges that face LCBO, there are several that require special focus. These include developing a clear unified statewide vision for the commemoration; a pressing need to secure adequate planning resources and funding for activities; expanding programming statewide; and including tribal involvement in all planning efforts. There is also the need to develop a strong K-12 educational curriculum that addresses Oregon history prior to Lewis & Clark contact; and finally, the need for creating a lasting legacy beyond 2006. Individual challenges and opportunities are further articulated below:

- Create a unified overarching statewide vision for the commemoration.
- Ensure tribal perspectives of the Lewis & Clark story are accurately portrayed.
- Secure adequate planning resources and funding for events, programs and small infrastructure improvements.

- Sustain the passion, excitement and vision, and avoid burnout over a period of several years.
- Create open communication among partners and participants, and manage competing priorities.
- Work cooperatively with Washington's planning committee.
- Coordinate a balance of fundraising and marketing activities with the National Council of the Lewis & Clark Bicentennial.
- Ensure that the environment and fragile ecosystems are protected from the increase of visitors and avoid straying from a sustainable strategy.
- Encourage participation from communities outside the Lewis & Clark corridor.

While many good and worthwhile activities are being planned for the commemoration LCBO finds itself facing a tight timeframe for action that must begin now. However, this can be minimized with a sustained commitment, determination and focus of the board, LCBO and its partners.

Oregon has the opportunity to truly set itself apart in a way that honors its diversity, its passion for the protection of the environment, and its rich historic and cultural heritage. As a major national media launch unfolds this spring, it will be critical to ensure that resources are in place that will address visitor questions and concerns so that Oregon is placed in the best possible light as a leader with a strong, unrivaled Bicentennial program.

IV. GOALS

The Lewis & Clark Bicentennial from 2003 through 2006 offers a once-in-a-century opportunity to change Oregon's perspective on our history, the people of this land, and the stories before, during and after Lewis & Clarks' visit to the Northwest. As LCBO moves forward with implementation of its strategic plan, four primary goals will guide its work:

- A. The commemoration will support Oregon's natural surroundings and existing tourist attractions, and promote sustained year-round tourism that positively impacts the Oregon economy.
- B. LCBO will leave a lasting legacy beyond 2006 for future generations to appreciate.
- C. LCBO will promote responsible stewardship of our environmental and cultural resources, on and off the Lewis & Clark Trail.

V. STRATEGIES AND TACTICS

To ensure the successful achievement of its goals, LCBO will rely upon an integrated mix of strategies that include living history, marketing and communications, legacy programming, fundraising, information gathering and promotion of special events. For ease in reference and understanding of linkages between individual tactics used to support these strategic areas of focus, we have divided the strategies and tactics into three major segments A) **LCBO produced strategies and tactics**; B) **LCBO supported strategies and tactics** and C) **LCBO as a convener and coordinator**. This categorization is based upon the level of funding and support that will be provided by LCBO and LCBO's role in ensuring the various elements are fully implemented. A detailed description of these groupings and the strategies and tactics that are encompassed within each grouping appears below:

- A. LCBO produced strategies** are those for which LCBO, as an organization, will take primary responsibility for funding, programming or contracting programming, marketing, promoting and assuming implementation. In most cases, LCBO will be responsible for identifying the key projects, ensuring that these activities are carried out, and identifying the partners (i.e., State Tourism, outside contracted vendors, and other appropriate organizations) who will complete the work.

Summary:

1. **Living History at Fort Clatsop**
2. **Tribal Programs**
3. **Legacy Program**
4. **Trail Stewardship Program**
5. **Marketing/Fundraising/Staffing**

Detailed descriptions of each of these areas follows:

1. **Create and Implement a Living History Program that is sustainable over time, as well as support living history and cultural programs in other parts of the state.**

The spirit of discovery in the Lewis & Clark expedition reflects core national values and shared experiences that have defined American society over the past two centuries. These values evolve from our interpretation (and re-interpretation) of history. As is often the case in the course of history, we must revisit history as often and as accurately as possible so that we may better understand the society we live in today.

Two hundred years after the Corps of Discovery wintered at Fort Clatsop and its surrounding environs, people from around the world may soon have the opportunity to travel back in time to experience the Corp's camp; its people; and its neighbors; preserved as a historic site, but living and functioning as it did long ago.

By 2005, all eyes will be turning west to Oregon and to the end of the trail at Fort Clatsop. Clatsop County's Lewis & Clark related historic sites include Fort Clatsop where the Corps of Discovery wintered, the historic Longhouse and Salt Works. Clatsop County is also one of only two sites along the trail within an hour of a major airport, making it an easy destination for visitors from around the world.

This is a tremendous opportunity for LCBO to be a leader in the national celebration, share Oregon and tribal history with the world and create lasting tourism impacts for the region. The sparkling gem of LCBO's produced strategies will be a living history attraction that makes the coastal location of the Lewis & Clark exhibition and the "must-see" stops along the trail. By 2005, Clatsop County will provide several days' worth of exploration for visitors that boosts the economy and creates revenue for LCBO, and the region's hotels, shops and restaurants. Visitors will be connected with other tourism opportunities throughout Oregon.

The strategy is to create a living attraction from Clatsop County's Lewis & Clark related historic sites, and to create new programming that capitalizes on existing resources, like the new Fort Clatsop parking lot, shuttle and souvenir stand. The living history attraction at Fort Clatsop and surrounding sites will tell the complete story and lasting impact of the Lewis & Clark Expedition.

This living history strategy for Fort Clatsop was developed from an initial plan created for early Lewis & Clark Bicentennial planning in 1999, and is based on in-depth research and development with interpretative specialists at Fort Clatsop, Oregon educators and historians, experts at 12 sites across the country currently doing living history programs, three national living history consultants who have designed numerous programs and Metropolitan Group.

a. Vision

Look ahead to summer 2005. Visitors arrive daily in Clatsop County from around the world to spend two or three days experiencing the Lewis & Clark Bicentennial Living History Project. Their journey through time includes visits with the Corps at Fort

Clatsop and at other historic sites near the fort. The Lewis & Clark Living History Project in Clatsop County incorporates first-person interpretations served by trained and knowledgeable guides. The project addresses three main themes:

- The quest for knowledge through expedition and discovery
- Natural history and scientific discovery
- Experiencing and learning about tribal cultures

b. Living History Objectives

The Living History Project in Clatsop County meets several objectives which dovetail with the broad objectives outlined in this strategic plan:

- i. **Solidify Oregon's place on the map of "must-see" Lewis and Clark sites**, drawing visitors locally and from across the country and around the world.
- ii. **Provide an incentive to stay in Oregon** for multiple days.
- iii. **Leverage outstanding historic sites** to install new programming efficiently and economically, while capitalizing on existing resources.
- iv. Educate the public about the Lewis & Clark Expedition and tribal cultures through accurate and compelling interpretation.
- v. Stimulate tourism opportunities in Oregon during and beyond the Bicentennial years.
- vi. Work with the tribal community to ensure that a realistic account is expressed.

c. Strategic Recommendations

The following approaches are recommended to plan, develop and implement the living history project described above and achieve the goals of this Lewis & Clark attraction.

d. Master Plan

LCBO will contract with an interpretive specialist to develop a complete Living History Master Plan by spring 2003. An initial budget of \$40,000 to develop the plan is included in the LCBO five-year budget. Funds for the master plan will be raised as part of LCBO's fundraising strategy for LCBO produced events as detailed in the fundraising section of this plan. Interpretive specialists identified in an initial living history feasibility study from 1999 and others will be contacted by LCBO to submit master plan proposals

by fall of 2002. The LCBO board will select a consultant by January 2003.

i. Early-stage research and development

Once the Living History Master Plan is complete in 2003, LCBO will use the strategies and logistics identified in the plan to conduct in-depth script development, organizational development, site enhancements and new fundraising. Planning and work will involve LCBO, interpretive specialists, Fort Clatsop staff, representatives from Clatsop County, tribal representatives, historians and other key stakeholders. The budget for this stage of work will start at \$20,000 for planning services plus funds identified in the master plan budget to initiate site improvements.

ii. Partial year test launch

A trial run of the new Living History Project in Clatsop County will be launched in 2004 with staff, sites, interpretive scripts and all production equipment (props, costumes and supplies) in place. The purpose of the trial run is to iron out logistics, test the response of visitors and make program improvements before the Bicentennial launch in 2005. Based on operating budgets for comparable living history sites on the East Coast, MG estimates that LCBO will need \$1.6 million to operate the program in 2004 and subsequent years. MG estimates that \$500,000 from ticket sales and concessions will be earned during the trial year. Other funds that will be needed in 2004 will be raised through LCBO's fundraising campaign.

iii. 2005 Launch

The Living History project will be launched and promoted during the first major year of the Lewis & Clark Bicentennial Commemoration. LCBO's goal will be to fund a significant percentage of the program with ticket sales and earned revenue in 2005 and subsequent years.

e. Living History Snapshot

The Lewis & Clark Living History Project in Clatsop County will give visitors a chance to experience the triumph and tribulation of the expedition through historically accurate surroundings, first-person accounts and the unique opportunity to travel back to 1805. Similar to living historic sites like Williamsburg, Hopewell Furnace and Plimoth Plantation, the Lewis and Clark Living History Project

will reveal the people, culture, artifacts and surroundings of Fort Clatsop, as they were 200 years ago. With this opportunity, LCBO will actively capture the imagination of Clatsop County residents, Oregonians, Americans and the world.

When visitors arrive at the Fort Clatsop interpretive center, they are greeted by a uniformed park ranger and led into the interpretive center auditorium for an audio-visual introduction to Lewis and Clark Expedition. Following the program, the ranger invites visitors to take a walk through the museum before they reconvene to step back in time. The guide will explain that the group is about to "time travel" to Fort Clatsop in 1805, where they will encounter Lewis & Clark and the Corps of Discovery, and have a chance to take part in life at the fort. Once they step on the path between the interpretive center and the fort, the guide explains they will no longer be in the current year and the people they see will not be able to answer questions about modern life. The guide explains, however, that s/he can explain activities happening in the fort, and relate them to modern times.

As the guide leads the group out of the museum and interpretive center, s/he stops along the way to point out a sign, updated daily, announcing that it is now 1805 and describing specific events that are happening on that day in local, national and world history. The objective is to help visitors put 1805 and the day of their visit into historic context.

The group reaches the Fort and comes face-to-face with members of the Corps played by interpreters engaged in daily life. Visitors might witness a conversation between Sergeants Gass and Floyd who have discovered an elk trail, a debate between Meriwether and William about a Chinook Indian who is hoping to trade tools, Private Werner boiling water for laundry, Sacagawea treating a wound on Toussaint's foot, or York repairing a roof.

The guide helps visitors understand what they are seeing, suggests questions to ask and things to consider. She explains that most of these activities would have happened inside the fort, but has been brought outside so we can better see them. In inclement weather, tents may be used to shelter visitors and interpreters, or only specific preexisting shelter activities might be witnessed.

The only official exit from the Fort is back through the visitor's center, where guests can spend more time with the museum exhibit, browse the gift shop and purchase beverages. The entire visit takes, at minimum, two hours.

In addition to their tour of Fort Clatsop, visitors will be encouraged on subsequent days to participate in activities, visit the Long House or Salt Works, or follow a nature trail from the Fort to the ocean. Visitor kiosks will offer area maps and brochures, market Lewis & Clark Bicentennial activities, and refreshments and gifts will be sold to visitors near the Fort Clatsop parking area or near shuttle bus stops. Ticket prices for a multi-day pass will cost an estimated \$20 for adults and \$12 for children. These rates will be accurately projected in the Living History master plan.

Tribal Living History Program Development. LCBO is committed to also help develop tribal living history projects that may be undertaken over the course of the Bicentennial and beyond. A place marker in both the Plan and Budget has been established as those projects are developed.

2. Develop and Implement Tribal Programs

This is the cornerstone recommendation for the Bicentennial. LCBO will raise funding for tribal projects in the following broad areas:

- Lifeways technology exhibits
- Language documentation
- Interpreter training and entrepreneurship support programs
- Signage and collateral statewide joint marketing materials
- Treaty observances/symposia/summit programs.

LCBO has provided a place-keeping section in the plan for other nations' projects, as that information becomes available. Below are two projects already in the development stage:

- **Tamástslikt Cultural Institute Projects and Exhibits**

Walla Walla Treaty Interpretive Drama

Currently in the formation stages, Tamástslikt Cultural Institute is creating a small-scale interpretive drama based on the negotiations of the Walla Walla Treaty of 1855 and the modern impact the resulting treaties have had on Native American tribes today. This drama will be designed to travel to a variety

of venues, and coincide with the 150th anniversary of the 1855 treaty in 2005.

Tribal Lifeways Technology Exhibit

This living history village at Tamástslíkt Cultural Institute illustrates the village setting as would have been seen by the Expedition. Scheduled from April 2005 – September 2006.

3. Establish a Lasting Legacy Project

The Lewis & Clark Bicentennial presents Oregon with an unprecedented opportunity to reflect not only on our history, and the extraordinary changes our region and its people have experienced over the last 200 years, but also to consider our collective future – and to act deliberately to create a legacy for the next 200 years.

The Corps of Discovery was motivated by a young nation's desire to open new frontiers for settlement by a growing population, and to expand trade. On entering the Columbia River Basin, Lewis & Clark were met by thriving Native American communities that had lived continuously on this land for thousands of years. We live in a different world today – our frontiers are no longer geographic – and we have learned, as the tribes knew, that our individual and collective actions have consequences for the environment, and that as our natural resource base declines, so too will our communities.

Our greatest challenge is now to live together sustainably in this place that is our collective home.

Living sustainably in the Columbia River Basin will require working with nature – integrating economic development and environmental protection and restoration at all levels. Bringing about such a systemic change in how we conceive and work towards economic and environmental goals calls for an unprecedented multi-year effort. It must include a broad regional dialogue, a cooperative effort to educate citizens on our history and the connections between natural and human communities of the river. It will also require significant investment to pursue the promise of sustainability, development that is inextricably tied to environmental health and social well-being.

Oregon is already recognized as a leader in sustainability in the United States. This can become part of the Oregon brand and used to promote Oregon products and services, closing the loop by helping provide payback for early investments in sustainability. With continued efforts

to integrate our economic and environmental goals – preventing pollution and waste, conserving energy, water and other resources, promoting local “green” business development, opening new markets for sustainable products and services, creating employment in sustainable industries, revitalizing communities, and restoring natural ecosystems – we can grow a strong “sustainable” economy.

Oregon’s legacy to future generations can be leadership, economic vitality, social well being, and environmental integrity in the Columbia River Basin.

With the working title “Tomorrow’s Prosperity: Sustainability along the Columbia,” the organization Sustainable Northwest proposes a series of linked projects and events organized under two major headings: “Regional Dialogue, Education, and a Vision for the Columbia River Basin” and “Fostering Sustainable Economic Development.” Sustainable Northwest is a private nonprofit whose mission is “building partnerships that promote environmentally sound economic development in the communities of the Pacific Northwest.” They accomplish their work through community-based sustainable partnerships, market-driven initiatives and regional outreach and education. Sustainable Northwest’s proven track record in working with communities throughout Oregon and Washington on sustainable economic development projects, and their expertise in building partnerships, makes this organization a good fit for LCBO’s vision for leaving a meaningful and lasting program in place beyond the Lewis & Clark Bicentennial years.

Critical partnerships with and cooperation among the many environmental, business educational and community organizations is an essential ingredient for the project’s success, and efforts to leverage existing resources and programs will be pursued for each component described below:

Part 1. Regional Dialogue, Education and a Vision for the Columbia River Basin

Expected Outcomes: 1) A “Compact for the Columbia,” being a common regional vision for the Basin which integrates economic development and environmental protection and restoration, 2) Broader understanding of sustainability principles and practices as

implemented in the region, and 3) Agreement on regional sustainable development goals, project priorities, and necessary investments.

Specific projects will include:

- a) **Local events** (50 – 75+ people) in smaller communities in the Columbia River Basin that will be open, town-hall style discussions focused on topics of local interest. The meetings will be coordinated in partnership with one or more local organizations and could be cumulative, leading to a larger regional forum.
- b) **Two major public forums** (800 – 1000 people) to bring together participants from local events as well as regional and national interests. The purpose of the forums is to provide important networking and cross-sector learning opportunities, as well as interactive sharing of best practices and success stories in sustainability.
- c) **A “civic journalism” initiative** involving major newspapers and radio and TV stations in the region. This effort would spearhead a sustained multi-media campaign to investigate and promote sustainability challenges and practices, highlighting success stories where possible. This piece of the project is perhaps the most publicly visible communications component.
- d) **Two “Corps of Discovery” field tours** (50 – 75+ people) to bring together and help build vision-action consensus among the region’s diverse leadership. These land- and river-based tours will encourage intensive regional dialogue and debate in settings that encourage honest discussion and problem solving.
- e) **“Making History” Youth Outreach.** This program will engage youth throughout the Columbia River Basin in local and regional meetings, and will provide opportunities – perhaps through the civic journalism component – for young people to learn about and develop their own ideas about sustainable practices and the future of their state.

Part 2: Fostering Sustainable Economic Development

Expected Outcomes: 1) Increased agreement on regional sustainable development goals, project priorities, and necessary investments, 2)

Expansion and diffusion of existing sustainable development efforts, 3) Development of on-the-ground demonstrations and pilots, 4) Increased understanding and adoption of practical tools and strategies for sustainable development, 5) Increased national and international awareness and interest in Oregon's "green" solutions -- technologies, products and services, and 6) Increased investment and long-term funding to enable sustainable development.

By working with a wide variety of government agencies, tribes, business interests and environmental organizations, Sustainable Northwest will embark on a program whose goals are to:

- a) **Identify and promote** tools, strategies and policies that accelerate adoption of sustainable land and water management and sustainable business development. This initiative will document successful programs and communicate results to regulatory agencies, business leaders, landowners and managers.
- b) **Encourage** environmentally compatible enterprise development that supports wildlife habitat protection and restoration goals. In cooperation with tribes, government agencies, non-profit organizations and business groups, this program will help watershed communities become aware of environmentally compatible economic development practices and opportunities, and to develop appropriate plans and strategies.
- c) **Purposefully link** economically viable, environmentally sound business initiatives in the Columbia Basin and the Pacific Northwest generally. Success stories and lessons learned will be shared among the Columbia Basin communities, and help speed diffusion of innovation and development of Oregon and the Northwest as a center for "green" products and services.
- d) **Brand Oregon** as a leader in "green" economic development, and help profitably market Oregon's "green" products, services and knowledge. Working with state efforts to "brand" the state - for products, travel and overall quality of life - this initiative will expand and leverage existing "Brand Oregon" efforts and programs.
- e) **Design a Legacy Fund** that establishes a long-term, responsive financial mechanism aimed at scaling up sustainable economic enterprise in the Columbia Basin. This program will make lending institutions and economic development programs aware of the

promise and the growing number of opportunities in sustainable enterprise. Funds could be sought from a variety of private and public sources, leading to the creation of a multi-million-dollar fund for sustainable development in the Northwest.

4. Trail Stewardship Project - 14 Sites

Nearly 200 years ago, Lewis & Clark traveled waterways previously unknown except by the indigenous peoples who lived along their riverbanks, and whose lives and culture depended in great part on the bountiful resources provided by these bodies of water. Lewis & Clark's exploration led them to venture into the areas that are now known as Portland and Vancouver. The Portland-area Bicentennial committee, Lewis & Clark 2005, has identified fourteen landing sites within the confines of this area. Their project, Rediscovery of the Rivers Lewis & Clark Discovery Greenway, recommends specific improvements to these sites as part of their overall plan. In December, 2002, Lewis & Clark 2005 merged with LCBO, with LCBO absorbing their Greenway Project as a 'produced' program. The Lower Columbia River Water Trail mapping project will also be supported by LCBO. These trail stewardship projects will focus on and serve as framework for historical interpretation, community events, elementary education, native reconciliation, natural restoration, and tourism infrastructure.

The goal is to coordinate a thoughtful and comprehensive effort to re-instill an understanding of how rivers unite our region. The mission of this project is to "create a legacy that renews the importance of Lewis & Clark's water routes to our lives, communities and cultures, and protects and restores the river and habitat that they encountered." The 14 sites have been identified as those that are historically accurate to the Lewis & Clark expedition. Each site is different, some being actively used today for purposes that Lewis & Clark would never have imagined, including a site at the Portland Airport and another on the campus of the University of Portland. Other sites are either undeveloped or are part of the natural legacy, such as the Ridgefield Wildlife Refuge in Ridgefield, Washington. Relationships have been actively pursued with the major stakeholders of these properties, as well as local parties including Portland Parks and Recreation Bureau and the City of Vancouver Parks Department. Also included in the planning process, are members from the Chinook Tribe to ensure that the lives of the Native People who lived along the rivers and the impact that they had on the Lewis and Clark mission is not overlooked in this endeavor.

LCBO will help coordinate the development of these sites, further developing relationships with the constituencies whose interest has been garnered, and raising the seed funding to make this project a reality. A detailed budget for this project has been developed for this project, along with a budget, by David Evans & Associates' plan *Rediscovery of the Rivers: Lewis & Clark Discovery Greenway* and is available in hardcopy and disc..

5. Marketing/Fundraising/Staffing

Marketing

The Lewis & Clark Bicentennial provides significant tourism opportunities for Oregon and increased opportunities for awareness of Oregon's role and participation in the national commemoration. The list of communication strategies and tools provided below incorporates suggestions previously identified by LCBO, as well as additional recommendations identified by MG.

LCBO will work collaboratively with the Oregon Tourism Commission (OTC) on all marketing efforts with LCBO taking the lead for coordination and management of the overall marketing campaign aimed at building public excitement about the Lewis & Clark Bicentennial in Oregon, and OTC taking the lead on advertising campaigns and other activities with a specific tourism focus. LCBO will also clarify the role that LCBO partners will be playing in this major campaign. As such, there is a need to ensure appropriate tie-in with national Lewis & Clark Bicentennial activities, as well as individual Oregon community activities. It is crucial that LCBO/OTC be linked to individual community activities regarding Bicentennial efforts in order to build lasting value for long-term programs such as the Legacy Program described below.

The focus of communications and marketing efforts will be to drive attendance to Oregon events and activities; increase individual awareness and knowledge of the history of Lewis & Clark and tribes; and, create greater understanding of the impact of the exploration before, during and after its completion. This will be accomplished through three major focuses: a.) **partnerships and community outreach**, b.) **earned media** and c.) **promotional publicity and advertising**.

a. Partnerships and Promotions

In an effort to generate awareness and involvement within Oregon, community outreach will be crucial. Partnerships and promotions offer LCBO an opportunity to connect with existing organizations to accomplish mutual goals for the Bicentennial. By cultivating cross promotions to be organized by other groups but supported by LCBO, LCBO's key Bicentennial messages are communicated more effectively into the community. Messages delivered through an external, trusted source can increase the success of the promotion and campaign. Initial outreach will begin by determining what a partnership will consist of – partnering organizations will have the opportunity to link their Web sites to the LCBO Web site and LCBO will provide materials to be included in their publications and newsletters – followed by outreach, via a phone call and utilizing existing relationships, to each major organization identified as a potential partner. Partnerships will be determined by mutual goals and agreed upon benefits to LCBO and the participating organization.

Grassroots Partnerships will include:

i. Learning Institutions, Heritage/Cultural Centers, Museums

Many cultural organizations will be hosting events and programs around the Bicentennial commemoration; for example, OMSI will feature an IMAX movie about Lewis & Clark. Lewis and Clark College, including its Graduate School of Education and School of Law, will provide educational programming. LCBO will be involved with the promotion of many events and programs by providing information including brochures and a schedule of events. OTC will partner with LCBO on ensuring that accurate event and other visitor information is listed on both organizations' Web site.

- OMSI
- Lewis and Clark College
- Oregon Historical Society
- Children's Museum
- Oregon Children's Theatre
- Local Libraries and the Oregon State Library
- Portland Art Museum
- Tribal Cultural institutes (ex: Museum at Warm Springs, Tamástslíkt Cultural Institute)
- Columbia Gorge Discovery Center and Museum
- Fort Clatsop

- Columbia River Maritime Museum
- Oregon Zoo
- World Forestry Center

ii. Outdoor Organizations

Partnerships will be developed with Oregon's many outdoor organizations to encourage group hiking, walking, climbing and/or river rafting along the Lewis & Clark Trail. Outdoor organization partners will be provided with a packet of materials including brochures, a schedule of events, a fact sheet on Lewis and Clark campsites, and "fun facts" about Lewis and Clark's relationship with the Pacific Northwest. Examples of organizations that will be contacted are:

- Oregon Adventures
- Oregon Parks and Recreation
- Audubon Society
- The Nature Conservancy
- The Mazamas
- OregonTrails.com
- Oregon Trout
- Oregon Trail State Volkssport Association
- Elderhostels

iii. Chambers of Commerce and Convention and Visitor Bureaus

Specific outreach will be made to the Chambers of Commerce and Convention and Visitor Bureaus in key cities throughout Oregon. Interested organizations will be provided with consistent marketing messages and materials that can be distributed via the LCBO website, newsletters and email or other communication channels. This message should be written using consistent Lewis & Clark language (reflecting core goals).

iv. Oregon Welcome Centers

Working with OTC, LCBO will ensure continued staff training on Bicentennial activities and sites in Oregon. Centers will be provided with talking points and updated materials including the Oregon/Washington tourism brochure, Oregon Bicentennial information celebration guide, posters and additional Bicentennial specific materials.

v. Tour Operator Organizations (Packaged Tours)

OTC will market Lewis and Clark sites and itineraries to key tour operators who are organizing and sending tour groups to Oregon during key Bicentennial events. Detailed information will be provided to operators and updated as needed.

vi. Airlines/Pilot Association

LCBO will develop talking points and background information regarding the Bicentennial, Lewis & Clark trivia, and tribal information will be developed and provided to airline pilots for use in discretionary announcements while flying throughout Oregon.

Other initiatives will include:

vii. Commemorative Merchandise Program

With the exception of the lapel pin, MG recommends that LCBO pursue an agreement with a master licensor to create and distribute auxiliary materials such as hats, t-shirts, a commemorative poster, Native American art and other items, featuring the official LCBO Bicentennial Commemoration logo. The advantage of this arrangement is that LCBO receives a set percentage of all profits without incurring the cost of inventory. An example of this type of arrangement was the 1993 Oregon Trail Celebration, where the Oregon Trail Coordinating Committee (OTCC) worked with Made in Oregon. Made in Oregon produced merchandise and sold it wholesale to retailers throughout the West, with the OTCC receiving a percentage of profits. LCBO will explore options with various vendors/licensors to develop a beneficial agreement. LCBO will review the shared revenue licensing opportunity of the National Council of the Lewis and Clark Bicentennial as an option.

b. Media Outreach

A major area of focus in achieving LCBO's communications objectives will be earned media outreach efforts.

Media Kit

A media kit has been developed by the Oregon Tourism Commission for use by LCBO and includes:

- Bicentennial event guide/calendar listing
- Site specific maps

- Quote sheet (a sheet with client approved quotes about the Bicentennial events that media can use in their articles)
- Tribal section including information on Native American history and culture, a map of tribal homelands and tourist destinations such as cultural interpretive centers
- OTC/Washington State Tourism brochure
- "Lewis & Clark on the Columbia River" brochure
- Photo CD of images available for use

This media kit must also be available online. The online version will include the ability to download maps and photographs and will have links to other relevant Web sites, such as historic societies, Chambers of Commerce and interpretive centers and museums.

LCBO will plug existing story ideas and potential media outlets into the calendar under the appropriate months. Specifically time pitches will include:

January 2003

Oregon and Monticello kick-off events

Lewis and Clark College *Literature of Lewis and Clark Expedition* exhibit opens at the Jefferson Library, Monticello

Month TBD 2003

Pitch stories around Trail Band event

Spring 2004-2006

Pitch stories around Columbia Gorge Discovery Center event, Cargo

October-April 2005-2006

Pitch Corps of Discovery II stories

November 2005

Pitch stories about artifacts being housed at the Portland Art Museum

Pitch stories around signature event {Thanksgiving weekend}

Date TBD

Pitch stories about Fort Clatsop Living History Project

General story ideas for consideration include:

- Native American language preservation (Chinook jargon)
- Oregon: a place of discovery and understanding
- Yesterday's salmon fishing rituals compared with today's solution to endangered fish
- The Pacific Northwest's vast array of tribal cultures
- Exploration of the environment and nature (environmental adventures)
- The Pacific Northwest's many natural sites (ex: six national wildlife refuges throughout Oregon and Washington)
- OHS Exhibit
- LBC 2005
- The Dalles Discovery Center

c. Promotional Campaign Creative, Collateral, and Web

To ensure in-state and national awareness, and participation in events and activities throughout Oregon, it will be critical to promote the Bicentennial in Oregon through an integrated promotional campaign including basic collateral materials; print, radio and television advertising; outdoor advertising; Web sites; and, promotional partnerships.

Specific components of the Oregon Campaign will include:

i. Branding and Collateral

The marketing campaign will be developed to communicate regionally and nationally about the Lewis & Clark Bicentennial. The tools listed below will raise public awareness about the Bicentennial, build momentum and excitement, communicate key messages and drive attendance and participation to related events and activities. All collateral materials will display Oregon's Lewis & Clark logo. OTC is, and will continue to partner with other trail states on a multi-state ad campaign.

Logo

LCBO may use an Oregon-only version of the newly created OTC/Washington State Tourism Lewis & Clark logo on all promotional materials including the Web site and advertisements. When using the logo in both states the word "Washington" will be added. Use of this logo will be beneficial to both Oregon and Washington in supporting cross-promotional branding of activities. An Oregon-only logo may also be pursued if it cost-effective.

Basic Collateral Material

LCBO will develop a complimentary set of materials that may include posters, banners, flyers, and an annually updated commemoration guide for Oregon and other items as needed. In addition, materials will be developed to support individual programs referenced in other sections of this plan and may include curriculum materials, living history materials, and merchandise and sponsorship outreach and fulfillment materials.

Newsletter

LCBO will utilize the existing quarterly "What's New in Oregon" e-mail newsletter to provide information and updates on planned Bicentennial events and activities. The newsletter will provide a schedule of events and activities happening during that quarter and promotional and partnership information including outdoor group activities.

Tourism Brochures

LCBO will work collaboratively with OTC to utilize existing brochures, such as the joint Oregon/Washington brochure focusing on significant Lewis & Clark sites, tribal nation's information and major tourist destinations in the Pacific Northwest, and the brochure. LCBO will provide these materials to all Welcome Centers, Chambers of Commerce, partnering organizations, plus consumers, and ensure they have updated materials as available.

ii. Advertising

OTC will take the lead for strategically placing advertisements in key consumer channels including local and statewide television and radio, magazine and other Oregon and national print publications focused on travel, outdoor, history and

culture such as *National Geographic Traveler*, *Sunset*, *American Heritage*, *Smithsonian* and *Outdoor Adventure*. LCBO coordinate with Oregon-based media sponsors for a multi-year ad campaign. This campaign will promote involvement of all Oregonians in the commemoration.

Regional Ad Campaign

As part of LCBO's marketing communications strategy, the Oregon Tourism Commission is participating in a multi-state partnership development campaign between Oregon, Washington, Idaho and Montana. The advertisements target consumer publications focused on travel, history and culture. LCBO will partner with the Oregon Tourism Commission to ensure they have updated materials and information to answer tourists' questions regarding the Bicentennial and Oregon in general. Further partnerships with Washington make logical sense in extending the reach and impact of advertising and marketing materials and dollars.

iii. Web site

LCBO will take the lead on creating and maintaining a consumer-oriented Web site that will link to key tourism organization sites, the National Council of the Lewis & Clark Bicentennial's Web site at <http://www.lewisandclark200.org>, as well as relative Lewis & Clark and tribal sites, and serve as the primary resource for questions derived from the advertisement campaign. Initially, the LCBO Web site is www.lcbo.net and will include:

- Calendar of scheduled events
- Maps and directions
- Links to other Web sites promoting the Bicentennial
- Photographs of key destination sites, to entice tourists
- List of tours and day trips relating to Lewis & Clark (links to key outdoor organization's Web sites)
- "Fun facts" and trivia questions about Lewis & Clark
- Excerpts from the Lewis & Clark journals
- Tribal information

In addition, and supporting LCBO's strategy of serving as a clearinghouse of information on Lewis & Clark in Oregon, the site will be developed as follows:

Step 1 - Build infrastructure and translate print materials to Web. Initial development of the site will be in conjunction with the development of print materials aimed at all potential visitors, with the goal of providing necessary information and resources for visiting our state.

Step 2 - Add Critical Features and Content to Web site

Over the next four years, the site will be continuously updated as communities throughout our state propose new Bicentennial events. Printing the site domain name (URL) on all collateral materials will drive traffic to the site and will keep that material fresh and up to date by tracking recent changes and updates via the Web. Key features will include:

- Linkage back to OTC for tourism resources, such as places to stay, driving times and distances, special itineraries, and links to local information;
- An extensive catalog of links to other Lewis & Clark resources online;
- A dynamic calendar of events with ability for local groups to submit their own events for inclusion (with links);
- Secure, easy-to-use management and administrative tools to allow rapid updating of site content and calendar listings by non-technical staff;
- Cross-linking tools that allow other Web sites to easily post the Bicentennial logo on their site as a link to drive visitors to ours;
- The ability to request printed information by e-mail;
- The ability to sign up for ongoing news and updates, followed by the e-newsletter that informs visitors of the latest events, and provides one-click links back to LCBO's site;
- "Send this page to a friend" tools, that will allow site visitors to forward information to friends and family interested in heritage tourism;
- Traffic measurement and analysis to evaluate the success of our efforts; and
- Continued optimization of search keywords and registrations, to ensure the highest possible rank in search engine results.

Step 3 - Develop Additional Interactive Features

Beyond the content and key features, there are a wide variety of interactive features that may be added to this site. We envision these as a distinct set of tools and content that will make the site a useful and frequent destination for repeat visitors as they learn the history and heritage of the Corps of Discovery, and share this knowledge with an online community. Possible interactive features include:

- Online toolkits and activities for youth and families
- Online journals, allowing visitors to use the web site as collection/repository of personal stories, recollections, and inspirations resulting from their journeys in our region.

iv. Promotional Partnerships

Coordinate with the Portland International Airport and the National Park Service's Corps of Discover II to ensure promotional materials – posters, banners, advertisements, brochures and displays – are in place throughout the Bicentennial.

Fundraising Strategy Overview

As the leading Lewis & Clark Bicentennial organization for Oregon, LCBO will be responsible for fundraising that supports projects and operations identified in this strategic plan. LCBO will not directly raise funds for every Oregon organization or group producing Bicentennial programs and events. Instead, LCBO will support activities that it produces and sanctions, and help fund community events and activities through grants that are available by application. LCBO will also provide information to organizations that are raising funds for Bicentennial activities and track their fundraising efforts to prevent overlaps among funding sources.

LCBO is on a fast timeline to secure major sources of funding that will benefit Bicentennial activities across Oregon. The items requiring funding fall into two major categories as presented below.

LCBO will raise funds for the following **Produced Items**:

- Planning, development and initial operations of the Living History Project in Clatsop County
- Planning and development of Tribal Programs
- Securing funding for the sustainability of the Columbia River Basin programs
- Securing funding for a Trail Stewardship Program in the Portland/Vancouver metropolitan area
- Funding LCBO coordination, administrative and fundraising costs and expenses

LCBO will also raise funds for the following **Supported Items**:

- Provide promotional support and some funding support for twelve sanctioned events and programs as well as developing a Small Grants Program for seed funding that independent projects many apply for
- Support LCBO's role as a clearing-house for re-granting, networking, resource coordination and advocacy

This plan estimates that LCBO will need \$12,476,780 in cash plus an additional \$5.2 million for the Legacy fund over the next five years. Revenue projections are detailed in the revenue and expense budget summary.

Strategies

This fundraising plan is designed to meet LCBO's funding needs from a variety of sources. LCBO will also clarify the role that LCBO partners will be playing in this major campaign. The following strategies will be implemented to achieve LCBO's fundraising goals.

Fundraising Capacity Development

MG recommends that LCBO organize a statewide development committee by September 2002. Members will be recruited from a pool of candidates who have demonstrated skills in leadership, fundraising and advocacy. The committee will govern the fundraising process and help LCBO connect with businesses, community leaders, politicians, major donors and foundations. LCBO's solicitation process will start with the development committee, who will be asked to make lead gifts totaling \$500,000.

In 2002 and 2003, the development committee will receive staff assistance from the executive director, who will invest an estimated 50

percent of his/her time on development work. In 2003 and 2004, the executive director's time commitment will drop to 40 percent and a full-time development director will be hired to continue implementing fundraising strategies, write grants, maintain donor and corporate relations, track external statewide fundraising activities and support the LCBO development committee.

Internally, LCBO development staff will be responsible for maintaining relationships with major sponsors, business members, foundations and LCBO board members. Externally, development staff will maintain communications with partners, grantees and communities across Oregon.

MG recommends that LCBO set up a fundraising software database to track-targeted donors, sponsors, foundation deadlines and requirements, grantees and statewide fundraising activities. An online donor database application like E-Tapestry would be ideal since it can be accessed from any computer with an Internet connection and a browser. The system is easy to use and may be contracted for a monthly fee that is less expensive than outright purchase of a large software package. E-Tapestry also has many important tracking functions, including queries, reports, planned gift tracking, pledge tracking and exports.

As a re-granting agency, development staff will need tools that explain to grant-seekers what funding resources LCBO provides and what it does not provide. The following tools are recommended:

- Funding related press releases
- Information for grant-seekers on the LCBO Web site
- An LCBO resource development fact sheet for organizations and groups across the state

Business Cultivation

Targeting and soliciting corporate sponsorships

Given the economic and community benefits of the Bicentennial in Oregon, many corporate citizens, especially those with statewide consumer and/or employee reach, and those along the trail, will be interested in becoming sponsors of events, programs or other aspects of the commemoration. LCBO will raise \$1.2 million in cash from corporate sponsors.

A sponsor proposal will identify sponsor investment levels and key event, program and promotional values associated with each level. A sponsor proposal kit that includes a custom-designed folder, the proposal, a cover letter, and other LCBO promotional materials will be designed and printed by fundraising counsel. The sponsor proposal will be customized for each corporate sponsor prospect and used in the cultivation process, which will focus on identifying committee and staff connections to corporate decision-makers, establishing meetings to propose opportunities, and following up with each prospect. The sponsor cultivation process will begin in early 2003. Businesses who are invited to become Bicentennial Commemoration Members will also be provided details about sponsorship opportunities through all of the communications tools used to reach them (as listed in the next paragraph).

Securing business memberships

Like a chamber of commerce or business association, LCBO will offer Oregon's 111,000 corporations and businesses the opportunity to become a Bicentennial Commemoration Member for an annual \$200 membership. MG projects that \$1 million in revenue can be earned between 2004 and 2005 if 5,000 businesses become members. Memberships will be cultivated through direct mail to businesses, letters to members of statewide chambers of commerce, in advertising, through outreach in LCBO newsletters, on the LCBO Web site and in customized letters to key business leaders. Membership will entitle organizations and businesses to receive the following incentives that help them take advantage of increased tourism and consumer activity:

- Quarterly print or electronic LCBO newsletters
- Lewis & Clark Bicentennial member decals and web logos
- Notices about special advertising or sponsorship opportunities
- Future incentives that link them to Bicentennial activities and events.

Securing LCBO partner memberships

In addition to Oregon's businesses, membership will also be offered to LCBO "institutional partners" for an annual \$100 membership entitling them to receive the same benefits offered to businesses.

MG estimates that LCBO's expense for fulfilling these benefits for members will cost between \$10,000 and \$15,000, with a per-member cost of \$2 to \$3.

Foundation Cultivation

LCBO's development committee and staff will conduct a top-down solicitation strategy approaching those organizations capable of giving the most to LCBO for internal projects and dissemination across the state. A total of \$1.5 million will need to be raised in foundation support to meet LCBO's fundraising goals. Major foundations like Meyer Memorial Trust have already expressed interest in providing leadership gifts to this campaign. Our strategy will be to approach the region's major foundations for leadership gifts that will be used to motivate additional major gift donors.

LCBO's foundation cultivation process will involve the following steps:

- LCBO staff will distribute a foundation list and a corresponding list of foundation trustees to LCBO development committee members for identification of relationships and contacts.
- LCBO directors, board members and fundraising counsel will secure meetings with foundation trustees and staff to gather information about their interests and recommendations.
- Once information from foundation meetings and initial foundation research is collected, LCBO staff and fundraising counsel will develop a work plan that identifies the scope of all requests, a list of firm deadlines, and identification of who will be responsible for assembling each grant. An LCBO case statement will serve as the basis for all grant requests.
- Most, if not all, grant submissions will take place between winter 2002 and winter 2005.
- Finally, fundraising counsel will work with LCBO staff and the development committee to determine what follow-up will be needed once grants are submitted and to identify who will be appropriate for maintaining each relationship. When necessary, tours and site visits will be arranged.

Major Donor Cultivation

The Lewis & Clark Bicentennial Commemoration is a strong expression of Oregon's heritage and culture that many individuals will want to support. Major cultivation will start immediately in 2002 to secure lead gifts and lay the groundwork for multi-year fundraising.

The LCBO case statement for produced and supported projects will be customized for major donor cultivation. A Legacy Project case statement will also be developed for prospects targeted specifically for fund support after the Legacy Project plan is fully developed.

LCBO's development committee will design a donor recognition plan to determine and publicize how major donations to the LCBO campaign will be recognized. Recognition vehicles could include naming opportunities or recognition at LCBO produced events, acknowledgement in fundraising communications, or special event invitations and commemorative gifts. An LCBO fundraising brochure based on information from the case statement will be produced for major donor prospects. This brochure will be included in other LCBO communications, distributed at locations along the trail (including chambers of commerce, historic sites), and made available at LCBO events and activities.

The following activities will be implemented so that a strong and successful major donor campaign is achieved.

By fall 2002, LCBO's development committee, staff and fundraising counsel will schedule a series of prospect identification/qualification **sessions** with opinion leaders and philanthropists in Oregon communities, especially those in areas of concentrated wealth and along the Lewis & Clark Trail, to identify major donor prospects.

To ensure the usability of the emerging prospect list, each prospect will be ranked based on capacity to give and level of connection to the Lewis & Clark Bicentennial Commemoration. A cultivation strategy for each donor will be documented and the list segmented by geographic location. The final refined prospect list will include donor address and phone information, prospect strategy notes, the targeted request and designated contact(s). Prospects will be identified for funding LCBO produced and sanctioned events, as well as for the Legacy Project.

In winter 2002, development committee members will expand and fine-tune the prospect list through an executive interviewing process. The resulting list will be broad yet targeted to connect with individuals who are known to be connected and/or interested in the Lewis & Clark Bicentennial Celebration. To ensure that no one is excluded from the list, the LCBO development committee will conduct executive interviews with major donor prospects that appear on the list and to LCBO existing connections. These fact-finding conversations will create new and stronger connections to wealth, help define the interest of the interviewee and provide LCBO with more information about their community and circles of interest.

As the campaign begins, it will be important for LCBO to cultivate key board gifts and lead donor gifts in order to secure 2002-2003 funding targets, maximize the potential for matching contributions and gain the momentum needed to fulfill major donor fundraising goals.

The campaign cultivation process will commence in early 2003 when development committee members, LCBO staff and fundraising counsel start scheduling meetings and coordinating visits with prospects. Cultivation may occur in multiple stages, including an initial contact or meeting and follow-up meetings. Some may only require one meeting, while others may require more. The time invested on each cultivation will be determined by the priority of the request.

Several donor cultivation presentations and/or luncheons will be scheduled and organized in 2003 and 2004 (at least one per quarter) to introduce major donor prospects to the work of LCBO and to compelling news and information about the Lewis & Clark Bicentennial Celebration. The luncheons will take place at small meeting spaces secured in Portland and other Oregon cities where the majority of prospects live and work. Some events may feature tours at locations along the Lewis & Clark Trail, such as Fort Clatsop, when possible. A search for locations will be initiated at the same time that the donor cultivation list is being created.

Members of the LCBO development committee will host cultivation events. LCBO staff and the development committee will create a presentation for these events based on the LCBO fundraising case. Each event will feature a guest speaker who will speak about a specific LCBO event, program or activity. Development committee members will also introduce guests to the vision and plans for statewide events and educational components. Fundraising counsel will also schedule

time to provide development committee member training to successfully carry out these informal presentations and cultivation efforts.

Planned Giving Options

LCBO's development committee will create planned giving options with the assistance of a financial planning professional who has experience in preparing deferred gifts. Planned giving options will be integrated into the LCBO and Legacy Project case statements and in a solicitation brochure for those who want to make long-term gifts. These options will be especially useful to detail in cultivating Legacy Project gifts. Planned gifts will not be included in the overall campaign's targeted goal.

Public Funding Cultivation

A public funding advocacy committee will be organized as part of the LCBO development committee to focus on securing public funds. The public funding subcommittee will focus on achieving the following goals:

- Seeking support from Oregon congressional delegates and managing strategies for state and federal advocacy
- Meeting with Oregon gubernatorial candidates in 2002, both before and after primaries
- Meeting with state legislators before the start of the 2003 and 2005 sessions
- Develop Oregon's Lewis & Clark agenda
- Working with state legislators to create a Lewis and Clark funding package that includes a four-year Lewis & Clark appropriation as detailed in the LCBO budget.
- Advocating for a Lewis & Clark Bicentennial license plate. If a bill is passed by the Oregon State Legislature, MG estimates that the new license plate could be available for sale as early as 2004. Based on ODOT projections for similar license plates, initial revenue projections for sales of the Lewis & Clark Bicentennial license plate total \$150,000 for the first two years and \$175,000 in the third year. A breakdown of license plate revenues is included in the LCBO budget. A start-up cost of \$100,000 is also included in the LCBO budget.

- B. LCBO supported strategies** include those developed in partnership with other local, regional or national entities at two levels: 1) sanctioned programs that will be highlighted in LCBO promotions and marketing, and may receive dedicated seed funding; and 2) independent programs that will be included in LCBO event calendars and select materials, and may apply for seed funding through a grant program.

Where appropriate, LCBO will clarify partner roles to assist with the responsibility for specific aspects of supported programs.

Summary:

1. **Sanctioned Events and Programs**
2. **Other Independent Events and Programs**

Detailed descriptions of each of these areas follows:

1. Provide Promotion and/or Fund Sanctioned Programs Associated with the Bicentennial

Because the Lewis & Clark Bicentennial is a national commemoration with international reach, not all of the tools and strategies are the sole province of LCBO. The following mix, both on the national and regional level, encompasses a variety of events that appeal to a broad audience; therefore it is not recommended that LCBO create any new large-scale events. Rather, it is recommended that LCBO's efforts go into promoting, endorsing, publicizing and/or raising seed funding for the following activities. Specific tools related to these promotions are covered in the marketing communications strategy of this plan.

The following mix of events and programs is designed to create a programming balance that captures the spirit of Native American-driven programs, to provide activities that appeal to history buffs and leisure travelers from both Oregon and out of state, and to offer a valuable and educational Lewis & Clark experience for each person who participates.

Events and activities are spread geographically across the state, cover a variety of themes and messages, are planned throughout the Bicentennial commemoration time period (2003-2006), and support various organizations and communities. These activities call attention to the courage and resilience that was required by the Corps of Discovery in expanding the West. They highlight the contributions of the Native American peoples who played significant roles in the

exploration's success. And, they raise an awareness of how the impact of the expedition still affects Oregon today.

- **Sacagawea**

A staged reading of the original play of the same name is performed by Oregon Children's Theatre (OCT). The play, written by nationally recognized playwright, Eric Coble, tells the extraordinary tale of how Sacagawea joined Lewis and Clark's historic expedition and overcame a cultural divide by becoming an essential member of their team. The production is directed by OCT's Artistic/Education Director Stan Foot and features new music by Marv Ross and The Trail Band. This performance makes its debut at The Kennedy Center in May 2002, and is scheduled to premier in Portland prior to the National Council of the Lewis and Clark Bicentennial kickoff at Monticello in January 2003.

- **Lewis & Clark: Great Journey West**

Created by National Geographic, this nationally distributed IMAX film will make its Portland debut at OMSI in August 2002, and will run for a period of six months. A copy of the film will remain with OMSI and will be re-released in conjunction with various Portland Lewis and Clark activities during 2005 - 2006.

- **Lewis and Clark College Educational Programming**

Lewis and Clark College is designing educational programs for adults that emphasize the lasting legacy of the expedition in the context of the American Enlightenment that celebrated the primacy of reason over tradition, fostered the discovery of natural laws, encouraged the collection of objects, ideas, and information. These annual educational symposiums and exhibits will engage diverse audiences in exploring the expedition's intellectual legacy. During each year of the Bicentennial observance, the College will mount programs around an annual theme. The working titles and concepts are:

- *The World of 1803* (September 25-27, 2003)
- *Encounters* (September 30 - October 2, 2004)
- *The Columbia River Experience* (September 29 - October 1, 2005)
- *The Expedition and its Legacies* (September 28-30, 2006)

Graduate School of Education:

- 2004: The Doctrine of Discovery
- 2005: The Rule of Capture in natural resources law

- 2006: The New Frontier
- The College Gallery of Contemporary Art:
- 2003: Mapping
 - 2004: American Indians
 - 2005: Rivers
 - 2006: Journals

Collaborative exhibits are being discussed between Lewis and Clark College and both OMSI and OHS. Four exhibits are being discussed with OMSI. A mobile exhibit is being discussed in 2005 using its "Treasure of Oregon" semi trailer to travel the "*Literature of Lewis and Clark Expedition*" (and additional OHS artifacts) throughout Oregon and the Pacific Northwest.

- **A 100-Year Vision for the Columbia River**

The 100-Year Vision for the Columbia River is a series of public forums and outreach will be held along the Columbia River over a two-year period. A broad group of stakeholders will explore issues regarding the Columbia River, the impact on its future 100 years from now, and consider the long-term relationship between agricultural practices, energy consumption, habitat protection for wildlife and commercial river use. This series, sponsored through Representative Earl Blumenauer's office, will coincide with the commemoration 2003-2006.

- **Portland Art Museum Exhibits**

Becoming a Nation - This exhibit from the U.S. Department of State is scheduled for a three-month engagement at the Portland Art Museum during the spring of 2003. Featuring American decorative arts and furniture from the Federalist period, this never before seen exhibit provides the backdrop for the identity of becoming a nation. A number of the pieces are currently located in U.S. embassies around the world.

People of the River

This project is a collaborative effort between the Portland Art Museum and the National Museum of American Indians (part of the Smithsonian). This exhibit focuses on the Native American peoples who lived on the rivers from the mouth of the Snake to the Pacific Ocean. This 100-year-old collection of exclusively Native American artifacts has never been on exhibit or published in journals. It will make its debut in June 2004.

- **Cargo: Equipment and Supplies of the Lewis and Clark Expedition**

This museum quality exhibit, created and designed by the Columbia Gorge Discovery Center and Museum, will recreate, through replicas, period pieces and actual artifacts, the 30 tons of supplies that were required for the expedition. For the first time, this inventory will transfer words from the journals to the actual objects transported and gathered by Lewis & Clark. This exhibit, the only one of its kind that we know of, will open at the Discovery Center spring of 2004 and continue through fall of 2006.

- **National Lewis & Clark Bicentennial Exhibition**

This collection of Lewis & Clark artifacts, coordinated through the Missouri Historic Society, has not been reunited in one place since 1806. The Oregon Historical Society is one of five national venues chosen for the honor of showcasing this historic exhibit planned for November 2005-March 2006.

- **Destination 2005 - The Pacific**

Oregon's Bicentennial signature event, one of 14, sanctioned by the National Council of the Lewis & Clark Bicentennial. This bi-state (Oregon and Washington) weekend event of activities at the mouth of the Columbia River will focus on tourism, education and the role that the Chinook tribe played in the expedition. It is scheduled for Thanksgiving weekend, 2005.

- **Corps of Discovery II**

The National Park Service's traveling education exhibit will recreate the journey of Lewis & Clark by retracing the original historic trail on the dates chronicled in the journals, 200 years later. This exhibit will make its debut in Oregon in 2005-2006.

- **Lewis and Clark Landscapes Project**

This project is a joint venture of The Trust for Public Land, Friends of the Columbia Gorge, and the Sierra Club. It was launched to ensure the public protection of approximately 4,000 acres of land designated as signature Lewis & Clark landscapes in the Columbia Gorge by the start of the 2004-2005 Lewis and Clark Bicentennial.

- **Cathlapotle Plankhouse Project**

This project, located in the Ridgefield National Wildlife Refuge in Clark County, Washington, will interpret the natural and cultural heritage of the area and the Chinook Tribe by constructing a full-

scale Chinook-style cedar plank house with associated accouterments and give visitors a tangible link to those who lived there in the past.

- **Clatsop & Columbia Counties Rail Project: Portland to Astoria**

Sponsored by the City of Astoria, Sunset Empire Transit District, the Port of Astoria and others will contract through ODOT to provide an excursion-style train service between Portland and Astoria during the summer month for three Bicentennial years. Railroad improve projects have been undertaken and the purchase of used train cars will lessen the burden of visitor traffic to the Clatsop County Bicentennial sites. Passengers will be able to connect to Sunset Transit service, the Astoria Trolley and existing intercity bus service. Service will also be marketed through Amtrak.

2. Other Supported Events and Programs

In addition to supporting sanctioned events and programs, LCBO will promote other independent community-based events and programs as well. These activities will be supported and promoted through LCBO's Web site, tourism guides and brochures, and other outreach channels. LCBO will also lead the efforts in identifying and approaching the largest foundations and funders and securing a pool of funds for these programs and projects that organizations and communities may apply for seed funding (See "Resource Coordination & Regranting").

Note: A list of known Lewis & Clark programs and events across the state are listed in Appendix D.

C. LCBO as a Convener and Coordinator

As LCBO generates a renewed focus on achieving its goals and moving forward with activities for the Bicentennial commemoration, it carries the responsibility and leadership for shaping the direction of how the commemoration will unfold in Oregon. It is also responsible for serving as a clearing-house and coordinating link for Lewis & Clark activities in Oregon through the following key areas. LCBO will serve as a single point contact for quick and easy access to Bicentennial information on LCBO's Web site, help coordinate a unified communications and marketing program, and coordinate funding resources to assist communities and organizations from bumping into each other for competing funds. Specific

tactics used in fulfilling this role include the marketing and communications components previously described and also incorporate four additional areas:

- 1. Resource coordination and re-granting**
- 2. Information sharing and networking**
- 3. Promotion of community based programs**
- 4. Advocacy for funding through legislative appropriations**

1. Resource Coordination and Re-granting

LCBO will be responsible for the administration of resource allocation of many state, federal and private funds by serving as a re-granting and pass-through agent. This includes funds provided by the Bonneville Power Administration, The Oregon Economic Community Development Department and most of the grants issued to Oregon through the National Park Service (NPS) Challenge Cost Share program to carry out Bicentennial activities. (The NPS will work directly with the tribal governments whose grants are approved through this program.) This process allows LCBO to coordinate efforts and serve as a single point of contact for distribution. As these sources of funding become available, LCBO should be prepared to distribute them through a carefully phased-in process to communities and organizations that effectively supports Bicentennial projects and activities. LCBO will be responsible for ensuring that allocated funds are used for projects that represent and align with the goals of LCBO for the commemoration. Ideally, LCBO's best interests will be served by identifying and increasing resources coming in through the granting process and leverage these dollars to where they will be the most effectively used.

As part of this process, LCBO will also be responsible for keeping a database index of funding opportunities and making it available to partner organizations. LCBO will also serve as a resource for major foundations.

2. Information Sharing and Networking

One of the most important responsibilities of LCBO is taking an aggressive role in networking and communicating Bicentennial activities and benefits throughout the state and with targeted national audiences in partnership with others. LCBO must assume the responsibility for sharing information with tourism and hospitality businesses. A special emphasis will be on sharing information with partners who have the deepest level of interest. LCBO will also serve

as an interface between national coordinators, regional and state organizations, other trail state coordinators, LCBO partners and other interested parties.

LCBO will determine the tools for how the organization will distribute this information. The following are recommendations for creating cohesive and efficient methods of communication.

a. E-mail newsletter: LCBO should issue a monthly (expanding to bi-weekly and weekly as activity intensifies) e-mail newsletter with very brief updates on new developments (local celebrations, funding updates and opportunities, National Council information, educational information, training opportunities, shared resources, etc.) This will serve to communicate information quickly and regularly without the expense of a printed newsletter.

The newsletter should be distributed to key coordinators and other key partners with an invitation for them to forward it to other interested parties. The newsletter itself will offer information about how to sign up for regular distribution, as well as a link to the LCBO Web site providing instructions for submitting information for future newsletters.

b. List-serv: It is recommended for LCBO to establish a list-serv discussion group via the Web site where people could post information on their own. This allows for fast group dialogue and feedback. It also serves to create an on-line community. The risk to this format is that discussion can get quite heavy and irritating for users unless there are clear protocols established up front and the list-serv is monitored regularly. Careful thought will need to go into this method of communication.

c. Web site: While a Web site has already been established for LCBO. Oregon State Parks and Recreation is currently involved in creating a more consumer-friendly LCBO venue for visitor access as described in the marketing communications segment of the plan above. The following sections should be included to fulfill the purposes of information sharing and networking identified in this strategy.

- **Master calendar**, with listings for events scheduled each month (dates, location, brief description, needs, opportunities for partnerships, contact information, how to receive more

information, etc.). It will be LCBO's responsibility for maintaining the master calendar of community-based events and activities, and providing direction to communities and organizations on how to get events and programs listed on the master calendar and as well as other tourism Web sites. (This could be a great task for an intern, with review by LCBO staff.)

- **Internal Resource Directory Page** exclusive to partners, including links to key coordinators' e-mail addresses and listings of their address/phone/fax/etc.; links and listing for the National Council and other key national groups; links to local Lewis and Clark organizations and tourism Web sites, and other key national sites as well as the National Bicentennial Council Web site. This resource page would be available to every organization in the state involved with Lewis and Clark planning efforts.

- **News and updates**, including brief listings of new opportunities and development such as Corps II information, grant opportunities, and other states' Bicentennial activities. LCBO should promote this site through key coordinators and on all outreach material. LCBO would need to update the site on a weekly basis to ensure that all information is current and relevant, and to motivate people to use it regularly.

d. Annual Meeting - An annual half-day meeting will provide an opportunity for LCBO partners, key coordinators and others to come together, share information and hear brief updates. The meetings should include:

- Presentations from LCBO on new developments and needs
- Presentations on Corps II activities and other events (this would provide a venue for any planning or training sessions that would occur)
- Other presentations and updates as needed (from funders or partners, for example)
- Ample time for networking and sharing ideas

These meetings will be coordinated by LCBO and hosted by local organizations along the trail, rotating location for most convenient access for all. Minutes of the meetings will be posted on the Web site in the news and updates section.

LCBO was originally set up as an organization of Institutional Partners. We acknowledge the contributions they have provided as supporters and generators of projects. Although the organizational structure will be modified as the organization moves into a fundraising, marketing and programming mode, these relationships will remain an important part of the planning process.

3. Promote Community-based Lewis & Clark Activities and Programs

As excitement builds for Bicentennial activities, LCBO will play a proactive and influential role in promoting events and programs by setting the tone, framing the questions, and building the momentum for the Bicentennial commemoration. Creating, publishing and posting a comprehensive listing of calendar events on the LCBO Web site where other organizations such as tourism can link will support these efforts, as well as including community-based activities and events in media kits, outreach materials, state-wide outreach/speaker's bureaus, etc. See Marketing section for specific details.

4. Advocacy Role

As the leader for Bicentennial activities in Oregon, it will be critical for LCBO to coordinate advocacy roles for state funding in Oregon through legislative appropriation and partnerships with various state agencies. It is recommended that an advocacy sub-committee is formed and influential champions recruited who have connections to state leaders to help create an investment and leveraging strategy prior to both the 2003 and 2005 legislative sessions. As state funding becomes available, it must go to LCBO towards these important Bicentennial projects. For further details see the Funding section.

LCBO also needs to take the lead role in coordinating advocacy on the federal level for funding priority projects in Oregon. It will be critical to enlist the support of influential individuals who can be instrumental in connecting with Lewis & Clark Congressional Caucus members and garner federal funding for living history and legacy projects.

V. MESSAGE THEMES

Message development and consistency are a critical element in the work of any organization. LCBO will develop core messages for both internal and external use that ensure that all communication and activities support LCBO's goals.

As the marketing communications concepts and materials are created detailed messages will be developed for use throughout them. Currently, LCBO's message themes fall into four general categories:

1. Overall message:

Oregon is commemorating the Lewis & Clark Bicentennial by connecting people to its rich history and heritage and establishing a lasting legacy. Today, visitors can experience and view much of the same sites the Corps of Discovery encountered on their journey to the Pacific Ocean 200 years ago.

2. Tourism development and community message:

LCBO works collaboratively to promote responsible tourism and is dedicated to positively impacting Oregon's economy.

3. Environment message:

Oregon, with its diverse landscapes and majestic scenery, is home to many incredible sites – much of the landscapes Lewis & Clark encountered 200 years ago are still visible today. LCBO is committed to promoting responsible interaction with and respect for environmental and cultural resources.

VI. AUDIENCES

The audiences for Oregon's commemoration are the people with whom LCBO must engage to achieve the goals detailed in section four of this plan. Achieving these goals requires prompting target audiences to take a desired action(s). For a select set of audiences – policy makers, funders and partners - action will need to be taken to implement LCBO's strategy and its independent Lewis & Clark programs. All other audiences will take action to promote and/or participate in events and programs.

The following set of stakeholders is reflective of those who will help make the commemoration a reality, and serve as ambassadors for and messengers about the Bicentennial. The categories listed in bold type are key constituents. Those highlighted by bullets are representative samples and are by no means exhaustive or exclusive.

A. Public Sector

- Oregon Congressional delegation
- Statewide elected officials, legislators, agency heads and staff
- City mayors statewide and mayors along the Lewis & Clark trail
- City council members statewide and along the Lewis & Clark trail
- National Parks Service, U.S. Forest Service, Bureau of Land Management, U.S. Fish and Wildlife, U.S. Coast Guard, U.S. Army

Corps of Engineers, National Marine Fisheries Service and other federal agency leads in Oregon

- County-elected officials along the trail and statewide
- City-elected officials across the trail and statewide
- Others

B. Tribes

- Umatilla, Warm Springs, Nez Perce, Grand Ronde, Cowlitz, Chinook, Clatsop and Nehalem
- Tribal council staff
- Native Americans living in urban areas
- Others

C. Others Business Community

- Large corporate and statewide businesses
- Key employers in trail communities
- Large businesses with significant Lewis & Clark trail presence
- Small business in trail communities
- Chambers of Commerce and their members, OBC, AOI and other associations
- Travel and tourism-related businesses
- Others

D. Education and Community Organizations

- Oregon State Department of Education
- Local school districts
- Oregon Education Association
- ESD's
- Council of Oregon School Administrators
- Youth exchange programs
- Colleges and universities' activities offices
- College alumni officers
- Parks and recreation departments
- Libraries
- YMCA's/YWCA's, Boys and Girls clubs, other large youth organizations
- Others

E. Tourism Community

- State and regional tourism officials
- Statewide tourism associations (OLA, ORA, TICO, etc.)
- Regional and local tourism associations/Chambers of Commerce
- Local visitor bureaus, especially those along the Lewis & Clark trail

- Tour operators
- Eco-tourism
- Cultural tourism
- Heritage tourism
- Tour book publishers
- Adventure tour operators
- International tour operators
- Singles tour operators
- Travel agents
- Lodging and restaurants
- Others

F. Media

- Television, radio, print, on-line (local, national, international)
- Tribal media
- Travel writers: Sunset magazine, Conde Nast Traveler, AAA Via, in-flight magazines, RV magazines, sporting magazines (canoeing, cycling)
- Environmental writers
- History writers
- Others

G. Heritage Communities

- Public sector (Oregon Heritage Commission)
- Oregon Historical Society
- Local historic societies, along the trail and statewide
- Lewis & Clark Trail Heritage Foundation, Oregon Chapter
- Daughters of the American Revolution, Oregon Chapter
- Others

H. Outdoor Recreationalists

- Fishermen
- Hunters
- Campers
- Boaters
- Kayakers
- Canoeists
- Walkers
- Runners
- Marathoners
- Cyclists
- Volkswalkers

- Others

I. Nature/Environment Organizations

- Audubon Society
- Nature Conservancy
- The Lower Columbia River Water Trail Committee
- Riverkeepers
- 1000 Friends
- Oregon Earth Share
- Oregon Trout
- State, county, city resource agencies
- Non profits
- Others

J. Major Public Attractions and Arts and Cultural Organizations

- Museums
- Interpretive centers
- Arts/Science organizations
- Humanities councils
- State Parks and Recreation
- Others

K. Ethnic Organizations

- Cultural centers for all ethnic cultures
- Sister City Associations
- Immigrant and Refugee Community Organization (IRCO)
- Others

L. Retirees

- AARP
- Good Sam Clubs
- Elders in Action
- Elder Hostels
- Others

M. Veterans

- American Legion
- Veteran's Administration
- Veteran's organizations - including Native American, Veterans of Foreign Wars (VFW), etc.
- Others

N. Unions

O. Friends, Advocacy Groups and Faith-based Organizations

VII. BUDGET

LCBO Budget Overview

The following budget for LCBO's strategic plan is inclusive of all costs associated with implementation. To ensure a comprehensive picture of the budget we have included expenses that will be offset by in-kind support as illustrated in the revenue segment of the budget document.

Clearly the budget for the Bicentennial celebration represents a significant investment of resources, and illustrates the need for an integrated and aggressive fund development approach as outlined in the plan. As a point of context, the Oregon Trail Coordinating Council (OTCC) budget for 1991-1993, was a total of approximately \$28,000,000. Of that amount the Oregon Trail Coordinating Council raised \$8.5 million for programs and grants, and OTCC programs and projects leveraged \$19.8 for capital legacy projects from federal, state, county and local contributions as well as private and in-kind contributions. Taking inflation into account, in 2002 dollars these same goods and services would cost \$35,600,346.

Total LCBO expenses through 2006 are projected at \$12,476,780. LCBO is also committed to help raise an additional \$5.2million for the Sustainable Northwest's *Lasting Legacy Fund* to promote sustainable development in the Columbia River Gorge.