

Region Name: O R E G O N C O A S T

Mission/Vision:

OCVA is organized to achieve the objectives of:

- A) Promoting tourism, travel, and recreation along the Oregon Coast by cooperatively developing comprehensive marketing, advertising, public relations and sales programs that will advance the general welfare and prosperity of the entire Oregon Coast; and
- B) Centrally managing tourism promotion efforts to achieve maximum, measurable benefits for Oregon Coast's economy while considering and pro-actively addressing challenges that visitation impacts present to ensure minimal negative impacts on its quality of life and our coastal natural resources; and,
- C) Stimulating economic development through the use of cooperative tourism marketing programs, coordinated in partnership with the Oregon Tourism Commission DBA Travel Oregon, designed to strengthen and expand the existing business base and to create opportunities for new business development; and
- D) Managing the funding support secured for the benefit of the entire Oregon Coast, leveraging those funds through public and private tourism promotional partnerships; and
- E) Speaking with one voice before public bodies to express concerns or opportunities common to Oregon's Coastal tourism.

Organization:

The Oregon Coast Visitors Association (OCVA) is governed by a nine member Board of Directors and one non-voting past-president which collectively serve tourism stakeholders in the 7 coastal counties.

Open board positions are filled via full board elections in June, and members serve 3-year cycles. The board is comprised of 3 At-Large (coast-wide), 2 - South Coast, 2 - Central Coast and 2 - North Coast positions, literally representing all 363 miles of the coast.

Eligibility to serve on OCVA's Board of Directors is any "industry partners who provide measurable resources to OCVA and which directly supports the objectives outlined under ARTICLE II Purpose," as we have outlined above.

The OCVA core staff has one full-time Executive Director and a very hands-on "working" board of directors which allows OCVA to access and leverage partner agency/business capacities. In addition, OCVA has approximately two dozen network partners which directly contribute staff time, technical resources, event/meeting space, marketing content and additional access to their local stakeholder base. That's how we get things done!!

While acting as the Coastal RDMO, OCVA maintains 3-5 additional RCTP staff depending on Travel Oregon's strategic plan, OCVA's annual goals and RCTP funding levels from state lodging tax collections.

OCVA's membership is comprised of coastal DMO's, state/federal resource management agencies, and over 100 private businesses from all 363 miles of the Oregon coast. Membership benefits include website

listings, weekly leads, informal business and marketing consultation and discounts on paid advertising through OCVA's core marketing channels.

OCVA Board and staff decisions regarding the spending of RCTP dollars are in no way influenced by OCVA Members more than other coast-wide stakeholders. Legally our members are non-voting members we consider "OCVA marketing partners," whose dollar contributions are a "fee-for-service" transaction for OCVA core services.

Tourism in Your Region:

Tourism on the Oregon Coast is most accurately described through the lens of sub-regionalism.

While we all really do identify as one coastal tourism industry, we also frequently identify sub-regionally, having distinctly different sub-regional needs due to geography, demographics, economic portfolios of counties, life cycle stage in the tourism economy and the presence and/or lack of infrastructure.

The most recent 2017 Regional Stakeholder Survey confirms this, demonstrating expressed differences in marketing, destination development and industry services. More is delineated below about this as well as in the Stakeholder Feedback section of this report.

Destination Spending

The Oregon Coast tourism economy is the 2nd largest in Oregon, second only to Travel Portland. The Coast captures \$1.87 Billion of the total 10.8 Billion (17%) of direct destination spending across the entire State of Oregon. Broken down by coastal region, the North Coast earned \$764 Million, Central Coast earned \$694 Million and South Coast earned \$381 Million in 2015. These regional earning differences are strongly influenced by their geographical proximity to the large population centers of the I-5 Corridor and essential travel infrastructure such as the Portland International Airport. However, they are also caused by differences in local tourism infrastructure and related political and therefore economic constructs.

Economically, 40% of coastal destination spending is on lodging, while 25% is on restaurant food and beverages, 15% on retail, 11% on transportation and only 9% on Recreation.

Visitation Motivators

As a whole, the Oregon Coast receives 10.3 Million (31%) of the 33.10 Million total overnight trips, representing 1/3 of visitors time spent in Oregon. It can be reasonably argued that Travel Portland receives a great deal of visitation benefits from national and international visitors intending to visit the Oregon Coast, but who have no other way in or out of the State of Oregon – much less to the Oregon Coast. These logistical and infrastructure items must be revisited and reexamined at some point.

Demographically, 76% are adults who are lured here primarily by Marketable Attractions (67%) or by visiting friends or family (30%). Supporting the assertion above that Travel Portland benefits from the

Oregon Coast (itself being a major attraction), is the fact that “Marketable Trips” to the coast exceeds the state-wide average by 16% [Longwoods, Oregon 2015, Regional Visitor Report, The Coast Region]

The Marketable Attractions visitors are seeking are Touring (27%), Outdoors (25%), Resorts (22%), and Special Events (15%). Considering the major travel motivations of touring and outdoors combined are 52%, yet they only account for 9% of the destination spending indicates an incongruity with hopes, expectations, and experiences actually delivered to the visitor by the coastal region. In contrast, what is experienced once the visitor has arrived is Beach/waterfront (59%), and Shopping (40%). This incongruity is addressed in our Destination Development sections of our RCTP Plan.

Out-of-State Visitation:

Washington (21%), California (21%) and Idaho (3%), respectively, represent the out of state origins of visitation to the Oregon Coast.

While Spring and Summer represent 57% of the total visitation for the year, this visitation is disproportionately distributed to the North Coast, then the Central Coast and the South Coast respectively.

Trip Planning:

Information from Destination Websites (21%), advice from friend/relatives (19%) and on-line travel agencies (17%) accounts for (57%) of planning resources used by those visiting the Oregon Coast. Hotels/resorts (16%) are nearly neck and neck with travel agencies, however social media (14%) should be a much larger influencer of travel in that matrix.

Our Sub-Regionality

To some extent all the coastal sub regions have similar challenges such as the need for more off-peak season visitation, the desire for local leaders to understand the value of tourism better, and strong interest in trails of all kinds to enter their tourism marketing portfolios. However, sub-regions also have many needs independent of each other, as outlined below.

The North Coast is shaped and characterized by its close proximity to major population centers. This means that the expectation of day-trippers disproportionately influences the destination spending potential of the North Coast, as compared to the Central Coast and South Coast respectively. Visitors frequently drive to the North Coast to have dinner and experience an attraction, without staying the night, whereas this is highly unlikely to occur on the South Coast.

Access to the Greater Portland Areas transportation infrastructure make the North Coast the most convenient for a “first time” experience for travelers with little time or money.

The Central Coast is shaped by the very influential economy of Newport with its vibrant commercial fishing Port, NOAA fleets and research facilities. Lincoln City is also a substantial influence, but in contrast to more diversified Newport, relies more heavily on the visitor economy. These two larger cities are in sharp contrast to immediately adjacent smaller cities (e.g. Waldport) with limited or no capacities to interface with the visitor economy, creating a somewhat disjointed tourism network. While the South Coast is coordinated by the Wild Rivers Coast Alliance and the North Coast is coordinated by the North Coast Coalition, the Central Coast is marked by the absence of a sub-regional organization to coordinate stakeholders, which leaves a vacuum for Central Coast-wide leadership.

The South Coast has substantially different challenges from the North and Central Coast. Its lack of infrastructure of all kinds, its distance from major transportation corridors and reliance on traditional industries cause simultaneous political, social, economic and infrastructure challenges. While population demographics make Coos Bay the largest city on the coast, this is not yet proportionately represented in Coos Bay's visitors economy make up. Despite all this, the South Coast retains the capacity to accommodate substantially more Summer visitation, which this is not the case for the Central and North Coast.

The Way Forward

Considering the above expressed disparities between coastal sub-regions, the overall coastal RCTP Plan must eventually be segmented in some fashion to customize the areas of marketing, sales, destination development and industry services. At the same time, the similarities and common goals between coastal sub-regions and the State of Oregon's overall economic imperatives necessitate a functional coast-wide unity operationalized by one coast-wide coordinating body.

The Oregon Coast Visitors Association is proud to continue serving as the coastal RDMO to convene coast-wide and sub-regional dialogues to both delineate sub-regional needs and strategies while at the same time forging a coast-wide unity based on compelling economic and community development imperatives.

Stakeholder Feedback

Coast-wide Feedback

Our coastal stakeholders view the direction of tourism in the state and the **region positively** (55% and **70%** agree that they are satisfied with the direction of the industry in the state and region respectively). While these are high numbers, it should be noted that they are lower than the norm for the state. *See Goal/s %*

Overwhelmingly, our stakeholders have told us that we need to focus on increasing visitation to the region during **off-peak seasons** (**N. Coast 83% / C. Coast 84% / S. Coast 88%**). You will see a variety of responses to this across our program areas of Sales, Marketing, and Destination Development in an effort to align all programmatic dollars in a highly focused effort to address this clear need. *See Goal/s %*

Most of our stakeholder feedback centered around marketing, particularly the desire of **Leveraging Marketing Opportunities** with Travel Oregon and other tourism organizations (79%) [See Goal/s # 1,2,3,4] and developing or enhancing the current RDMO **website** (76%) [See Goal/s # 1,2,3,4] Additional feedback on marketing was:

- Enhancing **non-paid social media** presence for regional social channels (69%) [See Goal/s # 1,2,3,4] ,
- Creation of more **region-specific stories** (68%) [See Goal/s # 1,2,3,4],
- Targeted communications to **publications and journalists** for the region (66%) [See Goal/s # 1,2,3,4].

Common Industry Service items were to Improve quality and professionalism of **customer service** at tourism-related businesses (68%) [See Goal/s # 1,2,3,4] and to Increase **skilled workforce** in the tourism industry (66%) [See Goal/s # 1,2,3,4]

Regional Feedback

Potentially the most important feedback is our stakeholders telling us that **our coastal sub regions have different needs**, requiring different investments. In response, and in the spirit of “Equity, not Equal,” OCVA will begin segmenting its Coast Plan by region where appropriate, implementing investments where they are needed and/or desired the most. Below is a brief overview of sub-regional differences:

North

The North Coast expressed its unique concerns regarding congestion during peak seasons, transportation alternatives, and sustainability and shares the South Coasts desire for additional infrastructure for trails, recreation, and culinary/agri-tourism. Similar to both other sub-regions, the North Coast shared the desire for more attention to itineraries for travel trade and the development of more tourism infrastructure and products, specifically in trails and outdoor recreation.

Survey Results

Alleviate congestion during peak tourism season in areas of high visitation [Goal/s # 1, 3, 4, 5, & 6]

N. 74% / C. 43% / S. 18% p.14

Increase adoption of **sustainable business practices** in tourism business [Goal/s # 1, 4 & 5]

N. 78% / C. 49% / S. 54% p.16

Managing Tourism Growth in order to preserve local assets (natural & cultural) [Goal/s # 1, 2, 4, 5 &6]

N. 77% / C. 55% / S. 45% p.14

Develop **transportation alternatives** for visitors in the region [See Goal/s # 3, 4, 5]

N. 58% / C. 48% / S. 47% p.14

Develop/**expand trail systems** important for outdoor recreation or multi-modal transportation [Goal/s # 3] **N. 68%** / C. 49% / **S. 69%** p.16

Develop **Infrastructure** for visitors to experience **outdoor recreation and nature-based tourism** [Goal/s # 3] **N. 65%** / C. 47% / **S. 78%** p.16

Provide more opportunities for visitors to experience **locally grown and produced foods** [Goal/s # 3, 4 & 5] **N. 67%** / C. 48% / **S. 59%** p.16

Offer educational opportunities to visitor-related stakeholders around **the value of tourism** and opportunities available to them at the local, regional and state levels [Goal/s # 2 & 5] **N. 61%** / **C. 52%** / **S. 63%** p.18

Develop **more itineraries for travel trade** (tour operators, receptive operators, on-line travel agencies, travel agents) [Goal/s # 3, 5, 6 & 7] **N. 50%** / **C. 52%** / **S. 56%** p.20

Develop **more PR/media pitches** for Travel Oregon's key international markets [Goal/s # 3, 5, 6 & 7] **N. 65%** / C. 48% / **S. 54%** p.20

Central

More than other sub-regions the Central Coast represented mid-range sentiments on most issues. This might be interpreted as a sense of self reliance and confidence with no extreme outstanding issues to be addressed in their sub-region related to building a tourism economy. However there were a few items which Central Coast stakeholders did express strong interest in, which also corresponded to other sub-regions of the coast.

The Central Coast shared the desire for more off-peak season visitation, attention to travel trade itineraries and on the ground partnerships, implementation of customer service trainings and additional education around the value of tourism.

Survey Results

Offer educational opportunities to visitor-related stakeholders around **the value of tourism** and opportunities available to them at the local, regional and state levels [Goal/s # 5] **N. 61%** / C. 52% / **S. 63%** p.18

Offer on-line or in-person **customer service training** to local tourism facing entities and their employees/staff [Goal/s #2 & 5] **N. 53%** / C. 51% / **S. 61%** p.18

Develop **more itineraries for travel trade** (tour operators, receptive operators, on-line travel agencies, travel agents) [Goal/s # 3, 5, 6 & 7] **N. 50%** / **C. 52%** / **S. 56%** p.20

Develop **more partners locally** (motor couch, guides, outfitters, ports, tour operators, etc) for international sales opportunities [Goal/s # 5 & 6] **N. 42%** / **C. 56%** / **S. 54%** p.20

South Coast

While the South Coast is less concerned with congestion, sustainability, transportation and visitor impacts, they do have other concerns about infrastructure, visitor amenities and their capacity to market. South Coast respondents expressed more concern about their communities not understanding the value of tourism.

Survey Results

Increase **local capacity for tourism marketing** [Goal/s # 5 & 7] N. 56% / C. 49% / **S. 73%**

Develop/**expand trail systems** important for outdoor recreation or multi-modal transportation [Goal/s # 3] **N. 68%** / C. 49% / **S. 69%** p.16

Develop **Infrastructure** for visitors to experience **outdoor recreation and nature-based tourism** [Goal/s 3] **N. 65%** / C. 47% / **S. 78%** p.16

Develop **Wayfinding signage systems** throughout your region [Goal/s # 3] N. 56% / C. 35% / **S. 65%** p.16

Offer educational opportunities to visitor-related stakeholders around **the value of tourism** and opportunities available to them at the local, regional and state levels [Goal/s # 2 & 5] **N. 61%** / C. 52% / **S. 63%** p.18

Develop **more itineraries for travel trade** (tour operators, receptive operators, on-line travel agencies, travel agents) [Goal/s # 3, 5, 6 & 7] **N. 50%** / **C. 52%** / **S. 56%** p.20

Host more **FAM trips to the region** for travel trade and or media [Goal/s # 3, 5, 6 & 7] N. 46% / C. 41% / **S. 57%** p.20

Overall Success Measures:

While there are many possible categories, metrics and measurements of how the Coastal RDMO should be evaluated, our belief is it should be measured - first and foremost - on levels of engagement. If the community believes in the value of tourism, they will engage. This year the coast had the most respondents in the Regional Stakeholder Survey, yet the numbers were unsatisfactory. Our goal for the next round of stakeholder surveys is over 1,000 respondents.

Secondary to this goal should be the extent to which the Coastal RDMO addresses the concerns, hopes, dreams and desires expressed in the stakeholder process. If these items are addressed adequately, this will show up in the RDMO/DMO engagement and satisfaction questions we have built into the stakeholder survey.

Having said this, economic measures cannot be ignored. Whether or not the collective voice of the coast identifies the best economic development strategies - it's still the RDMO's responsibility to identify the best-case-scenario economic development opportunities, communicate them to the coastal community, get stakeholder buy-in and then implement them.

As described in this RCTP Plan, each coastal region has unique opportunities and challenges. Therefore, measurable success of the RDMO will rely on the segmented goals of each of our three sub-regions. We are not as of yet in a position to solidify those, but hope to be by the development of our next RCTP Plan.

Finally, a few items are common among regions: increasing off-peak season visitation, more access to customer service and professional development training and increasing access to skilled workforce. While some of these issues require long term solutions, actions taken can be measured. We propose metrics around specific actions which concretely address stakeholder concerns (# workshops, # people trained, etc) and measurements can be based on these. Additionally, high level measures such as off-peak room nights booked, off-peak overnight visitor spending data or keeping an eye on trending change to seasonal visitation are technically measurable.

RCTP Goals:

Goal 1: Identify and Execute Strategies to Increase Off-peak Season Visitation.

Goal 2: Identify and Execute Strategies to Increase Availability of Skilled Workforce.

Goal 3: Develop New Tourism Products and Experiences.

Goal 4: Enhance Sustainability Programs.

Goal 5: Increase Frequency, Methods, and Topics of Communication with Industry Partners and proactively adapt industry communications accordingly.

Goal 6: Increase Access to and Capacity to Accommodate International Visitation.

Goal 7: Expand Cooperative Marketing Opportunities.

RCTP Overall Budget:

[Double-Click Table to Edit]

<u>Department/Category</u>	<u>FY 17-18 Budget</u>	<u>FY 18-19 Budget</u>	<u>Biennium Budget</u>	<u>Percent of Budget</u>
Destination Development	\$273,500.0	\$273,000.0	\$546,500.00	25%
Global Marketing	\$334,430.0	\$369,430.0	\$703,860.00	32%
Global Sales	\$78,800.0	\$160,800.0	\$239,600.00	11%
Industry and Visitor Services	\$56,080.0	\$57,160.0	\$113,240.00	5%
Staffing	\$210,456.0	\$285,719.0	\$496,175.00	22%
Other	\$56,734.0	\$53,891.0	\$110,625.00	5%
TOTAL	\$1,010,000.0	\$1,200,000.0	\$2,210,000.0	100%

Global Marketing:

Goals 1, 3 and 7 above will be highly focused on driving visitation to the off-peak season periods. This will be a monumental task as prior to marketing we need to budget time and money to diversify our Summer centric marketing assets (photos, itineraries, editorials, etc). Once this content is acquired, then we will begin adapting and re-orienting the marketing opportunities available to us: media FAMS, paid advertising, social media. Etc to be in alignment with this objective.

The fact that outdoor recreation and cultural heritage represented high on the visitor profile and economic development estimates indicates that outdoor recreationalists (both domestic and international) are high dollar value propositions. This is additional specialized content needing to be acquired.

What is exciting about this re-orientation is our content will be truly fresh, new and engaging, particularly for the serious outdoor recreationalist. Once we are able to effectively communicate to the marketplace about what happens on the Oregon Coast in Winter, they'll be sold. Off-peak season recreational opportunities will be compelling.

Global Marketing Plan Tactics:

Planned Budget (Right Click to Update Link):

\$ 703,860 -

Marketing Tactic 1

Tactic Name: Media Familiarization Tours

Budget: \$5,000

Start Date: October 2017 & October 2018 Off-Peak Season

End Date: March 2018 & March 2019 Off-Peak Season

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 5, 6, & 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:

This tactic does respond to stakeholder feedback, especially so on the south coast. Host more FAM trips to the region for travel trade and or media (48%) p. 19, N. 46% / C. 41% / S. 57% p.20

KPI's/Measurements of Success: 4 FAMS per quarter on average throughout biennium. Seeking an eventual increase in off-peak season visitation.

Goal for the KPI (Target you are trying to hit): Build relationships with writers from such gatherings as SATW attendees in order to secure high value earned media which highlights the off-peaks season.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Marketing Tactic 2

Tactic Name: Travel Oregon Regional Pack (TORP)

Budget: \$10,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%)
p.2 (N. 78% / C. 64% / S. 87% p.12)

KPI's/Measurements of Success: 2% increase in TORP participation 2017/2018 & an additional 6% increase in TORP participation in 2018/2019

Goal for the KPI (Target you are trying to hit): TORP is a convenient service for travelers and the coastal region should find ways to accommodate volume as much as possible.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Marketing Tactic 3

Tactic Name: Influencer Marketing

Budget: \$8,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 4, & 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%)
p.2 N. 78% / C. 64% / S. 87% p.12
Enhance Non-Paid Social Media presence for regional social channels (69%) p.2 N. 63% / C. 73% / S. 74% p. 12
Shoulder Season & Off-season (open ended responses 21%) p.10 N. 23% / C. 31% / S. 11%

KPI's/Measurements of Success: 2 cooperative campaigns per year; 4 total.
Increase applicable social media followers by 5%.

Goal for the KPI (Target you are trying to hit): We aim to create cooperative marketing opportunities to increase our following on related social media platforms.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Marketing Tactic 4

Tactic Name: OTIS Partnership

Budget: \$10,000

Start Date: July 2018

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 6 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Developing or enhancing current RDMO website p. 11, N. 74% / C. 69% / S. 84%
p.12

KPI's/Measurements of Success: To be negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): Ensure each sub-region has diversity of content entered into OTIS for each category of where to eat, sleep and play. By 2018/2019. Shoulder season amenities should be highlighted and prioritized.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Marketing Tactic 5

Tactic Name: Travel Oregon Ad Network

Budget: \$10,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 6 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Leveraging Marketing Opportunities with Travel Oregon and other tourism organizations (76%) p.2, N. 78% / C. 64% / S. 87% p.12

KPI's/Measurements of Success: To be negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): Maintain a presence in Travel Oregon marketing channels to reach travelers who are in the process of trip planning. This is a cost effective form of marketing. Focus on off-peak season options if available.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Marketing Tactic 6

Tactic Name: Winter Campaign Cooperative

Budget: \$30,000

Start Date: TBD

End Date: TBD

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Increase visitation during off-peak seasons (85%) p.2, N. 83% / C. 84% / S 88% p.14
Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%)
p.2 N. 78% / C. 64% / S. 87% p.12

KPI's/Measurements of Success: To be negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined by Travel Oregon staff.

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Marketing Tactic 7

Tactic Name: Paid Advertising

Budget: \$126,600

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Increase visitation during off-peak seasons (85%) p.2, N. 83% / C. 84% / S 88% p.14
Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%)
p.2 N. 78% / C. 64% / S. 87% p.12

KPI's/Measurements of Success: To be determined. Cost per impression should be less than ??? dollars per eyeball. Additional goal is to increase reach of Paid Media dollars by 50% overall.

Goal for the KPI (Target you are trying to hit): Paid media dollars will be leveraged into cooperative marketing opportunities for coastal tourism partners to reach markets the could not otherwise afford to reach. Example: South Coast DMO's reaching 2 million potential travelers in San Francisco.

Menu of Investment Opportunities Program? No.

Description of Tactic:

Marketing partners up and down the coast have a difficult time reaching out of state markets. As the coastal RDMO, OCVA will organize cooperative paid-media opportunities (both print and digital) on behalf of marketing partners and ask them to buy in at whatever level they are able to. Results of cooperative marketing efforts in 2017-2018 will be highlighted to partners moving into 2018-2019 when asking them to co fund future paid media opportunities. This entire effort will aggressively search for off-peak season paid media opportunities.

Marketing Tactic 8

Tactic Name: Fulfillment

Budget: \$224,00

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:

KPI's/Measurements of Success: Fulfillment cost per visitor guide is no more than \$.85/per individually on average and no more than \$.20 in bulk on average.

Goal for the KPI (Target you are trying to hit): Monitor the cost benefit value of traditional fulfillment services measured around other digital options. Total cost of fulfillment will include global costs of producing and delivering a hard copy visitor guide; including printing/publishing, storage, mailing materials, staff time allocations as well as postage costs.

Menu of Investment Opportunities Program? No.

Description of Tactic:

We will continue to monitor the coast of operating a fulfillment center for multiple forms of collateral, as well as the cost of printing such collateral. In addition to fulfillment, call center

Marketing Tactic 9

Tactic Name: Digital First

Budget: \$212,260

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Increase visitation during off-peak seasons (85%) p.2, N. 83% / C. 84% / S 88% p.14
Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%)
p.2 N. 78% / C. 64% / S. 87% p.12

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): Assess all marketing assets as to their smart phone compatibility and develop a plan to transition or duplicate (where reasonable) all marketing assets to digital formats.

Menu of Investment Opportunities Program? No.

Description of Tactic:

We will continue efforts to rebuild all marketing (digital or otherwise) assets to be smart phone first friendly, in acknowledgment of the fact that at alarming rates, visitors are increasingly using their smart phones for nearly every stage of the VLM. This not only meets the demand for the type of content produced and the type of platform it is delivered on, but also tends to be highly cost effective.

Destination Development Tactic 1

Tactic Name: Regional Trail Development and Planning

Budget: \$200,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 6 & 7.

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2

N. 83% / C. 84% / S. 88% p.14

Product and experience development (open ended responses 29%) p.10

N. 23% / C. 34% / S. 33%

Develop Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15

N. 65% / C. 47% / S. 78% p.16

Develop/expand trail systems important for outdoor recreation or multi-modal transportation (62%) p.15

N. 68% / C. 49% / S. 69% p.16

KPI's/Measurements of Success: Invest in 4 communities, locations per year; total of 8 investments by the end of the biennium.

Goal for the KPI (Target you are trying to hit): To enhance existing trails of all kinds and invest in the creation of new trails to a) meet expressed demand by coastal visitors, b) ease peak season congestion by redirecting visitation to new experiences, c) building trail assets that are usable and marketable in the off-peak season. It has been proven that affinity to trails have the power to unify communities around a common vision. This will be attempted by major investments in the Oregon Coast Trail which spans 380+ miles along the entire Oregon Coast.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 2

Tactic Name: Travel Oregon Forever Fund

Budget: \$0

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 3 & 4.

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:
Developing Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15, N. 65% / C. 47% / S. 78% p.16

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Managing Tourism Growth in order to preserve local assets (natural & cultural) 60% p. 13 N. 77% / C. 55% / S. 45% p.14

Sustainability and stewardship of natural areas (11% open ended responses) p.10
N. 11% / C. 16% / S. 7% p.16

KPI's/Measurements of Success: 1,000 business along the coast receive information about the Forever Fund. 10 businesses become new contributors.

Goal for the KPI (Target you are trying to hit): Generally increase the number of coastal businesses whom are aware of the Travel Oregon's Forever Fund. Increase the number of coastal businesses contributing to the fund.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 3

Tactic Name: Tourism Related Volunteer Events

Budget: \$20,000

Start Date: July 2018

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 3, 4, & 7.

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Managing Tourism Growth in order to preserve local assets (natural & cultural) 60% p. 13 N. 77% / C. 55% / S. 45% p.14

Provide more opportunity to experience the regions fine arts, culture and heritage (54%) p. 15 N. 61% / C. 51% / S. 49% p.16

Sustainability and stewardship of natural areas (11% open ended responses) p.10
N. 11% / C. 16% / S. 7% p.16

KPI's/Measurements of Success: TBD in 2018

Goal for the KPI (Target you are trying to hit): TBD in 2018

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 4

Tactic Name: RARE Tourism Development Staff Development

Budget: \$24,000

Start Date: September 2017 (and/or September 2018)

End Date: July 2018 (and/or July 2019)

Goal which Tactic Supports (From RCTP Goals, Above): Goals 2, 3, 4 & 5

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Managing Tourism Growth in order to preserve local assets (natural & cultural) 60% p. 13 N. 77% / C. 55% / S. 45% p.14

Develop skills, knowledge and networks to build local capacity for developing and managing tourism (65%) p.13 N. 66% / C. 61% / S. 69% p.14

Increase local capacity for tourism marketing (59%) p. 13 N. 56% / C. 49% / S. 73% p.14

Increase local capacity for grant writing and fund development to fund tourism related projects (57%) p.13 N. 58% / C. 49% / S. 65% p.14

Improve curb appeal of Main Streets and downtowns (65%) p. 15 N. 63% / C. 53% / S. 78% p.16

Develop Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15 N. 65% / C. 47% / S. 78% p.16

KPI's/Measurements of Success: TBD with Oregon State University.

Goal for the KPI (Target you are trying to hit): TBD with Oregon State University.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 5

Tactic Name: Micro-Grant Program

Budget: \$75,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): 1, 3, 4, 5 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2

N. 83% / C. 84% / S / 88% p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Managing Tourism Growth in order to preserve local assets (natural & cultural) 60% p. 13 N. 77% / C. 55% / S. 45% p.14

Develop skills, knowledge and networks to build local capacity for developing and managing tourism (65%) p.13 N. 66% / C. 61% / S. 69% p.14

Increase local capacity for tourism marketing (59%) p. 13 N. 56% / C. 49% / S. 73% p.14

Increase local capacity for grant writing and fund development to fund tourism related projects (57%) p.13 N. 58% / C. 49% / S. 65% p.14

Improve curb appeal of Main Streets and downtowns (65%) p. 15 N. 63% / C. 53% / S. 78% p.16

Develop Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15 N. 65% / C. 47% / S. 78% p.16

KPI's/Measurements of Success: 4 grants in 2017-2018 and 8 grants in 2018-2019

Goal for the KPI (Target you are trying to hit): Establish a fund which will be used to immediately and surgically respond to destination development projects in critical moments to ensure sustained viability.

Menu of Investment Opportunities Program? No.

Description of Tactic:

Establish a fund which will be used to immediately and surgically respond to destination development projects in critical moments to ensure sustained viability. Priorities will be determined around such things as improving sustainability, reducing visitation impacts, encouraging off-peak season, connection with existing destination development projects, endorsement by DMO's in proximity to project.

In cooperation with Oregon State University Extension, we will also examine the feasibility of offering an entrepreneurial fund for promising new coastal businesses being mentored by Extension.

Destination Development Tactic 6

Tactic Name: Beaches Bikes and Brews

Budget: \$25,000

Start Date: September 2017

End Date: November 2017

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 4, & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2 N. 83% / C. 84% / S / 88%
p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Develop/expand trail systems important for outdoor recreation or multi-modal transportation (62%) p.15 N. 68% / C. 49% / S. 69% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 7

Tactic Name: Fat Tire Beach Bike Map and Marketing

Budget: \$30,000

Start Date: September 2017

End Date: November 2017

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 4, 6 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2 N. 83% / C. 84% / S / 88%
p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Develop/expand trail systems important for outdoor recreation or multi-modal transportation (62%) p.15 N. 68% / C. 49% / S. 69% p.16

Develop Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15 N. 65% / C. 47% / S. 78% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 8

Tactic Name: South Lincoln County Trail Mapping & Signage

Budget: \$18,000

Start Date: September 2018

End Date: March 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, & 6

Does this Tactic Respond to Stakeholder Feedback? Yes.. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2 N. 83% / C. 84% / S / 88% p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Develop/expand trail systems important for outdoor recreation or multi-modal transportation (62%) p.15 N. 68% / C. 49% / S. 69% p.16

Develop Infrastructure for visitors to experience outdoor recreation and nature-based tourism (64%) p.15 N. 65% / C. 47% / S. 78% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 9

Tactic Name: South Coast and Coquille River Water Trail

Budget: \$27,000

Start Date: September 2018

End Date: November 2018

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 4, & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2 N. 83% / C. 84% / S / 88%
p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C.
34% / S. 33%

Develop/expand trail systems important for outdoor recreation or multi-modal
transportation (62%) p.15 N. 68% / C. 49% / S. 69% p.16

Develop Infrastructure for visitors to experience outdoor recreation and nature-
based tourism (64%) p.15 N. 65% / C. 47% / S. 78% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel
Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with
Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 10

Tactic Name: Wild Rivers Coast Farm Trail Marketing and Development

Budget: \$18,500

Start Date: September 2017

End Date: September 2018

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 4, & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase visitation during off-peak seasons (85%) p.2 N. 83% / C. 84% / S / 88%
p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C.
34% / S. 33%

Provide more opportunities for visitors to experience locally grown and produced foods (59%) p.15 N. 67% / C. 48% / S. 59% p.16

Provide more opportunity to experience the regions fine arts, culture and heritage (54%) p. 15 N. 61% / C. 51% / S. 49% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 11

Tactic Name: Wild Rivers Coast High Impact Event Development

Budget: \$25,000

Start Date: September 2017

End Date: October 2018

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 3, 6 & 7

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Provide more opportunities for visitors to experience locally grown and produced foods (59%) p.15 N. 67% / C. 48% / S. 59% p.16

Provide more opportunity to experience the regions fine arts, culture and heritage (54%) p. 15 N. 61% / C. 51% / S. 49% p.16

KPI's/Measurements of Success: To be determined and negotiated with Travel Oregon staff.

Goal for the KPI (Target you are trying to hit): To be determined and negotiated with Travel Oregon staff.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Destination Development Tactic 12

Tactic Name: Accelerating the Housing Shortage Solution Process

Budget: \$48,000

Start Date: Start Date: May 2018

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): 2, 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Personal needs assessment interviews with coastal businesses, community officials and economic development organizations have described that a severe lack of affordable residential housing is inhibiting economic growth. Due to the fact future/potential employees cannot find house, employers cannot hire them and therefore cannot grow the volume of customers served.

Increase skilled workforce in the tourism industry (66%) p.2 N. 72% / C. 57% / S. 67% p.14

Develop skills, knowledge and networks to build local capacity for developing and managing tourism (65%) p.13 N. 66% / C. 61% / S. 69% p.14

KPI's/Measurements of Success: Number of participants in live listening/collaboration sessions, number of respondents housing issues status survey, creation of a report of housing shortage status and preferred stakeholder steps to a solution

Goal for the KPI (Target you are trying to hit):

Participant feedback on increased communication and collaboration on finding solutions to the housing issues. Completion of a report of housing shortage status and preferred stakeholder steps to a solution

Menu of Investment Opportunities Program? No.

Description of Tactic: This project aims to improve communication between policy makers, compile data on the status of the housing issues, and create a report as to preferred stakeholder steps to a solution. The project will be implemented in phases Phase I is initial data collection and stakeholder contact information. Phase II is the creation and dissemination of an electronic survey to stakeholders that collects data on the housing issue and preferred solutions. Phase III is the hosting of up to 7 live collaboration workshops possibly one in each of the 7 coastal counties. These collaboration workshops would allow review and further discussion of the survey data and the results from these sessions will be incorporated into a final report.

Destination Development Tactic 13

Tactic Name: Tourism Workforce Development Needs Assessment, Hotel, Restaurants, Attractions and Tour Operators

Budget: 24,000

Start Date: July 2017

End Date: September 2018

Goal which Tactic Supports (From RCTP Goals, Above): 2, 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Increase skilled workforce in the tourism industry (66%) p.2 N. 72% / C. 57% / S. 67% p.14

Develop skills, knowledge and networks to build local capacity for developing and managing tourism (65%) p.13 N. 66% / C. 61% / S. 69% p.14

KPI's/Measurements of Success: Measure of Success include the number of responses to the needs assessment survey, number of completed surveys, and documented identification of the coastal tourism industry workforce development needs.

Goal for the KPI (Target you are trying to hit): 100 responses completed

Menu of Investment Opportunities Program? No.

Description of Tactic: We will develop a survey instrument to send to businesses for completion. We will also develop a comprehensive contact list for relevant businesses as possible. This contact list will need to include email addresses in order to allow the survey to be conducted through an email survey platform. The survey will be sent out with an explanation of the purpose and benefits. The survey completion request will be resent to non-respondents twice. At that time results will be analyzed and a report compiled.

Global Sales:

Goals 1, 3, 5 and 6 are designed to simultaneously address and support Global Sales. Coastal stakeholders rely on the efforts of the Oregon Coast Visitors Association and Travel Oregon to speak to international visitors. With the limited capacities of the majority of coastal DMOs, cooperative efforts between OCVA and Travel Oregon are imperative. Therefore, the OCVA as the acting RDMO will make strategic investments in the development of itineraries and FAMS highly suitable for global sales staff to sell our destinations; particularly for off-peak season travel options.

We recognize the need to have appropriately linked experiences and itineraries for the success of integrated global sales efforts, and will double down on our efforts to educate and connect local businesses to the global supply chain and then further invest in development of itineraries.

Lack of investment in these areas appear to be challenges which have prevented the region from fully capitalizing on travel trade and international group travel. These challenges will be addressed over the course of the biennium, opening the way for more aggressive international sales missions.

While there is broad agreement in stakeholder feedback that the Oregon Coast should ramp up its global sales efforts, there is also the question on "how" to ramp up. It seems the coast in general needs to be educated as to the value of international/global sales. Sending sales missions abroad did not rank very high in our stakeholder process, yet FAMS and developing itineraries did (see stakeholder survey).

A few rounds of global sales training up and down the coast will be useful in order to bring the broader industry into alignment with maximizing the Oregon Coast's global sales potential. Once accomplished, the Coast should double down on its investments in global sales missions.

Global Sales Plan Tactics:

Planned Budget (Right Click to Update Link):

\$ 239,600

-

Global Sales Tactic 1

Tactic Name: Global Sales Educational Training

Budget: \$6,000

Start Date: October 2017

End Date: March 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 2, 5, & 6

Does this Tactic Respond to Stakeholder Feedback? Not Sure. Also, please describe:

Offer educational opportunities to visitor-related stakeholders around the value of tourism and opportunities available to them at the local, regional and state levels (59%) p.17 N. 61% / C. 52% / S. 63% p.18

Improve familiarity with Regional Initiatives (open ended responses "very familiar with") p.9 these need attention: 16% Training tactics, 13% Capacity building, 10% Global Sales

KPI's/Measurements of Success: Success will be judged by the % change in stakeholder attitudes and knowledge about the value of global sales.

Goal for the KPI (Target you are trying to hit): Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 2

Tactic Name: Active America China Summit

Budget: \$9,000

Start Date: March 2019

End Date: May 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No. Also, please describe: Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 3

Tactic Name: Go West Summit

Budget: \$16,000

Start Date: December 2017

End Date: December 2018

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: Winter 2018 & Winter 2019

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 4

Tactic Name: ITB

Budget: \$12,000

Start Date: March 2018 & March 2019

End Date: March 2018 & March 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 6

Does this Tactic Respond to Stakeholder Feedback? No. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 5

Tactic Name: Tourism Economics International Regional Research

Budget: \$10,000

Start Date: TBD

End Date: TBD

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1,5 & 6

Does this Tactic Respond to Stakeholder Feedback? No Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

However, in order to conduct the best outreach and education possible, the best and most current coast specific research data is needed.

Offer educational opportunities to visitor-related stakeholders around the value of tourism and opportunities available to them at the local, regional and state levels (59%) p.17 N. 61% / C. 52% / S. 63% p.18

Improve familiarity with Regional Initiatives (open ended responses "very familiar with") p.9 these need attention: 16% Training tactics, 13% Capacity building, 10% Global Sales

Additionally, in order to develop the best media pitches, itineraries and FAM tours, the best coast-specific research data is required.

Develop more PR/media pitches for Travel Oregon's key international markets (56%) p.19 N. 65% / C. 48% / S. 54% p.20

Develop more itineraries for travel trade (tour operators, receptive operators, on-line travel agencies, travel agents) 53% p. 19 N. 50% / C. 52% / S. 56% p.20

Develop more partners locally (motor couch, guides, outfitters, ports, tour operators, etc) for international sales opportunities (50%) p. 19 N. 42% / C. 56% / S. 54% p.20

Host more FAM trips to the region for travel trade and or media (48%) p. 19 N. 46% / C. 41% / S. 57% p.20

KPI's/Measurements of Success: We will ask three different questions to be investigated; results will be 3 actionable data points put into practice and delivered in stakeholders relevant outreach sessions.

Goal for the KPI (Target you are trying to hit): 3 data items with clear applications.

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 6

Tactic Name: China Sales Mission

Budget: \$16,000

Start Date: TBD

End Date: TBD

Goal which Tactic Supports (From RCTP Goals, Above): Goals 5 & 6

Does this Tactic Respond to Stakeholder Feedback? No Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 7

Tactic Name: Travel Trade FAM Tours and Press Trips

Budget: \$75,000

Start Date: October 2017 & October 2018 Off-Peak Season

End Date: March 2018 & March 2019 Off-Peak Season

Goal which Tactic Supports (From RCTP Goals, Above): Goals 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe: Yes,

Develop more PR/media pitches for Travel Oregon's key international markets (56%) p.19 N. 65% / C. 48% / S. 54% p.20

Develop more itineraries for travel trade (tour operators, receptive operators, on-line travel agencies, travel agents) 53% p. 19 N. 50% / C. 52% / S. 56% p.20

Develop more partners locally (motor couch, guides, outfitters, ports, tour operators, etc) for international sales opportunities (50%) p. 19 N. 42% / C. 56% / S. 54% p.20

Host more FAM trips to the region for travel trade and or media (48%) p. 19

N. 46% / C. 41% / S. 57% p.20

KPI's/Measurements of Success: At least one FAM for each of the international markets identified in this plan; 8 total throughout the biennium.

Goal for the KPI (Target you are trying to hit): To offer the highest quality FAM experiences which address the need for off-peak season travel and take advantage of future trail infrastructure and marketing content developed.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Global Sales Tactic 8

Tactic Name: Travefy

Budget: \$3,600

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe: Yes,

Develop more PR/media pitches for Travel Oregon's key international markets (56%) p.19 N. 65% / C. 48% / S. 54% p.20

Develop more itineraries for travel trade (tour operators, receptive operators, on-line travel agencies, travel agents) 53% p. 19 N. 50% / C. 52% / S. 56% p.20

Develop more partners locally (motor couch, guides, outfitters, ports, tour operators, etc) for international sales opportunities (50%) p. 19 N. 42% / C. 56% / S. 54% p.20

Host more FAM trips to the region for travel trade and or media (48%) p. 19 N. 46% / C. 41% / S. 57% p.20

KPI's/Measurements of Success: By 2018-2019 we are using Travefy to produce 95% of all our trip itineraries.

Goal for the KPI (Target you are trying to hit): To have all possible content entered into Travefy by end of 2017-2018. Travefy becomes a highly functional itinerary building tool which saves staff time and prevents trip planning errors.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Global Sales Tactic 9

Tactic Name: WTM (UK)

Budget: \$7,000

Start Date: January 2019

End Date: January 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No.. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 10

Tactic Name: Oceania Sales Mission

Budget: \$5,000

Start Date: TBD

End Date: TBD

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 11

Tactic Name: Vancouver Outdoor Adventure Show

Budget: \$4,000

Start Date: March 2018

End Date: March 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 12

Tactic Name: Western Canada Roadshow

Budget: \$6,000

Start Date: March 2018

End Date: March 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 6

Does this Tactic Respond to Stakeholder Feedback? No.. Also, please describe:

Coastal stakeholders did not ask for sales missions, however OCVA feels that with the proper outreach and education – in partnership with Travel Oregon Global Sales – the value of international sales will be apparent and supported.

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): TBD

Menu of Investment Opportunities Program? Yes – Skip Remainder of Section

Global Sales Tactic 13

Tactic Name: Brand USA

Budget: \$70,000

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 1, 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Leverage Marketing Opportunities with Travel Oregon and other tourism organizations (76%) p.2 N. 78% / C. 64% / S. 87% p.12

Developing or enhancing current RDMO website p. 11 N. 74% / C. 69% / S. 84% p.12

Develop more PR/media pitches for Travel Oregon's key international markets (56%)
p.19 N. 65% / C. 48% / S. 54% p.20

Host more FAM trips to the region for travel trade and or media (48%) p. 19 N.
46% / C. 41% / S. 57% p.20

KPI's/Measurements of Success: TBD

Goal for the KPI (Target you are trying to hit): Micro-site for Oregon Coast is 100% in
place by end of 2018/2019 and budget secured for maintenance of site. We also
will maintain a strong presence in Brand USA international marketing materials.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Industry and Visitor Services:

Stakeholder feedback indicated that many elected officials, government authorities and other decision makers still struggle to understand the economic value tourism provides to the coastal region. Our goal over the next biennium is to make strategic investments in outreach and education throughout the region to substantially increase “champions of tourism” in all sub-regions, as well as increase the professionalism and effectiveness of existing entities connected to the tourism industry.

Part of this approach is to directly train tourism advocates and provide them with the tools needed for successful advocacy and community education. To move the needle in this area, investments will be made in industry workforce trainings for adults, and newly professional guides and hospitality training for youth along the entire Oregon Coast, which we estimate will be well received widely by local stakeholders.

A severe lack of available residential housing also affects the coastal workforce availability in general for many industries along the Oregon Coast, including tourism. The Oregon Coast Visitors Association as the coastal RDMO, sees great opportunity in demonstrating our commitment to improve the lives of all coastal resident by underwriting a coast-wide dialog on housing, county by county, to expedite the solution process around workforce housing as a path to eventually increasing the available workforce.

These two efforts will be designed to elevate the tourism industry so that it will be recognized as the truly positive economic force for the region that it is.

Industry and Visitor Services Plan Tactics:

Planned Budget (Right Click to Update Link):

\$ 113,240

-

Industry and Visitor Services Tactic 1

Tactic Name: Guest Services Training

Budget: \$30,000

Start Date: October 2017

End Date: April 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goals 2, 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:
Increase skilled workforce in the tourism industry (66%) p.2 N. 72% / C. 57% / S. 67% p.14

Offer educational opportunities to visitor-related stakeholders around the value of tourism and opportunities available to them at the local, regional and state levels (59%) p.17 N. 61% / C. 52% / S. 63% p.18

Offer on-line or in-person customer service training to local tourism facing entities and their employee/staff (56%) p. 17 N. 53% / C. 51% / S. 61% p.18

KPI's/Measurements of Success: 200 per year are certified, 400 over the biennium.

Goal for the KPI (Target you are trying to hit): Entire amount budgeted is spent and substantial matches are secured from private businesses and/or DMO's to increase the number of workers certified.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Industry and Visitor Services Tactic 2

Tactic Name: Oregon Welcome Center Program

Budget: \$3,240

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 7

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:
Place local or regional brochures, guides and other collateral in state welcome centers (53%) p.17, N. 54% / C. 41% / S. 61% p.18

KPI's/Measurements of Success: # of brochures to be distributed TBD.

Goal for the KPI (Target you are trying to hit): Maintain a strong presents at entry points into the State of Oregon to capture visitation by travelers who have not planned their trips yet.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Industry and Visitor Services Tactic 3

Tactic Name: Industry Services Training

Budget: \$0

Start Date: October 2017 & October 2018

End Date: April 2018 & April 2019

Goal which Tactic Supports (From RCTP Goals, Above): Goal 2, 5 & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:
Offer educational opportunities to visitor-related stakeholders around the value of tourism and opportunities available to them at the local, regional and state levels (59%) p.17 N. 61% / C. 52% / S. 63% p.18
Improve familiarity with Regional Initiatives (open ended responses "very familiar with") p.9 these need attention: 16% Training tactics, 13% Capacity building, 10% Global Sales

KPI's/Measurements of Success: To be negotiated with Travel Oregon departments.

Goal for the KPI (Target you are trying to hit): Industry partners on the Oregon Coast have a wide variety of professional development needs. These will be more clearly identified and matched with the capacity of Travel Oregon departments to meet these demands.

Menu of Investment Opportunities Program? Yes - Skip Remainder of Section

Industry and Visitor Services Tactic 4

Tactic Name: Professional Adult Guide and Tour Operator Business Skills Training Course

Budget: \$40,000

Start Date: January 2018 & January 2019

End Date: March 2018 & March 2019

Goal which Tactic Supports (From RCTP Goals, Above): 2, 5, & 6

Does this Tactic Respond to Stakeholder Feedback? Yes. Also, please describe:

Yes, needs assessment interviews with guide businesses along the coast confirmed desire for specialized training for both business owners and managers in operations and their desire for their staff to receive professional development training. Also expressed was a desire for better trained employee applicants.

Increase skilled workforce in the tourism industry (66%) p.2 N. 72% / C. 57% / S. 67% p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

KPI's/Measurements of Success: Number of Participants, Level of Satisfaction

Goal for the KPI (Target you are trying to hit): The first workshop would target 30 participants for the face to face component and an additional opportunity for online participants.

Menu of Investment Opportunities Program? No

Description of Tactic:

The Guide/Tour Operator training program would be a custom designed program for the Oregon Coast that builds on the existing Travel Oregon TOGO training and the Existing Extension Guide Training program curriculum. The program will also align with international best practices as outlined by the Adventure Travel Trade Association.

This program is expected to also be aligned with a Youth workforce training program that would help provide trained employees for coastal businesses and future entrepreneurs. Locally relevant information and materials will be compiled to create course materials and training modules.

Miles Phillips of OSU Extension/Sea Grant will lead the program with support from Frank Burris of OSU Extension/Sea Grant in Curry County and we will utilize Extension resources and staff as feasible.

The program will aim to provide 3 levels of training over time that are broadly defined as 1 Universal Knowledge and Skills, 2 State Level Knowledge and Skills 3 Local Level Knowledge and Skills.

Within these levels there are topics that address details to a different depth in each category.

Guides & Outfitters who complete and pass the training program are potentially eligible to be certified by other organizations such as Convention & Visitor Bureau (CVB) and to receive marketing and promotion benefits.

The Guides will be trained to identify selected key wildlife and plant species of the local area. The guides will be trained and have knowledge and understanding of the basic history of local land use, settlement, geology, climate, vegetation etc.

Guides also will be trained in the tourism industry practices, small business planning, customer service, and practical interpretation skills.

These skills are important skills to make a wildlife guiding activity a memorable one and increase business and understanding of the fun and importance of the wildlife, nature, culture, history and environment.

Additional courses and local workshops are also offered to supplement this material and can be developed by us for your local region upon request.

Nothing can replace experience and this program is not intended to train and document guides as experts but to insure a basic broad level of wildlife species knowledge, basic tourism and business practices, environment and natural resource management practices and regulations.

The format of the program is termed a blended course which means that it includes face to face workshops and online training. The benefit of this format is that it is more cost effective and more appropriate and feasible in meeting the time constraints of participants. The Live workshop time is focuses on the topics that are most effectively conducted in person. Other information is more effectively delivered online through a mix of reading, video and quizzes which can document knowledge.

The program would be developed over the summer and fall of 2017 and delivered in the Winter /Spring of 2018. In future years this could potentially be offered twice per year with live workshops set in various locations along the coast to be more locally accessible to participants.

These funds can also be used as match for Travel Oregon small grants and potentially for additional support funding.

Industry and Visitor Services Tactic 5

Tactic Name: Youth Guide and Tour Operator Business Skills Training Program

Budget: 40,000

Start Date: March 2018

End Date: April 2018

Goal Which Tactic Supports (From RCTP Goals, Above): 2,5 & 6

Yes, needs assessment interviews with guide businesses along the coast confirmed desire for specialized training for both business owners and managers in operations and their desire for their staff to receive professional development training. Also expressed was a desire for better trained employee applicants.

Increase skilled workforce in the tourism industry (66%) p.2 N. 72% / C. 57% / S. 67% p.14

Product and experience development (open ended responses 29%) p.10 N. 23% / C. 34% / S. 33%

Goal Key Performance Indicator KPI's/Measurements of Success): Number of Participants, Level of Satisfaction

Goal for the KPI (Target you are trying to hit): Target of 6 high school students per club/course with the pilot project to be implement in Clatsop County (Astoria)

Menu of Investment Opportunities Program? No.

Description of Tactic:

This youth version of the guide training would be aligned with the adult professional course but would be a truly different and independent program designed specifically for youth.

Extension 4H Youth Leadership is one of the largest youth development programs in the nation and this would be a topic offered through the Extension 4H

Entrepreneurship program. The model is a club format where a local volunteer leader supported by professional extension staff lead the project. The project would be planned to include 6 meetings. The youth would have the opportunity to learn in both a classroom setting and through outdoor hands on field tours. The project would let them participate in some form of guided tour with a private company and an interpretive tour with a state park or similar entity. The students would practice interpretive live presentations and learn about the tourism industry and related career opportunities. The program would allow high school students to be much better prepared for summer jobs with the tourism industry. The description of the Adult program curriculum is included below. Select elements will be included in the youth program including access to select online resources.

The Guide/Tour Operator training program would be a custom designed program for the Oregon Coast that builds on the existing Travel Oregon TOGO training and the Existing Extension Guide Training program curriculum. The program will also align with international best practices as outlined by the Adventure Travel Trade Association.

This program is expected to also be aligned with a Youth workforce training program that would help provide trained employees for coastal businesses and future entrepreneurs. Locally relevant information and materials will be compiled to create course materials and training modules.

Jared Delay of OSU Extension Clatsop County, with support from Miles Phillips of OSU Extension/Sea Grant will lead the program and we will utilize Extension resources and staff as feasible.

The program will aim to provide 3 levels of training over time that are broadly defined as 1 Universal Knowledge and Skills, 2 State Level Knowledge and Skills 3 Local Level Knowledge and Skills.

Within these levels there are topics that address details to a different depth in each category.

Guides & Outfitters who complete and pass the training program are potentially eligible to be certified by other organizations such as Convention & Visitor Bureau (CVB) and to receive marketing and promotion benefits.

The Guides will be trained to identify selected key wildlife and plant species of the local area. The guides will be trained and have knowledge and understanding of the basic history of local land use, settlement, geology, climate, vegetation etc.

Guides also will be trained in the tourism industry practices, small business planning, customer service, and practical interpretation skills.

These skills are important skills to make a wildlife guiding activity a memorable one as well as increase business while emphasizing the fun and importance of the wildlife, nature, culture, history and environment.

Additional courses and local workshops are also offered to supplement this material and can be developed by us for your local region upon request.

Nothing can replace experience and this program is not intended to train and document guides as experts but to ensure a basic broad level of wildlife species knowledge, basic tourism and business practices, environment and natural resource management practices and regulations.

The format of the program is termed a blended course which means that it includes face to face workshops and online training. The benefit of this format is that it is more cost effective and more appropriate and feasible in meeting the time constraints of participants. The Live workshop time is focused on the topics that are most effectively conducted in person. Other information is more effectively delivered online through a mix of reading, video and quizzes which can document knowledge.

The program would be developed over the summer and fall of 2017 and delivered in the Winter /Spring of 2018. In future years this could potentially be offered twice per year with live workshops set in various locations along the coast to be more locally accessible to participants.

Industry and Visitor Services Tactic 6

Tactic Name: Tour Product Market Price and Amenity Survey

Budget: 12,000

Start Date: July 2017

End Date: June 2019

Goal Which Tactic Supports (From RCTP Goals, Above): 2,3 & 5

Does this Tactic Respond to Stakeholder Feedback? Yes Also, please describe:

Yes, personal needs assessment interviews with guide businesses along the coast confirmed desire for market data to help determine product offerings, packaging, pricing and marketing along with amenity development value. Additionally the information would help local officials better understand and support the economic impact of this sector of economic development.

KPI's/Measurements of Success: Three primary KPI have been identified for this tactic. 1) The number of products evaluated, 2) The number of locations (coastal communities evaluated) 3) Completion of Reports

Goal for the KPI (Target you are trying to hit): For year one we would have a goal of evaluating 6 differentiated products for 14 communities along the coast and creating 6 reports to disseminate the results of this study.

Menu of Investment Opportunities: No.

Description of Tactic:

The project is an applied research project to obtain market data for coastal tour operators and other stakeholders in order to provide documented market price and amenity data that informs business decision making. Follow up work through

business development/workforce development assessments would then allow this market data to be correlated with expressed business needs and performance.

The project assesses the inventory of tour companies by product type, online market presence of the business, search rank, product prices, amenity packages and general product descriptions. Report will provide businesses and other stakeholders data to inform marketing, training, product development etc.

Staffing and Other:

Staffing Planned Budget (Right Click to Update Link):

\$496,175.00 -

Other Planned Budget (Right Click to Update Link):

\$110,625.00 -

Staffing Strategy: Our strategy is a steady scaling up of staffing, according to the sequence needs should be addressed. Our most immediate objective is to quickly scale up to meet a rapidly increasing desire for stakeholders to engage with their RDMO. This will allow for the formation of solid ground to build additional programs upon – such as Global Sales. In year two, our commitment to bringing on board sales and marketing staff will be fulfilled. Total allocation for staffing is currently under the 25% as noted in RCTP guidelines.

Other: This category included basic RCTP related operational costs for conducting normal business operations (*e.g. travel expenses, office supplied, accounting services, extra subscriptions to CRM database, extra phone lines, etc*).