



**Name of Applicant:** Oregon Coast Visitors Association

**Region:** Oregon Coast

## Mission/Vision:

**In a few sentences, please describe the vision/mission for the intended region and your organization.**

Our OCVA mission: *"Inspire travel and strengthen collaboration to create and steward a sustainable coastal economy."* We will accomplish this by activating coastal stakeholder networks and investing in creative solutions which address the unique challenges of regional communities. Our efforts will raise the bar for visitor experiences, provide a unified voice and consistent brand persona. Specific enhancements will include providing comprehensive trip planning tools, strategic promotions to increase visitor spending during shoulder and off-season months and educating the public on coastal resource protection and safety.

## Organization:

**Who comprises your organization and who do you represent?**

The Oregon Coast Visitors Association (OCVA) is a 501(c)(6) formed in 1987 by coastal cities, counties, destination management organizations (DMOs) and other stakeholders organized to promote vacation travel, recreation, attractions and overnight stays from Astoria to Brookings.

OCVA is governed by a nine-member board of directors [three at-large, two North Coast, two Central Coast and two South Coast] and also includes a non-voting past president for subject matter expertise. We maintain a healthy board composition which represents a mix of private, non-profit, government stakeholders and DMOs. The board of directors meets quarterly, rotating between each sub-region, and is open to public attendance.

Our bylaws mandate a Strategic Advisory Group (SAG) of state and federal resource management agencies which provide guidance on matters of public safety and resource safety. SAG "town hall" meetings happen twice per year, occur in North/Central and South/Central locations and are open to the public.

OCVA's five full-time staff members are intentionally spread out along Oregon's coast to maximize network opportunities and investment in stakeholder relationships. The geographic positioning of staff and the board of directors allows OCVA to access agency/business capacities contributing such resources as staff time, technical resources, event/meeting space, marketing content and further access to their local stakeholder networks.

Our Marketing Partner program is a fee-for-service revenue source from over 100 tourism organizations and private businesses, which is maintained separately from Regional Cooperative Tourism Program (RCTP) funded activities.

In addition to the board and SAG meetings noted above, our association conducts a minimum of two "listening sessions" per year and over a dozen presentations to business associations, public groups and stakeholder groups.



# Tourism in Your Region:

**Who is coming to your region? How many visits? What does a visitor experience? What differentiates the region. This should be a paragraph explaining the ‘state of tourism in the region.’**

To understand tourism on the Oregon Coast, it must be viewed through the nuanced lens of sub-regionalism. While the coast does identify as a singular tourism industry, it also identifies sub-regionally. The tourism economy is distinctly different due to geography, demographics, economic portfolios, visitor lifecycle stages, and the presence and/or lack of infrastructure.

## Visitor Profile and Geographic Disbursement

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. [Longwoods, Oregon 2015, Regional Visitor Report, The Coast Region]

## Visitation Motivators

The primary drivers for coastal travel are marketable attractions and visiting friends or family. The marketable attractions visitors are seeking include touring (27%), outdoors (25%), resorts (22%), and special events (15%). Once arrived, the visitor experience is centered on beach/waterfront activities (59%), and the retail environment (40%).

## Destination Spending

The Oregon Coast tourism economy is the second largest in Oregon, second only to the Portland region. In 2017 the Coast captured 17% (\$1.985 billion) of \$11.8 billion total statewide spending, and an estimated 59% (17 million) of Oregon’s total 28.8 million overnight visitors. According to the 2018 Oregon Tourism Engagement Report, visitor dollars are being spent primarily on coastal dining, lodging, art, entertainment & recreation. [Oregon Travel Impacts Statewide Estimates 43 - 44p]. However, spending, earnings and visitation estimates from 2017 disproportionately benefit coastal sub-regions (p.21).

| Sub-Region | Direct Spending | Earnings | Overnight Visitor Volume |
|------------|-----------------|----------|--------------------------|
| North      | \$794M          | \$255M   | 6.4 million visitors     |
| Central    | \$788M          | \$227M   | 6.5 million visitors     |
| South      | \$404M          | \$130M   | 4.1 million visitors     |

# Stakeholder Feedback:

**Summarize here what industry stakeholders have told you and why it matters (or doesn’t). What are the most important objectives as indicated by your stakeholders? How will you respond to those needs?**

## Coast-Wide Feedback

Coastal stakeholders evaluated their own engagement and satisfaction with their local DMO and with the Coast Regional Destination Management Organization (RDMO). Reported engagement levels were higher with the local DMOs, but satisfaction (the percentages indicating “satisfied” and “very satisfied”) was higher for the Coast RDMO than the local DMOs (page 21).

Oregon Coast stakeholders indicated that they agree or strongly agree with the statement, “*I am engaged with the Oregon tourism industry*”. Coastal stakeholders view the direction of tourism in the state and the region positively.



Tactics were implemented across three categories (outlined below) that stood out with two-thirds of stakeholder respondents. Percentages of respondents that felt these tactics were a “high” or “very high” priority are listed below.

**Destination Development – Planning and Management:**

- 74% Increase visitation to the region during off-peak seasons.
- 72% Manage tourism growth in order to preserve local assets (natural & cultural).
- 69% Create positive interaction between tourists and residents.
- 68% Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact.

**Destination Development – Product Development:**

- 71% Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.
- 66% Develop/expand trail systems important for outdoor recreation or multi-modal transport

**Public Affairs & Communications:**

- 66% Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

**Sub-Regional Feedback**

**North Coast:** While the North Coast is very concerned with investments regarding Infrastructure & Transportation, Stakeholder Engagement & Collaboration and Workforce & Training, it ranked investments in Marketing and Promotions notably lower than other sub-regions. This can be reasonably explained by the pressure exerted from a strong day traveler presence on the North Coast, which the South Coast lacks.

Examples:

- Manage tourism growth in order to preserve local assets (natural and cultural).  

|              |       |       |
|--------------|-------|-------|
| <b>N 81%</b> | C 65% | S 67% |
|--------------|-------|-------|
- Create positive interaction between tourists and residents.  

|              |       |       |
|--------------|-------|-------|
| <b>N 75%</b> | C 66% | S 62% |
|--------------|-------|-------|
- Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact.  

|              |       |       |
|--------------|-------|-------|
| <b>N 77%</b> | C 57% | S 67% |
|--------------|-------|-------|
- Influence an ethos of conservation and sustainability in ongoing development and marketing.  

|              |       |       |
|--------------|-------|-------|
| <b>N 72%</b> | C 59% | S 64% |
|--------------|-------|-------|
- Alleviate congestion during peak tourism season in areas of high visitation.  

|              |       |       |
|--------------|-------|-------|
| <b>N 85%</b> | C 60% | S 31% |
|--------------|-------|-------|
- Increase the adoption of sustainable business practices in the tourism businesses.  

|              |       |       |
|--------------|-------|-------|
| <b>N 69%</b> | C 55% | S 59% |
|--------------|-------|-------|

**Central Coast:** With the exception of Tourism Research and Market Insights which the Central Coast expressed strong interest in, it ranked mid-range between the North and South Coast on every other subject matter. This can be explained by geography of the Central Coast which at its northern end is affected strongly by the pressures of a growing visitor industry while the southern end of is further away from major population centers and receives less pressure from day travelers. Examples:

- Develop skills, knowledge and networks to build local capacity for developing and managing tourism.  

|       |              |       |
|-------|--------------|-------|
| N 63% | <b>C 66%</b> | S 64% |
|-------|--------------|-------|
- Effective frontline training to create visitor-ready businesses and brand ambassadors.  

|        |              |       |
|--------|--------------|-------|
| N 44 % | <b>C 62%</b> | S 61% |
|--------|--------------|-------|
- Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.  

|       |              |       |
|-------|--------------|-------|
| N 48% | <b>C 48%</b> | S 48% |
|-------|--------------|-------|



**South Coast:** The South Coast expressed strong interest in nearly all categories, but particularly in Marketing & Promotion, Destination Development & Management and a lesser degree in Workforce & Training.

As in 2017, South Coast respondents expressed more concern about their communities not understanding the value of tourism (page 4). Additionally, relative to the rest of the coast, respondents from the South Coast were more likely to rate individual tactics as a “high” or “very high” priority. This relatively higher prioritization of tactics suggests that there may be less capacity in the South Coast or that expectations of the RDMO may be unrealistically high, as an RDMO will certainly be constrained by budget and staffing (pages 13, 15, 17, 19, 21). Examples:

Increase visitation to the region during off peak season.

N 64%      C 79%      **S 83%**

Educate community leaders and policymakers (local, county, state) on value of tourism and its viability as a long-term career.

N 56%      C 62%      **S 79%**

Increase local capacity for tourism marketing

N 37%      C 51%      **S 67%**

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63%      C 69%      **S 84%**

Develop/ expand trail systems important for outdoor recreation or multi-modal transport.

N 57%      C 57%      **S 75%**

Improve curb appeal of main streets and city centers.

N 48%      C 64%      **S 71%**

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)

N 28%      C 43%      **S 63%**

Provide tourism businesses better access to photos and videos to assist in marketing and PR efforts.

N 39%      C 55%      **S 64%**

Social - Enhancing non-paid social media presence for regional social channels.

N 40%      C 51%      **S 63%**

## Overall Success Measures:

**How is success of your organization measured? What are the things you care about and are trying to influence? Please describe your measures and goals for overall success (things like room-nights or economic impact).**

Economic development measurements and indicators will always be top priorities. To this end we closely monitor the results of Dean Runyan estimates related to visitation volumes, destination spending, earnings and employment. Underlying influences of economic growth are informed by additional metrics and longitudinal data provided by Longwoods International Visitor Search, and specialized research such as the Oregon North Coast Visitor Insights, October 2018.

Continued growth in the coastal visitor economy moving forward will rely on matching existing capacities (lodging, transportation, etc.) with the timing and placement of RCTP investments in marketing, destination development and strategic partnerships. An example could be increasing lodging earnings in the shoulder season (availability), develop new transportation options, and enhance food services or arts, entertainment and recreation. Existing current data supports this approach.

Additionally, we place a very high value on the feedback of our stakeholders. Material progress on the areas of highest coast-wide and sub-regional priorities will be measured project by project. Improving trails and infrastructure, protecting community livability, reducing visitation impacts, increasing shoulder season visitation, etc.



Ultimately, OCVA’s success will be measured by the Custom Regional Questions focusing on stakeholder engagement and satisfaction. Of note, the aggregate number of stakeholder respondents increased more than three-fold between 2017 and 2018. Results of the 2018 Oregon Tourism Engagement Survey indicate both metrics had measurable improvements with RDMO engagement increasing 16% (45% in 2017 to 61% in 2018) and satisfaction increasing 12% (41% in 2017 to 54% in 2018; with 40% neutral). We intend to continue to have measurable improvements in this regard.

## RCTP Success Goals:

### What are the goals for the RCTP program in your region for 2019-2021?

1. Increase number and diversity of sales and marketing efforts supporting ***shoulder season visitation***.
2. Educate policymakers and key coastal leadership on ***the value of tourism***.
3. Raise stature, visibility and functionality of the ***Oregon Coast Trail*** as a regional coherent trail system for both residents and visitors.
4. ***Engage stakeholder networks to align investments*** in public art, agritourism, recreation and cultural heritage.
5. Provide a ***unified voice*** for industry and a ***consistent brand*** persona for visitors.
6. Solidify investments in the development and delivery of ***workforce training*** and curriculum.

## RCTP Projected Overall Budget: Oregon Coast - \$3,167,100

| <u>Department/Category</u>                 | <u>2019-2021 Budget</u> | <u>Percent of Budget</u> |
|--|-------------------------|--------------------------|
| Destination Development                    | \$ 765,200.00           | 24%                      |
| Global Marketing                           | \$ 687,835.00           | 22%                      |
| Global Sales                               | \$ 312,300.00           | 10%                      |
| Global Strategic Partnerships              | \$ 185,250.00           | 6%                       |
| Regional Grants (≥ 10%)                    | \$ 316,710.00           | 10%                      |
| Regional Immediate Opportunity Fund (≥ 5%) | \$ 158,355.00           | 5%                       |
| Other                                      | \$ 40,000.00            | 1%                       |
| Staffing                                   | \$ 701,450.00           | 22%                      |
| <b>TOTAL</b>                               | <b>\$ 3,167,100.00</b>  | <b>100%</b>              |



|                                  |           |      |     |      |     |      |     |     |     |     |     |     |     |      |     |      |     |     |     |     |     |     |     |     |     |
|----------------------------------|-----------|------|-----|------|-----|------|-----|-----|-----|-----|-----|-----|-----|------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| North Coast DMS                  | \$15,900  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |      |     |      |     |     |     |     |     |     |     |     |     |
|                                  |           | July | Aug | Sept | Oct | Nov. | Dec | Jan | Feb | Mar | Apr | May | Jun | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
| Guest Service Gold               | \$24,400  |      |     |      | X   | X    | X   | X   | X   | X   | X   |     |     |      |     | X    | X   | X   | X   | X   | X   | X   |     |     |     |
| Water Trails/Paddle Guides       | \$35,000  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Fat Biking Collateral            | \$17,500  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| WRC Food Trail                   | \$38,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Agritourism, Art, Culture Events | \$84,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Regional Trails & Infrastructure | \$38,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| New & Emerging Rec.              | \$23,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Marine Debris Diversion          | \$24,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Public Art Trail                 | \$28,900  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Tillamook Bay Heritage Route     | \$84,400  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| GORP Wilderness First Aid        | \$5,000   | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Hospitality Training             | \$31,900  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |      |     |      |     |     |     |     |     |     |     |     |     |
| GS Promo Items                   | \$15,000  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| OCEANIA                          | \$9,000   |      |     |      | X   |      |     |     |     |     |     |     |     |      |     |      |     |     |     |     |     |     |     |     |     |
| VUSA/BUSA                        | \$12,000  |      |     |      |     |      |     |     |     |     |     |     |     |      |     |      |     |     | X   |     |     |     |     |     |     |
| Western Canada Roadshow          | \$5,500   |      |     |      |     |      |     |     |     | X   |     |     |     |      |     |      |     |     |     | X   |     |     |     |     |     |
| Vancouver Outdoor Adventure Show | \$5,000   |      |     |      |     |      |     |     |     | X   |     |     |     |      |     |      |     |     |     | X   |     |     |     |     |     |
| Global Sales Trainings           | \$3,000   |      |     | X    | X   | X    | X   | X   | X   | X   | X   | X   |     |      | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Go West Summit                   | \$10,400  |      |     |      |     |      |     |     | X   |     |     |     |     |      |     |      |     |     | X   |     |     |     |     |     |     |
| IPW                              | \$11,000  |      |     |      |     |      |     |     |     |     |     | X   |     |      |     |      |     |     |     |     |     |     | X   |     |     |
| Oregon Road Rally                | \$10,000  |      |     |      |     |      |     |     |     |     |     |     |     |      |     |      |     |     |     | X   |     |     |     |     |     |
| Travel Trade FAMs & Press Trips  | \$118,000 |      |     | X    | X   | X    |     | X   | X   | X   |     |     |     |      | X   | X    | X   | X   | X   | X   |     |     |     |     |     |
| Brand USA Opportunities          | \$35,800  | X    | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| German Sales Mission             | \$6,500   |      |     |      |     |      |     |     |     | X   |     |     |     |      |     |      |     |     |     |     |     |     |     |     |     |
| ITB                              | \$7,500   |      |     |      |     |      |     |     |     |     |     |     |     |      |     |      |     |     |     | X   |     |     |     |     |     |



|                                       |           |      |     |      |     |     |     |     |     |     |     |     |     |      |     |      |     |     |     |     |     |     |     |     |     |
|---------------------------------------|-----------|------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| GS Contractor                         | \$63,600  | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
| Brand USA Subsite Renewals            | \$5,000   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   |     |     |
|                                       |           | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
| Strategic Partnerships                | \$4,700   |      |     |      |     |     |     |     |     |     |     |     |     |      | X   |      |     |     |     |     |     |     |     |     |     |
| Strategic Investment Fund             | \$316,710 | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |
| People's Coast Summit                 | \$12,950  |      |     | X    |     |     |     |     |     |     |     |     |     |      |     | X    |     |     |     |     |     |     |     |     |     |
| Tourism Champions/ People's Coast 101 | \$31,750  | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |
| Convening & Collaborating             | \$25,900  | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |
| Industry Initiatives                  | \$104,950 | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |
| <b>Staffing</b>                       | \$701,450 | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |
| <b>Other</b>                          | \$40,000  | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   | X    | X   | X    | X   | X   | X   | X   | X   | X   | X   | X   | X   |





# Destination Development

Please describe your RCTP Destination Developments Strategy from a high level for the next biennium.

**Rolling up our sleeves!** Over the past two years, abundant stakeholder recognized successes have been produced by the destination development department. Many amazing opportunities still lay ahead with coastal communities anxiously awaiting additional efforts. From workforce training to trails & infrastructure to management & planning; we will keep pushing, continue to invest in people, places and capacities inspiring all to do better. We will be there, side by side with key stakeholder agencies and networks straight through 2022-2024. Together we will move mountains.

## Destination Development Plan Tactics:

### Destination Development Tactic 1:

**Menu of Investment Opportunities Tactic:** Trail Restoration Package

**Region Defined Tactic Name:** N/A

**Budget:** \$215,400 (19/20: \$134,900 • 20/21: \$80,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback?** Yes:

Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact.

N 77% C 57% S 67%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal transport.

N 57% C 57% S 75%

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

**KPI's/Measurements of Success:** Number of volunteer training hours, number of volunteers trained, and number of volunteer trail keeper groups formed along the Oregon Coast Trail.

**Goal for the KPI (Target you are trying to hit):** Twenty five training events for every \$25,000 spent, ten new trail keeper groups.

**Description of Tactic:** This tactic continues the momentum of work already accomplished with Trailkeepers of Oregon. Their service was well received by North Coast communities and their service delivery was refined through this process. Now we seek to extend trail keeping services coast wide.

We will accomplish this by underwriting TKO's presence along the coast while seeking funding partners to contribute to this funding model ensuring community buy-in and engagement on trail maintenance programs. While this tactic will result in trail maintenance, it will also increase the capacity of communities long-term to maintain their own trails by "*training up and tooling up*" volunteer trail keepers. There is a soft ask to contributing communities to have volunteers initially focus their trail keeping efforts on the Oregon Coast Trail to get this asset up and walking as soon as possible, in response to concerns and lack of capacity by agencies such as OPRD, USFS, BLM and local municipalities.

### Destination Development Tactic 2:

**Menu of Investment Opportunities Tactic:** Oregon Food Trails

**Region Defined Tactic Name:** Central Coast Food Trail

**Budget:** \$22,500

**Start Date:** July 1, 2020

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback?** Yes:

Provide more opportunities for visitors to experience locally grown and produced foods.

N 63% C 63% S 68%

Increase visitation to the region during off peak season.



N 64% C 79% S 83%

**KPI's/Measurements of Success:** Number of businesses actively agree and are involved in product developed. Government officials explicitly and actively support developing this economic niche.

**Goal for the KPI (Target you are trying to hit):** Thirty businesses engaged in developing product. Most Central Coast cities and Lincoln County support development of product.

**Description of Tactic:** With established and successful Food Trails to the North and South, it is time for the Central Coast to create its very own. Two initial socials brought together Central Coast area farmers, fishermen and foragers together with chefs, caterers and producers, and clearly showed the communities enthusiasm to better connect the areas foodshed, and help promote locally sourced ingredients. With the Central Coast Food Trail complete, in a sense we will have a coast-wide Food Trail. The investment will be put towards wayfinding, signage and promotional materials.

Agritourism is the intersection of tourism and agriculture. It provides visitors with the opportunity to experience a working agricultural landscape or production facility and aims to offer a direct connection to the producer, as is the case with farmers markets and producer-focused festivals. Agricultural tourism can help diversify the income of producers and support economic stability in rural areas, contribute to environmental sustainability, promote and protect local food systems, and provide visitors an opportunity to learn about the people, places and processes that turn raw ingredients into food, drink, fuel, shelter and clothing.

The Oregon Food Trail program aims to support agritourism businesses in a defined area, typically one that connects well as a visitor destination, could be a sub-region. The program must be managed by an organization that is committed to leading the Food Trail program for at least three years in collaboration with a small action team to support the program. The lead organization and action team would apply to Travel Oregon to participate in the program; approved applications will trigger an agreement between Travel Oregon and the managing organization. A Food Trail is an ongoing program, but the initial work of developing the map takes approximately six months once an application is approved.

The initial development period begins with a kick-off meeting where a work plan is developed. The program includes one public workshop to engage the community; the community action team collaborates with Travel Oregon to coordinate the workshop and Travel Oregon facilitates the workshop. The action team actively builds relationships with businesses that would participate on the local Food Trail. Part of the business engagement process is coordinating a training for small businesses; the action team will coordinate the workshop and Travel Oregon will serve as the lead trainers.:

### Destination Development Tactic 3:

**Menu of Investment Opportunities Tactic:** Oregon Tourism Studio Programming Design and Delivery

**Region Defined Tactic Name:** Culinary & Agritourism Experience Studio

**Budget:** \$6,900

**Start Date:** September 1, 2019

**End Date:** June 30, 2020

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

Effective frontline training to create visitor-ready businesses and brand ambassadors

N 44 % C 62% S 61%

Offer marketing and promotional training for smaller communities and businesses.

N 60% C 63% S 60%

**KPI's/Measurements of Success:** Number and diversity of participating businesses, policy makers and government officials.

**Goal for the KPI (Target you are trying to hit):** Forty stakeholders are engaged; thirty stakeholders are consistently involved in contributing to the Central Coast Food Trail tactic in 2020-2021.

**Description of Tactic:** An initial convening of producers, suppliers, restaurateurs and food retailers packed the house! Interest by Central Coast stakeholders in this topic has been verified and documented. Now the food and agriculture communities need guidance and structure to move forward to differentiate the Central Coast products and experiences thereby drawing in visitors and improve local livability. General accomplishments will center around defining key strategies to build tourism in a manageable, sustainable way so as to grow the local economy while at the same time protecting and enhancing local cultural and environmental resources.



## Destination Development Tactic 4:

**Menu of Investment Opportunities Tactic:** RARE Tourism Development Staff Capacity

**Region Defined Tactic Name:** North and South Coast RARE placements

**Budget:** \$68,400 (19/20: \$33,900 • 20/21: \$34,500)

**Start Date:** September 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop skills, knowledge and networks to build local capacity for developing and managing tourism.

N 63% C 66% S 64%

Increase local capacity for grant writing and fund development to fund tourism related projects.

N 53% C 47% S 58%

Provide more opportunities for visitors to experience locally grown and produced foods.

N 63% C 63% S 68%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitating the development of world class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight travel through industry leading branding, marketing and communication.
- Fully realize statewide strategic integration of OTIS.
- Grow and align partnerships to leverage resources and capacity to address key issues.

**KPI's/Measurements of Success:**

- Increasing patronage of food trail businesses. 100 passports are redeemed for prizes in 2019/20
- All tourism facing DMOS have our paddle guides and promote the Paddling the Southern Oregon Coast video on the websites and social media. At least one new paddle launch and landing is placed on the south coast. The World Tour Paddle Film Festival receives 200 attendees.
- Significant movement in the planning process for the next Curry County trail system.
- Real nuts and bolts learning experience in marketing events and familiarization tours.

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

**Description of Tactic:** The South Coast RARE placement will work primarily on four projects. Food Trail Management, South Coast Water Trails, Regional Trails and Infrastructure Development, and South Coast Events and Marketing Support.

The Southern Oregon Coast region has incredible locally-grown food and we love to share it with our visitors. This year trail emphasis will be on the utilization of the passport in conjunction with the existing brochures to provide a world class experience to our visitors.

The water trail efforts will be in support of distribution and promotion of the South Coast Paddle guides, promotion and use of the paddle video, organizing community paddles and assisting in paddle infrastructure development as well as continuing the World Tour Paddle Film Festival.

The South Coast is developing many different types of trails. Biking, paddling, hiking and multi-purpose trails are currently being developed by many different organizations and there are various facets of support needed to ensure the highest quality of trail is developed and maintained. Key trail projects include Whiskey Run, Oregon Coast Trail, the next Curry bike trail and water trails.

There are a variety of agritourism and outdoor recreation events along the south coast. There are also a variety of existing media collateral that needs to be promoted and placed on different media channels. The RARE will learn and assist in delivering those marketing assets.

The North Coast RARE placement will provide support to the North Coast Tourism Management Network, increase voluntourism efforts through volunteer coordination support to the Trailhead and Beach Ambassadors, as well as further OCVA's efforts to develop a public art trail.

## Destination Development Tactic 5:

**Menu of Investment Opportunities Tactic:** Oregon Tourism Studio Post-Program Project Implementation Support

**Region Defined Tactic Name:** North Coast Destination Management Studio

**Budget:** \$15,900

**Start Date:** July 1, 2019

**End Date:** June 30, 2020



**Goal with which tactic supports (From RCTP Goals, above):** 1, 2, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Manage tourism growth in order to preserve local assets (natural and cultural).

N 81% C 65% S 67%

Create positive interaction between tourists and residents.

N 75% C 66% S 62%

Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact.

N 77% C 57% S 67%

Influence an ethos of conservation and sustainability in ongoing development and marketing.

N 72% C 59% S 64%

Alleviate congestion during peak tourism season in areas of high visitation

N 85% C 60% S 31%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** OCVA's funds will go towards project implementation as decided by the NCTMN. Current projects underway include Trailhead and Beach Ambassadors, Stewardship Messaging, and communicating visitor transportation options. Travel Oregon is investing in network design and implementation as a catalyst to address complex issues and collaboration in Oregon Tourism Studio regions. These networks can support active communication between partners and serve to support progress on issues of common concern. Intentional structure and deliberate support are necessary to establish and sustain these growing network entities that are in the fledgling stages of development. The challenges facing communities around destination development and management are complex, have a variety of root causes, are constantly evolving, and engage stakeholders who have different and sometimes conflicting positions and self-interest. Network design becomes the solution when the opportunity is large, new ideas are necessary, a clear solution isn't apparent, the current system isn't addressing the issues, and when diverse people of different industries and backgrounds need to be engaged.

## Destination Development Tactic 6:

**Menu of Investment Opportunities Tactic:** Deliver Guest Service Gold Tourism/Oregon Trainings

**Region Defined Tactic Name:** N/A

**Budget:** \$24,400 (19/20: \$11,900 • 20/21: \$12,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 6

**Does this tactic respond to stakeholder feedback?** Yes:

Effective frontline training to create visitor-ready businesses and brand ambassadors

N 44 % C 62% S 61%

Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.

N 48% C 48% S 48%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** These funds will be used to train Guest Service Gold Trainers, pay trainers to conduct classes when necessary, and to provide up to \$1,000 per business to certify staff. Travel Oregon has partnered with the Oregon Restaurant and Lodging Association Education Foundation (ORLAEF) to develop and deliver the Guest Service Gold Tourism/Oregon program, an internationally accredited curriculum that provides customer service training for Oregon's tourism industry and results in a professional certification. The training program uses real life service challenges of tourism staff in Oregon and focuses on seven principles important to the goal of providing a positive guest experience. The course is presented via a series of seven videos and exercises that illustrate each principle. Students receive a workbook for use during the course, and for reference to take home. A 30-question exam is taken after the course. Students that receive 70% or higher on the test receive a certificate of completion as an accredited Certified Guest Service Professional (CGSP).

## Destination Development Tactic 7:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Water Trails/Paddle Guides

**Budget:** \$35,000 (19/20: \$15,000 • 20/21: \$20,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 4



**Does this tactic respond to stakeholder feedback? Yes:**

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal transport.

N 57% C 57% S 75%

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability

**KPI's/Measurements of Success:** Printing and distribution of 10,000 paddle guides for the south coast and development, printing and distribution of 2,000 paddle guides for the central coast. All assets will be digital for downloading.

**Goal for the KPI (Target you are trying to hit):** Communities will embrace and encourage use of paddle guides and share videos to promote responsible use of the rivers. Two new paddle guides for the central coast are created using the same theme as the south coast.

**Description of Tactic:** This investment would continue the South Coast initiative of implementing community paddles throughout the region (where we have developed paddle guides), marketing of the new water trail video, and the development of 2 new paddle guides for the Central Coast.

## Destination Development Tactic 8:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Fat Biking Material Collateral

**Budget:** \$17,500 (19/20: \$7,500 • 20/21: \$10,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal Transport.

N 57% C 57% S 75%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.

**KPI's/Measurements of Success:** Continued printing and distribution of 60,000 Fat Bike Brochures for the entire Oregon Coast yearly.

**Goal for the KPI (Target you are trying to hit):** 10% increase in brochure needs.

**Description of Tactic:** Continuing the promotion of the fat tire biking with yearly updating, printing and distribution of the existing brochures.

## Destination Development Tactic 9:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Wild Rivers Coast Food Trail

**Budget:** \$38,400 (19/20: \$17,900 • 20/21: \$20,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 4

**Does this tactic respond to stakeholder feedback? Yes**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Provide more opportunities for visitors to experience locally grown and produced foods.

N 63% C 63% S 68%

**This tactic also addresses Travel Oregon's key initiative(s):**



- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability.

**KPI's/Measurements of Success:** Measure higher attendance along the food trail and strong use of the passport project by having 50 passport prizes redeemed annually.

**Goal for the KPI (Target you are trying to hit):** Measurable increases in visitation to be determined through the surveys that are conducted in the off season. Overall increase in visitation of 5-10% or more.

**Description of Tactic:** This Food Trail investment provides capacity, printing and distribution of brochures, distribution of signage, and implementation of the Passport Project associated with the Food Trail. Capacity would ensure distribution of signage, brochures, passports, fulfillment of passport prizes and annual surveys of agritourism businesses on the trail.

## Destination Development Tactic 10:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Agritourism, Art and Cultural Events

**Budget:** \$84,400 (19/20: \$41,900 • 20/21: \$42,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 2, 3, 4, 5, 6

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Provide more opportunities for visitors to experience locally grown and produced foods.

N 63% C 63% S 68%

Provide more opportunities to experience fine arts, culture and heritage.

N 52% C 52% S 50%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies
- Inspire overnight leisure travel through industry- leading branding, marketing and communications

**KPI's/Measurements of Success:** To measure high visitation during this off season 10-day event we are striving for 800+ visitors to attend the event for the first year and 1000+ participants to attend for the second year. In addition, we will secure two pieces of public art for the OCVA public art trail for the first year and four the second year.

**Goal for the KPI (Target you are trying to hit):** Greater awareness for food trail assets and participation in the food trail activities will increase visitation and destination spending.

**Description of Tactic:** This investment starts with a south coast pilot event in 2019 and expands into the central coast in 2020. The 2019 event will be a 10-day festival with book ended larger events in the north and the south of the south coast region showcasing the existing Wild Rivers Coast Food Trail. The festival will include various food and drink fermentation workshops, art demonstrations, workshop presenters, vendors, entertainment, keynote speakers and more. This tactic incorporates the Wild Rivers Coast Food Trail, the OCVA Public Art Trail, The Oregon Coast Trail, and various outdoor recreation initiatives. This will be an off-season tactic.

## Destination Development Tactic 11:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Regional Trails and Infrastructure

**Budget:** \$38,400 (19/20: \$25,900 • 20/21: \$12,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback? Yes:**

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal Transport.

N 57% C 57% S 75%

Provide more opportunities for visitors to experience locally grown and produced foods.

N 63% C 63% S 68%

Provide more opportunities to experience fine arts, culture and heritage.

N 52% C 52% S 50%



**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry.

**KPI's/Measurements of Success:** This investment will support seven community trail projects coast wide.

**Goal for the KPI (Target you are trying to hit):** Investments in multiple trail systems (hike, bike, paddle, art and culture).

**Description of Tactic:** There are one dozen communities interested in trail improvements and development. This investment provides support to act on windows of opportunity when communities position themselves to co-invest with us. It also allows us to make improvements to a diversity of existing trail systems. Prioritization goes to trails that connect to the Oregon Coast Trail. Examples would include but are not limited to signage, landings/launch site for non-motorized watercraft, culinary/agritourism products, OCT website, water taxis, etc.

## Destination Development Tactic 12:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** New and Emerging Recreation

**Budget:** \$23,400 (19/20: \$10,900 • 20/21: \$12,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 4

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies

**KPI's/Measurements of Success:** Develop a coast wide guide for coastal disk golf.

**Goal for the KPI (Target you are trying to hit):** Position the coast as a year-round destination for disk golf with infrastructure investments as well as a coast wide disk golf mapping project.

**Description of Tactic:** This tactic is meant to support newer recreation initiatives along the entire coast that have not been previously funded. One example is the growing sport of disk golf. Disc golf is a year-round, socially equal outdoor activity that is gaining momentum at a very fast pace. The coast can position itself as a year-round destination for disk golf with infrastructure investments as well as a coast-wide disk golf mapping project. The investment is also available for other outdoor recreation initiatives that have not received much attention in the past like surfing, birding, windsurfing, paddle boarding or other unforeseen outdoor activities that promote visitation.

## Destination Development Tactic 13:

**Menu of Investment Opportunities Tactic:** Volunteer Clean Up Events in High User Destinations

**Region Defined Tactic Name:** Marine Debris Diversion

**Budget:** \$24,400 (19/20: \$11,900 • 20/21: \$12,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Create positive interaction between tourists and residents.

N 75% C 66% S 62%

Influence an ethos of conservation and sustainability in ongoing development and marketing.

N 72% C 59% S 64%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and align partnerships to leverage resources and capacity to address key issues.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability.



**KPI's/Measurements of Success:** 20 trained coastal artists + 3 art pieces

**Goal for the KPI (Target you are trying to hit):** To train volunteer artists and create and place art pieces coastwide.

**Description of Tactic:** The Oregon Coast Visitors Association (OCVA), Artula Institute for Arts & Environmental Education (aka Washed Ashore) and various coastal communities will partner to develop a project to bring public art to the Oregon Coast Trail that educates visitors and locals alike about plastic pollution in oceans and waterways.

The partnership effort between OCVA and Washed Ashore will result in the [eventual] creation and placement of up to three outdoor art pieces along the Oregon Coast Trail. The art pieces will be accompanied by signage that educates viewers about plastic pollution and what they can do in their own lives to help reduce plastic waste in oceans. This relies on the involvement of trained artists in communities along the coast who learn the Washed Ashore approach to marine debris art to support their own artistic development.

## Destination Development Tactic 14:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Public Art Trail

**Budget:** \$28,900 (19/20: \$11,900 • 20/21: \$17,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Influence an ethos of conservation and sustainability in ongoing development and marketing.

N 72% C 59% S 64%

Provide more opportunities to experience fine arts, culture and heritage.

N 52% C 52% S 50%

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)

N 28% C 43% S 63%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and align partnerships to leverage resources and capacity to address key issues.
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry- leading branding, marketing and communications.

**KPI's/Measurements of Success:** 15 new investments in public art

**Goal for the KPI (Target you are trying to hit):** Increasing the number of communities investing in new or refurbishing existing public art.

**Description of Tactic:**

This tactic carries forward OCVA's recent success identifying and inventorying over 200 pieces of existing public art along the Oregon Coast. We discovered geographic gaps in existing public art and gaps in the variety of public art which we intend to remedy with this tactic by inspiring communities to up their game and participate in the developing and marketing a coast-wide public art trail where visitors can follow a self-guided tour of public art pieces in every town along the coast.

## Destination Development Tactic 15:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Tillamook Bay Heritage Route

**Budget:** \$84,400 (19/20: \$31,900 • 20/21: \$52,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4

**Does this tactic respond to stakeholder feedback? Yes:**

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal transport.

N 57% C 57% S 75%





Provide more opportunities to experience fine arts, culture and heritage.

N 52% C 52% S 50%

Manage tourism growth in order to preserve local assets (natural and cultural).

N 81% C 65% S 67%

Alleviate congestion during peak tourism season in areas of high visitation

N 85% C 60% S 31%

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)

N 28% C 43% S 63%

Proactively engage with consumer media to garner coverage that will inspire travel to your region.

N 41% C 61% S 70%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry.

**KPI's/Measurements of Success:** Two major investments and seven minor investments

**Goal for the KPI (Target you are trying to hit):** Increasing the number of investments in outdoor recreation opportunities and cultural heritage sites.

**Description of Tactic:** A yearlong stakeholder engagement process has discovered alignment between approximately thirty stakeholders across four communities, two port districts and within seven governmental jurisdictions in support of the Tillamook Bay Heritage Route (TBHR). The TBHR overlays both the Oregon Coast Trail and the Coastal Segment of the Salmonberry Trail making investments here a "threefer" and very high priorities. The TBHR concept blends exploring cultural heritage sites with an outdoor recreation experience of circumnavigating Tillamook Bay by hiking, biking or paddling Oregon's second largest bay. This can be accomplished with mostly modest investments in infrastructure and inspiring local stakeholders to co-invest in the most expensive ones.

## Destination Development Tactic 16:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** GORP Wilderness First Aid Training

**Budget:** \$5,000 (19/20: \$3,000 • 20/21: \$2,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 6

**Does this tactic respond to stakeholder feedback?** Yes:

Develop skills, knowledge and networks to build local capacity for developing and managing tourism.

N 63% C 66% S 64%

Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.

N 48% C 48% S 48%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Provide development and training opportunities to meet the evolving tourism industry needs.
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.

**KPI's/Measurements of Success:** Fund four courses along the entire coast and have 60 guides and outfitters complete courses.

**Goal for the KPI (Target you are trying to hit):** Increase the amount of professionally trained guides and outfitters.

**Description of Tactic:** Complementing the GORP training program this tactic will support the further education of Oregon guides and outfitters on the coast. Global standards for guides and outfitters notes the wilderness medicine first aid and CPR being more valuable than traditional courses. OCVA seeks to augment the costs of this fairly expensive medical training that will leave participants better prepared for emergencies. The investment will provide roughly 50% of the costs to bring wilderness first aid courses to the coast.

## Destination Development Tactic 17:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Hospitality Training

**Budget:** \$31,900

**Start Date:** July 1, 2019

**End Date:** June 30, 2020



**Goal with which tactic supports (From RCTP Goals, above):** 5, 6

**Does this tactic respond to stakeholder feedback?** Yes:

Effective frontline training to create visitor-ready businesses and brand ambassadors

N 44 % C 62% S 61%

Educate community leaders and policymakers (local, county, state) on value of tourism and its viability as a long-term career.

N 56% C 62% S 79%

Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.

N 48% C 48% S 48%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and align partnerships to leverage resources and capacity to address key issues
- Provide development and training opportunities to meet the evolving tourism industry needs

**KPI's/Measurements of Success:** 50 certifications per/year

**Goal for the KPI (Target you are trying to hit):** Clear process between OSU/ORLA/OCVA/WorkSource Oregon to deliver and sustain a hospitality suite of certifications that include Orientation, Getting Hired, Guest Service Gold, Oregon Food Handler's Permit, Alcohol Servers Permit, Guest Room Attendant, Front Desk Agent, and Restaurant Server. These trainings total around 40+ hours of classroom time.

**Description of Tactic:** The plan is to create a long-term viable structure that helps recruit hospitality employees by providing skills-based training. OCVA plans to solidify partnerships and training programs between ORLAEF, OSU Extension Service and WorkSource Oregon. By clearly identifying what these different agencies have to offer and how they can smoothly align, our industry can work together to create and support a viable and more efficient solution to our workforce development challenges.



# Global Marketing

Please describe your RCTP Marketing Strategy from a high level for the next biennium.

**Welcome to The People's Coast 2.0.** This plan will refresh our brand, redesign our website, create a comprehensive marketing plan, modernize assets and delivery channels in order to push the limits on consumer & trade-facing messaging. This strategy will focus attention on coastal destination development successes such as the Oregon Coast Trail, fat biking, agritourism and cultural heritage, while simultaneously moving the needle on shoulder season visitation. By 2022-2024 OCVA will be in a position to make further investments in strategic marketing efforts such as co-ops, in-market activations, desk-side trips and paid advertising.

## Global Marketing Tactic 1:

**Menu of Investment Opportunities Tactic:** Fall (Winter) Campaign 2019 & 2020

**Region Defined Tactic Name:** N/A

**Budget:** \$30,000 (19/20: \$15,000 • 20/21: \$15,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability.

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** Leverage Travel Oregon's Campaign media buy, targeting active adventurers in Portland (OCVA will not use RCTP dollars for Oregon markets, but will opt into the out of state markets instead) and close-in drive markets. This opportunity will be developed in more detail as we get close to the Fall (Winter) 2019 and 2020 campaigns, but would potentially include: paid media, content development, media retargeting, social media, click ads driving to regional site, etc.

## Global Marketing Tactic 2:

**Menu of Investment Opportunities Tactic:** Travel Oregon Ad Network

**Region Defined Tactic Name:** N/A

**Budget:** \$20,000 (19/20: \$10,000 • 20/21: \$10,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Social - Enhancing non-paid social media presence for regional social channels.

N 40% C 51% S 63%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** Advertising opportunities across Travel Oregon's network of consumer channels. Consumers acquire information through a multitude of channels these days spanning print, online, email newsletters and social media. This opportunity allows RDMOs to capture the attention of these actively engaged prospects at the right time and place through a multi-channel



approach.

## Global Marketing Tactic 3:

**Menu of Investment Opportunities Tactic:** Travel Oregon Regional Pack (TORP) Program

**Region Defined Tactic Name:** N/A

**Budget:** \$27,500 (19/20: \$10,000 • 20/21: \$17,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** The Travel Oregon Regional Pack (TORP) provides partners with an opportunity to distribute printed visitor guides through Travel Oregon's distribution channels, maximizing efficiencies for the state tourism industry. As inquiries related to a specific TORP partner are received, Travel Oregon's fulfillment house processes the order and mails the packet to the consumer.

## Global Marketing Tactic 4:

**Menu of Investment Opportunities Tactic:** Oregon Welcome Center Brochure Program

**Region Defined Tactic Name:** N/A

**Budget:** \$2,160

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** Printed brochures and visitor guides remain an effective, commonly used in-market resources for visitor information. In 2017, Oregon's Welcome Centers assisted over 200,000 walk-in visitors and serve as highly influential, effective distribution points for regional visitor information. We would love to help send more visitors your way by having your brochure or visitor guide in one or more of Travel Oregon's eight staffed welcome centers throughout the state.

## Global Marketing Tactic 5:

**Menu of Investment Opportunities Tactic:** Natural Disaster Co-op

**Region Defined Tactic Name:** N/A

**Budget:** \$3,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

N 56% C 69% S 79%

Proactively engage with consumer media to garner coverage that will inspire travel to your region.

N 41% C 61% S 70%

**KPI's/Measurements of Success:** See MOIO

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



**Description of Tactic:** To support our local partners during times of need, the Travel Oregon team is offering a natural disaster marketing co-op. The co-op program is in addition to Travel Oregon marketing programs (including Your Story, Everywhere), is limited to marketing opportunities only, and includes a budget allocation from the regional partner and a Travel Oregon contribution. This is an opportunity to drive additional traffic to locations that have been directly impacted by a natural disaster (anything from wildfires to ice storms) and are ready to welcome visitors.

## Global Marketing Tactic 6:

**Menu of Investment Opportunities Tactic:** RDMO Photography Co-op

**Region Defined Tactic Name:** N/A

**Budget:** \$6,000 (19/20: \$4,000 • 20/21: \$2,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Provide tourism businesses better access to photos and videos to assist in marketing and PR efforts.

N 39% C 55% S 64%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** The RDMO photography co-op is a proposed 50-50 split between the RDMO and Travel Oregon to contract photographers to capture professional digital image assets for their region. RDMO would invest up to \$2,000 per day (two-day maximum) and Travel Oregon will match RDMO investment amount. Cost is dependent upon photographer chosen, location, shot list, etc. The maximum not to exceed \$2,000 RDMO, \$2,000 Travel Oregon or \$4,000 total per shoot day — equaling a combined max not to exceed of \$8,000 total per fiscal year.

## Global Marketing Tactic 7:

**Menu of Investment Opportunities Tactic:** Google RDMO Partnership

**Region Defined Tactic Name:** N/A

**Budget:** \$13,500

**Start Date:** July 1, 2019

**End Date:** June 30, 2020

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Offer marketing and promotional training for smaller communities and businesses.

N 60% C 63% S 60%

Website: Developing or enhancing current regional destination website.

N 49% C 59% S 76%

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** Partner with the Travel Oregon marketing team and Miles Media in a program which will give the RDMOs an understanding of what 12 key cities in their area look like in Google Travel Guides and Top Sights – which are the two most destination-centric Google products. This program emphasizes in-person education for RDMOs that will focus on how they can take action to address any opportunities surfaced by the audit, as well as begin to engage the industry in becoming more active on Google My Business. We've also included options for the RDMOs to expand the number of cities audited, as well as an option for content creation – both outside the shared cost of the co-op. This audit will provide valuable information for the RDMO to work with partners to improve Google Travel Guide information and Top Sights. Through this program each RDMO will have a personalized, in person training session and become a member of the Google DMO Partnership Program. The Google Content Co-Op will whitelist the RDMO for access to a RDMO Knowledge Base developed by Google that provides how-to guides on 13+ Google tools that RDMOs can leverage.

Additional resource was allocated to this tactic in for travel costs associated with participation in the program.

## Global Marketing Tactic 8:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Website Development and Maintenance

**Budget:** \$116,075 (19/20: \$91,500 • 20/21: \$25,070)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021



**Goal with which tactic supports (From RCTP Goals, above):** 1, 2, 3, 4, 5, 6

**Does this tactic respond to stakeholder feedback? Yes:**

Website: Developing or enhancing current regional destination website.

N 49% C 59% S 76%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

N 56% C 69% S 79%

Proactively engage with consumer media to garner coverage that will inspire travel to your region.

N 41% C 61% S 70%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Fully realize statewide, strategic integration of OTIS (Oregon Tourism Information System).
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.
- Engage policymakers to strengthen Oregon's tourism industry.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability.

**KPI's/Measurements of Success:** Increased satisfaction (via stakeholder survey results) among industry users of VisitTheOregonCoast.com.

**Goal for the KPI (Target you are trying to hit):** Fully optimize new website to work seamlessly with OTIS and increase site visitation by 5% by biennium completion.

**Description of Tactic:** Stakeholder feedback is VERY strong regarding this tactic; therefore, it is among the top priorities for the upcoming biennium. We hope to recreate OCVA's regional website utilizing the wisdom, key findings and "takeaways" from Travel Oregon marketing partners during the process. This tactic will also address ongoing maintenance of the updated site.

## Global Marketing Tactic 9:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Influencer Marketing

**Budget:** \$22,700

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Evaluate promotions to identify awareness gaps of unknown experiences and smaller communities.

N 49% C 56% S 56%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Provide tourism businesses better access to photos and videos to assist in marketing and PR efforts.

N 39% C 55% S 64%

Social - Enhancing non-paid social media presence for regional social channels.

N 40% C 51% S 63%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** We aim to utilize this tactic to create cooperative marketing opportunities to increase our following on related social media platforms. Overall increase in stakeholder understanding in the ways in which tourism partners can partner with and benefit from participation in OCVA and Travel Oregon co-ops, campaigns and projects.

**Description of Tactic:** An additional note to mention is that OCVA's stakeholders have been rather outspoken when it comes to the regional website/digital representation of region and we see that as a massive opportunity.



## Global Marketing Tactic 10:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** OTIS Management

**Budget:** \$20,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goals with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Increase local capacity for tourism marketing

N 37% C 51% S 67%

Provide more opportunities to experience fine arts, culture and heritage.

N 52% C 52% S 50%

Evaluate promotions to identify awareness gaps of unknown experiences and smaller communities.

N 49% C 56% S 56%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Fully realize statewide, strategic integration of OTIS (Oregon Tourism Information System).
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).

**KPI's/Measurements of Success:** 1,000 new entries and 2,000 refreshed/updated entries.

**Goal for the KPI (Target you are trying to hit):** Increase number of new entries and number of updated entries into OTIS.

**Description of Tactic:** We will leverage this \$10,000 annual investment to raise an additional \$5,000 from DMO's to acquire new content for OTIS and manage existing content within OTIS on Oregon's North and Central Coast. This is timely and compliments Tactic 7: Website Creation for which OTIS will be fully integrated. For efficiency and cost effectiveness we will engage a private contractor that specializes in the acquisition and management of content. This investment will greatly benefit The Coast, Travel Oregon and any other DMO/organization which chooses to draw content from OTIS.

## Global Marketing Tactic 11:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Newsletter

**Budget:** \$56,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5, 6

**Does this tactic respond to stakeholder feedback?** Yes:

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Create positive interaction between tourists and residents.

N 75% C 66% S 62%

Influence an ethos of conservation and sustainability in ongoing development and marketing.

N 72% C 59% S 64%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Proactively engage with consumer media to garner coverage that will inspire travel to your region.

N 41% C 61% S 70%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and Align partnerships to leverage resources and capacity to address key issues.
- Empower and equip Oregon's tourism industry with power of travel and issue-oriented message.
- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Improve industry and public feedback channel/process
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.
- Engage policymakers to strengthen Oregon's tourism industry.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability.
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship)

**KPI's/Measurements of Success:** Producing monthly newsletter (alternating between consumer and industry).

**Goal for the KPI (Target you are trying to hit):** Increased communication between OCVA and consumers that shows itineraries and destinations not well known. Strengthen relationships between OCVA and industry partners by showcasing different projects and



businesses that are positively impacting the tourism industry.

**Description of Tactic:** Monthly newsletters, alternating between consumer and industry themes, have been a successful method of communication between OCVA and stakeholders, consumers and even travel trade contacts. OCVA plans to continue to fortify contact lists, creating engaging content and building enthusiasm surrounding this ongoing project. It's also a great platform to share and celebrate the creativity of partners on the ground.

## Global Marketing Tactic 12:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Paid Advertising

**Budget:** \$80,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Evaluate promotions to identify awareness gaps of unknown experiences and smaller communities.

N 49% C 56% S 56%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Social - Enhancing non-paid social media presence for regional social channels.

N 40% C 51% S 63%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** We aim to utilize this tactic to create cooperative marketing opportunities to increase our following on related social media platforms. Overall increase in stakeholder understanding in the ways in which tourism partners can partner with and benefit from participation in OCVA and Travel Oregon co-ops, campaigns and projects.

**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. This entire effort will identify off-peak season paid media opportunities.

## Global Marketing Tactic 13:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Media FAMs

**Budget:** \$19,000 (19/20: \$14,000 • 20/21: \$5,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Evaluate promotions to identify awareness gaps of unknown experiences and smaller communities.

N 49% C 56% S 56%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.
- This tactic also includes additional resource in order for the Coast Region to participate in Feast related media opportunities.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Continue to grow Coast stories and exposure, including content to be shared throughout owned media channels.





**Description of Tactic:** Utilize FAM opportunities to further strengthen/build relationships with the media, a crucial factor in garnering the right coverage in the right publications for the Oregon Coast.

## Global Marketing Tactic 14:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Webstore

**Budget:** \$20,000 (19/20: \$10,000 • 20/21: \$10,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Evaluate promotions to identify awareness gaps of unknown experiences and smaller communities.

N 49% C 56% S 56%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Continue to grow brand awareness.

**Description of Tactic:** Tactic includes product development/design, distribution of retail orders, distribution of wholesale merchandise and maintenance of the online retail presence. Also included will be promotional posts and product photography.

## Global Marketing Tactic 15:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Brand Management

**Budget:** \$26,000 (19/20: \$16,000 • 20/21: \$10,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.
- This tactic also includes additional resource in order for the Coast Region to participate in Feast related media opportunities.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Continue to grow brand awareness.

**Description of Tactic:** Directly following the recent brand-revitalization we aim to continue to share and promote our new brand materials/visuals, interfacing with industry professionals, travel trade and consumers. This tactic includes printing costs for various office supply related pieces, staff gear, banners, etc.

## Global Marketing Tactic 16:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Social Media Marketing

**Budget:** \$70,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5



**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Continue to grow brand awareness.

**Description of Tactic:** Directly following the recent brand-revitalization we aim to continue to share and promote our new brand materials/visuals, interfacing with industry professionals, travel trade and consumers. This tactic includes printing costs for various office supply related pieces, staff gear, banners, etc.

## Global Marketing Tactic 17:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Image Library Management and Procurement

**Budget:** \$32,900 (19/20: \$16,000 • 20/21: \$16,900)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

Provide tourism businesses better access to photos and videos to assist in marketing and PR efforts.

N 39% C 55% S 64%

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)

N 28% C 43% S 63%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.

**KPI's/Measurements of Success:** Increase in marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Continue to grow brand awareness.

**Description of Tactic:** Directly following the recent brand-revitalization we aim to continue to share and promote our new brand materials/visuals, interfacing with industry professionals, travel trade and consumers. This tactic includes printing costs for various office supply related pieces, staff gear, banners, etc.

## Global Marketing Tactic 18:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Itinerary Development

**Budget:** \$3,000 (19/20: \$2,000 • 20/21: \$1,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)



N 28% C 43% S 63%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.
- This tactic also includes additional resource in order for the Coast Region to participate in Feast related media opportunities.

**KPI's/Measurements of Success:** Add 3-5 itineraries per year to our inventory.

**Goal for the KPI (Target you are trying to hit):** Continue to grow awareness of the diverse nature of the Coast's sub-regions and increase off-season travel.

**Description of Tactic:** Directly following the recent brand-revitalization we aim to continue to share and promote our new brand materials/visuals, interfacing with industry professionals, travel trade and consumers. This tactic includes printing costs for various office supply related pieces, staff gear, banners, etc.

## Global Marketing Tactic 19:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Fulfillment

**Budget:** \$96,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.

**KPI's/Measurements of Success:** Increase consumer awareness, and facilitate smooth/positive transactions throughout industry and consumer ordering process.

**Goal for the KPI (Target you are trying to hit):** Continue to grow brand awareness.

**Description of Tactic:** Distribute OCVA's visitor guide to consumers and industry partners through a contract with a fulfillment provider.

## Global Marketing Tactic 20:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Marketing Support Contractor

**Budget:** \$24,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

PR or Communications - targeted communications to publications and journalist for the region.

N 41% C 56% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Align and optimize integrated sales, marketing and destination development strategies with Oregon's tourism industry  
Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies.
- Inspire overnight leisure travel through industry-leading branding, marketing and communications.

**KPI's/Measurements of Success:** Facilitate and nurture the details associated with marketing partnerships from sub-regional and local levels.

**Goal for the KPI (Target you are trying to hit):** Keep marketing channels running smoothly and consistently for OCVA's owned media and a variety of other channels.



**Description of Tactic:** Marketing contractor will provide continuous support to OCVA by being readily available to perform website updates, fact-checking, connecting partners/stakeholders with media tools, etc.



# Global Strategic Partnerships

Please describe your RCTP Global Strategic Partnership strategy from a high level for the next biennium.

**The visitor industry speaks with one voice.** In this plan we will saturate coast-wide news media, key network communication channels and direct messaging to stakeholder groups with a compelling case for supporting the visitor economy. This will be accomplished by developing and engaging non-traditional alliances with future stakeholders. In 2022-2024 we will be working with these new and unique stakeholders to coordinate infrastructure investments enhancing the visitor experience.

## Global Strategic Partnership Tactics:

### Global Strategic Partnership Plan Tactic 1:

**Menu of Investment Opportunities Tactic:** Brand USA Subsite Renewal (Microsites)

**Region Defined Tactic Name:** N/A

**Budget:** \$5,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

Website: Developing or enhancing current regional destination website.

N 49% C 59% S 76%

Social - Enhancing non-paid social media presence for regional social channels.

N 40% C 51% S 63%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** Renewal of existing Brand USA subsite (microsite).

### Global Strategic Partnership Plan Tactic 2:

**Menu of Investment Opportunities Tactic:** Strategic Partnerships

**Region Defined Tactic Name:** N/A

**Budget:** \$4,700

**Start Date:** July 1, 2020

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 4

**Does this tactic respond to stakeholder feedback? Yes:**

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

**KPI's/Measurements of Success:** SEE MOIO

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

**Description of Tactic:** Travel Oregon's Strategic Partnerships team directs corporate and non-traditional partnership developments aimed at maximizing opportunities, delivering value to visitors and raising the visibility of the Travel Oregon brand. The team also collaborates with key tourism industry partners such as Oregon Restaurant and Lodging Association, Oregon Wine Board, Oregon Sports Authority, Oregon Film, and Business Oregon to grow the tourism economy in Oregon.

Specific partnership for 20/21 = US Amateur Golf Championships at Bandon Dunes in August of 2020.



## Global Strategic Partnership Plan Tactic 3:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Strategic Investment Fund

**Budget:** \$316,710 (19/20: \$163,810 • 20/21: \$152,900)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5, 6

**Does this tactic respond to stakeholder feedback?** Yes:

Explore possibility of micro-grants with quick turnaround times for short-term opportunities.

N 54% C 56% S 63%

Remove certain restrictions on grant to assist all tourism entities.

N 51% C 56% S 56%

Develop opportunities to leverage private partnerships and investments.

N 44% C 57% S 61%

Identify and foster partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact.

N 77% C 57% S 67%

Increase local capacity for grant writing and fund development to fund tourism related projects.

N 53% C 47% S 58%

Increase local capacity for tourism marketing

N 37% C 51% S 67%

Develop/improve infrastructure for visitors to experience outdoor recreation and nature-based tourism.

N 63% C 69% S 84%

Develop/ expand trail systems important for outdoor recreation or multi-modal transport.

N 57% C 57% S 75%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and align partnerships to leverage resources and capacity to address key issues
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability

**KPI's/Measurements of Success:** This tactic will support a minimum of 22 coastal efforts for an average grant award of \$7,000 per grant.

**Goal for the KPI (Target you are trying to hit):** Increase the number of grants awarded, diversity of goals supported with a mind to regional equity.

**Description of Tactic:** A Strategic Investment Fund (SIF) has been created to rapidly and surgically respond to high value destination development and marketing projects in critical moments of need to sustain their viability and/or momentum. This tactic allows the entire region to benefit from solutions sourced from the bottom up, leveraging the creativity, ingenuity and industriousness of coastal communities. Any NGO or private business may apply. To be eligible the proposed project has to directly address one or more goals in the 2019-2021 RCTP Oregon Coast Plan.

## Global Strategic Partnership Plan Tactic 4:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** People's Coast Summit

**Budget:** Budget: \$12,950 (19/20: \$6,750 • 20/21: \$6,200)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 3, 4, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Provide localized tourism industry trainings and localized conference.

N 42% C 56% S 62%

Develop skills, knowledge and networks to build local capacity for developing and managing tourism.

N 63% C 66% S 64%

Increase local capacity for grant writing and fund development to fund tourism related projects.

N 53% C 47% S 58%

Develop and educate more partners locally (motor coach, guides, outfitters, ports, tour operators, etc.) for international sales opportunities.



N 35% C 46% S 52%

Offer marketing and promotional training for smaller communities and businesses.

N 60% C 63% S 60%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and Align partnerships to leverage resources and capacity to address key issues
- Provide development and training opportunities to meet the evolving tourism industry needs
- Implement industry leading visitor information network

**KPI's/Measurements of Success:** Increase workshop attendance 20% over previous conference.

**Goal for the KPI (Target you are trying to hit):** Have increased participation from stakeholders coast-wide to encourage networking, skill-building and a unified tourism industry.

**Description of Tactic:** The People's Coast Summit is an annual conference meant to bring together stakeholders from the entire coast to participate in skill-building workshops, meaningful networking, and fam tours of a smaller coastal town. It usually takes place at the beginning of October when most towns are starting to slow down from the busy summer season. Our keynote speakers provide big picture thinking while a variety of workshop presenters bring nuts and bolts information that people can take home and utilize right away.

## Global Strategic Partnership Plan Tactic 5:

**Menu of Investment Opportunities Tactic:** N/A

**Tactic Name:** Tourism Champions + People's Coast 101

**Budget:** \$31,750 (19/20: \$14,750 • 20/21: \$17,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 2, 4, 5, 6

**Does this tactic respond to stakeholder feedback? Yes:**

Create positive interaction between tourists and residents.

N 75% C 66% S 62%

Influence an ethos of conservation and sustainability in ongoing development and marketing.

N 72% C 59% S 64%

Educate community leaders and policymakers (local, county, state) on value of tourism and its viability as a long-term career.

N 56% C 62% S 79%

Develop and educate more partners locally (motor coach, guides, outfitters, ports, tour operators, etc.) for international sales opportunities.

N 35% C 46% S 52%

Offer marketing and promotional training for smaller communities and businesses.

N 60% C 63% S 60%

Provide tourism businesses better access to photos and videos to assist in marketing and PR efforts.

N 39% C 55% S 64%

Provide localized tourism industry trainings and localized conference.

N 42% C 56% S 62%

Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

N 56% C 69% S 79%

Create clear messaging about how the tourism sector functions in Oregon state, regional, local, industry, and consumer as it's associated benefits (jobs, economic development, etc.)

N 53% C 61% S 70%

Develop and present information on the tourism industry to city and county elected officials

N 50% C 47% S 62%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Empower and equip Oregon's tourism industry with power of travel and issue-oriented message
- Engage policymakers to strengthen Oregon's tourism industry
- Improve industry and public feedback channel/process
- Facilitate the development of world-class tourism product in partnership with community leaders, tourism businesses and key agencies
- Provide development and training opportunities to meet the evolving tourism industry needs
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship)

**KPI's/Measurements of Success:** Hold six trainings (2 per sub region) that will produce 36 vetted and certified champions over the biennium. Develop 3 short videos (one per subregion) showcasing the positive impact of visitors to a non-traditional tourism business (ex. gas station, landscaping company)

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



**Description of Tactic:** Tourism Champions focuses on using Dean Runyan and Longwoods data to prove the economic significance of the tourism industry on the Oregon Coast. OCVA's role will include a series of "train the trainer" type sessions with local partners who can then present the data to local policy makers. This program will feature at least three sub-regional videos produced to showcase a non-traditional business benefiting from tourism (i.e. landscaping, gas station, family owned cheese company, etc.) We will hold numerous trainings along the entire coast to train local business owners and leaders the talking points of why tourism is the most important economy on the Coast. Going hand in hand with the Tourism Champions program, People's Coast 101 will be 2-3 OCVA staff holding informal meetings to educate local tourism partners on what exactly OCVA does, what Travel Oregon is and how partners on the ground can connect with us. To maximize efficiency, it's our intention to pair Tourism Champions and People's Coast 101 sessions with Global Sales Educational trainings.

## Global Strategic Partnership Plan Tactic 6:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Industry Initiatives

**Budget:** \$104,950 (19/20: \$42,750 • 20/21: \$62,200)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 2, 4, 6

**Does this tactic respond to stakeholder feedback? Yes:**

Develop skills, knowledge and networks to build local capacity for developing and managing tourism.

N 63% C 66% S 64%

Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.

N 48% C 48% S 48%

Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

N 56% C 69% S 79%

Educate community leaders and policymakers (local, county, state) on value of tourism and its viability as a long-term career.

N 56% C 62% S 79%

Work with partners to ensure tourism is represented at external stakeholder meetings in other fields (transportation, housing, land use, economic development).

N 51% C 62% S 66%

Create clear messaging about how the tourism sector functions in Oregon state, regional, local, industry, and consumer as it's associated benefits (jobs, economic development, etc.)

N 53% C 61% S 70%

Manage tourism growth in order to preserve local assets (natural and cultural).

N 81% C 65% S 67%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and Align partnerships to leverage resources and capacity to address key issues
- Empower and equip Oregon's tourism industry with power of travel and issue-oriented message
- Engage policymakers to strengthen Oregon's tourism industry
- Improve industry and public feedback channel/process

**KPI's/Measurements of Success:** Six new partnerships with nontraditional stakeholders. Five dozen placements in news media (cable access, radio, print, online).

**Goal for the KPI (Target you are trying to hit):** Through aggressive news media campaigns and targeted network communications we will inspire new alliances with policy makers and government officials, which will leverage and align local infrastructure development investments.

**Description of Tactic:** Provides staff support to accomplish strategic objectives primarily in industry facing priorities such as public relations, educating policy makers, key coastal community leaders. Increase the reach of our industry in order to leverage local monies toward tourism infrastructure projects, etc.

## Global Strategic Partnership Plan Tactic 7:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Convening & Collaborating

**Budget:** \$25,900 (19/20: \$13,700 • 20/21: \$12,200)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 2, 4, 6

**Does this tactic respond to stakeholder feedback? Yes:**





Develop skills, knowledge and networks to build local capacity for developing and managing tourism.

N 63% C 66% S 64%

Increase collaboration between universities and industries in order to better prepare the workforce for industry needs.

N 48% C 48% S 48%

Increase engagement with local and regional policymakers to ensure the value of tourism is clearly communicated.

N 56% C 69% S 79%

Educate community leaders and policymakers (local, county, state) on value of tourism and its viability as a long-term career.

N 56% C 62% S 79%

Work with partners to ensure tourism is represented at external stakeholder meetings in other fields (transportation, housing, land use, economic development).

N 51% C 62% S 66%

Create clear messaging about how the tourism sector functions in Oregon state, regional, local, industry, and consumer as it's associated benefits (jobs, economic development, etc.)

N 53% C 61% S 70%

Manage tourism growth in order to preserve local assets (natural and cultural).

N 81% C 65% S 67%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Grow and Align partnerships to leverage resources and capacity to address key issues
- Empower and equip Oregon's tourism industry with power of travel and issue-oriented message
- Engage policymakers to strengthen Oregon's tourism industry
- Improve industry and public feedback channel/process

**KPI's/Measurements of Success:** New partnerships that deliver progress on current and future RCTP Goals.

**Goal for the KPI (Target you are trying to hit):** Two new partnerships with traditional stakeholders and four new partnerships with nontraditional partners will result from 4 dozen stakeholder engagements and six OCVA sponsored dialogs.

**Description of Tactic:** Traveling to stakeholders – as opposed to asking them to come to us – has proven to be an effective tactic in bridging relationship gaps on the Oregon Coast. Even more powerful is when we host and convene dialogues in stakeholder communities in order to collaborate as some point in the future. Increasing stakeholder engagement is a top priority in this RCTP Plan. This tactic is an integral part and allows us to capitalize on windows of opportunity in real time and solidify agreements to be funded in both current and future RCTP Plans.



# Global Sales

Please describe your RCTP Global Sales Strategy from a high level for the next biennium.

**An international investment.** In 2019-2021 we will shore up our coastal stakeholders' understanding of the value of international visitation by increasing educational events and introducing the coast to international markets that align with shoulder season visitation needs. International visitors spend considerably more than domestic visitors, and in that spirit, we will recruit additional partners to accommodate international visitation, in order to make major Global Sales investments in 2022-2024.

## Global Sales Tactics:

### Global Sales Plan Tactic 1:

**Menu of Investment Opportunities Tactic:** Western Canada Roadshow

**Region Defined Tactic Name:** N/A

**Budget:** \$5,500 (19/20: \$3,000 • 20/21: \$2,500)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

- Interpretation of this feedback includes pitching developed stories.

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** Travel Oregon will lead a B2B roadshow including trade and media appointments as well as client events in British Columbia, and potentially, Alberta in 2020 and 2021. This intimate roadshow setting will include one-on-one meetings with buyers and media from across Western Canada. Opportunity for RDMOs to network and build relationships in the Canadian market.

### Global Sales Plan Tactic 2:

**Menu of Investment Opportunities Tactic:** Vancouver Outdoor Adventure Show

**Region Defined Tactic Name:** N/A

**Budget:** \$5,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** Consumer show focused on outdoor recreation. RDMOs have the opportunity to spread the word about your region's outdoor recreation options to this international drive market.



## Global Sales Plan Tactic 3:

**Menu of Investment Opportunities Tactic:** Global Sales Educational Trainings

**Region Defined Tactic Name:** N/A

**Budget:** \$3,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop and educate more partners locally (motor coach, guides, outfitters, ports, tour operators, etc.) for international sales opportunities.

N 35% C 46% S 52%

Offer marketing and promotional training for smaller communities and businesses.

N 60% C 63% S 60%

Better support destinations in brand development and aligned messaging.

N 36% C 61% S 53%

**This tactic also addresses Travel Oregon's key initiative(s):**

- Empower and equip Oregon's tourism industry with power of travel and issue-oriented message
- Implement industry leading visitor information network (Ex. DMO, local stakeholder relationship).
- Inspire overnight leisure travel through industry- leading branding, marketing and communications.
- Drive business from key global markets through integrated sales/marketing plans leveraged with global partners and domestic travel trade.
- Guide tourism in a way that achieves the optimal balance of visitation, economic impact, natural resource conservation and livability

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** This is a group training opportunity for your suppliers/DMOs to understand how to work in the Global Sales arena.

## Global Sales Plan Tactic 4:

**Menu of Investment Opportunities Tactic:** Go West Summit

**Region Defined Tactic Name:** N/A

**Budget:** \$10,400

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Promote Oregon via trade shows and sales missions - domestically.

N 32% C 46% S 51%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** Go West Summit includes one-on-one scheduled appointments with global tour operators and receptive tour operators and trade media from key markets. There is also an industry education day and networking events.

## Global Sales Plan Tactic 5:

**Menu of Investment Opportunities Tactic:** IPW

**Region Defined Tactic Name:** N/A

**Budget:** \$11,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Promote Oregon via trade shows and sales missions - domestically.

N 32% C 46% S 51%

Co-op partnerships with Travel Oregon for international promotion.



N 26% C 46% S 43%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** IPW is the USA's largest international inbound travel trade and media marketplace. RDMOs will have the opportunity to network, build relationships, product and provide regional information to key international markets, media and clients.

## Global Sales Plan Tactic 6:

**Menu of Investment Opportunities Tactic:** Oregon Road Rally

**Region Defined Tactic Name:** N/A

**Budget:** \$10,000

**Start Date:** July 1, 2020

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** See MOIO

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

**Description of Tactic:** A unique opportunity for tour operators and media to experience Oregon the way their clients do, in a fly-drive itinerary format. Provides RDMOs with an avenue to get their region in the eyes of key tour operators and media, build product awareness and sales.

## Global Sales Plan Tactic 7:

**Menu of Investment Opportunities Tactic:** Travel Trade Familiarization Tours (FAMs) and Press Trips

**Region Defined Tactic Name:** N/A

**Budget:** \$118,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents)

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

**KPI's/Measurements of Success:** More FAM trips during off-peak season.

**Goal for the KPI (Target you are trying to hit):** 20% increase in content generation.

**Description of Tactic:** Travel Trade product development trips for international tour operators, product managers and travel trade sales teams to experience Oregon product first-hand. Media research trips for international publications, niche media outlets, influencers and travel trade media.

## Global Sales Plan Tactic 8:

**Menu of Investment Opportunities Tactic:** Brand USA Opportunities

**Region Defined Tactic Name:** N/A

**Budget:** \$35,800

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Website: Developing or enhancing current regional destination website.

N 49% C 59% S 76%

- Utilize microsite to target and inspire international visitors in languages not available on OCVA's site.



**KPI's/Measurements of Success:** Drive additional traffic to Oregon Coast Microsite

**Goal for the KPI (Target you are trying to hit):** 20% increase (annually) in microsite visitor volume

**Description of Tactic:** To fulfill marketing objectives in key international markets, Brand USA offers an array of co-op marketing programs to increase awareness, visitation and spend. These opportunities allow partners to participate in promoting travel experiences to the United States and Oregon. All Brand USA opportunities support and drive traffic to regional subsites (microsites).

## Global Sales Plan Tactic 9:

**Menu of Investment Opportunities Tactic:** Oceania

**Region Defined Tactic Name:** N/A

**Budget:** \$9,000

**Start Date:** July 1, 2019

**End Date:** June 30, 2020

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** Increased number of FAMs from Australia/New Zealand.

**Goal for the KPI (Target you are trying to hit):** Increased awareness of Coast Region throughout the Oceania market.

**Description of Tactic:** Travel Oregon will lead a B2B sales mission including trade and media appointments as well as client events in Australia and New Zealand in 2019. This is an opportunity for RDMOs to build new travel product and increase sales of existing products.

## Global Sales Plan Tactic 10:

**Menu of Investment Opportunities Tactic:** VUSA/BUSA Roadshow

**Region Defined Tactic Name:** N/A

**Budget:** \$12,000

**Start Date:** July 1, 2020

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback? Yes:**

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** Increased number of FAMs from Australia/New Zealand.

**Goal for the KPI (Target you are trying to hit):** Increased awareness of Coast Region throughout the Oceania market.

**Description of Tactic:** Gold level participation in Visit USA Australia road show series, Brand USA B2B meetings and the International Media Marketplace. This opportunity allows for two partners exhibiting per table in each city, a shared set of appointments for the B2B meetings and the International Media Marketplace.

## Global Sales Plan Tactic 11:

**Menu of Investment Opportunities Tactic:** German Sales Mission

**Region Defined Tactic Name:** N/A

**Budget:** \$6,500

**Start Date:** July 1, 2019

**End Date:** June 30, 2020



**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** Increased number of FAMs from Germany (and German-speaking markets).

**Goal for the KPI (Target you are trying to hit):** Increased awareness of Coast Region throughout the German market.

**Description of Tactic:** Travel Oregon will lead a B2B sales mission including trade and media appointments as well as client events in Germany.

## Global Sales Plan Tactic 12:

**Menu of Investment Opportunities Tactic:** ITB

**Region Defined Tactic Name:** N/A

**Budget:** \$7,500

**Start Date:** July 1, 2020

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

**KPI's/Measurements of Success:** Increased number of FAMs from Germany (and German-speaking markets).

**Goal for the KPI (Target you are trying to hit):** Increased awareness of Coast Region throughout the German market.

**Description of Tactic:** Travel Oregon will lead a B2B sales mission including trade and media appointments as well as client events in Germany.

## Global Sales Plan Tactic 13:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Global Sales Promotional Items (and Amenities)

**Budget:** \$15,000 (19/20: \$10,000 • 20/21: \$5,000)

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:

Increase visitation to the region during off peak season.

N 64% C 79% S 83%

**KPI's/Measurements of Success:** Bolstered ability to be represented at domestic and international events.

**Goal for the KPI (Target you are trying to hit):** Increased awareness in Coast Region.

**Description of Tactic:** Invest in promotional items (many of which are locally made, for example Jacobsen Salt) in order to have a stronger presence at Travel Trade related events across the state and nation.

## Global Sales Plan Tactic 14:

**Menu of Investment Opportunities Tactic:** N/A

**Region Defined Tactic Name:** Global Sales Contractor

**Budget:** \$63,600

**Start Date:** July 1, 2019

**End Date:** June 30, 2021

**Goal with which tactic supports (From RCTP Goals, above):** 1, 5

**Does this tactic respond to stakeholder feedback?** Yes:



Develop more itineraries for travel trade (tour operators, receptive operators, online travel agencies, travel agents).

N 28% C 43% S 63%

Host more FAM (familiarization) trips to the region for travel trade and/or media.

N 30% C 43% S 50%

Develop more PR/media pitches for Travel Oregon's key international markets.

N 32% C 43% S 41%

Co-op partnerships with Travel Oregon for international promotion.

N 26% C 46% S 43%

Promote Oregon via trade shows and sales missions - domestically.

N 32% C 46% S 51%

**KPI's/Measurements of Success:** Engage one contractor in creating a critical, focused and concise presence for the Coast region in areas/countries identified as strong inbound markets for Coast Region.

**Goal for the KPI (Target you are trying to hit):** Increased participation Travel Oregon's Global Sales activities.

**Description of Tactic:** Including a contractor in this capacity will help increase the Coast's ability to be actively engaged year-round in Travel Oregon's Global Sales strategy.



# Staffing & Administration

**Please describe your use of RCTP budget for staffing and other objectives in the next biennium.**

The capacity provided by Travel Oregon's RCTP plan has been essential to increasing stakeholder engagement and satisfaction. Currently, RCTP dollars fund five full-time staff strategically disbursed along the Oregon Coast. The geographic positioning of staff has maximized access to local partner agency and business capacities contributing to leveraged resources of partner staff time, technical resources, event/meeting space and marketing content.

We are approaching this next biennium conservatively due to uncertainties surrounding the statewide transient lodging tax collection reductions. For this reason, we will maintain our current staffing structure, which has proven to be very effective and invest in private contractor capacities; particularly related to Global Sales programs and deliverables.

**Staffing Planned Budget:** \$701,450

**Other Planned Budget:** \$40,000

Miscellaneous programs (Dropbox, Survey Monkey, Doodle, MS Office Subscription, GSuite, ZOOM, Adobe Subscription), bookkeeping, dues and subscriptions (ORLA, ODMO, NTA), ZOHO database subscription & administration.