

# NORTH COAST TOURISM MANAGEMENT NETWORK



Photo by Jessie Kirk

---

## *Strategic Framework 2025 Update*

Developed by Crosscurrent Collective for the North Coast Tourism Management Network, May 2025  
Prepared by the Oregon Coast Visitors Association, Spring 2025

# Introduction

The North Coast Tourism Management Network launched in 2019 as a result of the North Coast Destination Management Studio. At the conclusion of the Studio, the Network set out to work on four areas of focus in support of the region's 15-Year Vision of Success. The Network established a core team of regional representatives, who have met regularly since the formation of the Network.

This Strategic Framework was developed in the spring of 2025 as a way to reenergize and refocus the North Coast Tourism Management Network's (NCTMN) destination stewardship efforts. The NCTMN engaged Crosscurrent Collective to produce a community tourism summit to bring together members of the tourism ecosystem, reassess the tourism landscape in the wake of COVID-19, and identify the region's current priorities. Crosscurrent Collective developed this strategy framework in consultation with the North Coast Tourism Management Network's core team, with input from the over 60 people who attended the community tourism summit in March, 2025, as well as a respondents to a survey of tourism ecosystem partners.

---

## Network Core Team

*Arica Sears*                      *David Reid*  
*Jim Paino*                        *Alexa Carey*  
*Jeremy Strober*                *Dan Haag*

---

## Report Authors

Crosscurrent Collective  
*Kristin Dahl*  
*Kate Harbour*

---

## Network Manager

Oregon Coast Visitors Association  
*Finn Johnson*



# STATEMENT OF INTENT

The **North Coast Tourism Management Network** (NCTMN) enhances healthy, collaborative, sustainable relationships between coastal visitors, residents, and the environment.

We champion the value of tourism for our local economies while striving to minimize negative impacts of visitation and help guests become excellent stewards of the coast we call home.

We assist tourism organizations, industry stakeholders, and network participants to increase the economic, social and environmental benefits of tourism in the region. We connect Tillamook and Clatsop counties through projects and conversations that bridge our region and overcome funding restrictions that limit individual organizations' impacts.

<b>Our Shared Vision</b>	<b>Preserve and enhance the natural and cultural resources of the region while offering high-quality experiences.</b>	<b>Encourage stewardship best practices by visitors and the industry.</b>
	<b>Integrate cultural heritage into the visitor experience, authentically and respectfully.</b>	<b>Reduce congestion during peak seasons and in high-use areas.</b>
	<b>Increase local understanding and appreciation of the value of tourism, and the contribution it makes to the local economy.</b>	<b>Spread the positive economic benefits of tourism throughout the region and maximize the integration with other key economic drivers including fisheries, forestry, agriculture and main street retail.</b>
	<b>Spread the seasonality of visitation.</b>	<b>Capitalize upon the array of visionary projects already underway to bolster momentum and ensure this region remains a unique destination.</b>



# NETWORK STRUCTURE

## HOW THE NETWORK IS ORGANIZED

- A **Core Team** of advisors from key partner organizations gives leadership and direction to the network and provides financial support and oversight.
- A **Network Manager** coordinates the network's activities and regularly convenes the network and its teams virtually and in person.

## NETWORK COMMUNICATION

NCTMN Basecamp Group, <https://3.basecamp.com/3169858/projects/5177024>

## MEETINGS

The Network meets every quarter, excluding summer, with a topical focus to guide the meeting. The Core Team typically meets in the morning prior to the 10am start. A larger NCTMN summit could happen yearly with re-visioning happening every 5 years. Invitations to meetings are shared on Basecamp and via email, with agendas shared ahead of time.

## 2024-2025 Network Meeting Structure

### April 2024, Clatsop County

10am - Noon, Cannon Beach Chamber

Topical Focus: Accessibility

Notes: North Coast Museums shared their work on Accessibility improvements.

### September 2024, Tillamook County

10am - Noon, North County Recreational District

Topical Focus: Value of Tourism

Notes: Travel Oregon shared North Coast Resident Sentiment Data

### November 2024, Clatsop County

10am - Noon, Cannon Beach Chamber of Commerce

Topical Focus: Transportation Options

Notes: Salmonberry Trail & North Coast Express projects were shared

### March 2025, Clatsop County, NCTMN SUMMIT

10am - Noon, Seaside Best Western Ballroom

Topical Focus: NCTMN Summit

Notes: Partners were convened for NCTMN re-visioning



# STRATEGY FRAMEWORK OVERVIEW, 2025 - 2030

This Strategy Framework highlights areas of focus for the North Coast Tourism Management Network (NCTMN) for the next three years. While the 15-Year Vision encompasses a broader body of work, these areas of focus rose to the top in terms of where the network and core team would like to prioritize near-term investments of time and resources. These areas of focus, and the strategies recommended within them, are an evolution of the original areas of focus from 2019, updated with input from community tourism summit, tourism ecosystem survey, and consultation with the NCTMN core team.

Each area of focus includes a summary of Network efforts to date, as well as a short description of success, and several medium-term outcomes. Each area of focus also includes several recommended strategies for implementation. It is expected that the implementation of strategies identified in this framework will be carried out by numerous community and business leaders that comprise the network.

## NETWORK AREAS OF FOCUS

**TRANSPORTATION OPTIONS:** Improve and diversify transportation options, so everyone can get to, from, and around the North Coast without a car

**ACCESSIBILITY & INCLUSIVITY :** Foster accessibility and inclusivity

**STEWARDSHIP:** Encourage stewardship behavior to protect our natural wonders

**OUTDOOR RECREATION:** Support the evolution of the outdoor recreation experience in ways that center inclusivity, connectivity, and safety

**LEADERSHIP:** Provide Destination Management Leadership to foster connections and collaboration across community and business leaders in the tourism ecosystem



**TRANSPORTATION OPTIONS:** Improve and diversify transportation options, so everyone can get to, from, and around the North Coast without a car

With its geographic context, transportation continues to be one of the major issues facing the future of the North coast. New transportation options have been developed in the region since the formation of the Network, such as the piloting an express bus service connecting the North Coast to the Portland metro area. New options exist to provide transportation to visitors once they're at the coast, such as ride share programs, the in-town hop-on hop-off trolley buses, and private taxi or tour companies. With interest in car-free living and travel increasing, the North Coast has the opportunity to further expand and connect these pieces to create a convenient and comprehensive transportation system on the North Coast.

Moving forward from 2025, we want to continue to strengthen relationships between transportation providers and other community leaders, expand communications about existing services and regulations, and advocate for expanded transportation funding. We will lead with an eye toward serving residents and leveraging visitor ridership to uplift services. Our mode-shift priorities with visitors will involve reducing trips by vehicle once visitors are here on the coast and inspire more day-trippers to take public transit to get here. We also want to make biking and walking a safer option with off-street or low-vehicle route options.

### 3-5 Year Outcomes

- Increased ridership year over year on available transit (ex: Express pilots, NWOTA Services)
- Increased awareness of visitors around car-free options and low-impact transportation options.
- Improved coordination between local and regional transit providers

### Network Strategies

- Foster connections between transit/transportation providers and North Coast communities to develop solutions to visitor transportation connectivity across jurisdictions, transit districts, private initiatives, and in-town services.
- Support pilots of micro-mobility options such as a bike share or scooter share program for first/last mile connections.
- Support bike path expansions through coordinated partnership and advocacy.
- Support expansion of intra-community hop-on hop-off trolley buses in communities on the North Coast.



**ACCESSIBILITY & INCLUSIVITY** : Foster accessibility and inclusivity

In the past few years there has been a flurry of activity to improve accessibility on the North Coast. In the realm of increasing mobility accessibility, several North Coast partners have worked with Wheel the World to increase the overall availability of accessibility information on the North Coast. Other partners, such as Tillamook County Parks, are making tangible on-the-ground improvements with investments in mobi-mats and acquiring several David's Chairs. Partners are also working to make our coastal storytelling, past and present, more inclusive. The Columbia River Maritime Museum recently launched a new Chinook History exhibit, while DMO partners are working to engage with influencers from underrepresented groups to come to Tillamook/Clatsop County and share their stories.

Looking ahead, we would like to build on this momentum to further normalize accessibility, inclusion and universal design as the standard we are trying to meet. We would like to work with individuals with lived experience to make the North Coast a more accessible and welcoming place.

**3-5 Year Outcomes**

- Increase in number of listings on Wheel the World (or other similar content platforms)
- Increase in number of businesses participating in accessibility initiatives
- Identify a few important outcomes and indicators for improving the visitor experience in partnership with people with lived experience

**Network Strategies**

- Host educational opportunities led by accessibility consultants with lived experience to help businesses understand how to get started with accessibility and inclusion, pulling from learnings within the network and outside examples
- Coordinate collaborative grant applications to support a larger leveling-up of accessibility across the region
- Leverage business leaders already doing accessibility work as ambassadors to bring additional businesses on board with Wheel the World or other information sharing platforms
- Support networking to establish more diverse voices at a project and organizational leadership level
- Engage in collaborative marketing effort to uplift visibility of North Coast as accessible destination



**STEWARDSHIP:** Encourage stewardship behavior to protect our natural wonders

The North Coast has made a concerted effort to encourage better visitor behavior through a myriad of visitor communications. On the industry side, we've seen increased collaboration across agencies, such as through the inter-agency work group. There is also strong on-the-ground stewardship programming underway, and many groups have refined their external communications channels to more effectively deliver stewardship messages.

As we look at the work ahead, unity and connectivity are key. We want to continue to focus on consistent and timely messaging that transcends jurisdictional boundaries and infrastructure that makes it easy and intuitive for visitors to choose the right behaviors. While visitors are still a priority audience, we also want to make focused efforts to reach locals with stewardship messaging. In particular, there is strong interest in reaching our region's youth through our educators. In the near-term we also see measurement and data collection as critical tools for tracking if our efforts are working.

### 3-5 Year Outcomes

- Tidepool and trail ambassador programs are well-supported with funding and people-power
- Leaders have identified key stewardship metrics and begun measuring impact
- Coordinated stewardship messaging is designed with behavioral economics in mind is being delivered

### Network Strategies

- Support expansion of localized messaging resources (such as beach fire etiquette handouts) to accelerate sharing of stewardship messages across the North Coast.
- Develop an agreed-upon assessment methodology to track impact of stewardship work, including key metrics, data sharing, and annual review to track progress.
- Work with community educators and conservation groups to identify opportunities for sharing stewardship messaging with locals, and opportunities to invite them to further participate as stewards.



**OUTDOOR RECREATION:** Support the evolution of the outdoor recreation experience in ways that center inclusivity, connectivity, and safety

Large regional outdoor recreation initiatives such as the Salmonberry Trail, Oregon Coast Trail, and Oregon Coast Bike Path are gaining significant traction and already seeing on-the-ground results. As these trail systems come to life they are connecting to local pathways and community hubs to create new off-street or low-flow transportation routes for visitors and residents alike. The Klootch Creek system has opened up new opportunities for mountain bike enthusiasts while the Dirt Wave race series has helped put the North Coast on the map alongside other coastal mountain bike systems.

As these recreation trail systems on the North Coast continue to develop, we must maintain high levels of collaboration, maintain a focus on safety to reduce strain on our emergency responders, and continue to foster a stewardship ethic in visitors and residents alike.

We also want to continue to make outdoor recreation on the North Coast more inclusive. We will do so by bringing adaptive and accessibility lenses to our trail systems, elevating Tribal voices in our stewardship messaging, and providing opportunities for recreationists of all ages and abilities.

### 3-5 Year Outcomes

- Consistent and site-specific safe recreation messaging is being deployed across the North Coast
- There is an increase in multi-lingual signage at key recreation areas
- We are using a set of shared Network priorities for advancing signature trail efforts across jurisdictions

### Network Strategies

- Work with existing cross-agency group to provide safe outdoor recreation signage and messaging at key sites
- Regularly convene North Coast recreation partners to identify/fill gaps across recreation system, collaborate on funding asks, and foster knowledge sharing in different areas of expertise (ex: fundraising, advocacy, volunteer recruitment and retention)
- Provide learning opportunities for recreation partners to increase inclusivity in recreation sites (ex: adaptive mountain biking, building relationships or sharing learnings around what tribal messaging to include in recreation areas)



**LEADERSHIP:** Provide Destination Management Leadership to foster connections and collaboration across community and business leaders in the tourism ecosystem

The North Coast Tourism Management Network, guided by a strong set of DMO partners, continues to meet and provide opportunities for others in the tourism ecosystem to share information and collaborate. The North Coast has also hosted the People's Coast Summit several times in the past five years, underscoring their commitment to fostering industry collaboration and shared learning.

As a result, there is better cohesion on the North Coast across the industry. The desire for continued collaboration across different focus areas gives this group a mandate to continue to foster region-wide, network-wide opportunities for community and business leaders. In this next phase of the Network, we have more clarity around our shared values and we have found efficiency through collaboration.

### 3-5 Year Outcomes

- North Coast Tourism Management Network has increased recognition of more businesses as the fabric of tourism—beyond just hospitality and attractions
- Business and community leaders are working together in new ways to make progress in each of the key focus areas
- Ad-hoc project teams emerge through network learning opportunities

### Network Strategies

- Develop and implement an industry partner outreach plan, prioritizing under-engaged groups or sectors
- Host virtual and in-person network events to foster connections and surface opportunities
- Continue convening to accelerate sharing of messaging and resources
- Proactive communications to local community surrounding tourism
- Capture and communicate research findings, including the economic impact of tourism, to community leaders and other important local audiences



# APPENDIX A:

## *2025 NCTMN SUMMIT Finalized Notes*



# NORTH COAST TOURISM MANAGEMENT NETWORK

## SUMMIT | NOTES

---

March 12, 2025 | 9:30 AM – 4:00 PM | Best Western, Seaside, OR

### ATTENDEES

Aaron Groth, Oregon State  
Adam Sawyer, Outdoor travel writer, guide, photographer  
Alanna Kieffer, Seafarer & Shifting Tides  
Ashley Carr, Tillamook Coast Visitors Association  
Brandi Pierson, Tillamook County Parks  
Caroline Crisp, Oregon Dept. of Transportation  
Caroline Fitchett, Salmonberry Trail Foundation  
Caroline Wuebben, Columbia Maritime Museum  
Claudine Rehn, Tillamook Estuary Partnership  
Cristy Smith  
Dan Haag, Tillamook Coast Visitors Association  
Dan Keyes, Tillamook County  
David Reid, Astoria Warrenton Chamber of Commerce  
Emily Akdedian, Lower Nehalem Community Trust  
Greg Clodfelter, City of Seaside  
Gretchen Shivley, Tillamook County Parks  
James Coke, Rockaway Beach Resort  
Jeff Kallevig, David's Chair  
Jeremy Strober, Heartfelt Hospitality  
Jessi Just, Hart of Cartm  
Jessyka Dart-Mclean, Buoy Beer  
John Lansing, Staff of Rep Cyrus Javadi  
Jon-Paul Bowles, Destination Management Advisors  
Kari Henningsgaard, Wildlife Center of the North Coast  
Kate Cloran, Independent marketing  
Kathy Kleczek, Dept. of Land and Conservation Development/ODOT  
Katie Earl, Onward Adventures  
Katie Shaw, Boey Beer Co. and Pilot House Distilling  
Kelli Ennis, City of Cannon Beach  
Ken Heman, City of Seaside  
Laura Schmidt, Oregon Coast Tours and Lisa Habecker, Friends of Haystack Rock  
Lauren Yokum, Tillamook Bay Community College  
Lydia Ivanovic, Columbia Pacific Economic Development District  
Maija Hecht, Lower Nehalem Community Trust  
Marina Dreeben, Friends of Netarts Bay WEBS  
Patricia Swain, Rockaway Beach Business Association  
Paul Fournier, Tillamook County  
Regina Willkie, Astoria Warrenton Chamber of Commerce  
Rick Osborn, Blue Ridge Strategies  
Ruth Swenson  
Sam Rascoe, Clatsop County Historical Society  
Shaun Barrick, State of Oregon Employment Dept.  
Sierra Gusaas, Fly Seaside  
Sierra Spinler, Cannon Beach Chamber of Commerce  
Sondra Gomez, Cascadia Getaways  
Steve Wright, City of Seaside  
Tita Montero, City of Seaside  
Viv Morales Kaizer, Columbia Hospitality & Martin North  
Will Chappell, Tillamook Headlight Herald Transportation, Cannon Beach Party Rentals

### PLANNING TEAM

Kristin Dahl, Crosscurrent Collective (lead facilitator, program design)  
Kate Harbour, Crosscurrent Collective (program support, notetaking)  
Nicole Wahner, Crosscurrent Collective (program support)  
Finn Johnson, Oregon Coast Visitors Association (manager, North Coast Tourism Management Network)

# NOTES

## Networking

Attendees participated in structured networking activity. Participants reflected upon what their hope for this work:

- Hope to have this industry grow but keep our communities small
- Discussed housing, and how that will be an ongoing need
- Engendering sense of place
- People traveling here and then being inspired to act differently

## Official Welcome to the North Coast

Finn Johnson gave a local welcome as the manager of the North Coast Tourism Management Network. Jeremy Strober, a steering committee member, gave an introduction on behalf of the North Coast Tourism Management Network. Jeremy provided opening remarks on the background of the NCTMN, its formation, and connection to local projects.

## Key Visitation Trends + Opportunities

Kristin shared some high-level context on travel trends through and following the pandemic. Participants reflected that the overall trends and bounce-back post COVID resonate locally. This laid the groundwork for why destinations are pursuing this management work.

Finn shared an overview of state and regional trends, including visitation data, resident sentiment, and stakeholder priorities. Finn highlighted that day-trippers are an important segment to consider throughout the day as they have different behaviors and impacts (economic and otherwise).

Finn highlighted that in Travel Oregon's 2023 Resident Sentiment Survey, residents noted that they perceived the cons of tourism are outweighing the pros, and at a higher rate than the rest of the state. Particular areas of concern are social, environmental, and social impacts. Economic benefits were weighted equally across pros/cons. Overall, stakeholders indicate a lower level of support for tourism than levels of support statewide.

Finn also highlighted Travel Oregon's Tourism Industry Partner Survey results. In general, respondents indicated that the shoulder season were getting toward the right number of visitors, while the majority felt tourism in the summer was too high. In winter the majority felt there was too little. Needs cited are public infrastructure (parking, bathrooms).

**-- Networking Break --**

## Progress Highlights: Local Presentations

A panel of local speakers shared updates on areas of progress among the Tourism Networks key areas of focus. Each panelist reflected on what significant accomplishments have happened in each focus area over the past five years, what are the big opportunities that they see ahead for the region, what needs to happen to unlock these possibilities, and if they could have it any what, what would they like to see happen in the region over the next 15 years.

Speakers included:

### Improve and Diversify Visitor Transportation Options

- Kathy Kleczek, Dept. of Land and Conservation Development
- Caroline Crisp, Oregon Dept. of Transportation

### Improving Accessibility

- Dan Haag, Visit Tillamook Coast
- Caroline Wuebben, Columbia Maritime Museum

*Audience questions:*

- Small venues don't have heft to host 2,000 person conference, but we do have ability to spread activity across multiple venues. Need ability to move people between venues. Would like us to look at improving ability to move people for private events (since public won't allow us to sub-contract that).
  - ODOT historically hasn't given private entity transit dollars because our funds are for transit for all.
  - ODOT funding can't fund private transportation for one particular event, HOWEVER, that smaller on the spot transportation is key to having a full system. One fixed system isn't the solution—you need layers. Also different "colors" of money which divert how money is spend. Best to work with people who have access to different colors of money to access different resources. Split projects into different elements to you can ID pieces of the pie to build the whole.
- If we know tourism congestion and transportation are a huge challenge and pressure—if we all agree on that , why aren't we willing to spend money on it? Would like to see us come together to allocate funding to actually tackle these things.
- Car-free transportation feels like chicken-or-egg issue. If you had a bucket of money, what would you spend it on?
  - Caroline Crisp: Would put funding toward Oregon 6 project. Oregon also has some of lowest transportation taxes in the nation. Our funds have to go toward maintenance.
  - Finn: Would like to see more data around transportation and what could be possible if we were able to achieve significant mode-shift from single-occupancy vehicles.

This data could help demonstrate what's possible and shift allocation of some funding.

- Comment from audience: Doesn't need to be chicken or egg situation. There could be short routes with many stops (like old streetcar). If it was regular, residents would use it too-residents want to get from one end of town to the other. Also believe that resident's negative perceptions come when they think amenity is being put in FOR visitors. Need to flip it: We're building these systems for residents and the tourists will use it.

### **Encourage Stewardship Behavior**

- Lynnee Jacks, OCVA
- Lisa Habecker, Friends of Haystack Rock

### **Outdoor Recreation Development**

- Caroline Fitchett, Salmonberry Trail
- Sierra Spinler, Cannon Beach Chamber of Commerce

### **Audience Questions**

- In regards to stewardship and safety, there are a lot of coastal hazards and wildfire—how are we making sure visitors are educated to roles of those hazards in shaping our environment and how we're responding to those emergencies?
  - One project Lynnee is working on is "Coast like a Local" messaging campaign. Emphasized know-before-you-go, tide times, fire restrictions. Recently did winter campaign around king tides. Our team has identified messaging for most topic areas but wildfires so far hasn't been heavily touched on—looking to incorporate that in future work, as well as creating a one-stop-shop for travel advisories, fire information, other safety information.
  - OCVA also becoming more involved in creating emergency response plan. Working with Travel Oregon on developing this.
- Struck by how much collaboration and creative funding solutions—in contrast, COVID left our statewide programming gutted-- curious how collaboration is going—is programming on the rise? What's happening?
  - Strategic Advisory Group of land managers still meeting. Has representatives from ODOT, OPRD, BLM, USFWS, DLCD, USFS, ODF and also working with fire department to do messaging and coordination. Working with all agencies that touch the coast, and adding people to the group as the year progresses. Want to make sure it is useful to all members. Often the only time that group gets together to talk amongst these partners.

*See full presentation notes in Appendix A.*

## Envisioning Success: Vision Activity

Participants reviewed the original 2019 vision of the NCTMN. They were asked to consider and reflect upon what still resonates from the vision, what have we made progress on, and what should be a priority focus over the next five years? Participants took five minutes to read the original vision on their own, then broke into table groups to discuss. They recorded main ideas on flip charts around the room, which will be captured in an updated vision.

Discussion and report-out reflections:

- Discussed rich cultural heritage in Tillamook County, but it's not very well-known. Recently went to one of our museums and was told they would not be sharing anything about Hispanic community. Huge opportunity for education with our museums, schools and communities to celebrate minority populations.
- How do we share this vision with our local community so they have the buy-in to be the stewards of this messaging?
- Had good conversation about transit and opportunity to sync up transit across counties.

*Full Vision 2040 notes can be found in Appendix B.*

## -- Networking Lunch --

### Implementing Change – Designing Areas of Focus

Kristin shared out the synthesized contributions to the Vision of 2040. Out of these notes the group distilled topics for afternoon workgroups into the following themes:

- Improve and diversify transportation options**
- Improving accessibility and inclusivity**
- Encourage stewardship behavior**
- Outdoor recreation development**
- Destination management leadership**
- Community livability**
- Infrastructure for stewardship** – *This area was identified but no participants went to this group.*

### Innovative Solutions for Areas of Focus: Activity

Participants worked through the focus area planning worksheets to discuss what success looks like in each impact area, what work is underway already, what work needs to happen, what assets do we have, and determine best strategies for moving forward.

Participants reported out:

- Improve and diversify transportation options**  
At core of this discussion was how to give people agency over their experience. Success

would be people having on-demand access to the right transportation option *for them*.

Strengths of some key initiatives are transit initiatives already underway. Eco shuttle pilot was big topic of conversation as well as ride-share and private transportation services. Need to triangulate amongst those. Breaking thinking down trips by first mile, mid-way, last mile. How are you getting to your MAIN transportation mode and then how are you getting around once you're in town. Build coalitions across many partners and create environments to have conversations. Micro transportation businesses and organizations already underway. Salmonberry Trail also an initiative to support. Also...we're always interested in more data!

**B. Improving accessibility and inclusivity**

Success would look like accessibility being more normalized in 15 years so it's normal part of conversation, not a pillar on its own. Also want to make sure destinations are feeling safe and welcoming for everybody all the time. Want to make sure we're meeting people where they are rather than waiting for them to reach out to us.

Some work underway includes Maritime Museum launched Chinook History exhibit, county parks in Tillamook County are working on putting mobi-mats in. Work underway to engage with influencers from underrepresented groups to come to Tillamook/Clatsop County and share their story. Work with Wheel the World.

Looking ahead, want to continue to expand our circle and work beyond county lines along coast and to Portland and the Valley. Expanding Wheel the World would be a good next step. Also want to encourage younger and more diverse leadership to help address things in more current-situation way (vs decisions being made by retirees).

**C. Encourage stewardship behavior**

Would like to see improvements around less wildfires caused by recreation fires, beach safety fatalities going down, fewer interventions to negative behaviors. Want to actually track what success is. Want to see widespread programming around different orgs/agencies. Youth involvement. Timely involvement of youth.

Already have a TON of groups working on messaging for stewardship. Eblasts, industry updates, group newsletters, social media accounts, influencers. Also a lot of different programming involved with stewardship (trail management, tidepool programming) and different networks available to communicate messaging. More collaborative trainings happening across groups as well.

Priority strategies include: Unified messaging in place with all messaging outlets identified. Messaging going to tourism groups vs local community. Want to have

assessment methodology and data sharing among group so we can assess if stewardship messaging is actually working. Last strategy is taking a locals first approach. Investing in community to take stewardship approach, investing in early education so kids can grow up to be stewards, get local input on messaging.

#### **D. Outdoor recreation development**

Felt there was a lot of overlap with previous group. Success looked like good unified messaging across organizations and messaging is also multi-lingual so everyone can have access to safety and stewardship information. Want to highlight safe strategies (hiking, tidepools, biking). Brainstormed around interactive signs, QR codes, and anything related to sign-fatigue. Hope that in 15 years have developed right balance of making core message available to all visitors without fatiguing them.

There is a lot of work underway here. Currently going slow because we're working to be very inclusive. Want to make sure we're keeping collaboration at the center of our work. Desire for more intermixing, brainstorming, cooperative action. Want to look at creative funding options.

Looking at what happens next: elevating youth to be in leadership positions. Perceived authority levels really impact how behavior is corrected. Also want to look at inclusion and elevation of tribal voices. This is very important—these relationships take time, require trust, and require buy-in from all sides. Need to allow relationships to grow on their timeline. Can share capacity and work as a team → Grande Ronde Tribe has good youtube channel that shares guidelines. Siletz Tribe also has K-12 curriculum published online that anyone can share. If you are adapting the curriculum, reach out to the tribe.

Priority strategies include: Staying connected in messaging through seasonal themes or commonalities to emphasize one message a lot of places. Keep collaborating!

#### **E. Destination management leadership**

Success looks like stakeholders being on the same page. Everyone from local agencies to government and businesses and people with boots on the ground having the same goals. What can we all agree on? A few key elements of initiatives—there are polarized discussions at each of the aforementioned organizations/agencies. Need common message and goals at higher level to gather around.

Really want to identify areas of focus, vision, and topic of North Coast needs related to Destination Management Leadership. Want to understand what and the who. The what: funding and collaboratives, roundtables, public-private partnerships. Identify stakeholders to build vision and collaborate with. What needs do we need to address?

Create buy-in and compromise. Results will come from stakeholder collaborations and conversations.

**F. Community livability**

Success would include having shared community values. Can use these for messaging and leveraging for funding. Recognizing that tourism is not separate part of life here. It's not us vs. them. Tourism is part of fabric of life here. Livability for locals means we understand each other and work together and less adversarial "you go here, we go here".

Some key initiatives—we have so many valuable resources already. There are many amazing groups working regionally. Really want to leverage what we're already doing and building on that. We already have strategy sessions and networking happening where local and regional DMOs working together.

Would like to see more of these brainstorming sessions more often. Most recent networking session in Wheeler was very special—primarily because these types of sessions don't happen in tiny places very much and there was a lot of networking success that came out of that. Business owners felt very acknowledged and appreciated. There are really important voices in small communities. These tiny communities are pulling big visitor work and carrying a lot of the burden of visitors on their infrastructure. Asking for local and regional DMOs to work together so tiny communities feel like they're part of the conversation. Also want to see more leveraging of regional funding and values. Important for that regional funding to trickle down as well, especially when smaller folks can't access it.

*Full focus area worksheets are available in Appendix C*

**Wrap Up + Next Steps**

Audience members reflected upon what they'd like to carry forward from today or what new actions they are committed to. Finn Johnson closed out the event.

# APPENDIX A | LOCAL PRESENTATION NOTES

---

## Questions

1. What are the significant accomplishments that have happened in this realm over the last five years that everyone should be aware of? What progress has been made?
2. What are the big opportunities that lie ahead for the region? And, tactically, what do you believe needs to happen in the region in order to unlock these possibilities?
3. If you could have it your way, what would you like to see happen in the region over the next 15 years?

## Improve and Diversify Visitor Transportation Options

- Kathy Kleczek, Dept. of Land and Conservation Development
  - Been part of NCTMN since its inception, notes that it feels like progress is very slow but does see that we've advancing conversation because now it's the whole region coming together to share information.
  - Tillamook downtown changes is good example. A lot of money went into that. Astoria has made similar changes. Intentional focus on making things accessible is one of biggest things to come out of this group.
  - Sees people considering accessibility more intentionally now. Sees this as huge community benefit.
  - Big hope for the region: Our region can most benefit from better integrated transit options system. Not just a transit system—this in one piece. In order for people to come here and have less impact is to have people do it with fewer cars. This would have instrumental impact on our communities (ex: locals can't run errands). Even if visitors could leave cars at the hotel that would have huge impact. Hope is that we add those pieces.
- Caroline Crisp, Oregon Dept. of Transportation
  - Excited about Oregon 6 Corridor Study. Identify where there are crashes and what time are crashes happening? This project has allowed us to pursue construction dollars.
  - Proud of Rockaway beach path. Goal is to increase safety, bikeability, and walkability and tourism along Rockaway Beach with that path (community and school and parks connections).
  - Oregon Coast Bike Route – ID'd needs and made solutions, currently pursuing funding for that.

- Big hope for the region: First, want people to get home safe. Also a huge fan of greenways! Want to see more safe low-vehicle routes, and safe signals across 101 that put less pressure on the agency for funding and create more safe environments for people of all ages to get where they need to go to live fulfilled lives.

## Improving Accessibility

- Dan Haag, Visit Tillamook Coast
  - There has been a shift in tourism organizations around accessibility in the last two years to focus on accessibility. There's also a greater sense of collaboration. The idea that we could even collaborate with cities on accessibility is newer development. Cities like Rockaway were early adopters—adding David's Chair, Mobi-Mats, Kayak launches etc. all take in accessibility. Recognizes these as important amenities for residents.
  - Challenging to know where to start—recommends people just start *somewhere*—talk with someone with lived experience, update information about accessibility in your site. Just start!
  - Big hope for the region: Embracing universal design as the norm to improve experiences for everyone across the board. Want to see “Great accessible destinations” as reason people visit the coast in the region.
- Caroline Wuebben, Columbia Maritime Museum
  - Staff engaged in focused initiative to increase accessibility in museum itself. Recognizes it can be very overwhelming! Start with list of things you think make your attraction or business accessible and put it on your website. Travelers are really just looking for information.
  - Astoria Warrenton Chamber engaged with Wheel the World to provide this information. Not every place needs to be 100% accessible. Just need to communicate what is there.
  - Collaboration and relationships take time but are crucial for making the work easier. Go to the table, be honest and open, and start the conversation.
  - Big hope for the region: Have accessibility and inclusivity embedded in our businesses so we're offering solutions before we're asked for them. Really consider what visitors and residents need and doing it before they're asking for it.

## Encourage Stewardship Behavior

- Lynnee Jacks, OCVA
  - Coast is very diverse environment and there is a lot about interacting with our landscape that people don't understand what to do (tidepools, waves/surf), there are also a lot of different jurisdictions. We work with strategic advisory group of different land agencies on how we can reach everyone with message

that is clear and how we can direct people to different rules/regulations. Also organize tidepool ambassadors program that helps people understand how to interact by leading by example.

- See a lot of people interested in giving back.
- Big hope for the region: Would love to see all agencies up and down the coast have funding to push out their specific stewardship messaging. Would also like to see visitor behavior shifting over time. Would like to see less stewardship needs in the future because visitor behaviors have changed.
- Lisa Habecker, Friends of Haystack Rock
  - Has seen change and increase in tourism over the past 23 years. Want to ensure it's sustainable and has clear messaging (even from partnering agencies). Post pandemic our partnerships have increased and messaging is becoming more unified.
  - To maintain sustainable stewardship. Stewardship is not only an action but it's also a mindset. Our work is to figure out how we can make that mindset shift. With our program we encourage voluntourism where visitors are so impacted by what we do that they can in-turn take it and help us out in the future. Want these activities to be a passion for people where the core value of stewardship is at the forefront for people.
  - Big hope for the region: Want to see consistent messaging and unified place (like interpretive center) where you can cover past, present, future histories. When you walk into interpretive centers you have an enormous amount of information in your hands—a long-lasting interpretive center that encompasses everything to maintain stewardship spirit.

## **Outdoor Recreation Development**

- Carolyn Fitchett, Salmonberry Trail
  - Story of Salmonberry Trail itself is story of community and collaboration. Idea originated in two local women how wanted safe places for their kids to recreate and be outside. ODOT working with Rockaway Beach to build out first section of trail, creating safe off-highway option from north to south end of town. Community of Wheeler and Bay City looking at building out their segments as well.
  - Big hope for the region: Want to see connectivity, want to see trail completed and connect all the way to the Dalles. Want Salmonberry Trail to be vein with a lot of different connections to it. Also want to consider how the community can have its needs met through trail. Would like to see funding and infrastructure needs met so our elected officials have ability to lead our communities in discussions. We need new creative funding solutions. Would also like to see collaboration among North Coast. Want to see collaboration hubs continue.
- Sierra Spinler, Cannon Beach Chamber of Commerce

- Klootchey Creek Trails are newer asset to community. Wanted to have something for locals that also opens door to invite visitors. Really originated in desire for local mountain biking options. Naturally has culture around locals for the trails, which helps them show up to steward those trails. If we can show up to show pride and ownership, we can open that conversation up to visitors as well. If locals don't show up to maintain the trails, they don't get maintained. Great example of public/private partnership as well. OCVA started "Ride the Dirt Wave" race series all along the coast as way to showcase trails on the coast. When visitor comes in and works alongside local to help maintain trail system it helps inspire them to carry on that stewardship ethic.
- Big hope for the region: Would like to get more diverse participation in the conversation. Want to see new generations involved in the work. Inviting them to get involved in stewardship behavior at younger age so stewardship is more in their DNA. Also want to figure out a way of making mountain bike trails accessible for adaptive mountain bikes. Want to be sure we can maintain the system we're building.

# APPENDIX B: VISION 2040 NOTES

---

## DESTINATION MANAGEMENT LEADERSHIP

- Resilience of the group. Challenges before but now it has become bigger and better
- Resource library of what has been done (on something like Basecamp)—should be on website
- OCVA Strategic Advisory Group: Are tribes, OPRD, and or other NGOs involved?
- Collaborative roundtables
- New creative funding mechanisms
- Blue/red = “Purple” funding. Public and private orgs working together to get things done.
- How do we share this vision with locals to get their buy-in as stewards of these messages?
- Standardize emergency management throughout Clatsop and Tillamook Counties
- Cities host the main information about emergency management
- Compromise on how TLT money can be spent. Expand to include infrastructure (or else the industry will lose 70/30 split)
- Value of tourism
- Championing tourism—where did this go? To residents.
- Sustainable public-private partnership – what does this look like? Case studies?

## COMMUNITY LIVABILITY/ENGAGEMENT

- TCPD Community/Schools involvement
- Creating a culture of involvement
- Local involvement
- Fun!
- Chanel local pride into example setting
- Education [for what?] – positions from the schools
- Building personal connections between visitors and locals
- Good for residents, good for tourists
- Community—getting involved, volunteer, attend chamber meetings etc.
- Make the coast livable for the people who live here
- How do we change “local” perception of visitors?
- Education for the community—and for visitors
- Educating residents on “what does tourism do for you” – initiatives on educating residents

- Cohesive values, not compartmentalized

## **TRANSPORTATION SYSTEM / NETWORK**

- Safe accessible paths for bikes/walking
- Safe bike and pedestrian coastal corridor
- Memberships for local transportation
- Develop a route between destinations as a way to promote and grow car-free travel options
- Align Clatsop and Tillamook transportation and timely transfers
- Widespread pedestrian only zones
- Free / low cost / subsidized transportation for visitors and residents

## **ACCESSIBILITY & INCLUSIVITY**

- Appreciate the recommendation from Dan to start by providing up to date information on local areas for anyone looking to use them
- All-gender/gender inclusive bathrooms with adult-size bench/changing table
- Multi-lingual resources
- Universal planning
- Universal design should be the norm
- Universal design
- Accessibility: mobility, language, transportation
- Diversity
- Equity
- Inclusion

## **VISITOR COMMUNICATIONS / VISITOR BEHAVIOR / MARKETING**

- Beach or trail ambassadors
- Awareness about beach fire does/don'ts → Friends of Netarts Bay has a resource for Netarts and coast-wide. Developed with State Parks, Tillamook Coast Visitors Association, and others.
- Consistent messaging
- Consistent messaging is key for a stewardship mindset
- Good dog visiting behaviors – bring dog/pet behavior into the conversation
- Less of a need for corrective behavior instruction (for visitors)
- North Coast event calendar
- Coast like a local
- Stewardship campaign to visitors → Why do you come to the coast?
- Positive educational spin on news about natural disasters and safety messaging
- Reading materials to provide to guests when they come into our establishment on Coastal “Dos and Don'ts” – safety around King Tides, etc.
- Direct repre....? and Lived Experience reflected in marketing AND educational materials

## **CONTINUE TO DEVELOP THE OUTDOOR RECREATION EXPERIENCE**

- Trails/walking paths in each park
- Need life guards on the North Coast—need them in the tower
- Salmonberry trail, estuary, in what ways are you teaching them
- Outdoor experience → invest in active transportation infrastructure to make OCT, Bike route, safe and useable.
- Encourage cities to promote cycling by installing more bike-friendly storage and facilities
- Completion of the Salmonberry Trail and Oregon Coast Trail

## **CULTURE -- CELEBRATING PEOPLE / HERITAGE OF THIS PLACE**

- Build local culture first
- Celebrate minority heritage
- Indigenous recognition
- Elevation of tribal land management practices and cultural traditions

## **STEWARDSHIP – BROADLY DEFINED**

- Create a stewardship culture to increase tourism and resident satisfaction
- Ownership/pride—local lived examples of what is expected within OUR community and of those who visit. Do as I do.
- Specifically highlight wildlife and integrate into the vision
- Acknowledge and recognize visiting homes of wildlife and sensitive ecosystems
- Robust volunteer network
- Find NEW funding for protecting our natural resources
- Find dedicated funding for Stewardship
- Place-based knowledge

## **FOOD**

- Food systems improvements
- Culinary education

## **COMMUNITY SPACES**

- Thoughtful and low/no cost public spaces

## **ECONOMIC RESILIENCY**

- Economic development, not allowing environmental mandates like FEMA to stop developments. IE” Floodplain guidelines.
- Monetize outdoor experience
- Local products and sourcing locally
- Reduced seasonality of tourism – more balanced for economic / job stability

## **WORKFORCE**

- Educate about benefits / growth opportunities with hospitality career
- Workforce development and housing
- Curriculum in schools for hospitality training / tourism training / seafood butchery

## **QUESTIONS:**

What does it mean to bridge the urban-rural divide? Does it apply to all areas in tourism?

# APPENDIX C | FOCUS AREA WORKSHEET NOTES

---

## **FOCUS AREA: TRANSPORTATION**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- Development needed across first mile, midway, last mile
- All options to travel through the coast are available on demand
  - o Need to consider transport at every junction (considerate of the multiple components of a single trip)
- Non-motor vehicle trail access to coast
- More public accident awareness
- More 1<sup>st</sup> mile/last mile micro-transit solutions/on demand transit
- Bike/scooter share operator?
- Car share
- More transport service option – bike/pedi taxi and interchange between each

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- New connector (local transit districts are collaborating)
- Funding sources are available
- Public interest in living car-free is up
- Technology allows more of the \_\_\_\_\_
- Ecoshuttle/express bus pilot (midway project, not last mile focus)
- Private tour companies
- "the whistler" whistler ride share program
- Yachats in -town trolley – owned and operated by city, purchased by Travel Oregon funds

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Consolidate information on regulation + permits
- Financing availability/options on local, state, federal
- Lead conversation with groups – jurisdictions
- Evolution of TLT funding?
- Advancement of agency relationships to advance: Transportation infrastructure (transit districts, private shuttles/operators, city supported assets)

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- Private co. filling in gaps where possible
- Existing data that is available + find out what is missing gaps need to be followed by data
- Connector alliance
- Coastal DMO marketing channels

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Katie Earl	Onward-adventures.com	<a href="mailto:tour@onward-adventures.com">tour@onward-adventures.com</a>
Laura Schmidt	Oregon Coast Tours	<a href="mailto:Oregoncoasttours@gmail.com">Oregoncoasttours@gmail.com</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- Focus on first + last mile infrastructure and options (micro-mobility), bike + scooter share
- Alignment and partnership between transit districts and in-town services and private initiatives. Continued conversation
- Trolley pilot expansion, bike path expansion → grant support launch

## **FOCUS AREA: Improving accessibility + inclusivity**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- Everyone welcome everywhere – no barriers
- Working with people with lived experience
- Not having a conversation we keep to have “having”
- Normalizing accessibility
- Be welcoming to all groups – POC, LGBTQ, etc.
- Have info available in multiple languages
- Making connections across county lines – strong regional connections

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- “Queer Flockers” – birding group
- City of PDX Youth Conservation Corps – stewardship corps works within city parks but have enrichment days to areas they might not have been
- Work with marginalized groups
- Rockaway Beach success with accessibility
- CRMM – here for all visitors, has various accessibility options/Spanish language translations

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Look more broadly for model of success – John Dillion Park
- Accessibility + inclusivity needs to continue to be a conversation within agencies + businesses
- We need more diverse voices on boards in leadership
- Recruit people with diverse experiences
- Address potential obstacles – transportation, lodging
- Find the “easy wins” to start with, include info on website – 5 people have info

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- Dan Haag
- Wheel the world
- Travelability
- Grants
- NCTV
- Current groups doing this work already

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Caroline Wuebben	CRMM	<a href="mailto:Caroline@crmm.org">Caroline@crmm.org</a>
Marina Dreeben	Friends of Netarts Bay WEBS	<a href="mailto:marina@netartsbaywebs.org">marina@netartsbaywebs.org</a>
Ashley Carr	Till Co Visitors Assoc	<a href="mailto:ashley@tillamookcoast.com">ashley@tillamookcoast.com</a>
Claudine Reha	Tillamook Eastuaries Partnership	<a href="mailto:claudine@tbnep.org">claudine@tbnep.org</a>
Brandi Pierson	Tillamook County Parks Department	<a href="mailto:Brandi.pierson@tillamookcounty.gov">Brandi.pierson@tillamookcounty.gov</a>
Gretchen Hagaard-Shively	Tillamook County Parks Department	<a href="mailto:Gretchen.hagaard-shively@tillamookcounty.gov">Gretchen.hagaard-shively@tillamookcounty.gov</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- 
- 
-

## **FOCUS AREA: Encourage Stewardship Behavior**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- People pre-emptively asking to get involved and help (clean up program ex.), people are approaching with questions asking what they can do
- Less intervention on corrective behavior
- Widespread interpretive programming with high local and youth involvement
- Clear, uniform, timely messaging
- Right behavior is the norm
- Recreation fires causing wildfires eliminated
- Beach safety fatalities down
- Clear measurement of behavioral changes/trends with tourism/visitor centers
- data sharing across different organizations, shared unified calendars
- more unifying of agencies/group, less compartmentalizing

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- Messaging: Thursday Turnaround (Ken Heman), Industry Community Update (Lynee), each environmental group has its own weekly newsletters (Alanna, HRAP, WEBS, etc.) and social media accounts
- Programming: RAP, TAP (NCLC), WEBS, Sea Grant Coastal Hazards, TEP, Marine Reserve Partnership, SOLVE, City Cannon Beach bulletin\*, LNCT

\*loop in city government or utilities to messaging locals

- Improving aged signage (WEBS), unifying emergency management maps/alerts
- Beach fire etiquette handouts
- Marketing network-Oregon North Coast
- Free clean up bags/dog bags
- Collaborative trainings across agencies/organizations
- Collaborative meetings and groups for cross-communications

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Unifying messages, alerts and PR together + timely manner
- Social policing – have locals involved in a friendly manner (modeling behaviors), positive education
- Integrating stewardship into early education
- Know Before You Go education – how to reach daytrippers or changes during red flag warnings
  - o Clever marketing: modern messaging techniques (influencers, reels, public shame) – communicate with media, have them involved in messaging
- Positive messaging, open communication between locals/visitors

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- Newsletters, social media, media, influencers
- High number of organizations/agencies involved
- Locals
- Funding is variable and dynamic – uncertainty federally, state grants, TLT
- Volunteer community
- Natural resources/wildlife/ecology

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Chrissy Smith	WEBS	<a href="mailto:director@netartsbaywebs.org">director@netartsbaywebs.org</a>
Kelli Ennis	Haystack Rock Awareness Program, City of Cannon Beach, HRAP	<a href="mailto:ennis@ci.cannon-beach.or.us">ennis@ci.cannon-beach.or.us</a>
Ruth Swenson		<a href="mailto:Ruthies7@gmail.com">Ruthies7@gmail.com</a>
Lynee Jacks	Oregon Coast Visitors Ass.	<a href="mailto:industry@thepeoplescoast.com">industry@thepeoplescoast.com</a>
Alanna Kieffer	Shifting Tides	<a href="mailto:alanna@shiftingtides.com">alanna@shiftingtides.com</a>
Lauren Yokum	Tillamook Bay Comm. Col.	<a href="mailto:laurenyokum@tillamookbaycc.edu">laurenyokum@tillamookbaycc.edu</a>
Ken Heman	Seaside Visitors Bureau	<a href="mailto:KHeman@cityofseaside.us">KHeman@cityofseaside.us</a>
Aaron Growth	OSU Forestry + Natural Resources Extension Fire Program	<a href="mailto:Aaron.groth@oregonstate.edu">Aaron.groth@oregonstate.edu</a>
Adam Sawyer	Writer	<a href="mailto:Adam.n.sawyer@gmail.com">Adam.n.sawyer@gmail.com</a>
Maija Hecht	Lower Nehalem Community Trust	<a href="mailto:majjahecht@nehalemtrust.com">majjahecht@nehalemtrust.com</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- Unified messaging in place, messaging outlets identified
- Assessment methodology and data sharing – review metrics, iterative review, is messaging working?
- Locals first approach, early education investment and inviting locals into stewards and role models roles

## **FOCUS AREA: Outdoor Recreation Development**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- Adding tide pooling to destination
- Adding safe recreation strategies to interpretive signs (QR codes)
- The Salmonberry Trail completed
- Safety Signage on the beaches + in businesses in the community – same signage, same message (print, web, social, poster, radio)
- Trail connection maps

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- Complete the Salmonberry Trail
- Increase Community engagement around big + little projects
- \*Increase Collaboration to leverage capacity and leverage each organization's superpowers
- Look at building creative options for funding options

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Multilingual resources for signage and give youth a role in education of the public
- Inclusion + elevation of tribal voices – what are their experiences, tree of events, Tribal partners
- Apps that share walking trail – interactive activities

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- Sharing capacity, from experts in your area

**"If you want to go fast, go alone. If you want to go far, go together." → collaboration**

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Sierra Spider	Cannon Beach Chamber of Comm. & Klootchey Creek Trails	<a href="mailto:Sierra@cannonbeach.org">Sierra@cannonbeach.org</a>
Rachel Freeman	Friends of Netarts Bay WEBS	<a href="mailto:rachel@netartsbaywebs.org">rachel@netartsbaywebs.org</a>
Lisa Habecker	Haystack Rock Awareness Program	<a href="mailto:habecker@ci.cannonbeach.or.us">habecker@ci.cannonbeach.or.us</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- Connected outdoor recreation messaging (safety)
- Collaboration – emphasizing teamwork throughout agencies and sharing capacity for projects

## **FOCUS AREA: Destination Management Leadership**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- Identify stakeholders, collaboration
- Identify the campaign
- Identify the audience
- Identify the delivery
- Resource sharing: eliminate duplicity, broadened signage – messaging
- Funding solutions, advertisements
- See = hospitality businesses are involved in the process
- Success:
  - o Broaden topics
  - o Broaden stakeholders
  - o Reuse message but make it more visible

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- OCVA - Care for the Coast, Coast like a local
- Who is going to lead destination management for the North Coast
  - o Quality of life for locals
  - o Engaging with diverse stakeholders

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Getting on the same page
- Core values
- Collaboration
- Stakeholder collaboration
- Identify focus areas of needs – stakeholder collaboration – identify solutions – find funding
- Strategic communication with industry + local trends

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- Local pride + passion
- Organization
- Creative trinity
- Organized DMOs – visit Seaside, Oregon Coast Visitors Association, Tillamook Assoc.
- People power + conversation
- The collected data – Travel Oregon support + data ORCAA
- ODOT – highway safety
- Safety study

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Sondra Gurrey	Sad & Sea Condos, Cascadia Getaway	<a href="mailto:sondra@cascadiagetaway.com">sondra@cascadiagetaway.com</a>
Jessyka Dart-Mclean	Buoy Beer Co.	<a href="mailto:jessyka@buoybeer.com">jessyka@buoybeer.com</a>
Regina Willkie	A.W. Chamber	<a href="mailto:regina@oldoregon.com">regina@oldoregon.com</a>
Jeremy Strober	NCTMN	<a href="mailto:jeremy@heartforhospitality.com">jeremy@heartforhospitality.com</a>
Kate Clorau	Heart of Cartm./Ind. Consulting	<a href="mailto:Kate.cloran@hotmail.com">Kate.cloran@hotmail.com</a>
Brandon Kraft	LAM Hotels	<a href="mailto:Brandonk@lamhotels.com">Brandonk@lamhotels.com</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- Identify top important topics at pain points/challenges
- Identifying stakeholders (create a group/groups)
- Developing a collaborative – comprehensive action plan

## **FOCUS AREA: Community Livability**

### **QUESTION 1: WHAT WILL SUCCESS LOOK LIKE HERE IN 15 YEARS?**

**Instructions:** What will your region be like if you achieve success in this focus area? What do you want to accomplish or change in your destination that you need to commit to? Write down specific, meaningful outcomes or activities – how will things look different? What will you see on the ground? What types of visitor experiences and services will be offered? Consider your region's assets.

**Record ideas from your group here:**

- Shared community values written + distributed widely + basis of funding
- More organizations & business recognized as fabric of tourism, not just "hospitality + museums"

### **QUESTION 2: WHAT WORK IS CURRENTLY UNDERWAY THAT WE CAN BUILD FROM? WHO IS DOING IT?**

**Record ideas from your group here:**

- Waste
- Walking & bike trails that connect
- Cultural Events – TBAF, Crab Fest, Fisher Poets – also small fests – Migrating Bird Festival
- Shared regionally values – NCTMN written
- Pamphlets/outreach/website – Guest Service Gold Training Program
- Local Visitor Centers
- Public Spaces
- Oregon's North Coast Website/TLT dollars

### **QUESTION 3: WHAT WORK NEEDS TO HAPPEN NEXT TO EVOLVE IN THIS AREA? (BASED ON WHAT WE HEARD AND WHAT WE KNOW)**

Record ideas from your group here:

- Regional Orgs/DMOs partnering with local DMOs – better communication
- Local promotion for the smaller cultural events
- More common brainstorm & network sessions. Articulation of these values
- Education for frontline workers & a roadshow? Chambers connecting
- TCVA to develop similar resource? TLT \$ understanding – is it working for visitors and local orgs?
- Regional Grant Makers
- Funding sources connected to values of the region

### **QUESTION 4: WHAT ASSETS DO WE HAVE THAT CAN BE LEVERAGED FOR THIS WORK?**

*These assets can be human, organization, physical, natural, financial, etc.*

Record ideas from your group here:

- TLT \$
- A lot of organizations that communicate well → have built great relationships
- Cohort of engaged population

**QUESTION 5: IF THERE ARE FUTURE OPPORTUNITIES TO ENGAGE IN THIS FOCUS AREA, WOULD YOU LIKE TO BE INCLUDED?**

*Please list your name and email below.*

NAME	ORGANIZATION	EMAIL
Jessi Just	Heart of CARTM Tillamook County Solid Waste	<a href="mailto:jessi@heartofcartm.org">jessi@heartofcartm.org</a>

**\*\*As a group, determine what you believe are the best strategies to report out on, and select a reporter to share with the group. \*\***

**TOP STRATEGIES**

- Functional spaces, engaged citizens & leaders, regional groups that share common values
- Strategy sessions + networking, local & regional DMOs working together – tracking the success of the network partnerships
- Recognition that tourism is not separate part of the fabric of life here
- Supporting the ambience, the sparkle, the experience makers
- Leverage within the resources we already have, regional funding sources leveraged for partnership