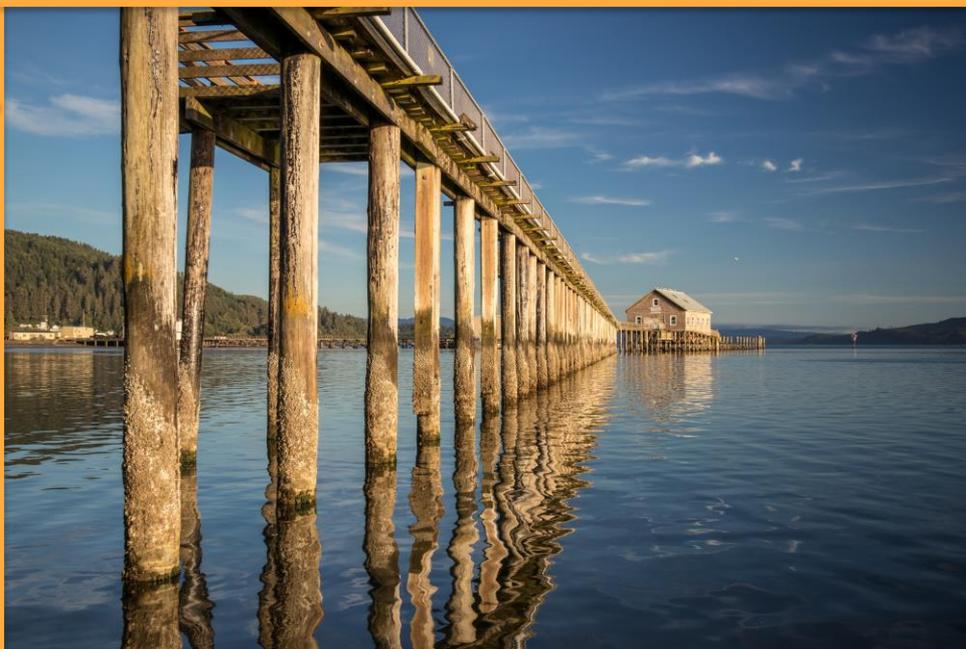


2020-2022 Three-Year Sustainable Tourism Strategic Action Plan

January 2020





We heard the community.

- More focus on destination management and sustainable tourism

We are responding.

- More focus on stewardship, community and business/workforce development activities
- Less focus and measurement on marketing & promotions,
more focus and measurement on positive impact and deliverables

DISCOVERY AND ANALYSIS

Background and Source Material

- Visit Tillamook Coast hired Weinstein PR to develop a first draft of a three-year TCVA Strategic Action Plan for **2020-2022**. Weinstein PR has done similar plans for the Columbia Gorge and Travel Oregon, and will be doing stewardship communications plan for the North Coast Tourism Management Network (regional approach)
- In-person information gathering session with the Visit Tillamook Coast board and staff
- Collaborated with TCVA Executive Director to ensure strategies were aligned based on the VTC organizational capacity.

Background and Source Material

- To develop the draft, **Weinstein PR reviewed** background materials including:
 - Future IQ: Action Plan for Tourism Related Facilities (including community survey results)
 - Future iQ: North Coast Destination Management Studio Resources, Vision and Priorities
 - Futures Council Community Listening Sessions report
 - Travel Oregon Strategic Plan
 - Oregon Coast Visitors Association Strategic Plan
 - Tourism 2025 Plan
 - Tourism Priorities (Three R's)
 - Annual Tourism Reports
 - Brand Awareness Studies
 - Wayfinding Strategic Plan 2017
 - Grant Program

Additional Background and Source Material

- Executive Director held discussions and/or work sessions with:
 - Colleagues of North Coast Tourism Management Network
 - Colleagues from George Washington University Graduate School of Business/Tourism Administration
 - Colleagues from tourism organizations in Washington State, Virginia, Massachusetts
 - Colleagues from Center for Responsible Tourism, and Care for the Cape and Islands

Additional Background and Source Material

- Industry Research:
 - Adventure Travel and Tourism Association
 - National Scenic Byway Association
 - Global Sustainable Tourism Criteria
 - Cultural Heritage Tourism Association
 - World Food Travel Association
 - Responsible Tourism Partnership (UK & Europe)

Reviewers of Plan/Feedback Incorporated

- David Buerle, Future iQ
- Travel Oregon Destination Development Team
- Oregon Coast Visitors Association
- TCVA Board of Directors
- TCVA team

VISION OF SUCCESS



What does success look like?

- Tillamook County is a recognized **leader** in destination management and regional coordination **for sustainable tourism and stewardship messaging**
- TCVA partners with **Tillamook County Board of Commissioners** on long-term tourism planning
- We **collaborate** with the region, county, cities, and community organizations and people on projects and programs

What does success look like?, cont.

- **Visitors act responsibly** and **become willing stewards** of our precious places.
- Our community is reaping the benefits of a **hospitality culture**.
- Our **main streets** are vibrant, welcoming places because of year-round economic vitality.
- Residents have a better understanding of **the positive impacts** of tourism and its value as one of the region's economic drivers that supports community livability.

CORE PILLARS of TILLAMOOK COAST VISITORS ASSOCIATION



Our Commitment

***Sustainable tourism
supports and
benefits:***

***people
place
profit***

Our Pledge

***Everything we do, we ask,
“does this serve the community,
respect the environment and culture,
and create economic vitality?”***

The answer has to be YES to all three.

Brand Promise

We are dedicated to **preserving and enjoying our natural environments, and keeping the small town feel** and character of our villages, while generating a **sustainable visitor economy** for resident employment and small businesses.

We present experiences that enable residents and visitors to interact with our place in ways that are **culturally enriching, adventurous, delicious and uplifting**. For those needing to escape the stresses of everyday life and seek the **transformative power of nature**, the untamed and unspoiled beauty of the Tillamook Coast's natural wonders are the **perfect prescription for body and soul**.

Brand Pillars of Visit Tillamook Coast

“It’s the natural choice.”

- Environmental Stewardship
- Natural Wonders/Scenic Views
- Beach Traditions
- Outdoor Adventure and Education
- Culinary and Agritourism
- Arts, Culture and Heritage

Board of Directors and Staff

- Jim Prinzing (chair) - Pelican Brewing and Nestucca Ridge Development
- Valerie Folkema (vice chair) - Port of Garibaldi, Garibaldi Marina
- Mike Bever (treasurer) - Tillamook Creamery
- Carla Albright (secretary) - Tillamook County Pioneer Museum

- Nan Devlin, Executive Director
- Amy Blackburn, Director, Finance and Administration
- Julie Hurliman, Manager, Community and Industry Programs

- Jae Kim - Surfside Ocean Resort
- Jeff Wong - Community Supported Fishery
- Susan Amort - Windermere, Pacific City Nestucca Valley Chamber
- Chantelle Hylton - Salmonberry Saloon
- David Wiegan - North County Recreation District
- Justin Aufdermauer - Tillamook Chamber
- Geoff Wullschlager – City of Garibaldi
- Mary Faith Bell - County Commissioner liaison

Sample Regional Connections

- North Coast Tourism Management Network – Clatsop and Tillamook counties plus dozens of organizations, agencies, chambers, cities, businesses and individuals
Nan Devlin is network coordinator, TCVA is the fiscal agent
- North Coast Food Trail – TCVA develops and manages, is fiscal agent. Cannon Beach and Seaside help fund, Astoria joining in 2021. Adopting the Travel Oregon template in 2020
- Trees to Sea Scenic Byway - Partner with Tillamook Forest Center, Washington County Visitors Association and ODOT
- Multiple projects with Travel Oregon, Oregon Coast Visitors Association, Col-Pac, Port of Garibaldi, OSU Extension, Business Oregon, RDI, EcoTrust, Tillamook Estuaries Partnership, OSU Sea Grant, local businesses, more.

2020-2022 STRATEGIC INITIATIVES



2020-2022 Strategic Initiatives

1. Position

Tillamook County as the leader in sustainable tourism, environmental stewardship, and encouraging optimal visitor behavior.

2. Build on current destination management projects, and develop new and regional approaches to mitigate potential issues.

3. Continue to focus on off-peak, mid-week and longer stays, and attract small meetings and retreats to enhance year-round economic vitality.

2020-2022 Strategic Initiatives

4. Collaborate/lead/partner to improve access to outdoor recreation and education, and build on comprehensive management of our scenic byways .

5. Share the stories of our arts & cultural heritage, develop programs that support organizations, including specialized training.

6. Build on the success of the North Coast Food Trail and growth of the local food industry, expanding a reputation for an abundance of natural bounty and agritourism.

2020-2022 Strategic Initiatives

7. Create a hospitality culture that welcomes visitors, creates an experience of “local ambassadors,” information, inclusion and kindness.

8. Support and empower the tourism industry, providing consulting, lodging booking technologies, workforce training and more.

9. Implement communications, messaging and public relations targeted to key audiences of stewardship, outdoor recreation, arts and culture, food and off-season travel/events.



CULTURE

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**1. Position
Tillamook County as
the leader in
sustainable tourism,
environmental
stewardship, and
encouraging optimal
visitor behavior.**

Goals:

- Develop a **regional strategic stewardship communication plan** to serve as a roadmap for influencing an ethos of sustainability, helping shift visitors (as well as locals) toward responsible behavior. This will be accomplished in collaboration with the **North Coast Tourism Management Network**
- Expand **“Caring for the Coast” campaign and page on tillamookcoast.com**, aligning with regional work, including the Emergency Volunteer Corp of Nehalem Bay, SOLVE, WEBS, TEP, and others. Develop ways for visitors and locals to **contribute online to sustainable causes**.
- **Set sustainable tourism expectations of visitor behavior by sharing stories of stewardship activities on the Tillamook Coast**, communicated via paid & earned media, social channels, signage, video, wayfinding, printed materials, ambassador volunteers.

**1. Position
Tillamook County as
the leader in
sustainable tourism,
environmental
stewardship, and
encouraging optimal
visitor behavior.**

Goals, cont:

- Work with lodging properties to provide **Go Bags** for emergency preparedness and **Bottle Bags** as incentive program to pick up trash and plastics on beaches, river banks, trails, etc.
- Partner with Forest Service, SOLVE, Pelican Brewing, Headlands Coastal Lodge and Spa, Salmon SuperHighway, Friends of Netarts Bay, lodging properties, the County, and others to **promote no littering and beach/plastics clean-up** efforts.
- Seek guidance from the **Center for Responsible Travel** and **the Global Sustainable Tourism Criteria** to develop best practices in sustainable tourism across the county.

**1. Position
Tillamook County as
the leader in
sustainable tourism,
environmental
stewardship, and
encouraging optimal
visitor behavior.**

Goals, cont:

- Work with North Coast Tourism Management Network's Transportation Options task force to promote use of **mass transportation** for travel to and around the coast
- Work with grocers, restaurants and farmers markets on providing **reusable bags**, working with Tillamook County Waste Management
- Work with communities and Tillamook County Waste Management on providing **recycling and waste receptacles** at beaches and other high traffic areas, such as county parks

2. Build on current destination management projects, and develop new and regional approaches to mitigate potential issues.

Goals:

- Continue **wayfinding planning and installation** in Nehalem, Rockaway Beach, Wheeler and Pacific City, and continue efforts in Tillamook. Lead efforts in Neskowin, Manzanita, Cloverdale, county parks.
- Help fund **tsunami signage** throughout the county
- Continue and complete project with Tillamook County Wellness, U.S. Forestry, New Youth Corps and website manager to develop an **online mapping and information** on trailheads, parks, campgrounds, boat launches, and other outdoor access points; share throughout county.

2. Build on current destination management projects, and develop new and regional approaches to mitigate potential issues.

Goals, cont.

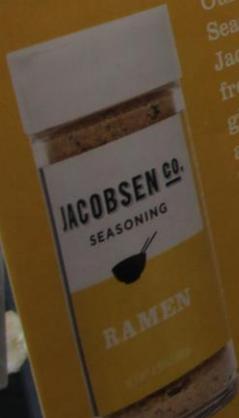
- Create a **“road show” and/or video** that communicates key messages about the economic and social benefits of an effectively managed destination management in order to gain community involvement
- Present projects and ideas at **local leadership meetings** and with elected officials
- **Convene annual North Coast Tourism Management Network Community Summit** of key stakeholders to raise awareness and partner with others on stewardship priorities, transportation options, sensitive environments, trail and beach ambassadors, visitor communication and other topics, including ways to mitigate peak season congestion

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RAMEN SEASONING

Our newly released Ramen Seasoning is one of our 4 new Jacobsen Co. Seasonings! Soy free and non-GMO, we added ginger, garlic, white pepper and a lil' MSG to our fine Trapani salt. The result is an addictive and surprisingly versatile seasoning you'll want to eat straight from the shaker.

Talk to us about our Steak, Seafood & Taco Seasonings!



JACOBSEN CO.



MIXTURE WITH
STEAK SEASONING
Korean Pork, Bone In
Egg, Garlic, Soybean Oil,
Salt, Lemon, Mustard,
Onion, Cilantro, Olive
Oil, White Pepper

3. Continue to focus on off-peak, mid-week and longer stays, and attract small meetings and retreats to enhance year-round economic vitality.

Goals:

- Establish new events with local organizations, unified under an umbrella of an event theme such as the **Big Nature Festival, Autumn in the Reserve, or Centennial Celebration of Swiss Society Mid-Winter Festival**, embracing music, food, nature and cultural programs.
- Host a **food industry conference** with influential keynotes.
- Bundle promotions into **month-long” efforts** (Ex. Foodie February, “Dark Days”). **Build on and/or sponsor off-season events**, such as Birding & Blues, Nehalem Winterfest, Crave the Coast, Beer + Cheese, Quilt Month, etc.
- Embrace the rainy months by promoting the Tillamook Coast as a **cozy place for wellness, DIY writing or artistic retreats (also a Travel Oregon initiative.)**

3. Continue to focus on off-peak, mid-week and longer stays, and attract small meetings and retreats to enhance year-round economic vitality.

Goals:

- **Work with small tour companies** on curated, multi-night coastal trips.
- Work with lodging and food partners to **promote multi-day stay packages, lodging/food/experience packages.**
- Continue to promote Tillamook Coast as an ideal location for **small meetings, executive retreats, team building:** "campus-style, nature-based."
- **Create list of approved vendors** for catering, tables/chairs, audio/visual, etc.
- **Work with Tillamook Fairgrounds. Tillamook County Pioneer Museum and other venues and organizations to help them market their facilities and events**

**4. Collaborate/
lead/partner to
improve access to
outdoor recreation
and education, and
build on
comprehensive
management of our
scenic byways .**

Goals:

- Partner with Tillamook County and other organizations, such as OCVA and Travel Oregon, to support initiatives such as the **Oregon Coast Trail** and **Salmonberry Trail**.
- Partner with USFS and New Youth Corps to develop an online GIS **map of trail system, initiated by Tillamook County Wellness outdoor access task force.**
- Continue support of **Explore Nature Series, WEBS, Cape Falcon Marine Reserves, Kilchis Point Reserve, Working Lands and Water Cooperative,** and others supporting stewardship programs.
- Partner on **Trailhead and Beachhead Ambassador** program with the North Coast Tourism Management Network. Help recruit volunteers.

**4. Collaborate/
lead/partner to
improve access to
outdoor recreation
and education, and
build on
comprehensive
management of our
scenic byways .**

Goals:

- Promote **beach and trail safety** guidelines through consistent communications in print, online and social channels, reaching both children and adults
- Invest in new **interpretive signage** to support the proposed Tillamook Bay Heritage Route: estuary, education, railroad and fisheries history.
- Create **interpretive plan** to support the Trees to Sea Scenic Byway Management Plan, partnering with Washington County Visitors Association, ODOT and Dept. of Forestry.



5. Share the stories of our arts & cultural heritage, develop programs that support organizations, including specialized training.

Goals:

- Work with **local tribes** on native history interpretive signage
- Sponsor **National Certified Interpretive Guide training** for cultural heritage and natural resource stakeholders, as well as **Train the Trainer** workshops for Interpretive Guides.
- Form and **lead task force on cultural heritage** with North Coast Tourism Management Network to create a North Coast Cultural Heritage Trail.

5. Share the stories of our arts & cultural heritage, develop programs that support organizations, including specialized training.

Goals:

- Assist in developing **new cultural events** in off-season, such as Autumn in the Reserve with Tillamook County Pioneer Museum.
- Support through **grants and marketing assistance** the organizations committed to preserving and sharing cultural stories and activities
- Partner with OCVA to **develop a public art/sculpture project** within the communities and villages through the “Washed Ashore” marine debris project

6. Build on the success of the North Coast Food Trail and growth of the local food industry, expanding a reputation for an abundance of natural bounty and agritourism.

Goals:

- Bring focus to the North Coast Food Trail by delivering **month-long themed promotions** as well as special events and festivals. (Ex. seasonal promotions – fall, winter, spring bounty.)
- Continue to support **Explore Nature Series, Shop at the Docks, ODFW events** and other organizations that focus on food and nature education.
- Continue to host **Crave the Coast, Beer + Cheese** and other food-focused events.
- Continue work with local producers, Business Oregon, Port of Garibaldi, Food Roots, Col-Pac and EcoTrust on **development of a food hub and/or distribution system.**

6. Build on the success of the North Coast Food Trail and growth of the local food industry, expanding a reputation for an abundance of natural bounty and agritourism.

Goals:

- Develop the **North Coast food brand** effort to increase market awareness of local producers and chefs to the region.
- Coordinate efforts with Travel Oregon on including **North Coast Food Trail** in state's Food Trail campaigns and branding
- Work with lodging partners to **establish and promote lodging/food packages.**
- Identify sponsors or grant funding for a **food, chef and writers** conference.

7. Create a hospitality culture that welcomes visitors, creates an experience of “local ambassadors,” information, inclusion and kindness.

Goals:

- Conduct **Guest Service Gold** training throughout the county to front-line employees in multiple industries.
- Fund **3-4 beach wheelchairs**, two for Pacific City, where none are available now. Fund one more chair in both Rockaway Beach and Manzanita.
- Work with North Coast Tourism Management Network’s “Trail and Beach Ambassador” volunteer program to guide and **direct visitors to activities, services and less crowded trails and beaches.**
- Continue **development, distribution and easy access** of visitor guides, maps, guidebooks, website, videos, scenic highway information and other products that encourage unique discoveries and experiences.

7. Create a hospitality culture that welcomes visitors, creates an experience of “local ambassadors,” information, inclusion and kindness.

Goals:

- Recruit **base of volunteers** for local events.
- Work with high schools on **career days**, provide information on rewarding hospitality careers.
- Work with businesses, OSU Extension and TBCC on **developing a hospitality management certificate** for high-school or post-high school students, coupled with Guest Service Gold certification.
- Track online reviews and social media posts of key lodging, restaurants and attractions in county, creating an annual “Hospitality Report.”



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8. Support and empower the tourism industry, providing consulting, lodging booking technologies, workforce training and more.

Goals:

- Continue **strategic communications plan for communication with the industry:**
 - Quarterly industry **e-news, monthly radio interviews and monthly column** in the local papers
 - Send regular **press-releases** to regional media, sharing what is happening in tourism and economic development
- **Collaborate with Tillamook County and partners to support its facilities and infrastructure priorities.**
- Conduct and/or sponsor **grant writing classes**
- Assist organizations and businesses with **marketing plan development**

8. Support and empower the tourism industry, providing consulting, lodging booking technologies, workforce training and more.

Goals:

- Continue investing **\$100K/year** into a community grants program (2019-2020 will bring total grants awarded to \$500K since 2015).
- Continue customer service trainings such as **Guest Service Gold and Certified Interpretive Guide training from the National Association for Interpretation**
- Provide event **sponsorships, and technical assistance funds** and **consulting assistance** through an online submission approval process
- Collaborate with partners on adopting criteria of **geotourism practices**

9. Implement communications, messaging and public relations targeted to key audiences of stewardship, outdoor recreation, arts and culture, food and off-season travel/events.

Goals:

- Seek **sponsored content opportunities** rather than be driven by traditional publication calendars.
- Build out **website** with additional targeted landing pages, forms, updates, manage SEO/SEM, etc.
- Continue to **use video** for effective storytelling that reaches optimal audiences.
- Help local organizations learn **effective social media** practices.

9. Implement communications, messaging and public relations targeted to key audiences of stewardship, outdoor recreation, arts and culture, food and off-season travel/events.

Goals:

- Continue with **targeted messaging to OPB TV, radio and digital** (ideal target match).
- Continue **Northwest Outdoor Sports Radio** interviews/spots, and underwriting **Grant's Getaways**.
- Continue with **spring break and fall/winter holiday outreach** to Washington, Idaho, N. Calif and Utah.
- Continue **social media focus** on Facebook and Instagram.

BENCHMARKS: THREE R's



Return on Investment

Benchmark: Visitor Spending

(Annual Dean Runyan Economic Impact report)

KPIs:

- Overnight stays vs day trips
- Website visitors, search and time spent on tillamookcoast.com via Google analytics
- Earned media value
- Social media engagement (Facebook, Instagram, Twitter, YouTube)
- Visitor Guide requests
- JackRabbit Lodging booking engine referrals and revenue
- Event participation
- E-newsletters open and click-through rate

Return on Relationships

Benchmark: Deliverables

- Workforce training
- Organizations receiving marketing consulting and support
- New/improved community events
- Grants awarded and received to benefit community
- Strong partnerships on multiple projects

Return on Responsibility

Benchmarks: Deliverables

- Wayfinding and tsunami signage plans approved; signage installed
- Stewardship messaging communicated to locals and public, and stewardship programs in place: signage, receptacles, etc.
- Emergency preparedness support programs
- Product development to encourage economic vitality
- Development of sustainable tourism programs working with North Coast Tourism Management Network

COMMUNITEA



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north coast grown
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THANK YOU

