

DESTINATION MANAGEMENT PLAN

TILLAMOOK COAST VISITORS ASSOCIATION



WWW.TILLAMOOKCOAST.COM

VISION

Create year-round economic vitality with respect to community, cultural heritage, and environment.



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Visit Tillamook Coast

WHO WE ARE



▼ Tillamook Coast Visitors Association

Tillamook Coast Visitors Association is Tillamook County's Destination Management Organization. Previously housed under other local agencies, TCVA on July 1, 2019, became a standalone 501(c)(6) nonprofit corporation doing business as "Visit Tillamook Coast."

We are governed by an eleven-member board made up of representatives from throughout the county and representing various sectors of the tourism industry. A Tillamook County Commissioner also serves as an ex-officio (non-voting) member of the board.

Our organization is primarily funded by transient lodging tax revenues through a partnership with the Tillamook County Board of Commissioners.

▼ Our Mission

We focus on sustainable tourism and destination management. We support outdoor recreation and education, culinary/ agritourism, and cultural heritage, all under an umbrella of environmental stewardship and respect for natural resources.

Destination Management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires us as a destination to plan for the future and consider the needs of the social, economic, cultural, and environmental risks and opportunities. We collaborate with local municipalities, tourism organizations, residents, and other tourism stakeholders to carry out the destination management plan and respond to changing conditions to achieve sustainable tourism.

▼ 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.



Sustainable Tourism

Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

WORLD TOURISM ORGANIZATION

▼ Equity Statement

Tillamook Coast Visitors Association is committed to ensuring that our work helps us become a more equitable destination so that all who travel to the Tillamook Coast can enjoy their journey and feel welcome. We define equity as: when all people have equal access to resources to potentially reach the same outcomes. Our projects focus on providing safe, accessible, and FUN experiences for all travelers.



▼ Our Staff



Nan Devlin, MTA

Executive Director

Nan is the Visionary who has led Tillamook Coast Visitors Association from a concept idea at inception in 2015, to a robust and innovative Destination Management Organization. Nan brings over 30 years experience combined in tourism management, project management, small business ownership, professional marketer and writer to Visit Tillamook Coast.



Amy Blackburn, CPA

Deputy Director

Amy is the Integrator who has worked for the organization nearly since inception. She oversees the operations of Visit Tillamook Coast managing finances, budgets, administration, HR, IT, and several grant programs. She brings over 10 years of small business management experience and seven years of public accounting administration to the organization.



Julie Hurliman

Community & Industry Programs Manager

Julie has been with Visit Tillamook Coast for three years. A Tillamook Native, she fits right in managing community programs, events, cultural heritage initiatives, guest service gold trainings, and serving on the short-term vacation rental committee. She brings enthusiasm and relational expertise to the organization.



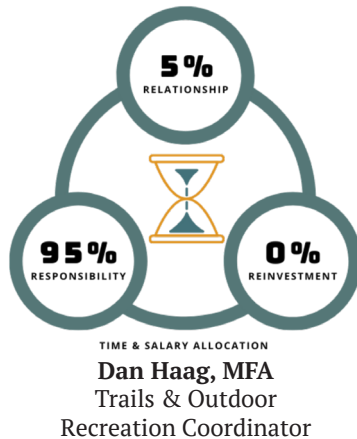
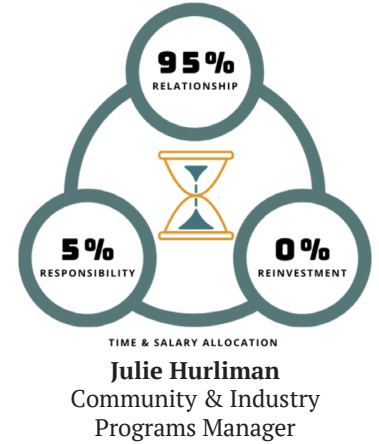
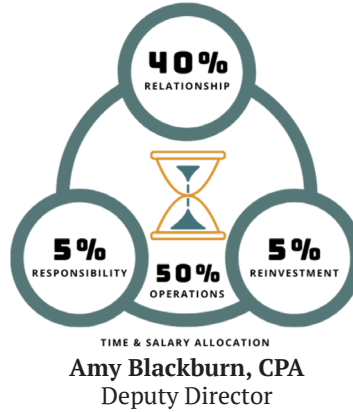
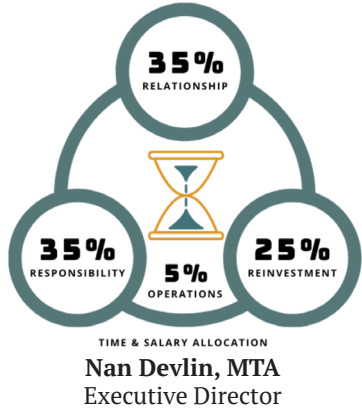
Dan Haag, MFA

Trails & Outdoor Recreation Coordinator

Dan is the newest addition to the Tillamook Coast Team. He is responsible for all things outdoors. He coordinates communication and collaboration among trail and wellness groups, facilitates longterm facilities planning, is passionate about hosting a writer's conference, and conducts Interpretive Guide Training.

WHO WE ARE

▼ Staff Time & Payroll Allocation



▼ Board of Directors

VALERIE FOLKEMA
BOARD CHAIR
GARIBALDI MARINA
PORT OF GARIBALDI

JUSTIN AUFDERMAUER
BOARD VICE-CHAIR
TILLAMOOK AREA
CHAMBER OF COMMERCE

MIKE BEVER
BOARD TREASURER
TILLAMOOK COUNTY
CREAMERY ASSOCIATION

CLAUDINE REHN
BOARD SECRETARY
TILLAMOOK ESTUARIES
PARTNERSHIP

SUSAN AMORT
WINDERMERE, PACIFIC CITY
PCNV CHAMBER OF
COMMERCE

AMANDA CAVITT
GARIBALDI PORTSIDE
BISTRO

JENNIFER NELSON
KIWANDA HOSPITALITY

RITA WELCH
TILLAMOOK AIR MUSEUM

VACANT
CITY OR PORT

AMY VANDYKE
VACASA

JEFF WONG
COMMUNITY SUPPORTED
FISHERIES

JIM PRINZING
PAST CHAIR



▼ Transient Lodging Tax

In 2014, Tillamook passed a county-wide Transient Lodging Tax. Per state law, 70% of the funds collected through room taxes like this must be spent on tourism. Our work is primarily funded through the allocation of this Transient Lodging Tax.

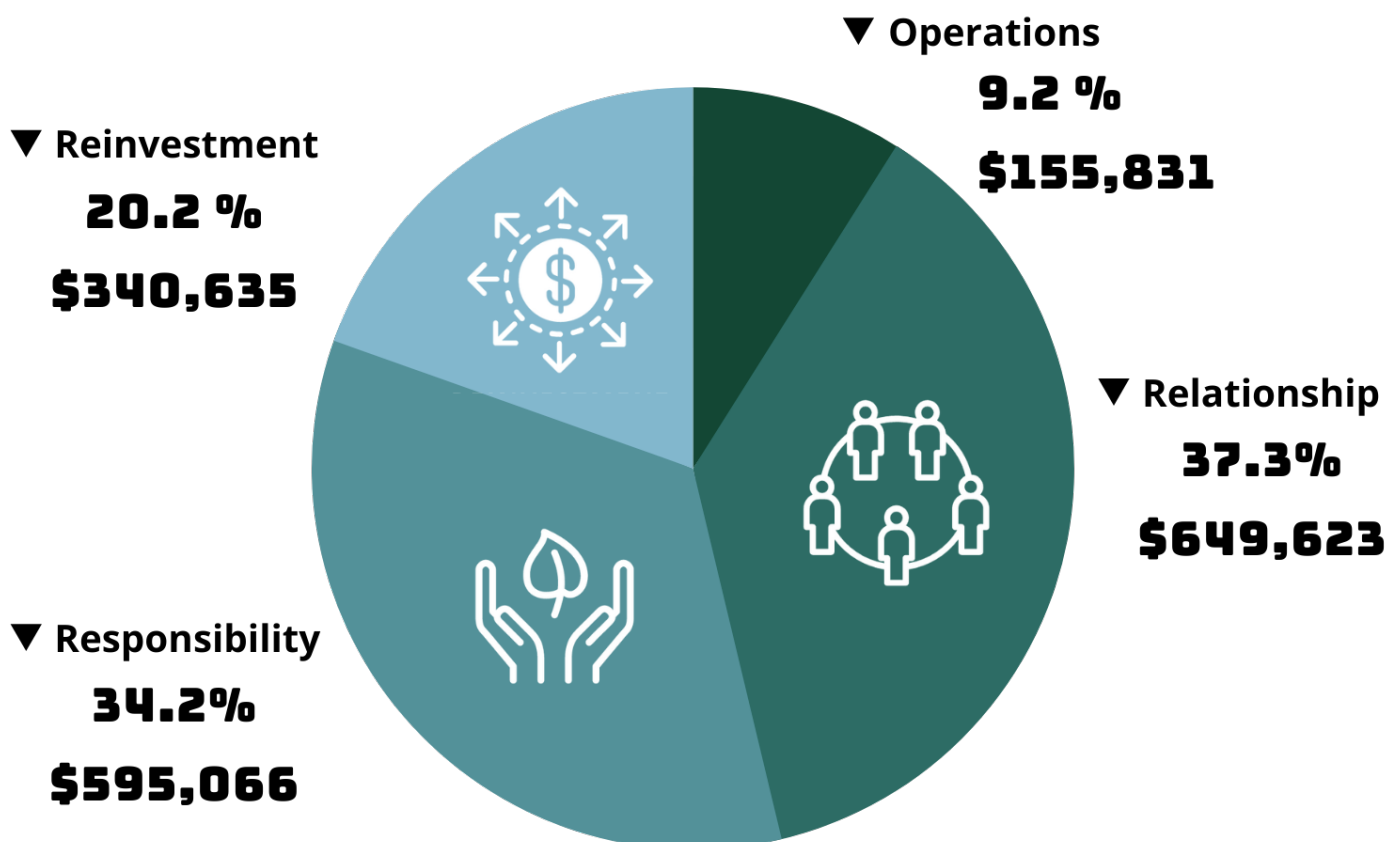
We use the tax to carry out our destination management plan, investing in relationships, responsibility and reinvestment.

The 2020-2021 pandemic disrupted usual operations in many ways. Tillamook Coast experienced an unprecedented increase in TLT because visitors could work remotely and stay longer. Destination management is crucial now more than ever as we brace for the post-pandemic economy.



Transient Lodging Tax Historical Collection
Starting with 2014 on the left

2022-23 Transient Lodging Tax Destination Management Investment Allocation \$1,741,154



WHAT WE DO



▼ Benchmarks - The Three R's

We measure our destination management efforts into three overarching categories, each of which reflect where we invest transient lodging tax dollars and the return the community receives for those efforts.

Return on Relationship

We build relationships with the community, citizens, businesses, nonprofits, and workforce who benefit from our activities and support. We support training, events, grants and sponsorships for those groups we have relationships with, and we are intentionally integrated with our stakeholders to understand and respond to their needs. In turn, we receive a return on relationship with increased capacity for tourism services and a stronger local economy.

Key Initiatives: Community Development; Culinary & Agritourism; Cultural Heritage & The Arts; Industry Support & Communications

Return on Responsibility

We support projects that emphasize environmental and cultural stewardship, so as to maximize the benefits of tourism while mitigating the negatives. We care about educating visitors to care for our environment. In return, the natural, cultural heritage and economic resources enjoyed by both locals and visitors endure long into the future.

Key Initiatives: Destination Development; Public Safety Support & Messaging; Stewardship of Natural Environment; Trails & Outdoor Recreation

Return on Reinvestment

We strategically reinvest transient lodging tax revenue toward attracting visitors with shared values as our community, including environmental and cultural stewardship. This happens with messaging, communications and media campaigns that reflect the values of our community and impart those values on our visitors. In return, our visitors care about and for this community, minimizing the negative impacts of tourism.

Key Initiative: Messaging & Communications

RETURN

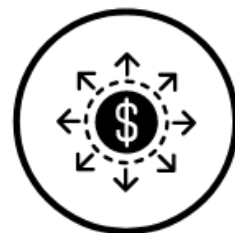
ON



RELATIONSHIP



RESPONSIBILITY



REINVESTMENT

HOW WE DO IT



Operations

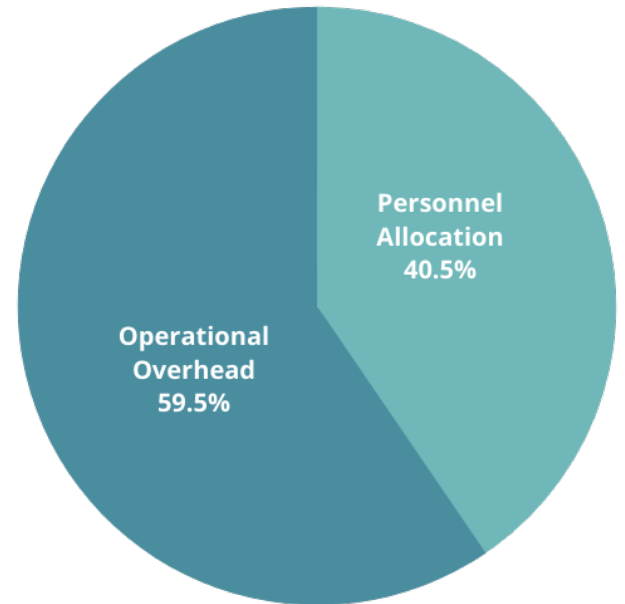
Organizational Strength & Vision

Organizational strength and vision is imperative to TCVA's relevancy and agility to create year-round economic vitality and address the needs of partners and tourism stakeholders. TCVA staff and board members are focused on organizational practices that ensure responsible and transparent management of Transient Lodging Tax dollars.

Projects (with staff lead):

- Create and maintain project work plans, follow up with employee progress, hold team accountable (Amy)
- Create, present, and distribute semi-annual and annual reports (Amy)
- Develop and publish budget review and timelines (Amy)
- Maintain a list of employee community involvement (Amy)
- Present the work of TCVA at regional and national conferences (Nan)
- Conduct at least one board training per year (Amy)
- Encourage employee participation in Oregon Tourism Leadership Academy (Nan)
- Research and determine most effective type of audit (Amy)
- Revise and publish TCVA branding guidelines (Amy)
- Update record of pandemic response for historical recordkeeping (Julie)
- Renew copyright use of VTC logo and tagline (Amy)
- Participate in Vistage Emerging Leader program (Amy)
- Offer Professional Certificate in Sustainable Tourism Destination Management to key employees through George Washington University (Nan)
- Create organization intranet (Amy)
- Develop onboarding process for new board members (Amy)
- Develop team meeting schedule and structure (Amy)
- Improve internal company culture by developing and adopting core values (Amy)
- Research and develop a plan for use of Non-TLT funds (Amy)

2022-23 Operations Budget \$150,298



HOW WE DO IT

Return on Relationship

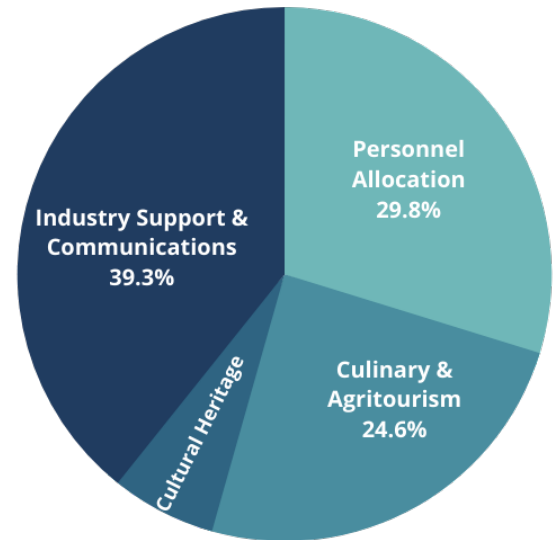
Community Development

Establishing strong relationships with community organizations and citizens ensures that TCVA understands and can respond to the community's needs. TCVA acts as both a mediator and negotiator for the community in conversations about tourism and destination management.

Projects (with staff lead):

- Manage City of Rockaway Destination Management Plan (Nan)
- Manage City of Rockaway Tourism Grants (Amy)
- Manage Tillamook County Facility Grants (Amy)
- Meet with city managers, mayors at least once a year and within 90 days of new hires to explain how the Transient Lodging Tax works in their city (Amy)
- Research, create and publish a document explaining the history of the Transient Lodging Tax in each city and county, along with allowable use of funds (Amy)
- Attend community advisory meetings in each city at least once per year (Julie)
- Serve on Short-Term Vacation Rental Committee to address community needs and perceptions (Julie)
- Attend Housing Commission meetings at least once quarterly (Julie)
- Manage "Hello Neighbor" campaign for Short-Term Vacation Rental Committee (Julie)

2022-23 Relationship Budget \$649,623



Culinary & Agritourism

The wide variety of culinary and agritourism opportunities on the Tillamook Coast sets us apart from other coastal Oregon destinations. TCVA works directly with food producers and other culinary/agritourism stakeholders to highlight and support a core piece of Tillamook's economy and personality.

Projects (with staff lead):

- Manage and promote North Coast Food Trail including participants, website, photography, content, collateral, and social media (Nan)
- Manage Business Oregon Rural Opportunity Initiative (ROI) grant (Nan)
- Provide sponsorship funding for Tillamook Estuaries Partnership Explore Nature events (Nan)
- Provide financial support and in-kind administrative support for the Col-Pac Rural Foods Systems Program (Nan)
- Fund and promote at least one Business Accelerator and/or Recipe to Market class for food producers on an annual basis (Nan)
- Create a business plan, facilities plan, organizational structure, branding

plan, and funding resources for a Food Innovation Center to meet the objectives of the Business Oregon ROI grant (Nan)

- Host and execute North Coast Culinary Fest (Nan)
- Distribute the Farmers and Fishers Marketing Needs Assessment Report published by Columbia-Pacific Economic Development Council (Col-Pac) (Nan)
- Host and execute Beer+Cheese festival (Julie)
- Host and execute Crave the Coast event (Julie)



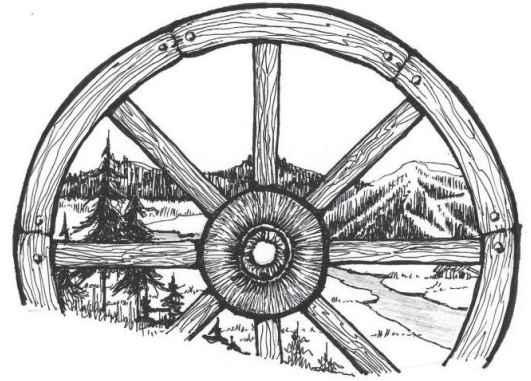


Cultural Heritage & The Arts

Cultural heritage and the arts provide intrinsic value to locals and visitors alike and must be respected and preserved. TCVA elevates cultural heritage and arts experiences and fosters responsibility and respect for the area's culture, so everyone can enjoy the richness it adds to life here and in the future.

Projects (with staff lead):

- Provide sponsorship funding for arts and performing arts events (Nan)
- Create and promote Tillamook County museums highlight video (Nan)
- Manage and promote Tillamook Coast History Alliance (Julie)
- Manage and promote Tillamook County Quilt Trail (Julie)
- Publish and monthly Events & Industry Newsletter (Julie)
- Manage and promote Tillamook Coast Cultural Heritage Trail (Julie)
- Manage and promote Tillamook Coast Arts Trail (Julie)
- Host and execute Swiss Centennial Celebration (Julie)
- Develop a plan for hosting a Cultural/Arts Speaker series (Julie)
- Develop a plan for hosting a writers conference every other year (Dan)
- Develop Tillamook Bay Heritage Route (Dan)
- Research feasibility of county-wide festivals committee (Julie)
- Connect with Clatsop/Nehalem Tribal Council to do a land acknowledgement during Blessing of the Fleet (Julie)



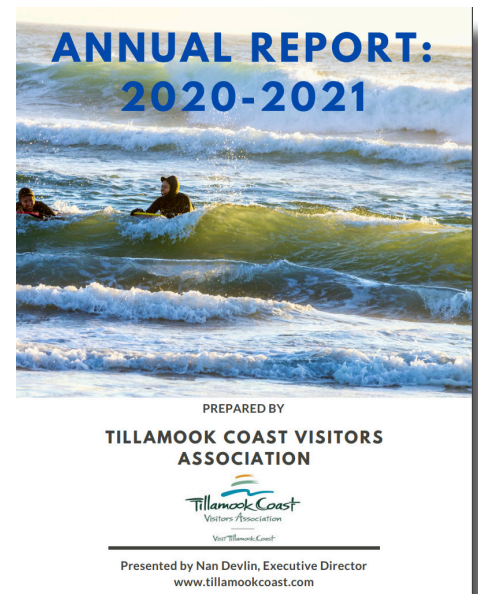
TILLAMOOK COAST HISTORY ALLIANCE

Industry Support & Communications

The strength and success of local businesses is a vital component of a strong, sustainable regional tourism industry. TCVA establishes partnerships with businesses to support and promote their work, respond to their needs and create opportunities for growth

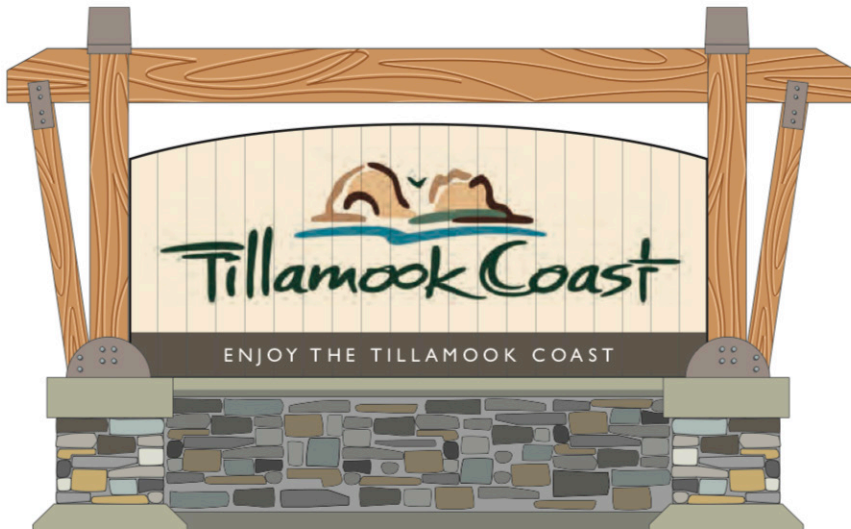
Projects (with staff lead):

- Implement public relations strategy: monthly tourism column, monthly radio appearances (KTIL), community presentations, and public meetings (Nan)
- Publish and distribute a quarterly industry newsletter (Nan)
- Research, compile and promote a list of community resources for workforce development and reaching non-traditional workforce populations (Nan)
- Research feasibility of Pro-Start hospitality training programs offered to local high schools (Nan)
- Create and a plan for redesign of Industry Website (Amy)
- Conduct follow up interviews and issue new Economic Impact Reports on current needs of industry sectors: lodging, restaurants, recreational fishing, and Arts & Culture (Nan)
- Communicate TCVA's marketing strategy to tourism businesses to provide market insight, aiming for increased alignment in target market reach (Nan)
- Distribute public report explaining TCVA's work (Amy)
- Fund and manage Sustainable Tourism Grants and Tourism Signage Grants (Amy)
- Develop a robust database of tourism business contacts to increase communication reach (Amy)
- Research and develop Visit Tillamook Coast Academy to provide On-Demand training to tourism businesses (Amy)
- Develop and promote Oregon Tourism Leadership Academy scholarship program including online platform for application (Amy/Julie)
- Host annual tourism banquet to share breadth of work and honor local businesses and organizations (Julie)
- Develop and promote Guest Service Gold Training program including online platform for registrations, determine annual goals (Julie)



HOW WE DO IT

▼ Return on Responsibility



- Develop a plan for additional ODOT Trip Check cameras (Julie)
- Meet individually with county commissioners to show support for the use of TLT funds for private businesses

Public Safety

The safety of our visitors and residents is of the utmost importance. TCVA develops a culture of safe behavior and increases awareness of inherent risks in the area to help locals and visitors safely navigate those risks.

Projects (with staff lead):

- Publish and distribute newly-produced safety/stewardship video (Nan)
- Develop and implement public relations plans for fire departments to recruit volunteers and assist in development of recruitment collateral (Julie)
- Explore the feasibility of imparting a Tourism Improvement District (TID) or other fundraising efforts to support emergency services (Julie)
- Create a countrywide plan for water safety signage in priority areas: tide information, water temperatures, what to wear, etc - Nehalem, Wheeler, Garibaldi, Netarts, Oceanside (Dan)

Destination Development

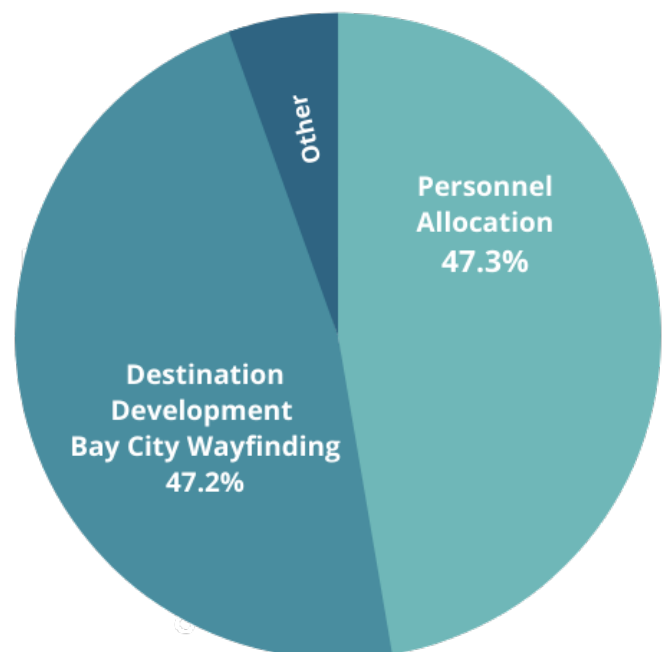
Each community on the Tillamook Coast has a different personality and different needs to balance livability with visitation so quality of life does not diminish. TCVA highlights the identity of each community, blends the value of visitors and locals and bridges the implementation of tourism programs that benefit the entire community.

Projects (with staff lead):

- Publish multi-year wayfinding initiative plan (Nan)
- City of Bay City wayfinding planning and installation (Nan)
- Work with ODOT to install cameras at Oswald West State Park (Julie)

2022-23 Responsibility Budget

\$595,066





Stewardship of Natural Environment

Our natural environment is a precious resource that deserves respect and preservation. TCVA creates tools and educational programming to foster environmental stewardship now and into the future.



Projects (with staff lead):

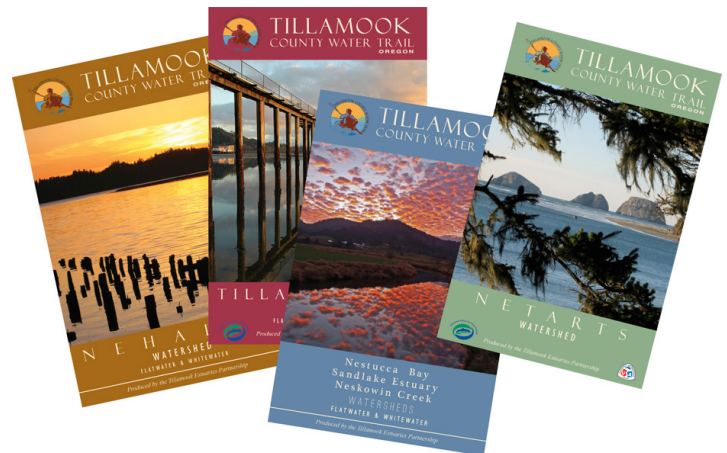
- Develop and alternative transportation incentive program with North Coast Tourism Management Network (Nan)
- Submit plan to Global Sustainable Tourism Council to become a certified destination (Nan)
- Determine promotional strategy for Tillamook Coast Pledge (Julie)
- Work with short-term vacation rentals to implement recycling programs (Julie)
- Hold semi-annual Interpretive Guide Training; create benchmarks/target participation (Dan)
- Collaborate with regional partners to determine how we can address coastal climate change initiatives and best practices (Dan)

Trails & Outdoor Recreation

Outdoor recreation opportunities and trails on the Tillamook Coast provide fun and meaningful ways to connect with nature and stay active. TCVA supports outdoor recreation and trail initiatives that promote wellness, accessibility and the benefits of interacting with nature.

Projects (with staff lead):

- Assist in recruitment of Trailkeepers of Oregon 'Trail Ambassadors' (Dan)
- Contract with a freelancer to produce 15 new outdoor blogs (Dan)
- Coordinate with Lower Nehalem Community Trust and Trailkeepers of Oregon on promotion of eco-vacations (Dan)
- Maintain and improve Tillamook Coast GIS map (Dan)
- Hold three community listening sessions on trails and facilities including necessary amenities such as benches, lockers, etc (Dan)
- Provide sponsorships for trails and wellness groups (Dan)
- Publish a monthly Trails & Recreation Newsletter (Dan)
- Complete plan for potential trail connections (Dan)
- Create Tillamook County Trail Champions sponsorship program (Dan)
- Develop a plan for Salmonberry Oregon Coast Trail directional signage (Dan)
- Develop and implement a county-wide 'Trash Bounty' program with businesses (incentives to pick up trash on beaches and trails (Dan)
- Develop a plan for dock improvements to accommodate kayak launchers (Dan)
- Link TEP water trail guide to GIS website (Dan)
- Seek funding for a Salmonberry Amenities Plan through EPA, Travel Oregon, or cosponsor with Salmonberry Trail Foundation (Dan)
- Seek grant funding and county funding for Harbor View Trail repair in Garibaldi (Dan)
- Purchase and install beach mats in Manzanita, Rockaway, and Pacific City (Dan)



HOW WE DO IT

▼ Return on Reinvestment

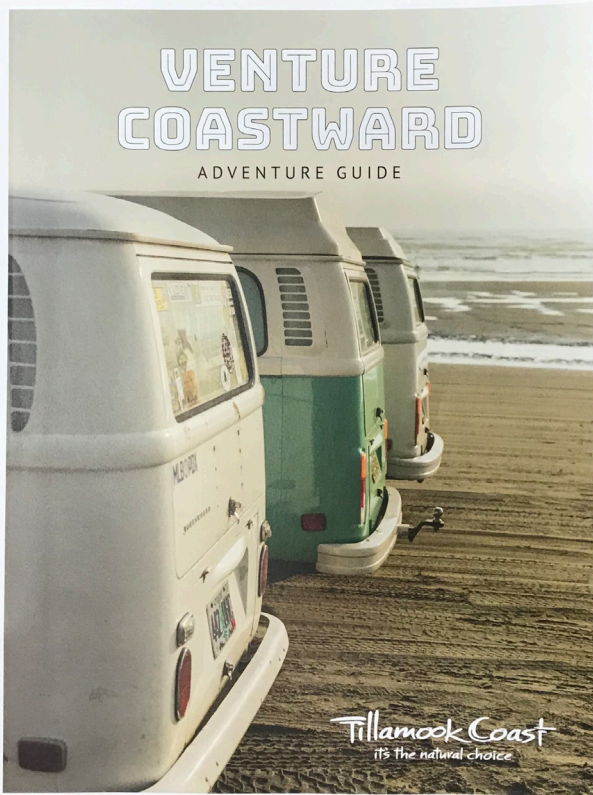
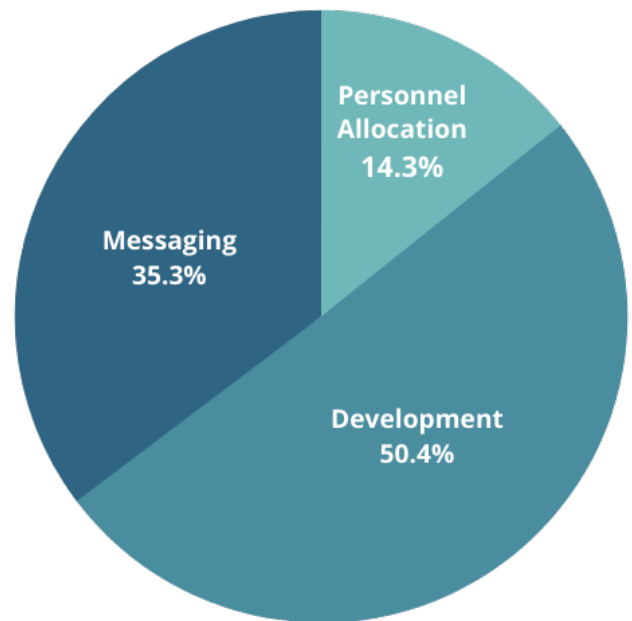
Messaging & Communications

Communicating what we value on the Tillamook Coast ensures that we invite visitors who share similar interests and respect for our villages. Through storytelling, TCVA promotes year-round economic vitality by sharing amenities and attractions available in the summer and off season.

Projects (and staff lead):

- Drive traffic to Tillamook Coast website (Nan)
- Improve website effectiveness through Search Engine Optimization (Nan)
- Maintain Tillamook Coast website with updated content and photography (Nan)
- Maintain and monitor Tillamook Coast social media presence (Nan)
- Utilize Facebook ads and Google AdWords for campaigns with specific goals and benchmarks (Nan)
- Maintain database of earned media article placement (Julie)
- Update print and online advertisements to align with current campaign strategy (Nan)
- Utilize print, television, and online media outlets meeting target market objectives (Nan)
- Create and distribute Tillamook Coast Visitors Guide (Nan)
- Message outdoor recreation and fishing, environmental stewardship, culinary and agritourism, and cultural heritage
- Develop and publish 2022-2023 marketing plan, including “Travel with Locals” Campaign (Nan)
- Research new marketing strategies such as Tik-Tok (Nan)
- Conduct research on the impact of Aviation Tourism in Tillamook County and develop marketing plan if determined to be a viable market (Nan)
- Hire a contracted social media manager (Nan)
- Update marketing plan in anticipation of possible economic downturn due to inflation, natural disasters, etc. (Nan)
- Host a farm-to-table or dock-to-table event for media in conjunction with Crave-the-Coast (Nan/Julie)

2022-23 Reinvestment Budget **\$340,635**



THE TILLAMOOK COAST PLEDGE

- 1) I promise to be respectful when enjoying the Tillamook Coast's forests, farmlands and beaches.
- 2) I will make my own memories, but not my own trails.
- 3) I will be responsible with fire on the beaches, in campgrounds, and any other designated fire area.
- 4) I will heed cautionary signage. If it says "Do not go past this point!" I won't. Double pinky promise on this one.
- 5) I will enjoy the slower pace of beach life.
- 6) If I cannot find a parking spot, I will not invent my own. Same goes for restrooms.
- 7) When playing at the beach, I will be mindful of sneaker waves and logs. I will NEVER turn my back on the ocean. Ever.
- 8) I will PACK IN reusable containers and PACK OUT all of my trash.
- 9) I will respect wildlife by managing my own pet(s) , and not disturbing any native plants or animals.
- 10) I will use my turn signal often, my car horn seldom, and my middle finger never.

I pledge to always care for our coast.

CONTACT US



**TILLAMOOK COAST VISITORS ASSOCIATION
DBA VISIT TILLAMOOK COAST**



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