



Lookout & Crosscurrent Collective
Curry County Destination Management Plan
For Curry County Economic Development
Scope of Work
10/05/21

Objective

Lookout & Crosscurrent Collective will develop a Strategic Destination Management Plan for Curry County Economic Development that guides how resources should be invested towards developing sustainable tourism strategies that enhance the destination and grow local economies. This plan will aim to support the County in optimizing its resources by building upon past tourism development work in the region and leveraging opportunities for collaborative investment with key partners. Our team specializes in strategies that build and maintain a sense of place, create authentic visitor experiences and support small, local businesses. We utilize an approach that will help build a tourism economy that supports community vitality, environmental health and economic well-being. We will also provide guidance for marketing investments that meet the overall plan objectives and align with and leverage local and regional marketing and promotion efforts.

Project Background

In October of 2019 Curry County implemented a Transient Lodging Tax (TLT). Our planning process helps ensure that TLT funds create a strong return on investment by aligning any proposed product or destination development and marketing strategies with local and regional tourism efforts already underway. TLT funds collected by Curry County to date are outlined in Table 1 in the Appendix.

The funds will be allocated to Tourism Marketing/Promotions, Product /Tourism Development (stated as "Fair" in county documents), Administration and the Sheriff's office. The TLT Advisory Committee has currently earmarked a percentage of funds from promotions budget to be spent on grants. This project will provide recommendations for fund allocation in the areas of Tourism Marketing/Promotions, Grants and Product /Tourism Development.

PROPOSED PROJECT TIMELINE

July-August 2021

- Refine scope / timeline
- Finalize contract
- One client meeting (by Zoom or phone) in August to get oriented and lay the groundwork/process for a September-November process

September-November 2021; finish late November or early December 2021

- Project kick off, development, team meetings, outcomes and deliverables
- (the entire scope above)

APPROACH /PROCESS

We envision a three month process to include:

PART I: KICK OFF / ASSESSMENT / RESEARCH

- Client briefing & kickoff meeting with Lookout & Crosscurrent Collective to get oriented
- Gathering research, materials
- Review existing initial tourism plans developing by Curry County team
 - Review additional planning documents to inform the work: TSOC strategic plan & marketing plan, OCVA RCTP plan, relevant partner plans (e.g., Parks or Forest Service), Rural Tourism Studios outputs
 - Review relevant visitor profile / other relevant research
- Set up project meetings with a core team (core team = client (Curry County) plus 1-2 representatives from other organizations) every two-three weeks.
- Work with core team to create a destination leadership team (10-12 key stakeholders) that will nest within the existing tourism management structures – the RDMO, South Coast Regional Tourism Network and sub-regional efforts
- Marketing assessment:
 - Lookout to have conversations with 2-3 key individuals to ascertain the best way Curry County can co-op with existing efforts to promote Curry County's tourism experiences; also review the audiences our regional partners are targeting

- Zero in on Curry County sweet spots / hero experiences - what makes the destination stand apart?
- Gather community input by conducting a community stakeholder survey – conducted online

PART II: PLAN DEVELOPMENT

- Two to three half-day, in-person OR virtual workshops with the newly forming destination leadership team (10-12 key stakeholders) designed to:
 - Build local relationships / trust and partnerships
 - Create a localized vision that tiers off of the regional vision - this will help bring clarity to Curry County's vision within the already existing larger regional vision
 - Start new conversations about what's possible with the new funding
 - Understanding existing destination development work already underway in the region
 - Develop plan pillars (areas of focus) and priority next step projects
 - Create criteria for how funds will be spent
 - Including discussions around best use of Curry County grant funds
 - Share marketing landscape - state/region/local; Understand marketing/communications landscape - who's doing what marketing
 - Capture a list of future moonshots from stakeholders during our sessions (big ideas for further down the road)
- Develop a simple road map for the county to guide its next steps in a way that leverages work underway in the region
- **MARKETING:** The following review will be conducted and summarized in a Destination Marketing Opportunities section of the Plan. This section will provide key findings, strategies and recommendations, and will provide a foundation for future marketing investments for Curry County:

Where we are now:

- What is the current messaging--how is Curry County being positioned in existing materials?
- What do we know about the profile of visitors to the area?
- What are the County's top tourism assets and experiences? How should these experiences be prioritized in marketing communications?
- A brief visual snapshot of regional marketing – what materials (collateral, website, social media, advertising, etc.) are currently being used to promote experiences in the area to visitors? How do these materials

currently position the destination, and what recommendations can be made to improve these?

Where we want to go:

- o Who is the optimal target demographic/audience?
- o Given limited resources, what tourism marketing channels exist that Curry County can leverage to communicate your message?
- o What marketing strategies best serve the destination's goals? We'll ask this question of tourism partners in the area. E.g., Event driven? Seasonal or shoulder-season?

PART III: OUTCOMES/DELIVERABLES

- A destination leadership or advisory team for managing the Curry County tourism investments that will enhance/complement existing efforts
- A destination management strategy (the ROAD MAP) that provides:
 - o Clarity on a local vision for success and how it can tie in/uplift the regional vision
 - o Clarity on criteria to guide existing and future funds
 - o A clear roadmap that outlines priority next steps and the recommended way to undertake the work to build upon and complement ongoing efforts (including definitions of roles /responsibilities to implement strategies)
 - o Marketing findings and recommendations for allocation of resources
 - o List of grant opportunities relevant to plan priorities

APPENDIX

Table 1

Curry County TLT

	Actual 2020-221		Projected (?) 2021-22	
	Amount	%	Amount	%
TOURISM ASSET / FAIR (?)				
Q1			191,519.09	
Q2	57,538.00		107,125.26	
Q3	46,088.46		11,079.26	
Q4	78,353.00			
Total	181,979.46	35%	309,723.61	31%
TOURISM PROMOTION				
Q1	-		191,519.09	
Q2	57,538.00		53,562.63	
Q3	46,088.46		55,539.63	
Q4	78,353.00		-	
Total	181,979.46	35%	300,621.35	30%
SHERIFF				
Q1	-		136,799.35	
Q2	41,098.57		66,953.29	
Q3	32,920.33		69,424.54	
Q4	55,966.43		-	
Total	129,985.33	25%	273,177.18	28%
ADMIN				
Q1	-		27,359.87	
Q2	8,219.71		40,171.97	
Q3	6,584.07		41,654.72	
Q4	11,193.29		-	
Total	25,997.07	5%	109,186.56	11%
TOTAL BY QUARTER				
TOTAL Q1	-		547,197.40	55%
TOTAL Q2	164,394.28	32%	267,813.15	27%
TOTAL Q3	131,681.32	25%	177,698.15	18%
TOTAL Q4	223,865.72	43%	-	
TOTAL ANNUAL	\$ 519,941.32		\$ 992,708.70	

Team Bios

Holly Macfee, Principal at Lookout. Lookout is a destination branding and marketing consultancy based in Portland, Oregon. Lookout focuses on helping destinations, hotels and craft food and beverage clients define their unique offerings and communicate that experience to the world through branding, strategic planning and breakthrough marketing campaigns. Holly's work includes some of Oregon's top names in tourism, wineries and hospitality. Recent clients include: Rural Klamath Connects, Oregon Wine Board, Oregon Coast Visitors Association, Cannon Beach, Seaside, Rogue Valley Vintners, ORLA, Travel Southern Oregon, Travel Oregon and Travel Salem. Lookout's work for Seaside and the Willamette Valley was awarded the top honor "Best Overall Campaign" twice in the past 4 years at the Oregon Governor's Conference on Tourism.

Through 2014, Holly served as VP Global Brand Strategy for Travel Oregon. During her 10-year tenure, she helped shape Oregon's voice as a destination, twice winning best overall campaign in the country from the US Travel Association, including the 7 Wonders of Oregon. Prior to Travel Oregon, Holly worked as a brand strategy and marketing executive at The Walt Disney Company, primarily its theme park and resorts for 16 years.

Crosscurrent founder and CEO Kristin Dahl is a pioneer in the travel and tourism industry, creating a unique niche in the burgeoning field of destination development. Kristin has a deep devotion to helping people understand, enjoy and preserve the world's natural wonders, and she puts her strong leadership and organizational skills to work every day to do exactly that. Building on 17 years developing rural destinations in the Pacific Northwest, she created Crosscurrent as a way to help communities build robust and vital tourism economies through accessible outdoor recreation and healthy ecosystems. She is building an experienced and inspired team of professionals who can support destination development anywhere.

During Kristin's tenure at Travel Oregon and Rural Development Initiatives, she helped frame the concept of community tourism in the Northwest, leading numerous teams in successfully developing Oregon into a premier travel destination. She devised innovative new ways for communities to build and manage sustainable tourism – most notably, designing and producing the Oregon Tourism Studio and the Oregon Outdoor Recreation Initiative. As part of this work, she focused extensively on unifying

the public and private sectors in rural communities, bringing them together behind innovative strategies for sustainable economic development. She has many years of experience working with a diverse array of community leaders to foster collaboration, develop big visions, home in on priority actions and ignite action. This has played out in the development of world-class outdoor recreation and agritourism experiences, as well as sustainable visitor transportation options.