

# A DESTINATION STRATEGY FOR CURRY COUNTY

Produced by Crosscurrent Collective and Lookout Co.  
on behalf of Curry County Economic Development

June 2022



# CURRY COUNTY'S 15-YEAR COMMUNITY TOURISM VISION NARRATIVE (2037)

*This is what success looks like to us...*

Our remote section of the southern Oregon coast is demarcated by Langlois to the north, Brookings to the south, Cape Blanco to the west, and the 628,000-acre [Rogue River-Siskiyou National Forest](#) to the east.

## **CHARMING SMALL-TOWN SPIRIT**

We are a place where our small towns that dot the coastline each embodies a unique spirit and sense of community pride that is palpable. Because our main streets are visually appealing, a would-be passer-by is compelled to stop and stay, contributing to the hustle and bustle of Oregon's coastal small-town life. Community members understand what each town has to offer, and as trained Ambassadors to the region they excitedly share knowledge about what there is to see and do 'down the road.'

## **ALL ARE WELCOME HERE**

We welcome visitors from far and wide – from all cultures and identities – to share the richness of our special place. We can do so because we as a community are welcoming to all residents. People feel at peace and safe here. The hospitality workforce, particularly frontline staff, are well trained in how to welcome all walks of life in a genuine way. We adapt as the demographics of travel change with the wind of economic and political forces over time.

## **ROBUST VISITOR EXPERIENCE**

Our incredible life-affirming natural assets, both public and private, are the major draw for outdoor exploration and adventurous recreation of all types. Outdoor enthusiasts are staying longer and coming back all throughout the year, because of the richness of the unparalleled experiences offered here.

Visitors are coming year-round from all over the world for professionally guided experiences – from sea kayaking to whale watching to birding to scuba diving to gold prospecting – putting Curry County high on the list for adventure travelers.

The region's local food system has become a prominent attraction, ensuring visitors can taste locally grown, raised and harvested foods at a wide range of eateries offering high-quality food options at different price points. The connection between the seafood industry and local food systems has been purposefully strengthened. Visitors can easily interact with and learn from the growers or producers, to have an exceptional and memorable experience to carry back home that fosters continued support for the local food economy through online subscriptions and the like.

Visitors can learn about the region's history as well as connect with current-day culture – whether that be through craftspeople or storytellers. The region's culture has been brought to the forefront through a variety of touchpoints. One way we've done that is through intentional and robust events that allow us to share our current-day culture with others. The events we focus on are of exceptional quality, which drives multi-day visitation.

Places to stay are high-quality and varied, and accommodate a wide range of travel preferences – from sophisticated resort hotels to primitive camping. Our wayfinding system, combined with basic visitor amenities such as restrooms and water fill stations, supports an enjoyable visitor experience and, ultimately, longer stays. We encourage green transportation options that help reduce the climate impact of travel, from numerous charging stations for EVs on the Oregon Electric Byway to electric shuttle systems.

## **MARKETING + COMMUNICATIONS**

Because of our smart alignment with a regional brand, plus a modern visitor communication strategy that inspires others about what there is to see and do here, travelers are motivated to visit and prepared when they do. We have prominently communicated messages about how to stay safe on the Oregon coast, because keeping visitors safe and happy is a priority for us. We have easy-to-find information online that shares the breadth and depth of the experiences we offer. We provide easy-to-use digital content and a connected wayfinding and information system once they're here in the region. As a result of our effective marketing and communication, we have evened out the seasonality of visitation – we have more visitors coming throughout the year, and a manageable number during our peak summer weekends.

## **TOURISM AS A SUSTAINABLE ECONOMIC DRIVER**

We've found ways to capitalize on the growing tourism and outdoor recreation economy while guiding its development in a sustainable way that supports improving our quality of life. By investing in collaboration and communication across all our critical stakeholders – from both the private and public sectors – we've been able to manage the development and growth of these sectors. We've put important management protocols in place to protect our natural resources and those places that are significant and unique to the needs of the local resident population. By supporting our entrepreneurs and small businesses, we've created numerous opportunities to create lifestyle businesses that offer exciting jobs that pay a livable wage. And by working cooperatively with key stakeholders in the region, we've enacted effective policies to support an adequate supply of affordable housing for the local workforce.

## **OUR COMMUNITY VALUES**

**BALANCE:** We want to maintain balance between visitation and community needs/quality of life.

**SMALL TOWN CHARM:** We want to retain a sense of place in our unique and independent small coastal towns.

**WELCOMING:** We want to welcome people of all cultures and identities.

**HEALTHY NATURAL SYSTEMS:** We want to respect and protect the natural environment that affords us our way of life.

*The vision and community values were crafted by nearly 100 community and business leaders who contribute to the health of Curry County's tourism and outdoor recreation economy. These are the values community members want to retain as the visitor industry grows over time. The community also wants to celebrate and share these values with newcomers.*

## CURRY COUNTY'S STRATEGIC FOCUS AREAS

Through stakeholder interviews, a survey and workshops held during the winter/spring of 2022, community leaders from Curry County selected the following strategic focus areas for this destination strategy:

**A. Accelerate the development of visitor experiences**

Focus where there is market demand; uplift local efforts and find balance.

**B. Increase visitation and improve consistency of year-round demand**

Emphasize year-round activities to grow demand in slower seasons.

**C. Increase collaboration for strategic alignment + greater impact**

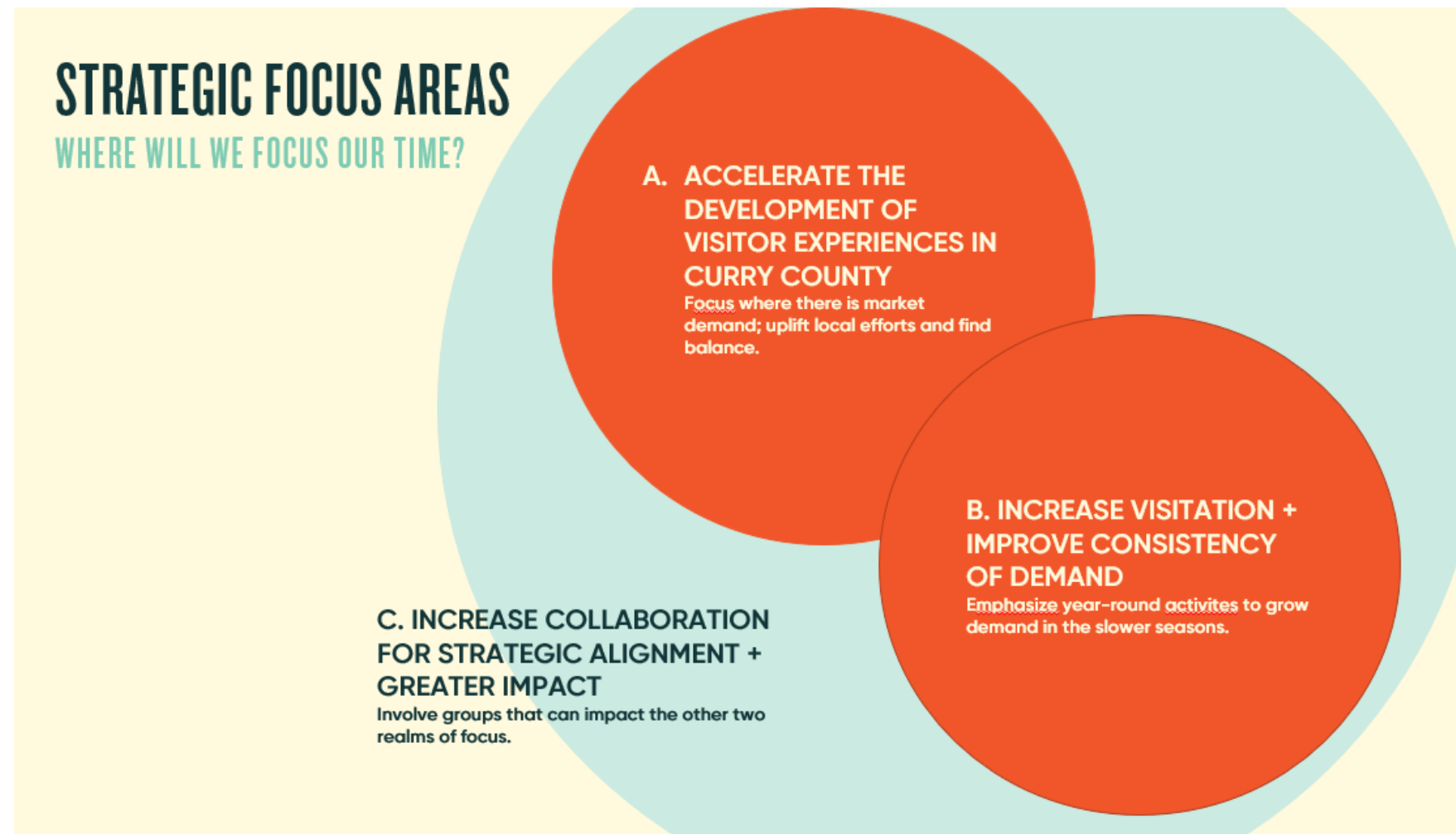
Involve groups that can impact the other two realms of focus.

Short- and medium-term outcomes were articulated for each focus area, as well as short- and medium-term strategic actions to help achieve the community's 15-year vision of success. These have been captured on the following pages.

Diagram below depicts how impact area C is the foundation for the other impact areas. Impact area C is 'how' the work will get done, and impact areas A and B are the 'what,' or the work to accomplish.

## GLOBAL KEY PERFORMANCE INDICATORS

- Our investments in this destination strategy increase the overall economic impact of visitation in Curry County, as reported in the annual *Economic Impact of Travel in Oregon* report conducted by Dean Runyan Associates. For reference: [Oregon Travel Impacts 2003-2021 Study](#).
- The peak summer visitation period in Curry County has extended further into spring and fall seasons, as tracked by Smith Travel Report and other metrics available as part of the [Oregon Travel Barometer](#).
- Each year we have 3-5 new success stories of collaboration and alignment with partner organizations involved in tourism to report.
- We've supported the development of at least three multi-partner projects that promote stewardship of natural resources/places by 2025.
- We're attracting visitors who uplift and support our core values, as supported by a biennial (every other year) visitor survey.
- Our team is trusted, respected and valued as leaders in tourism marketing and development, as evidenced by a biennial resident tourism sentiment survey.
- We've successfully trained at least 50% of our tourism workforce in diversity, equity and inclusion by 2024, to create a service culture where everyone (both workers and visitors) feels included and welcome.



FOCUS AREA	(A) ACCELERATE THE DEVELOPMENT OF VISITOR EXPERIENCES	(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND	(C) INCREASE COLLABORATION FOR GREATER IMPACT
<b>5-YEAR OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Frontline staff in tourism-related businesses are trained in hospitality, including DEI, and have opportunities to receive regular/continued customer service training.</li> <li>• We have increased outfitting, rental and guide services that support a range of activities including hiking, cycling, kayaking and boating.</li> <li>• We have a new mountain-bike-specific trail experience to offer visitors in Curry County.</li> <li>• We have significantly improved at least one section of the Oregon Coast Trail that runs through Curry Co.</li> <li>• Our business community is thriving as a result of businesses better supporting one another and finding new ways to offer complementary visitor services.</li> <li>• The Wild Rivers Coast Food Trail is thriving in Curry County.</li> <li>• We've made significant strides in improving the visitor infrastructure to improve wayfinding and accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>• The new Curry County Destination Stewardship Organization (DSO) is recognized as a collaborative organization, respected for its marketing and communication materials that are branded to industry standards/best practices in destination marketing.</li> <li>• An experienced, professional Marketing Manager, as well as marketing contractors/vendors with niche-area expertise, are in place to manage multi-channel advertising, PR, social media and promotional programs.</li> <li>• Robust marketing programs are thriving – both Curry-led programs and ones in partnership with Travel Southern Oregon Coast (TSOC) and the Oregon Coast Visitors Assoc. (OCVA).</li> <li>• Because of the clear, best-practice branding and marketing tools provided by the DSO, key towns and local businesses can speak with one consistent voice about the destination.</li> <li>• Curry Co. is recognized as a world-class adventure destination with some of the most outstanding natural assets, trails and recreation on the Oregon and Southern Oregon Coast.</li> </ul>	<ul style="list-style-type: none"> <li>• Curry County has an independent Destination Stewardship Organization (DSO), also known as a Destination Marketing and Management Organization or DMMO, in place to guide the county's transient lodging tax investments within this destination strategy.</li> <li>• The Curry Co. DSO is convening the Destination Leadership Team (DLT – a robust group of stakeholders) regularly to communicate and coordinate organizational priorities, continuing to find new opportunities for collaboration with the goal of improving Curry Co. as a visitor destination.</li> <li>• Curry Co. has met its other 5-year outcomes in this strategy, as a result of investing resources to foster collaboration toward a sustainable tourism destination.</li> <li>• Stakeholders and community members feel confident in the effective use of resources and are informed about project success stories.</li> <li>• Businesses in the community offering services/products/experiences to visitors are communicating and collaborating in new ways.</li> </ul>
<b>1- TO 2-YEAR OUTCOMES</b>	<ul style="list-style-type: none"> <li>• At least 20% of frontline staff in tourism-related businesses have received training in guest customer service and how to be a local tourism ambassador in Curry County. This includes DEI training as well as information about the history and culture of the region.</li> <li>• We have at least one business/organization offering a new guided experience or gear rentals that fills a current gap in service for an existing target market.</li> <li>• Development and improvement of mountain-bike-specific trails are underway, executing on the priorities outlined in the Gold Beach Area Mountain Bike Destination Plan and the Cape Sebastian Trails Plan.</li> <li>• Investments have been made to assist with improvements on the Oregon Coast Trail.</li> <li>• New opportunities, including connections with locally harvested/caught seafood on the Wild Rivers Coast Food Trail, have been identified and are starting to be cultivated/added to the Food Trail.</li> </ul>	<ul style="list-style-type: none"> <li>• Curry County/Travel Curry Coast has updated its name and branding.</li> <li>• Curry Co. has built a new foundation of marketing tools, assets and partner resources to market the area.</li> <li>• Curry Co.'s new DSO board and staff are knowledgeable about destination marketing best practices.</li> <li>• The Curry Co. DSO has developed a Strategic Marketing Plan that outlines its program of work, balanced between stand-alone tactics and co-operative programs with TSOC and OCVA.</li> </ul>	<ul style="list-style-type: none"> <li>• Curry County has established a destination leadership team (DLT) that is thriving, meeting regularly and advancing priority projects aimed at achieving outcomes in this Destination Strategy.</li> <li>• In consultation with the DLT, Curry Co. has determined when and how it will pursue creating an independent DSO.</li> <li>• Curry Co., in concert with the DLT, is convening a broad set of tourism stakeholders annually to communicate on progress made, find points of collaboration, surface new issues emerging from the visitor industry and find new opportunities for collaboration (ex.: a Curry Co. Tourism Summit).</li> <li>• Curry Co. has developed strong, trusting relationships through frequent and transparent communications with core partners including OCVA, TSOC, Oregon Parks and Recreation Department and the United States Forest Service.</li> </ul>

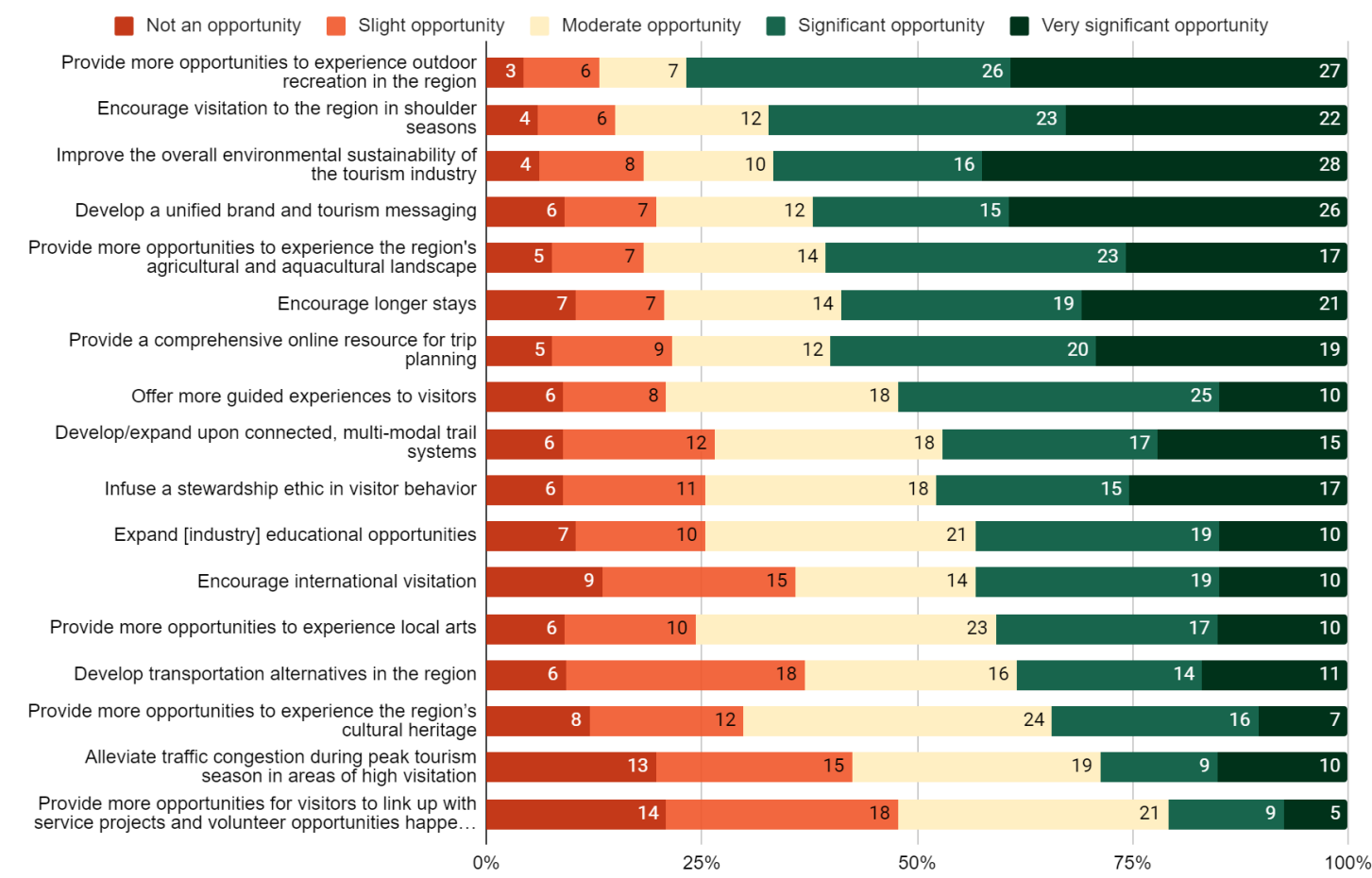
FOCUS AREA	(A) ACCELERATE THE DEVELOPMENT OF VISITOR EXPERIENCES	(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND	(C) INCREASE COLLABORATION FOR GREATER IMPACT
<b>KEY MEASURES</b> <i>How will we know if we're successful?</i>	<ul style="list-style-type: none"> <li>Number guided experiences being offered</li> <li>Number of trained frontline staff</li> <li>Number of miles of mountain-bike-specific trail that has been developed or improved</li> <li>Number of miles of the Oregon Coast Trail that has been developed or improved</li> <li>New experiences on the Wild Rivers Coast Food Trail</li> <li>New direct consumer access to locally harvested seafood</li> </ul>	<ul style="list-style-type: none"> <li>A new name and brand guide has been developed to guide all of Curry County's creative marketing executions</li> <li>A selection of vendors with specific marketing expertise is in place to support the destination marketing activities</li> <li>New photography and newly branded collateral and advertising assets exist to market the region</li> <li>The new name and brand have been shared with the tourism industry</li> <li>A strategic marketing plan has been developed</li> <li>Standard marketing key performance indicators (KPIs) are in place in the strategic marketing plan to measure the effectiveness of Curry Co. marketing investments (social media engagement, website traffic, PR stories placed, advertisement click-through rates, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>A Destination Leadership Team (DLT) has been formed</li> <li>A private, nonprofit Destination Stewardship Organization (DSO) has been formed and launched</li> <li>Number of diverse stakeholders who are committed to and participating in the DLT</li> <li>Number of DLT meetings/workshops held</li> <li>A platform exists for ongoing communication and collaboration among stakeholders (ex.: Basecamp, Slack)</li> <li>Number of investments made collaboratively with other partners participating in the DLT</li> <li>Positive reviews on progress being made by Curry Co. and the new DSO on the destination strategy (as indicated by a future resident/stakeholder survey)</li> </ul>

### WHAT ARE THE BEST OPPORTUNITIES FOR DEVELOPMENT OF TOURISM IN THE REGION?

Chart to left is a distillation of 71 responses from the Curry County Destination Stakeholder Survey conducted in February 2022.

Top responses included:

1. Provide more opportunities to experience outdoor recreation in the region
2. Encourage visitation to the region in shoulder seasons
3. Improve the overall environmental sustainability of the tourism industry
4. Develop a unified brand and tourism messaging
5. Provide more opportunities to experience the region's agricultural and aquacultural landscape
6. Encourage longer stays
7. Provide a comprehensive online resource for trip planning



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**RECOMMENDED STRATEGIC ACTIONS – NEAR TERM (6 mo. – 2 years)**

*Based on information gathered through surveys, interviews, experience and best practices*

Because Travel Curry Coast is an emergent player in the region, and because the available Transient Lodging Tax (TLT) budget is relatively modest for making significant improvements to the destination experience on its own, we highly recommend that the all short- and medium-term destination development activities and investments are done through partnerships to uplift existing, promising efforts already underway in the county.

Destination development investments should be prioritized in the short term for improving the visitor experience and creating high-quality, memorable experiences; this can take time, but these improvements will ultimately result in longer stays and more return visits, and produce more word-of-mouth marketing.

1. **OFFER FRONTLINE STAFF CUSTOMER SERVICE TRAINING.** Implement a county-wide customer service training and tourism ambassador development program. Explore existing customer service training programs available such as [Guest Service Gold](#), provided by Travel Oregon, or the [Trail Ambassador](#) program offered by Trailkeepers of Oregon. OCVA offers scholarships to participate in Guest Service Gold. Also consider tapping into a national program such as the [Community Certified Tourism Ambassador](#) program.
2. **INVEST IN TRAIL DEVELOPMENT + RELATED AMENITIES.** Work collaboratively with OCVA to determine where support and funding is needed in order to advance burgeoning trail development efforts, given there is a wide range of opportunities to improve and maintain trails, particularly in and around wildfire-affected areas. Determine what enhancements can be made to improve the visitor experience on trails throughout the county. Start to determine where investments can be made to improve the Oregon Coast Trail specifically.
3. **INVEST IN CREATING DESTINATION QUALITY MOUNTAIN BIKE TRAIL EXPERIENCES.** Specifically, we recommend partnering with OCVA to find ways to make the Gold Beach Area Mountain Bike Destination Plan and the Cape Sebastian Trails Plan come to life expeditiously.

1. Select one **“LOW-HANGING FRUIT MARKETING PROJECT”** that will show momentum/positive results in a relatively short period of time. Recommendations:
  - Partner with TSOC to determine the best way to improve Oregon Tourism Information System (OTIS) listings from Curry County.
  - Partner with TSOC to evaluate photo needs for the county; jointly produce a photo shoot (currently most images in Curry Co. library are stock; we need to feature people/diversity. dining, towns/main street, shopping & brewery shots with sense of place, hiking, biking)
2. DLT/Marketing Committee helps draft **JOB DESCRIPTION FOR AN EXECUTIVE DIRECTOR (ED)**, setting marketing leadership as a key part of role; once an ED is hired, they would then draft the Marketing Manager job description.
3. ED & Marketing Manager hire **creative agency** with deep experience in Destination Marketing to **DEVELOP A NEW NAME AND BRAND FOR TRAVEL CURRY COAST** that better reflects current destination marketing best practices, with a goal to attract the highest-potential target audience (namely, millennial outdoor recreation enthusiasts from the I-5 corridor and Northern California).
  - a. Phase I creative agency scope: a) Evaluate/review current branded materials; educate the team on current best practices in destination branding; competitive review of similar destinations; b) Develop a new name and brand for Curry County.
  - b. Phase II of agency scope: agency produces updated marketing tools and ads.
4. **DEVELOP A STRATEGIC MARKETING PLAN.** Engage Marketing Planning Consultant to help build a plan that outlines:
  - Marketing objectives/Target audiences/Positioning

1. **SHARE THE DESTINATION STRATEGY** broadly with stakeholders who participated in the process, and the community at large. Create a celebration to honor the work accomplished, to share about Curry County’s next steps, and to thank those who participated.
2. **CREATE A DESTINATION LEADERSHIP TEAM.** Identify who will serve on a Curry County Destination Leadership Team (DLT), invite their participation and convene the DLT at least once by August 2022.
  - Share the Destination Strategy with the DLT, specifically how Curry Co. plans to move forward – share your draft work plan and be clear about your budget and what you’re going to do next. Utilize the DLT as a board to help refine the work plan and coordinate on strategic actions to amplify impact.
  - Convene the DLT monthly for the first six months to a year. Slow the pace of convenings to every other month after the first 1-2 years.
  - DLT can include the Executive Director of the DMMO, once established.
3. In concert with the DLT, **CREATE AN INDEPENDENT, NON-PROFIT DESTINATION STEWARDSHIP ORGANIZATION (DSO).**
  - Determine who will serve on a committee to stand this up.
  - Draft bylaws.
  - Determine founding board members.
  - Legally incorporate the entity.
  - Develop a job description for an Executive Director; hire a recruiting firm.
  - Develop a contract for services with the new entity that requires high stakeholder engagement and transparency – on how funds are utilized and the impact they’re having.
4. **HOLD MONTHLY DESTINATION LEADERSHIP TEAM GATHERINGS.** For DLT gatherings, incorporate the following activities into the agendas:
  - Use the DLT to select 2-3 priority projects, and project action teams to implement them within

4. **DEVELOP GUIDE + OUTFITTER SERVICES.** Work with OCVA, TSOC and OSU Extension to home in on gaps and opportunities to increase guide and outfitter services. Consider working with existing local and regional companies to expand services offered. Consider issuing an RFP for services. OSU Extension's [Guide and Outfitter Recognized Professional](#) training program can serve as a resource.
5. **ENHANCE + DEVELOP THE WILD RIVERS COAST FOOD TRAIL.** This is an incredible asset and opportunity in the county that is worthy of continued investment. Work strategically with OCVA (or TSOC) to determine where strategic investments can be made to advance the quantity and quality of visitor experiences on the trail.
6. **CONTINUE SUPPORTING DEVELOPMENT OF THE WATER RECREATION EXPERIENCE.** Look for ways to invest and partner with ongoing efforts, such as investing collaboratively with TSOC and OCVA on ADA-accessible boat ramps. Additionally, continue support and find ways to elevate the work of the Aquatic Safety program. Work closely with partners to identify and invest in new opportunities.

**(A) ACCELERATE THE DEVELOPMENT OF VISITOR EXPERIENCES**

- Recommended channels & prioritization of development (e.g., new website (must be separate from County), social, enews, etc.
- 1-2 years of line-item tactics
- Calendar of marketing activities
- Key performance indicators dashboard that can be updated in real time (metrics)
- Plan for how marketing work gets done: which activities are managed in house vs. by vendors
- Prioritize collateral critical to promoting destination and supporting frontline staff. Low-hanging fruit: new branded rack card: "Top things to do in the area."

5. **KEY PARTNERSHIP IDEA: PR CONTRACTOR FOR TSOC, COOS & CURRY:** Partner with TSOC (and possibly Coos County) to jointly hire an experienced PR contractor to specifically and **proactively pitch the Southern Oregon Coast**, and to coordinate visiting travel writer logistics and itineraries.

- Contractor to help develop themed digital/printed itineraries for self-guided experiences in Curry Co., and share with TSOC/OCVA for pitches, content in e-newsletters/blogs.

6. **KEY PARTNERSHIP IDEA: E-NEWSLETTER w/TSOC:** In addition to launching your own e-newsletter, invest in TSOC's enews partnership opportunity to secure one story per enews to solely focus on Curry County experiences.

*\* Note: more detail can be found in companion Destination Strategy Deck.*

**(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND**

- the next year. The DLT can then serve as a forum for coordination and support for the project action teams.
- Stakeholders share updates related to the tourism economy, and have time to identify opportunities for coordination and collaboration.
- Project action team leads/project leads share on progress, ask for input or even conduct work sessions with the entire team in order to advance progress.
- Leaders of strategically aligned initiatives give presentations to inform/educate and engage the DLT.
- Guest presenters share information to advance understanding of the complex issues related to creating a sustainable tourism economy (ex.: affordable housing policy update, main street project progress, related system issues) .

*Note: Consider both formal (1.5- to 2-hour meetings) and informal (happy hour) gatherings for this group. MAKE IT FUN to be on the Destination Leadership Team!*

**(C) INCREASE COLLABORATION FOR GREATER IMPACT**

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<p><b>RECOMMENDED STRATEGIC ACTIONS – MEDIUM-TERM OR ONGOING ACTIVITIES (2-3 years)</b></p>	<p>The work in destination development is largely emergent, and many efforts can take multiple years to come to fruition. Strategic actions in the medium term should be guided by what has taken shape during the first 1-2 years of working this plan. We recommend utilizing the DLT and/or the new DSO to evaluate the success of work accomplished in the short term and identify medium-term activities.</p> <p>We recommend continuing to support the activities identified in the short term, being mindful to balance actions between:</p> <ol style="list-style-type: none"> <li>1. <u>Achievable short-term projects</u> that can be accomplished through collaboration and co-investing into priorities; and</li> <li>2. <u>Longer-term projects</u> that will make a meaningful difference in the visitor experience.</li> </ol> <p><b>LONGER-TERM PROJECTS THAT WE BELIEVE WILL MAKE A MEANINGFUL DIFFERENCE IN THE VISITOR EXPERIENCE:</b></p> <ol style="list-style-type: none"> <li>1. Continue to invest in the development of the <b><u>OREGON COAST TRAIL</u></b>.</li> <li>2. Continue to invest in the development of a <b><u>MOUNTAIN-BIKE-SPECIFIC TRAIL SYSTEM</u></b>, likely at Cape Sebastian.</li> <li>3. Work with OCVA and continue to invest in <b><u>DEVELOPING CONNECTIONS BETWEEN THE VISITOR EXPERIENCE AND LOCALLY HARVESTED SEAFOOD</u></b>.</li> </ol> <p><b>ACHIEVABLE SHORT- TO MEDIUM-TERM PROJECTS TO INVEST IN AT THIS STAGE:</b></p> <ol style="list-style-type: none"> <li>1. Continue to invest in <b><u>GUEST CUSTOMER SERVICE/TOURISM AMBASSADOR TRAINING</u></b>.</li> <li>2. Continue to invest in developing the <b><u>WILD RIVERS COAST FOOD TRAIL</u></b>.</li> <li>3. Continue to invest in developing <b><u>TOUR OPERATORS, GUIDES &amp; OUTFITTERS</u></b>.</li> <li>4. Invest in a targeted and useful <b><u>WATER-BASED TOURISM &amp; RECREATION DEVELOPMENT PLAN</u></b> to</li> </ol>	<ol style="list-style-type: none"> <li>1. As MTB trails come to fruition, get ready to market to this high-value target audience with diverse photography, collateral; highlight bike-friendly businesses/guides/outfitters in marketing; develop bike-specific itineraries and launch plan, etc.</li> <li>2. Continue to develop visitor communication pieces that support frontline staff in their guest interactions.</li> <li>3. Continue to ensure promotion of all key experience categories as well as various geographic areas of the county – Food Trail, hiking, MTB, lodging, guides, etc., through various channels; recommend creating an <u>all-channel content calendar</u> to plan and track coverage for categories.</li> <li>4. Continue developing niche story pitches/content/itineraries for TSOC e-news and PR contractor.</li> <li>5. Participate with regional partners in possible consumer travel or outdoor adventure shows.</li> <li>6. Identify the most critical wayfinding gaps and develop banners/signage etc. in the new brand style to fill the gap.</li> <li>7. Work with TSOC and OCVA to amplify a thoughtful visitor communications campaign to educate visitors on local values, one that inspires them to treat the coast respectfully, and give back in meaningful ways (e.g., <i>Travel Oregon’s Take Care Out There statewide campaign</i>).</li> </ol>	<ol style="list-style-type: none"> <li>1. <b><u>HOLD THE NEWLY FORMED DESTINATION STRATEGY ORGANIZATION (DSO) ACCOUNTABLE</u></b>, through annual presentations to the County on work accomplished, stakeholders engaged and budget spent.</li> <li>2. <b><u>CONTINUE TO CONVENE THE DESTINATION LEADERSHIP TEAM</u></b> and catalyze action through stakeholder collaboration and communication. The DSO would convene the DLT. <ul style="list-style-type: none"> <li>• Find ways to continue to educate: Consider organizing quarterly outings for the DLT to learn more about the operations and offerings of existing local businesses in the tourism industry. Take the time to actually experience the thing, and then create a conversation with the owner/operator to learn about their aspirations and challenges. Problem-solve. Gather information on what the DLT can do in the future to help support owner/operators.</li> <li>• Remember – make the work fun!</li> </ul> </li> <li>3. <b><u>CONDUCT ANNUAL SURVEYS</u></b>. Repeat a local resident/stakeholder survey for Curry County biennially. Consider alternating biennial surveys to help inform your work – a “resident sentiment” survey about tourism, and visitor surveys about their experience (conduct one study per year, rotating).</li> <li>4. <b><u>AMPLIFY TRAVEL OREGON’S BIENNIAL STAKEHOLDER SURVEY</u></b>. Work with OCVA and TSOC to ensure Travel Oregon’s biennial (every other year) stakeholder survey is collecting and sharing results at the sub-regional level, so you can see data that specifically relates to the South Coast. Ensure this survey is widely distributed, and that you have a high response rate from the sub-region. If you can get sub-regional results, then you may not need to do your own stakeholder survey.</li> </ol>



help improve access and the visitor experience for all things related to water recreation.

- Invest in a comprehensive **WAYFINDING AND SIGNAGE PLAN** for Curry County to help guide investments in wayfinding and interpretive signage throughout the county.

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**(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND**

**(C) INCREASE COLLABORATION FOR GREATER IMPACT**

**BIG BOLD IDEA**

**SOUTHERN OREGON COAST BECOMES THE MOST WELCOMING MOUNTAIN BIKE DESTINATION ON THE WEST COAST!**

**OUR PLACE IS RECOGNIZED BY TRAVELERS, INFLUENCERS AND THE MEDIA AS A WORLD-CLASS ADVENTURE DESTINATION WITH SOME OF THE MOST OUTSTANDING EXPERIENCES AND NATURAL ASSETS ANYWHERE ON THE OREGON COAST!**

**WE HAVE A NEW, INDEPENDENT DESTINATION STEWARDSHIP ORGANIZATION TO IMPLEMENT THIS DESTINATION STRATEGY AND DEPLOY CURRY COUNTY TLT FUNDING!**

**ACRONYM KEY:**

- CTR – Click-through rate
- DLT – Destination Leadership Team
- DMO – Destination Marketing Organization
- DMMO – Destination Marketing + Management Organization
- DSO -- Destination Stewardship Organization
- OCVA – Oregon Coast Visitors Association
- OTIS – Oregon Travel Information System
- PR – Public Relations
- TLT – Transient Lodging Tax
- TSOC – Travel Southern Oregon Coast
- WRCA – Wild Rivers Coast Alliance
- WRC – Wild Rivers Coast

**THE IMPORTANCE OF TOURISM TO CURRY COUNTY**

*Leisure and hospitality (tourism) represented nearly 20% of Curry County jobs in 2016. That's 1 in 5 jobs!*

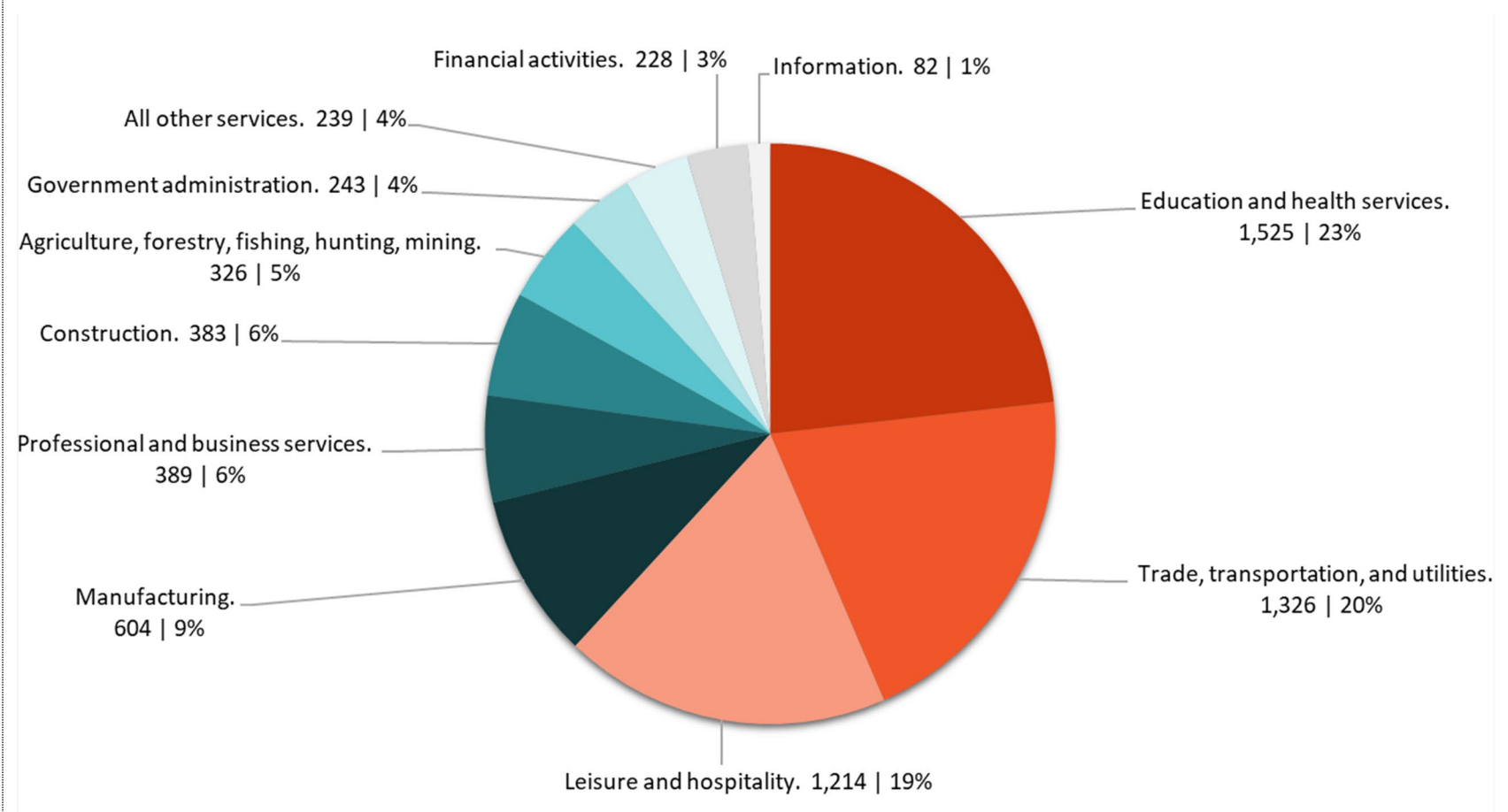


Chart: Curry County Private and Public Employment, 2016

FOCUS AREA	(A) ACCELERATE THE DEVELOPMENT OF VISITOR EXPERIENCES	(B) INCREASE VISITATION + IMPROVE CONSISTENCY OF DEMAND	(C) INCREASE COLLABORATION FOR GREATER IMPACT
<b>KEY RELATED ACTIVITIES UNDERWAY IN THE COMMUNITY/ REGION</b>	<ul style="list-style-type: none"> <li>• Oregon Coast Trail development led by OPRD. Contacts: Justin Helberg (South Coast), <a href="mailto:Justin.HELBERG@opr.oregon.gov">Justin.HELBERG@opr.oregon.gov</a> and Paul Reilly (coastwide), <a href="mailto:Paul.Reilly@opr.oregon.gov">Paul.Reilly@opr.oregon.gov</a>.</li> <li>• Development and finalization of the Gold Beach Area Destination Mountain Bike Plan led by Dave Lacey of OCVA, <a href="mailto:dave@thepeoplescoast.com">dave@thepeoplescoast.com</a>.</li> <li>• Implementation of the Cape Sebastian Trails Plan (new mountain bike trail system) led by Dave Lacey of OCVA, <a href="mailto:dave@thepeoplescoast.com">dave@thepeoplescoast.com</a>.</li> <li>• OSU Extension’s <a href="#">Guide and Outfitter Recognized Professional</a> (GORP) program – an online guide training program.</li> <li>• OSU Extension’s ‘Know Your Community’ training modules for communities on the South Coast are available upon request.</li> <li>• OSU Extension offers frontline staff customer service training. For all OSU programs contact Miles Phillips, <a href="mailto:miles.phillips@oregonstate.edu">miles.phillips@oregonstate.edu</a>.</li> <li>• OCVA provides scholarships for guest customer service training through Guest Customer Gold. Contact Arica Sears, <a href="mailto:icom@thepeoplescoast.com">icom@thepeoplescoast.com</a>.</li> <li>• Wild Rivers Coast Food Trail implementation is led by Kathleen Dickson, <a href="mailto:kdickson.1961@gmail.com">kdickson.1961@gmail.com</a>, and funded by OCVA.</li> <li>• <a href="#">OCVA Seafood Initiative</a> aims to increase connections between locally caught/harvested seafood and consumer/visitors, and is led by Arica Sears with OCVA, <a href="mailto:icom@thepeoplescoast.com">icom@thepeoplescoast.com</a>.</li> <li>• Curry County Aquatic Safety program led by Luke Martinez, <a href="mailto:martinezl@co.curry.or.us">martinezl@co.curry.or.us</a>.</li> <li>• New ADA paddle sport launches being implemented by TSOC and co-funded with OCVA. Contact Julie Miller of TSOC, <a href="mailto:julie@oscrtn.com">julie@oscrtn.com</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• OCVA marketing water trails, OCT trail, art trails, food trails, biking trails.</li> <li>• TSOC launching new website in FY 22-23.</li> <li>• TSOC launching e-news in FY 22-23.</li> <li>• TSOC evaluating hiring a PR contractor for the South Coast.</li> <li>• TSOC fall 2022 Fall in Love campaign co-op.</li> <li>• TSOC spring 2023 campaign (co-op possible).</li> <li>• TSOC launching Whiskey Run campaign; results/learnings will help with future Curry Co. mountain bike marketing campaigns.</li> <li>• South Coast Culture Tour 2023.</li> <li>• OCVA messaging: “Take Care of the Coast.”</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Oregon South Coast Regional Tourism Network</a> convened by Julie Miller of TSOC, <a href="mailto:julie@oscrtn.com">julie@oscrtn.com</a>.</li> </ul>