



RURAL TOURISM STUDIO

Teaming up for Success

Wild Rivers Coast
January 2014

AGENDA am

- Working together to get things done
- Building a Team, Structure & keeping it going
- OTC Matching Grant
- VISION Draft Review, Niche Markets
- Action Teams Sign up during lunch



AGENDA pm

Action Team Planning:

- Action Team Description
- Action Team Strategies
- Action Team Planning Step by Step
- Action Team Budget & Fundraising
- Coordinating Action Team Work



INTRODUCTIONS

- Name
- Organization
- Why you are here today
- What is your Favorite way to raise money
-

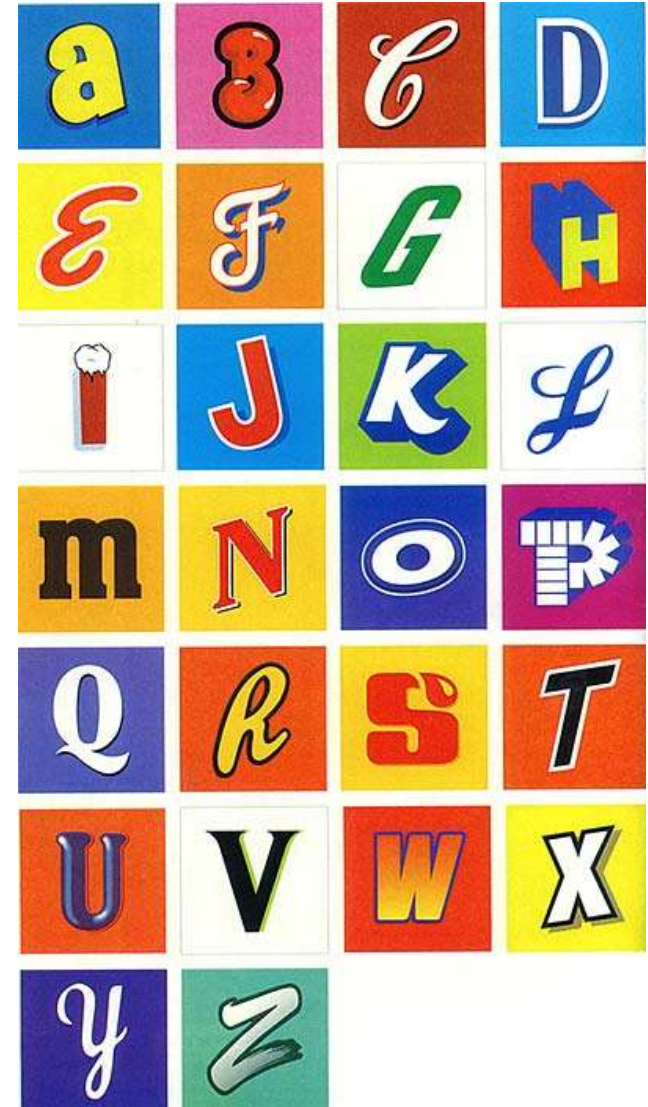


A to Z

Complete A ...to Z
(10 minutes)

Using objects you have ON
YOU (backpack, purses OK)
at your table.

First group to finish shout!



TEAM

A small number of people with **complementary skills** who are committed to a **common purpose**, performance goals, and approach for which they are **mutually accountable**.



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COLLABORATION

“A mutually beneficial **and well structured** group of individuals with a **common purpose** working to attain results they are **more likely to achieve together**, than alone.”



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TEAM = COLLABORATIVE EFFORT

A TEAM is the dynamic expression of a collaborative effort



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COLLABORATIVE CONTINUUM



∞ Collaboration

∞ Partnership

∞ Cooperation

∞ Coordination

∞ Networking



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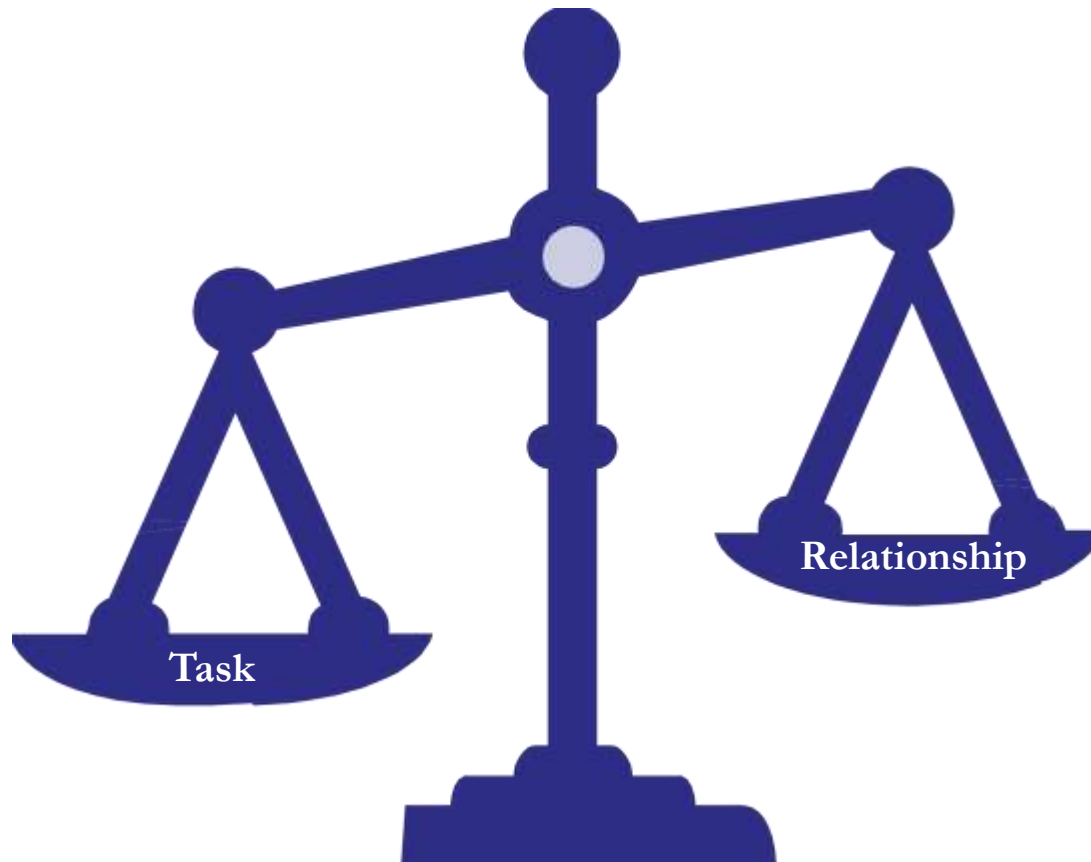
A-TEAM or NO-TEAM

What are some benefits and challenges we encounter when working in a **collaboration**?
Why collaborate And when?



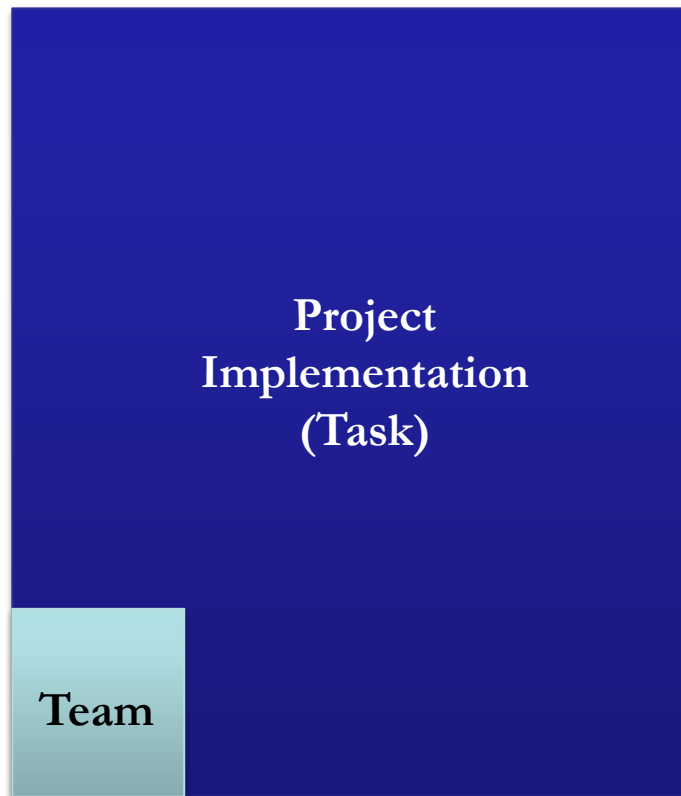
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Is Your Team Out of Balance?

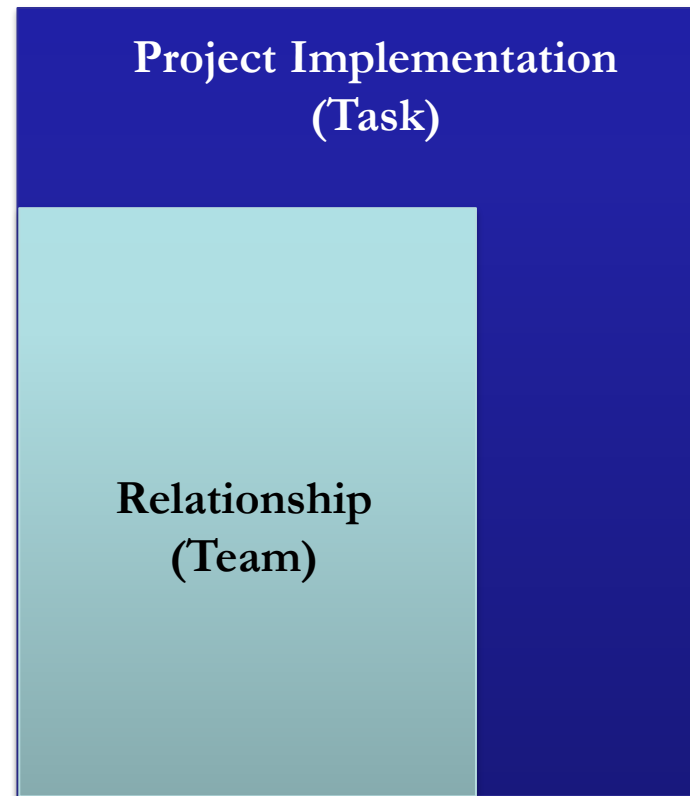


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Out of Balance



**Too Much Focus
on the Project**



**Too Much Focus
on the Team**



LOCAL SUCCESSES

(Activity)

1. List the **Top 3 successful Local Collaborations** in your community and what made them successful.
2. Report back to the group.

List of Collaborations

1.

2.

3.

Reasons for their success

1.

2.

3.



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Local CHALLENGES

(Activity)

1. 2 columns listing examples of **Challenges** in your community and Better Ways to handle such challenges.
2. Report top 3 back to large group.

CHALLENGES

1.

2.

3.

BETTER WAYS

1.

2.

3.



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8 Myths About Collaboration

1. Collaboration is always good.
2. We should all start collaborating...NOW!
3. Collaboration saves money.
4. The parties in a collaboration must have equal power.
5. The main reason to collaborate is because funders like to fund collaborations.
6. Collaborations must have written agreements.
7. A written agreement is a guarantee against any problem.
8. If you try hard enough, you can make any collaboration work.



8 Myths About Marriage

1. *Marriage* is always good.
2. We should all get married
3. *Marriage* saves money.
4. The parties in a *Marriage* shall have equal power.
5. The main reason to *Marry* is because we get to **keep the gifts**.
6. *Married people* shall have written agreements.
7. In a *Marriage* a **written agreement is a guarantee** against any/all problems.
8. If you try hard enough, you can make any *Marriage* work....



Collaboration Barriers

Time



Turf



Trust



Trusses



Transition



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Collaboration Barriers



Time: it takes a long time to develop a collaboration

Turf: perceived or real threats (imbalance of benefits received)

Trust: prior or current relationships (lack of understanding)

Trusses: lack of structure (correct members, self-interest, roles, decision making, communication, ...)

Transition: must have a plan (to ensure continuity & sustainability)



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MAKE it or BRAKE it

(Collaboration Challenges)

- **Ideology:** often leaves little room for the flexibility needed
- **Leadership:** if no one has enough power to bring or keep the group together It may fail.
- **Power:** we must equally value different powers
- **History:** historical disagreements make things hard
- **Tokenism:** funders require teamwork, thus we get together



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FOUR RULES FOR SUCCESSFUL COLLABORATION – Rule 1

1. The **scope** of the collaborative project is clearly defined.



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FOUR RULES FOR EFFECTIVE COLLABORATION - Rule 2

2. Each partner knows how the collaboration will advance the **interests** of his/her organization or business.



FOUR RULES FOR EFFECTIVE COLLABORATION – Rule 3

3. **Role and responsibilities** have been defined; mechanisms for communication and joint accountability are in place.



FOUR RULES FOR EFFECTIVE COLLABORATION – Rule 4

4. The relationship works: there is **structure, trust and respect** among the key players to support the level of risk and interdependence involved in the project.



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SUM is BIGGER than the PARTS

The bigger picture drives the Collaborative TEAM's actions. Team members exists **to serve** the bigger picture.



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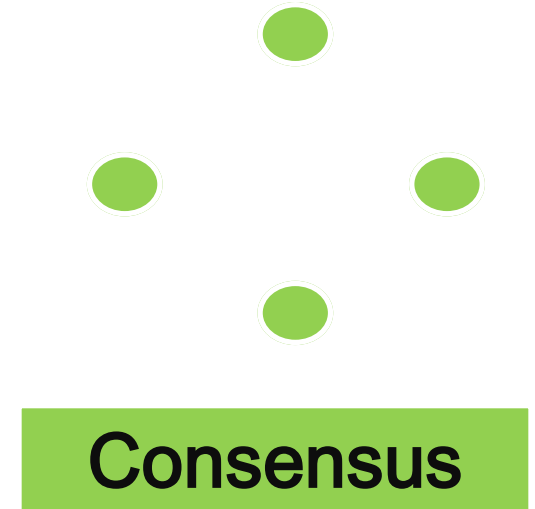
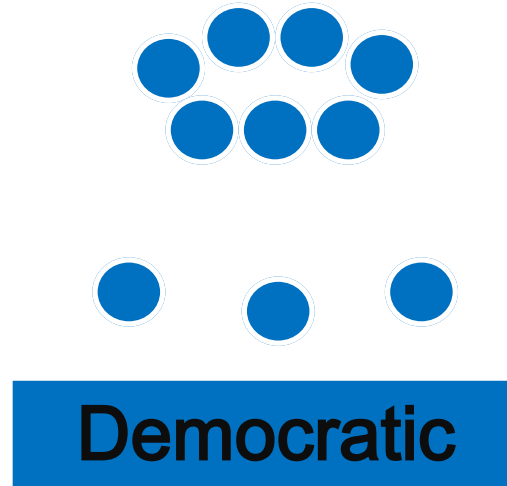
DECISION MAKING

Decision making is a deliberate (mental) processes leading to the selection of one course of action (opinion) chosen among several alternatives.



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TYPES OF DECISIONS



DECIDE HOW TO DECIDE

A Decision-Making Protocol is a key element of group collaboration



Always agree how to decide and what criteria will be used.... Before you start.



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TO MATCHING GRANT

\$10,000 available of a **Matching Grant** offered by Travel Oregon to your community to develop 1-3 Tourism Project(s).

“ For projects that contribute to the development and improvement of local economies and communities throughout the state by means of the enhancement, expansion and promotion of the visitor industry.”



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MATCHING GRANT

\$10,000 available of a Matching Grant offered by Travel Oregon to your community to develop one (and possibly more than one) Tourism Project. The Criteria are:

- ☐ Submitted by (date)
- ☐ Support priorities of RTS
- ☐ Viability (financial, time, applicant's ability)
- ☐ Potential for Economic Impact



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BREAK



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... finally at sea



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ABANDON SHIP!!



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ABANDON SHIP!!

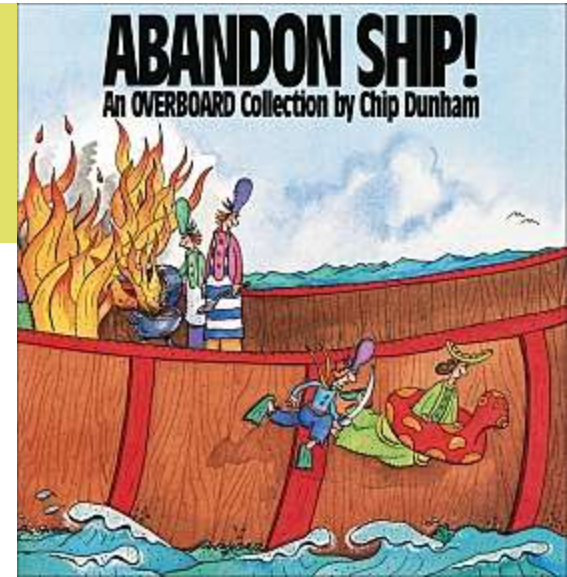
If you could bring with you just one thing, what would it be?

What if you could get 2, 3, 4 things?

Prioritize your list of 14 objects

First [3 min.] on your own read Individual Instructions

Then [7 min] Group Instructions with your group



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MAKING GROUP DECISIONS

- What helped make a decision?
- What got in the way?
- Was there much conflict?
- Did you reach consensus? If not?
- Could you apply something from today to those groups in the future?
- What would you do differently?



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According the Navy SEALS

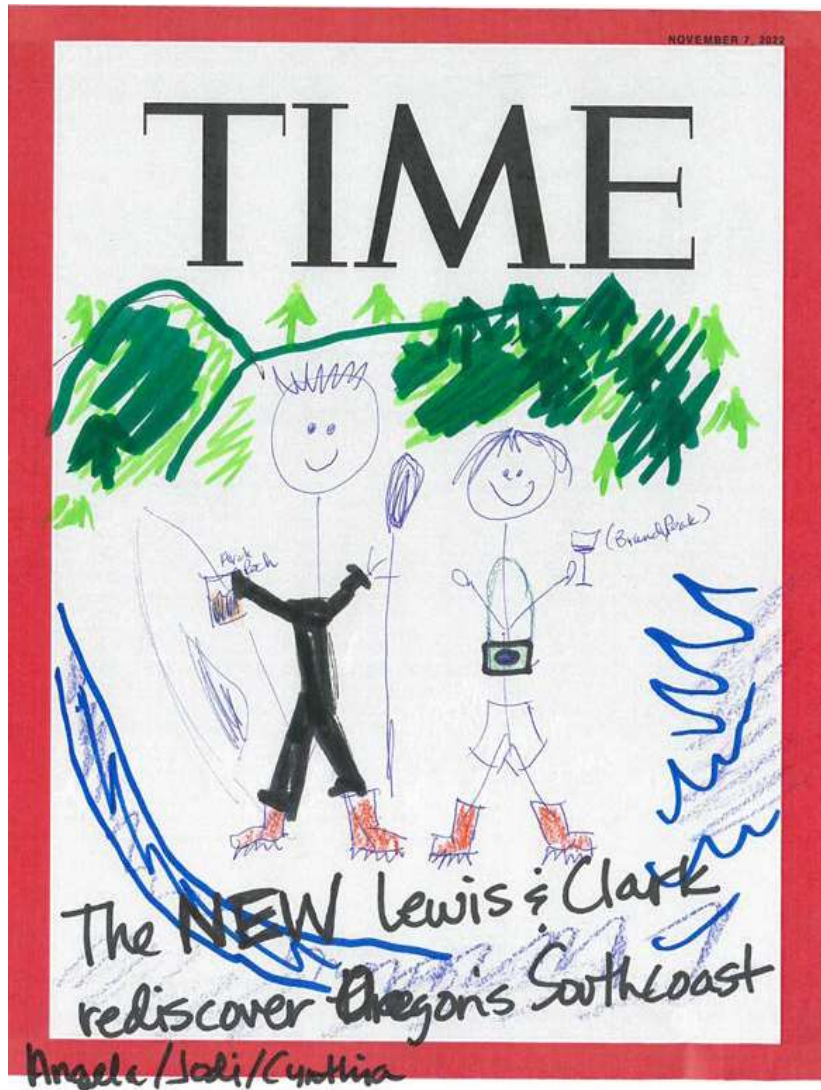
1. Shaving mirror
2. Two-gallon can of oil-gas mixture
3. Five-gallon can of water
4. One case of U.S. Army MREs
5. Twenty square feet of opaque plastic
6. Two boxes of chocolate bars
7. Fishing kit
8. Fifteen feet of nylon rope
9.



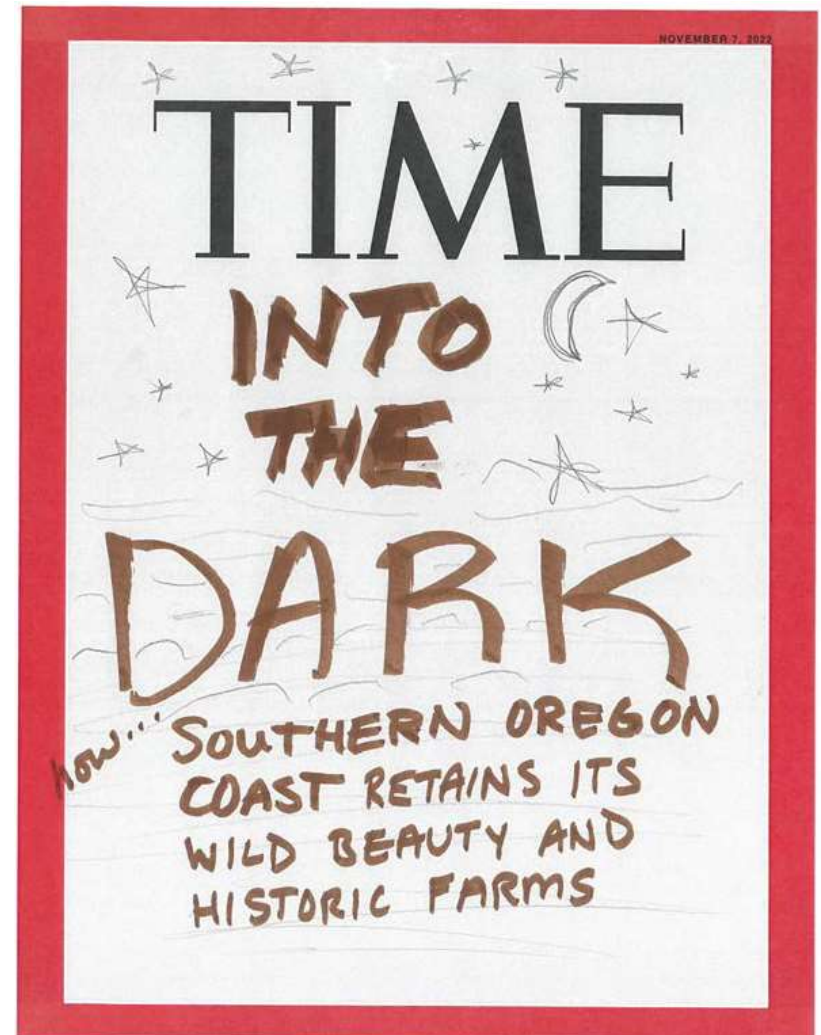
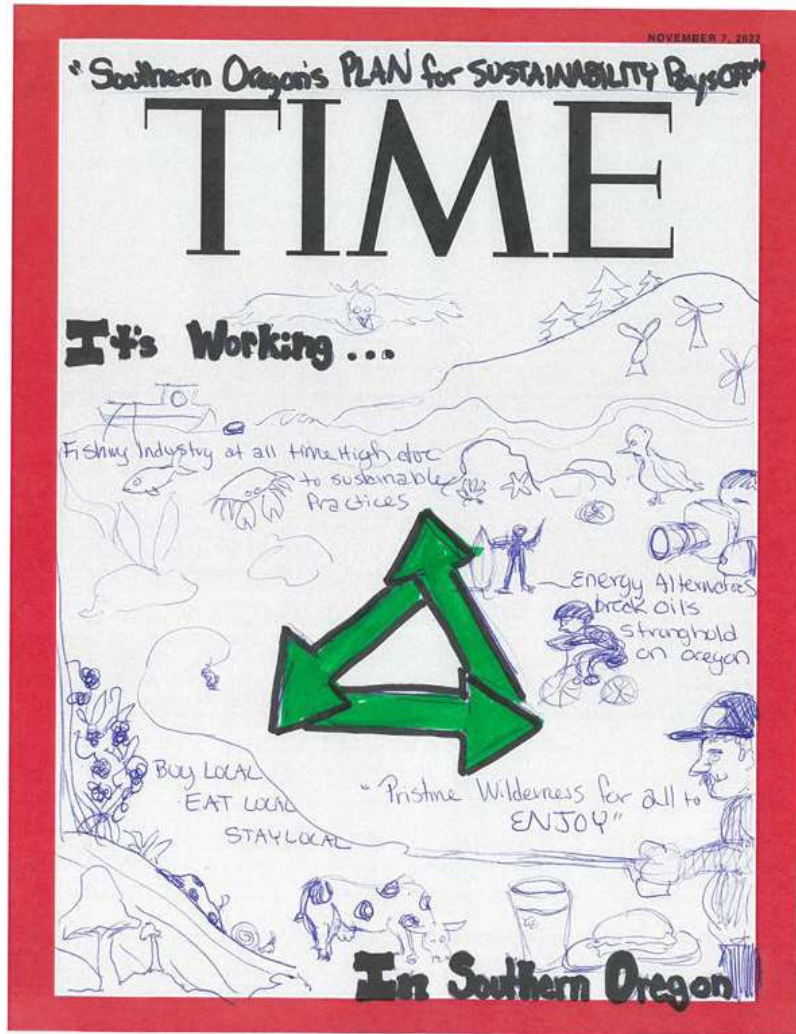
TIME Magazine Cover in 2032



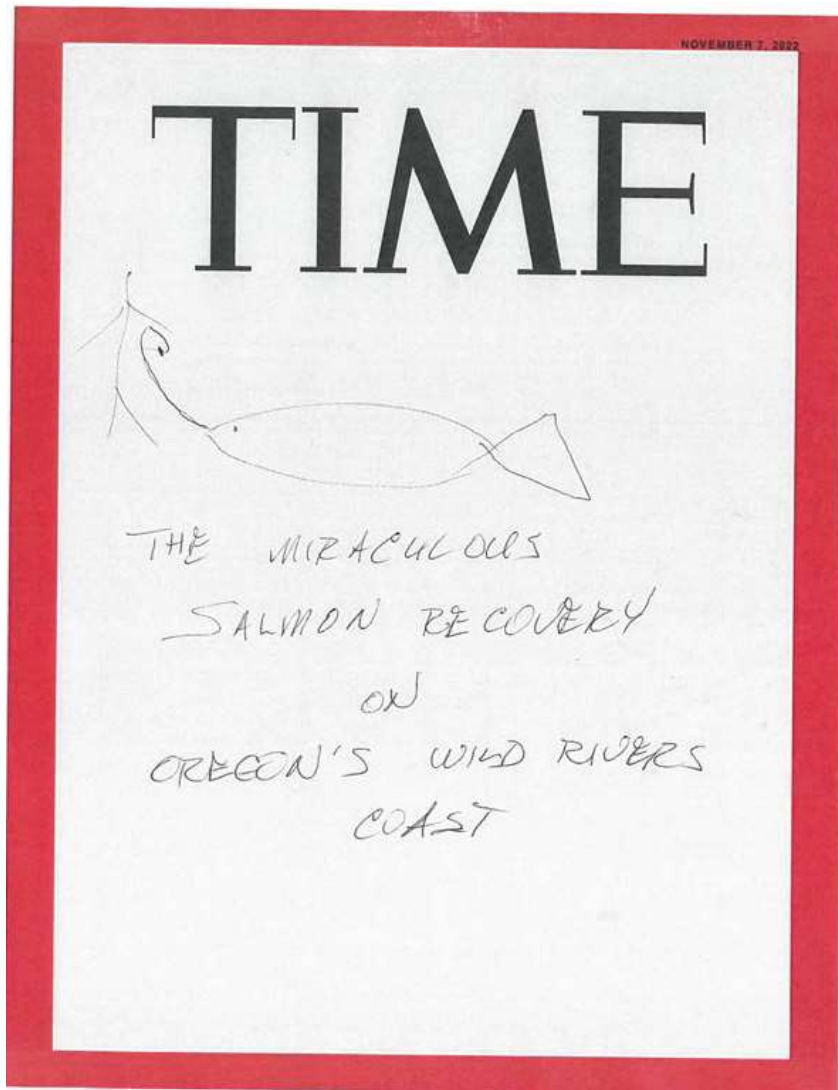
TIME Magazine Cover in 2032



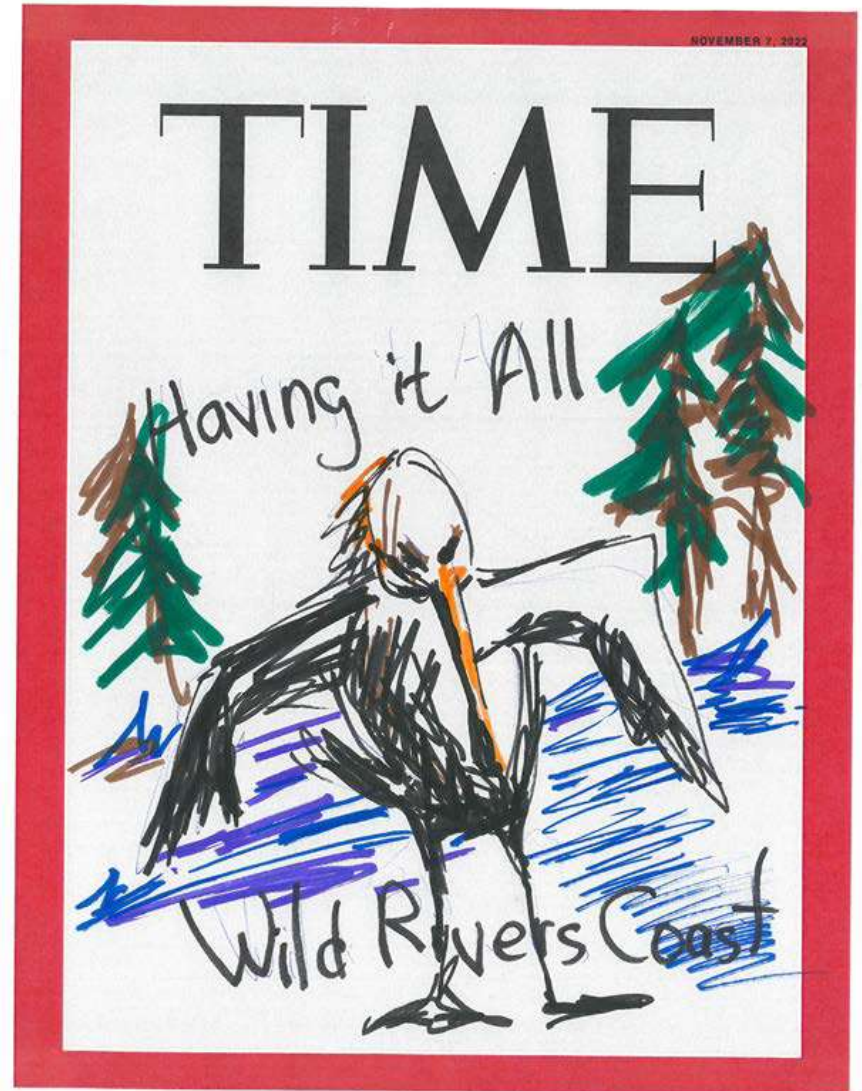
TIME Magazine Cover in 2032



TIME Magazine Cover in 2032



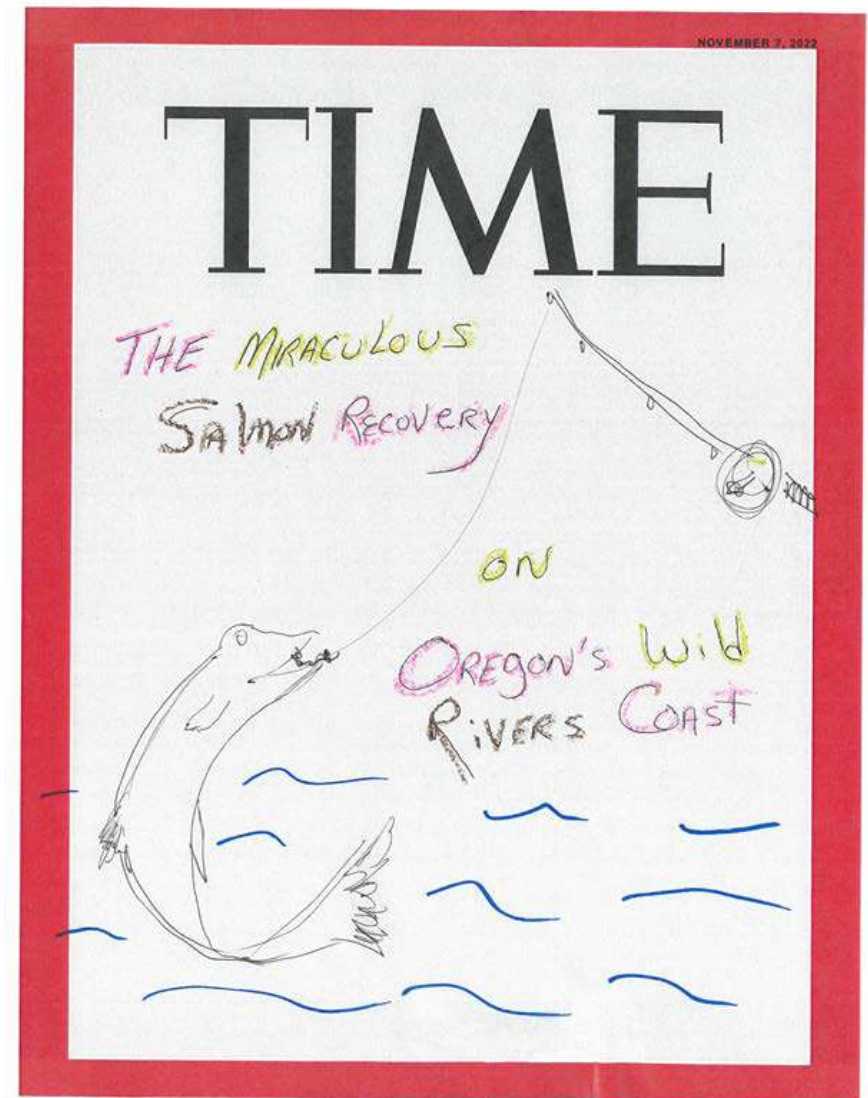
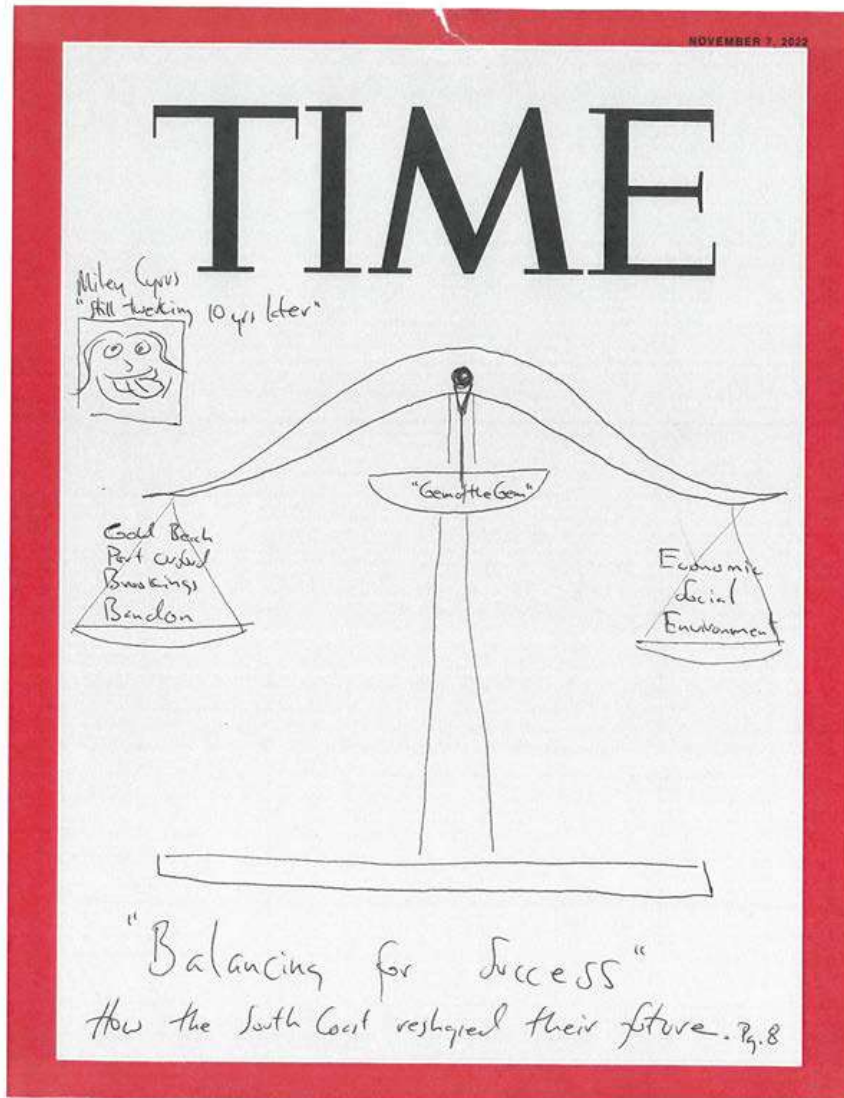
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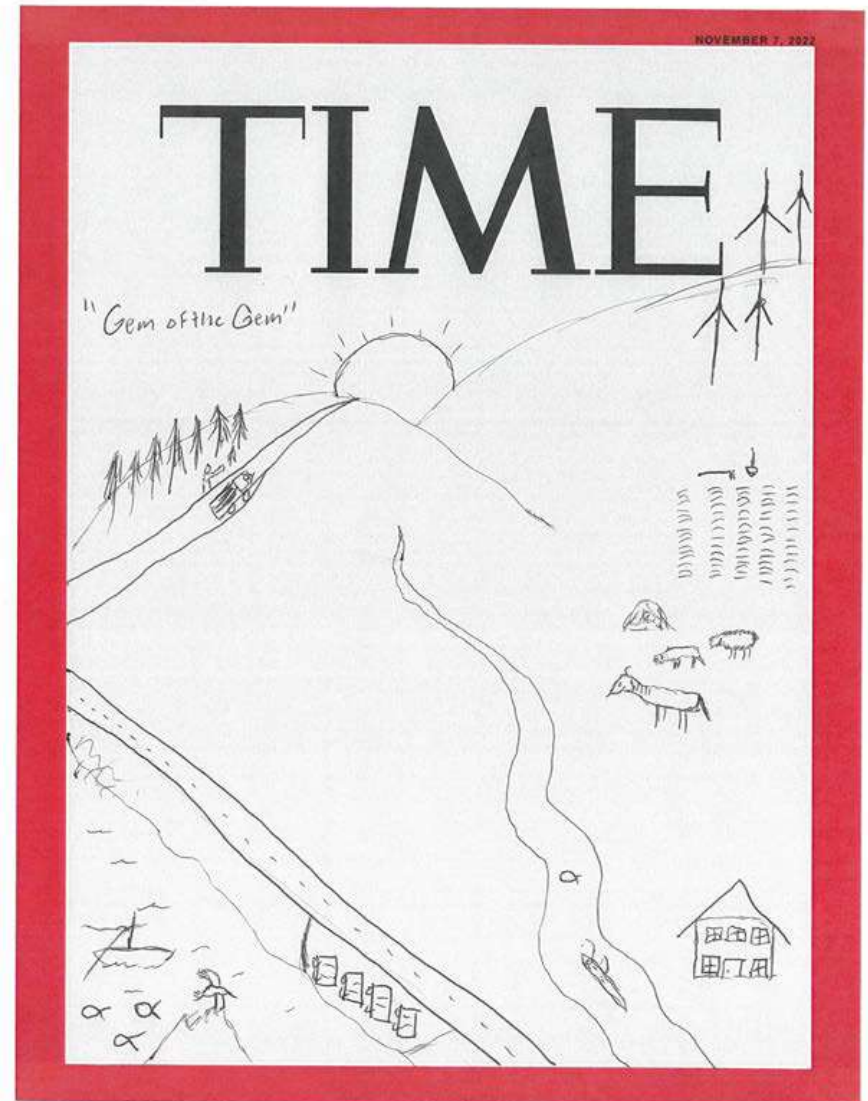
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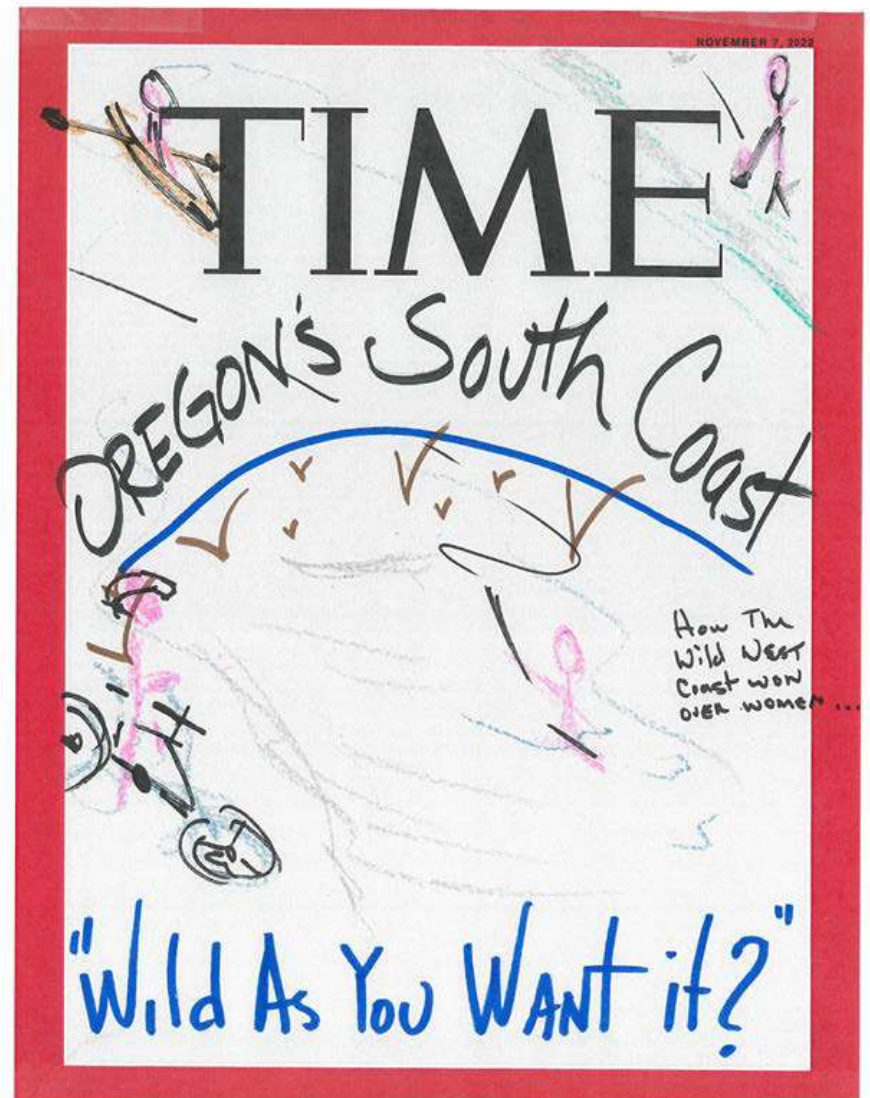
TIME Magazine Cover in 2032



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- What is taking place on the ground?
- What are the headline news in the Wild Rivers Coast
- What are the tangible outcomes?



RTS – Workshops Recap

Priority Projects

1. **Community Tourism Visioning & Planning,** October 8-9, 2013
2. **Culinary, Agri & Bicycle Tourism,** November 5-6
3. **Nature-Based Outdoor Recreation Development,** December 3-4
4. **Rural Tourism Marketing Part I,II** January 7-8, 2014
5. **Teaming for Success & Kick-Off**
6. **Annual RTS Gathering,** April 25th, 2014



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ACTION TEAMS Group Discussion

How many ATs do we need?

How do we organize them.

Steering committee to present AT structure & Strategies



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ACTION TEAMS Group Discussion

Proposed by Umbrella Steering Committee

**Regional Marketing
Tour Education**

Off-Season Activities

**Outdoor Recreation
(Bike, Eco, Trails...)**

Agri – Culinary



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ACTION TEAMS Strategies

Overarching Tourism Development Priorities

1. Solidify a regional leadership structure for tourism development and communication
2. Develop & execute a regional marketing strategy
3. Conduct local trainings to increase local knowledge of tourism industry & experiences (what there is to see and do in the area)
4. Ramp up local communication to foster tourism development (improve local communication systems)
5. Develop infrastructure for recreational use of trails
6. Develop off-season opportunities – events or otherwise

Agritourism & Culinary Tourism Strategies

1. Identify regional agritourism facilities and farms
2. Set up a “Suds and Spirit Tour”
3. Create places to buy local food / coordinate food distributors
4. Create a “Go Local” brand
5. Create agritourism/culinary tourism trip itineraries
6. Create a seasonal calendar of food and agritourism opportunities
7. Create a system to identify and resolve conflicting events
8. Feature local farms through movable feasts



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ACTION TEAMS Strategies

Bicycle Tourism Strategies

1. Create welcoming communities by implementing the Bike Friendly Business program (30)
2. Create a local advocacy group (17)
3. Create Fat Tire Beach, Bikes and Brews Event (15)
4. Bike repair stations (w/ kiosks, at gas stations, attached to bike shops) (15)
5. Get our cycling info on existing websites now (15)
6. Create Wild Rivers Ride Event – multiday (12)
7. Gather ride/route information together from locals with bike knowledge (12)
8. Develop wayfinding signage for roads and trails (8)

Nature-Based Outdoor Recreation Strategies

1. Develop a business incubator (25)
2. Create a regional hiking map or series of maps that show trails and recreation opportunities across the various land use types, involve all land management agencies (23)
3. Provide coordination to create synergy between on-going regional and local events (19)
4. Create and distribute a local birding guide/information and distribute the Oregon Coast Birding Guide (19)
5. Develop a regional water trails guide (or guides) (18)
6. Create a shuttle or taxi service to serve outdoor recreation pursuits (12)
7. Improve signage at trailheads (11)



LUNCH BREAK

During lunch – self-select one **ACTION TEAM** you would like to participate in.



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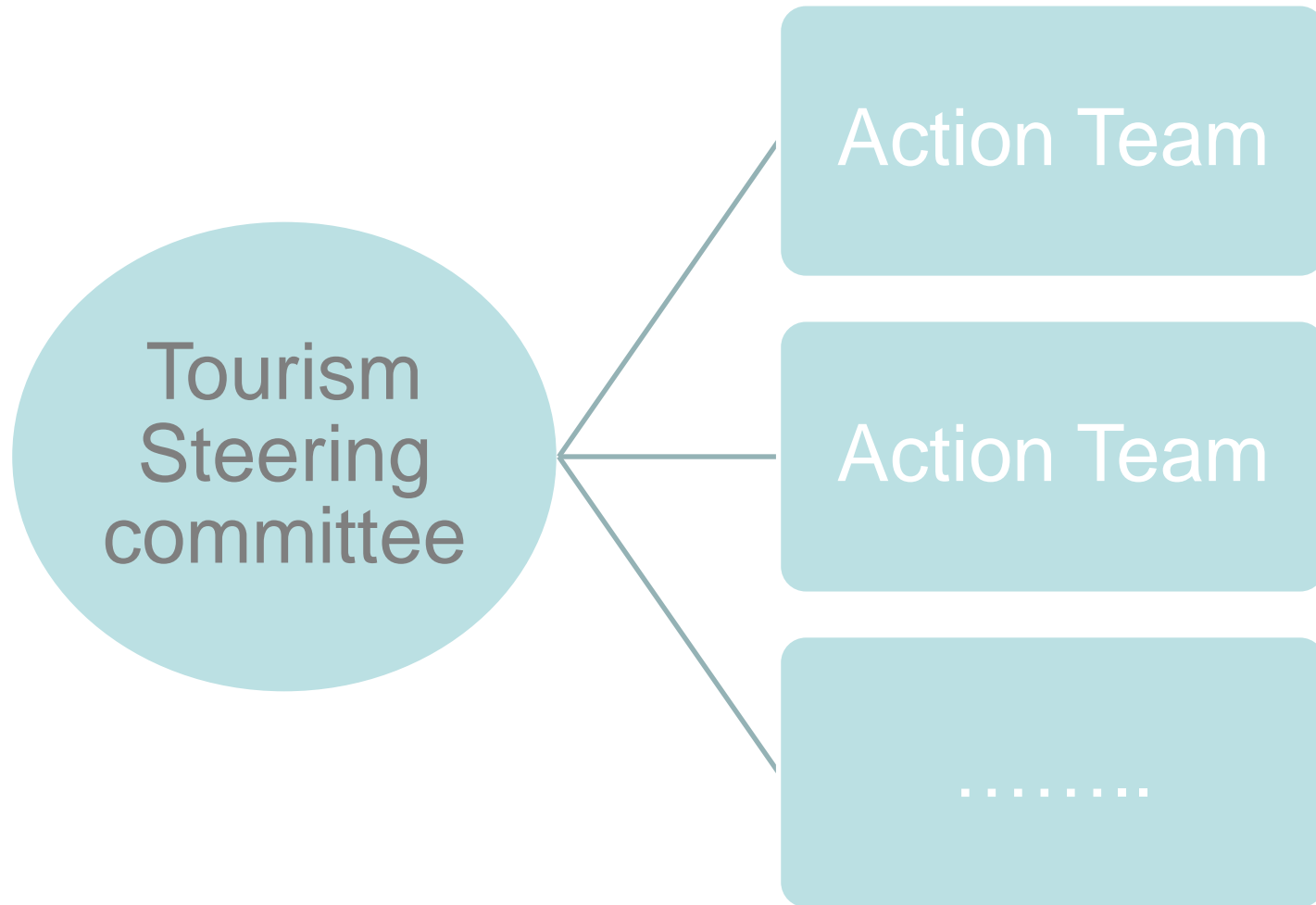
ACTION TEAMS!

We are now going to operate under the assumption that, from this point forth, **ACTION TEAMS** (and not individuals) are going to be the unit of Wild Rivers Coast.



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Example Action Team Structure



ACTION TEAMS: Criteria

- **Doable & Enduring** Project in 1-2 years
- **Champion(s)** – exist willing to collaborate to see its completion
- **Needed and necessary** to fulfill the VISION



ACTION TEAMS: Wild Rivers Coast

- Regional Tourism Marketing
- Nature-based Outdoor Recreation
- Bicycle Tourism
- Local Tourism Education & Awareness
- Off-Season Event Development
-



Vision, Goals, Projects, & Strategies

- **Vision:** *Linked by the Highway 101 and the shared Wild Rivers coastline, the region has crafted a unique lifestyle...*
- **Goal:** is a specific, but big-picture objective we want to achieve in the future [what]
- **Project:** a planned piece of work that has a specific purpose projects contribute to the completion of our goals and fulfillment of our vision. [why]
- **Strategy:** a plan to action or method for achieving a goal [how]
- **Action Steps:** the exact details of your action plan (how what, how much, how who, how when, how long ...)



MY ACTION TEAM – pg. 7 Step 1-5

1. Team Name: _____

2. Team Goal(s): _____

3. Assets: _____

4. Weaknesses: _____

1. Recruit for skills and knowledge

5. Scope of work (what is your Team responsible for): _____



MY ACTION TEAM – pg. 7 Step 6-9

6. Communication: _____
7. Decision Protocols: how your Action Team will make team decisions? _____
 - (e.g., consensus majority vote, in meetings only, people not present must abide by decisions, proxy votes, etc.)
 - Team Decisions
 - Group Decisions
8. Group Meetings (how often will you meet) _____
 - Action Teams
 - Whole Group (or Steering Committee)
9. Interdependencies: _____



MY ACTION TEAM – pg. 8 Step 10-13

10. Strategy:

1. _____
2. _____
3. _____

11. Action Steps:

- A. _____ by _____
- B. _____ by _____
- C. _____ by _____

12. Milestones (1, 2, 3, marking project progress)

13. Action Team Members _____ Roles _____



BREAK



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FUNDRAISING for your Team Project

Using Worksheets 1 -4 with your Action Teams

Discuss and record:

- 1) Choose one fundraising project (repeat for more than one)
- 2) Discuss Costs & Create Expense Budget
- 3) Create Income Budget and Income Strategies
- 4) Create Action Plan for each strategy

NOTE – please return copy to your Trainer



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Step1. Choose Project

In your **Action Team**:

- Define your top priority project (s) (if you have more than one)
- Brainstorm a list your Action Team assets using Worksheet 1



SELECTED PROJECTS

Selected Projects should be:

- practical
- beneficial
- doable
- almost shovel ready (achievable in the next year
Short Term or Medium Term 2-5 years)
- able to generate community “buy in”
- consider connectivity
-



Step 2: Discuss Costs

On a Flip Chart, brainstorm all the costs associated with your project [use Worksheet 2 (bottom half) to create an expense budget]:

- Construction?
- Marketing?
- Printing?
- Raw Materials?
- Permits?



Steps 2: Create Expense Budget

Create an expense budget

Grants	\$5,000		\$5,000
Sponsors		\$1,100	\$1,100
Fundraising	\$2,000		\$2,000
In-Kind Labor		\$3,500	\$3,500
Total Income	\$7,000	\$4,600	\$11,600



Expenses	Cash	In-Kind	Total
Tree Planting	\$1,500	\$1,200	\$2,700
Fencing	\$2,500	\$2,800	\$5,300
Brick Wall	\$3,000	\$600	\$3,600
Total Expenses	\$7,000	\$4,600	\$11,600



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Step 3: FUNDRAISING STRATEGIES

1. **Brainstorm** a list of fundraising strategies / income sources
 - Hint: look back at your assets!!!
 - Don't forget about TO Matching Grant!
 - In-Kind and Cash
2. **Rank Strategies:** Screen and prioritize top 5 strategies. Determine which strategies best match budget your project needs. **Worksheet 3.**
3. Create an Income Budget Use top Half of Worksheet 2.



Step 3: Income BUDGET

Income	Cash	In-Kind	Total
Grants	\$5,000		\$5,000
Sponsors		\$1,100	\$1,100
Fundraising	\$2,000		\$2,000
In-Kind Labor		\$3,500	\$3,500
Total Income	\$7,000	\$4,600	\$11,600

Expenses	Cash	In-Kind	Total
Tree Planting	\$1,500	\$1,200	\$2,700
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Brick Wall	\$3,000	\$600	\$3,600
Total Expenses	\$7,000	\$4,600	\$11,600



Step 4. ACTION PLAN

(Action Steps for each Strategy)

Using Worksheet 4 develop an Action Plan for one (or more) Fundraising Strategy your Action Team has identified.(from Worksheet 3).

1. Select one Strategy from Worksheet 3
2. Identify: Time Frame, Budget, Responsible Party, Collaborators ...
3. Repeat for each Strategy (if time allows it)



WRC WRAP UP & CLOSING

Thank you and Good Luck!

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*...builds leadership networks and
rural communities*



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RCC WRAP UP & CLOSING

Community **Tourism Kickoff** event at

Langlois Cheese Factory

5:00pm-7:00pm.



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