

WORKSHOP 5

RTS Action Team Strategy Worksheet

Cycling Action Team

Congratulations on joining an RTS Action Team. Your team will convert the knowledge gained throughout RTS into tangible tourism products and marketing materials.

Throughout the exercise, keep in mind the importance of giving the visitor a reason to:

- Increase spend
- Stay another day, and
- Come back in the shoulder or off-season

Before articulating your action team strategy, please re-read the 15-year vision. As you read, think about how your action team strategy will deliver on the vision.

Objective: [In 2-3 sentences, state how this action team will help the community deliver on the 15 year vision]

By creating maps/itineraries – we provide some of the tools (maps/itineraries) to - achieve the vision (see lovely rural areas, stop at vineyards, lodging, etc)

- Russ + Laura – Staj = visitors ask for more detailed maps

Visitor Data and Market Research

- How will visitor data inform the decisions you make?
 - Need to work with vineyards to count Bike visitors. Check out: 2014 Scenic Bikeway study and state data.
 - Bikers want info on “shoulders” (how big. Exist at all?)
 - Be clear and accurate in materials
- What audience(s) are you targeting? How does what we know about their preferences inform decisions about your investment?
 - Mt bikers; highway; gravel
 - Mostly, the audience, middle-class, white men
 - They want cool lodging, food, drink, detailed info, bathroom stops (They want companion recreation – Ag tours, wine)
- What do you need to know to make informed decisions about what products will best leverage existing assets and appeal to target markets?
 - How many people are going to Black Rock?
 - How many people are using Highway 22?
 - Contact ODOT & county to see extant data on traffic volume on certain rds

(Counties have counts on vehicle use of roads)

Strengths and Opportunities: [Articulate the strengths and opportunities that the strategy will capitalize on to help achieve the 15-year vision. Strengths should include assets related to your action team, and the destination’s assets such as natural, cultural and culinary resources. Opportunities should be based on visitor, and travel trends that inform your strategy and help clarify why you are proposing the activities you have selected. Be as specific as possible.]

Strengths	Opportunities
<ul style="list-style-type: none"> - Connection with Canty (sp? County?) to get vehicle traffic data/shoulders - Black Rock already exists - Lots of good food 	<ul style="list-style-type: none"> - Reach the beach - Russ & Laura – package same rides/itineraries - Hop Fest -> tag onto event already happening - Lots of great gravel - Willamette Valley Scenic Bikeway close by already getting tons of riders

(List all strengths and opportunities)

Weaknesses and Threats: [In order to achieve the objective, the action team will need to overcome certain weaknesses and threats. Weaknesses are usually internal issues that the destination faces like gaps in product, issues related to destination marketing, community support, etc. Threats are often external but can also include organizational issues that could derail efforts over the long term, negative trends effecting the destination, lack of capital, competing destinations, etc. Be as specific as possible.]

Weaknesses	Threats
<ul style="list-style-type: none"> - Heavy traffic - Lack of shoulders on roads - Enough lodging - Not on map. Can’t find what we have to offer - Marketing/designers 	<ul style="list-style-type: none"> - Anti-tourism commissioners

(List all weaknesses and threats)

Use the SWOT Analysis you have just completed to prioritize the top four strengths you will build on, and the top four opportunities you will leverage in the action team strategy. Next, prioritize the top four weaknesses that need to be addressed in order for the strategy to be successfully implemented, and the top four threats that must be neutralized. Threats may be internal to the action team, or address external issues beyond its control.

<p>Strengths</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>	<p>Weaknesses</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>
<p>Opportunities</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>	<p>Threats</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>

What do the strengths, weaknesses, opportunities and threats your team has prioritized tell you about how you can most strategically invest in destination development? What strengths should you build on to develop new product? What weaknesses can be mitigated, or turned into strengths with additional effort from your team? What opportunities should you invest in? What threats can be converted into opportunities or at least need to be addresses so they don't derail the destination's development?

Once your team has had a conversation about the findings of the SWOT Analysis, use your conclusions to describe how short and mid-term planning will help your action team achieve the 15-year vision.

Strategies describe how your action team will help ensure that the targets and outcomes are achieved, i.e. a critical mass of local farmers are supported to create tours and roadside stands, resulting in the Polk Co. Wild Food Trail running from one farm to another.

1 Year Plan for delivering on the 15-year vision

Keeping your objective in mind, describe the top three strategies for year one that will build a foundation toward the 15 year vision.

1-Year Strategies

1. Grow the gravel routes
2. Create signature ride as Scenic Bikeway “Alternative” route
3. Kick off event looping in already established hop fest, e.g. pedal, paddle, pinot & pints

2-5 Year Plan for delivering on the 15-year vision

These strategies should build on the 1 year strategies and describe how the action team will build on those wins to continue toward the 15-year vision.

2-5 Year Strategies

1. Have annual event
2. Develop local campground/cabins (hiker/biker)
3. Work w/ state parks to route an official Scenic Bikeway

6-15 Year Plan for delivering on the 15-year vision

Keeping your objective in mind, describe the strategies that might be employed once the 2-5 year strategies have been implemented. How will you build on the work that has been done and tackle bigger issues now that initial product development has been successful? (This can be a best guess).

6-15 Year Strategies

1. ?
- 2.
- 3.

Collaboration

- What external organizations need to be looped in to achieve success?
- What do your local RDMO and Travel Oregon need to do to help achieve success?

Coordinating Product Development and Destination Marketing

(Product development and destination marketing should inform each other in the early stages of planning, but also throughout the destination’s growth. Use the questions in this section to describe how your action team will engage the others.

- How does the tourism product you are developing inform the marketing strategy?
- How can your proposed product development compliment the other action team’s product?
- How can they serve as brand extensions of each other?
- What audiences do you need to reach to ensure tourists use your product?
- What channels might best reach your target audience(s)?
- How can the marketing strategy help ensure that success?