

**WELCOME!**

**TRAVEL**



**OREGON**

**IGNITING TOURISM ACTION TEAMS  
1/16/2019**



# NORTH COAST STEERING COMMITTEE

- Astoria-Warrenton Chamber of Commerce
- Cannery Pier Hotel + Spa
- Cannon Beach Chamber of Commerce
- City of Cannon Beach
- City of Seaside Visitor's Bureau
- Clatsop Economic Development Resources
- Community Supported Fishery
- Friends of Cape Falcon Marine Reserve
- Manzanita Visitor Center
- National Park Service
- North Coast Land Conservancy in Seaside
- Oregon Coast Visitors Association
- Oregon Department of Forestry
- Oregon Department of Transportation
- Oregon Parks and Recreation Department
- Pacific City + Nestucca Valley Chamber of Commerce
- Pelican Brewing
- Regional Solutions
- Sunset Empire Transportation District
- Tillamook Area Chamber of Commerce
- Tillamook County Transportation District
- Tillamook Estuaries Partnership
- Visit Tillamook Coast

# STATEMENT OF INTENT

The North Coast Tourism Studio Steering Committee believes the immediate focus must include strategies that aim to achieve systemic change and deliver innovative solutions aimed to:

- **Preserve and enhance the natural and cultural resources** of the region while offering high-quality experiences.
- **Encourage stewardship** best practices by visitors and the industry.
- **Integrate cultural heritage** into the visitor experience, authentically and respectfully.
- **Reduce congestion** during peak seasons and in high-use areas.
- **Spread** the seasonality of **visitation**.
- **Spread** the **positive economic benefits** of tourism throughout the region and **maximize the integration** with other key economic drivers including fisheries, forestry, agriculture and main street retail.
- **Increase local understanding** and appreciation of the value of tourism, and the contribution it makes to the local economy.
- **Capitalize** upon the array of **visionary projects** already underway to bolster momentum and ensure this region remains a unique destination.

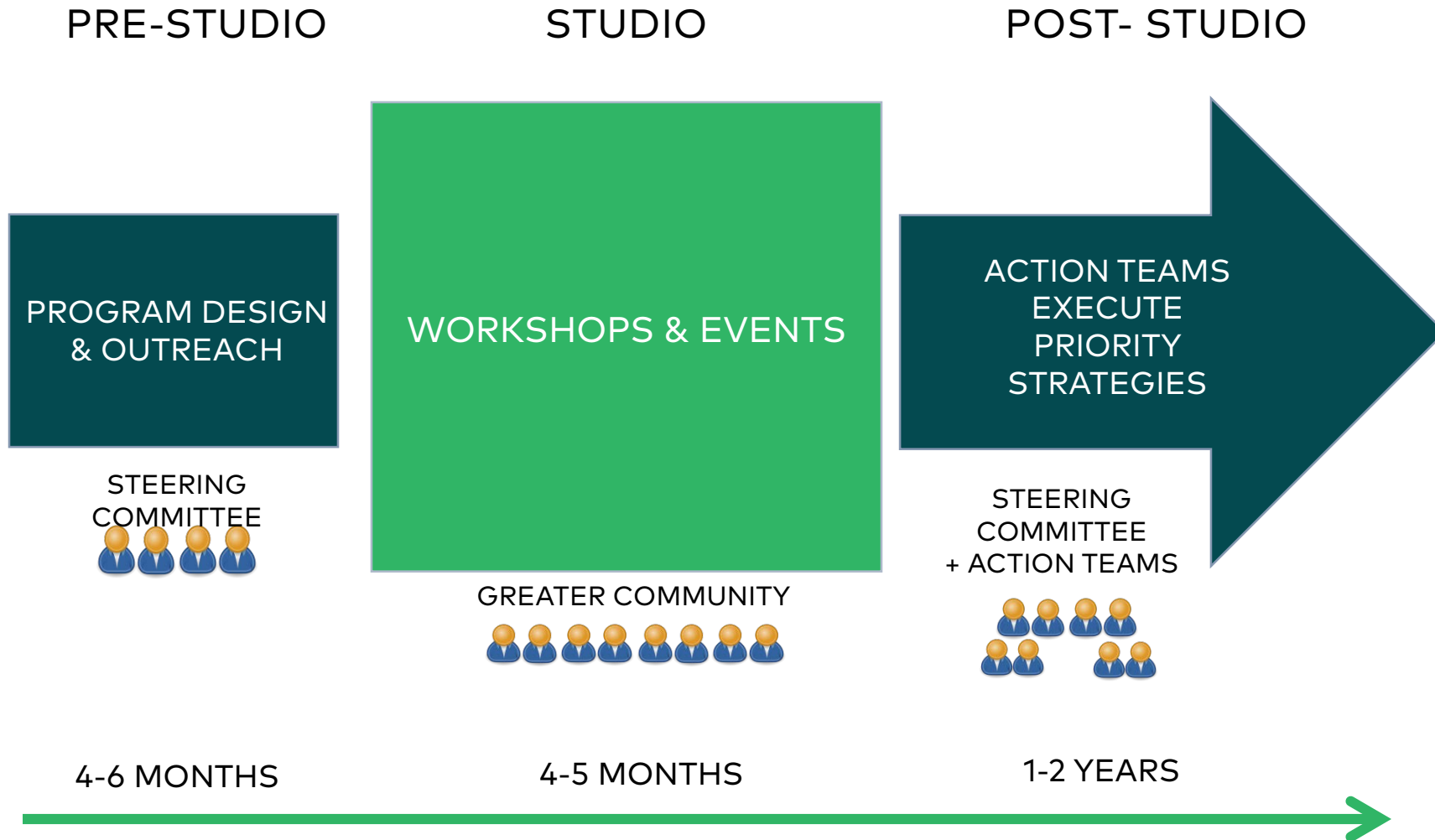


# NORTH COAST STUDIO WORKSHOP + EVENTS

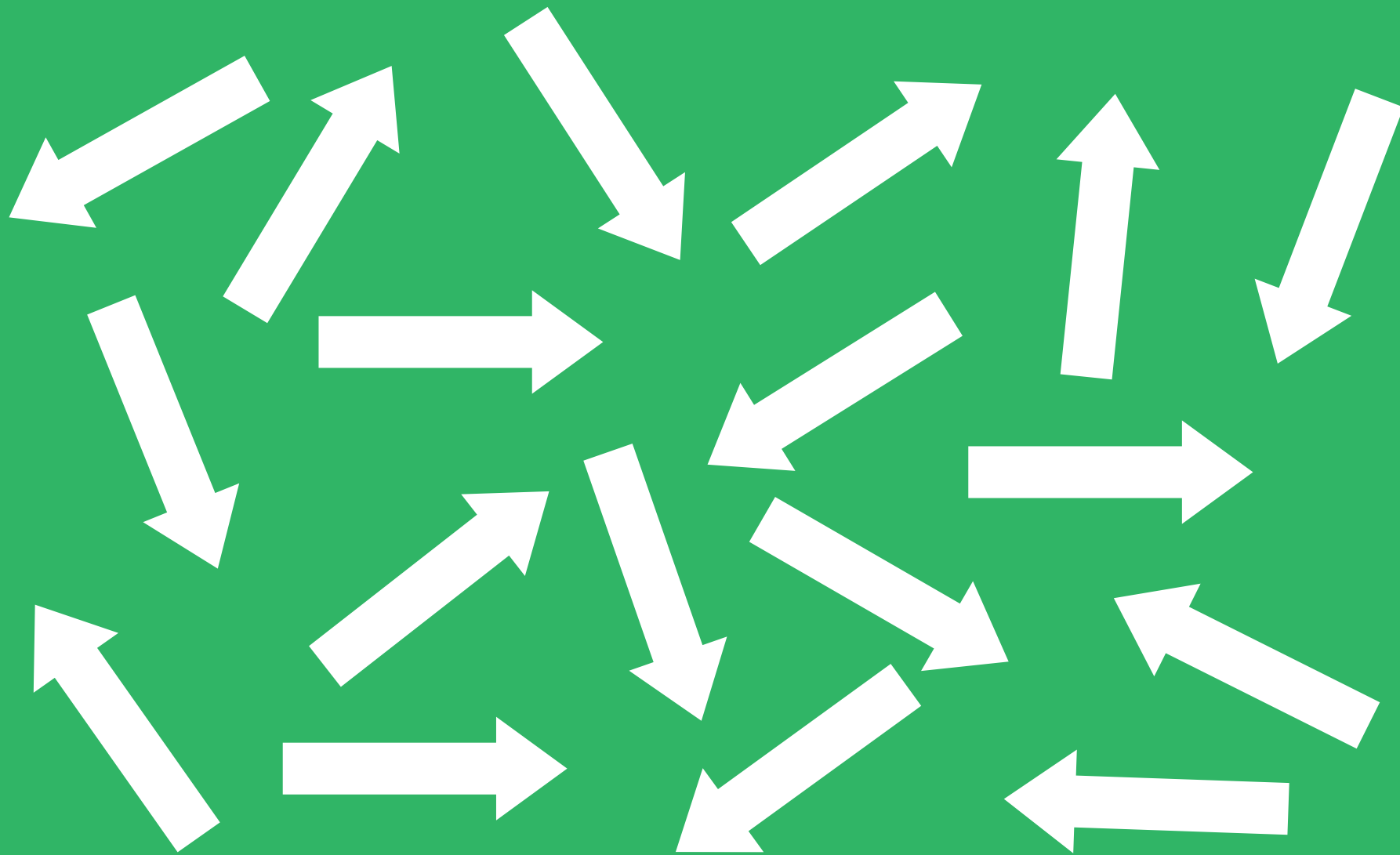
- SEPT 25** SUMMIT  
Networking Event
- OCT 9** THE PEOPLE'S COAST SUMMIT  
**OCT 10**
- OCT 16** DESTINATION STEWARDSHIP - Networking  
**OCT 17** VISITOR TRANSPORTATION - Workshop
- NOV 13** OUTDOOR REC – Networking Event  
**NOV 14** OUTDOOR REC – Workshop
- DEC 4** CULTURAL HERITAGE – Networking Event  
**DEC 5** CULTURAL HERITAGE – Workshop
- JAN 15** VISITOR COMMUNICATIONS– Workshop  
**JAN 16** TEAMING FOR ACTION – Workshop  
Community Celebration Event



# OREGON TOURISM STUDIO PROCESS

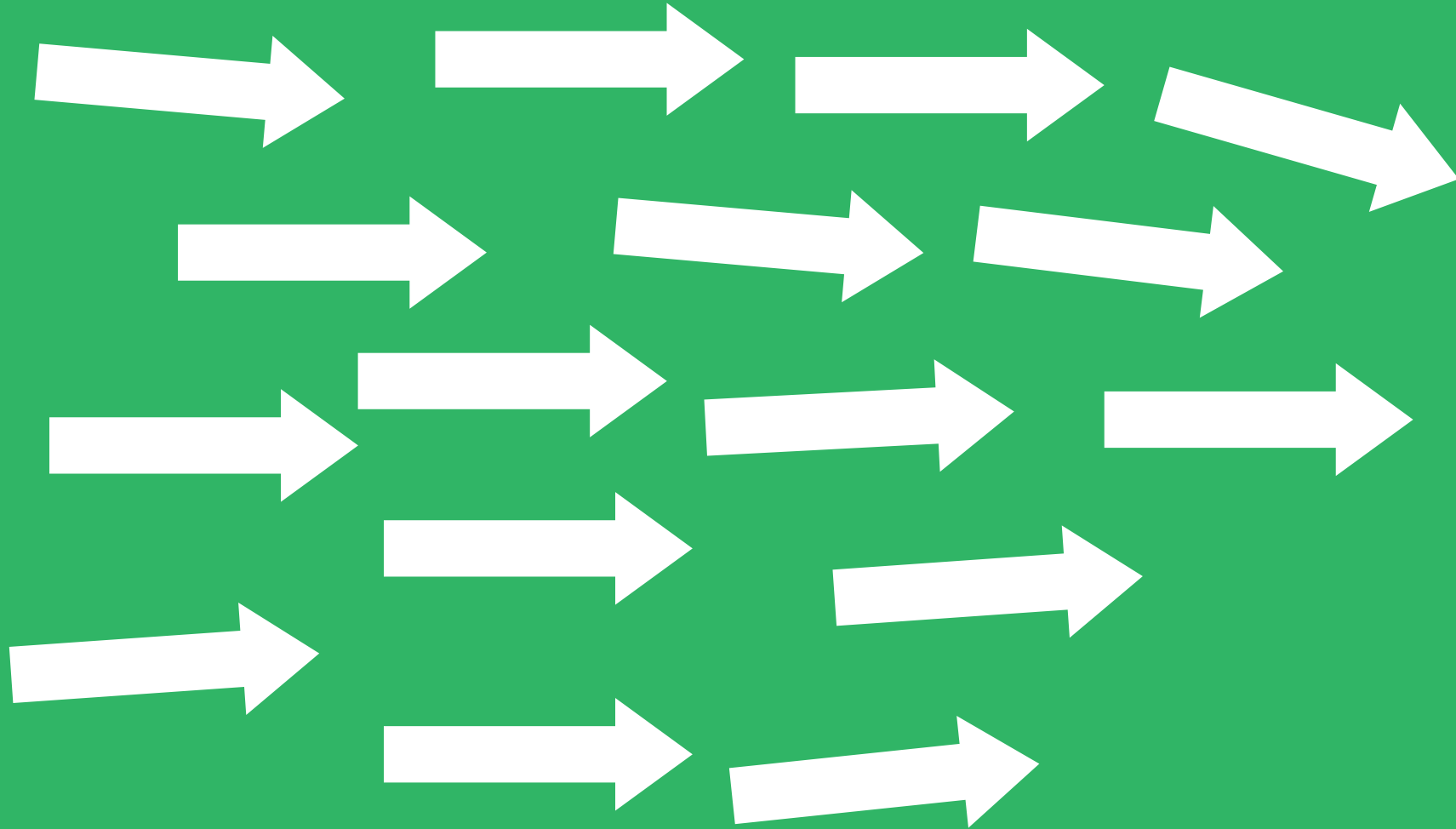


# COMMITTED GROUPS - UNFOCUSED

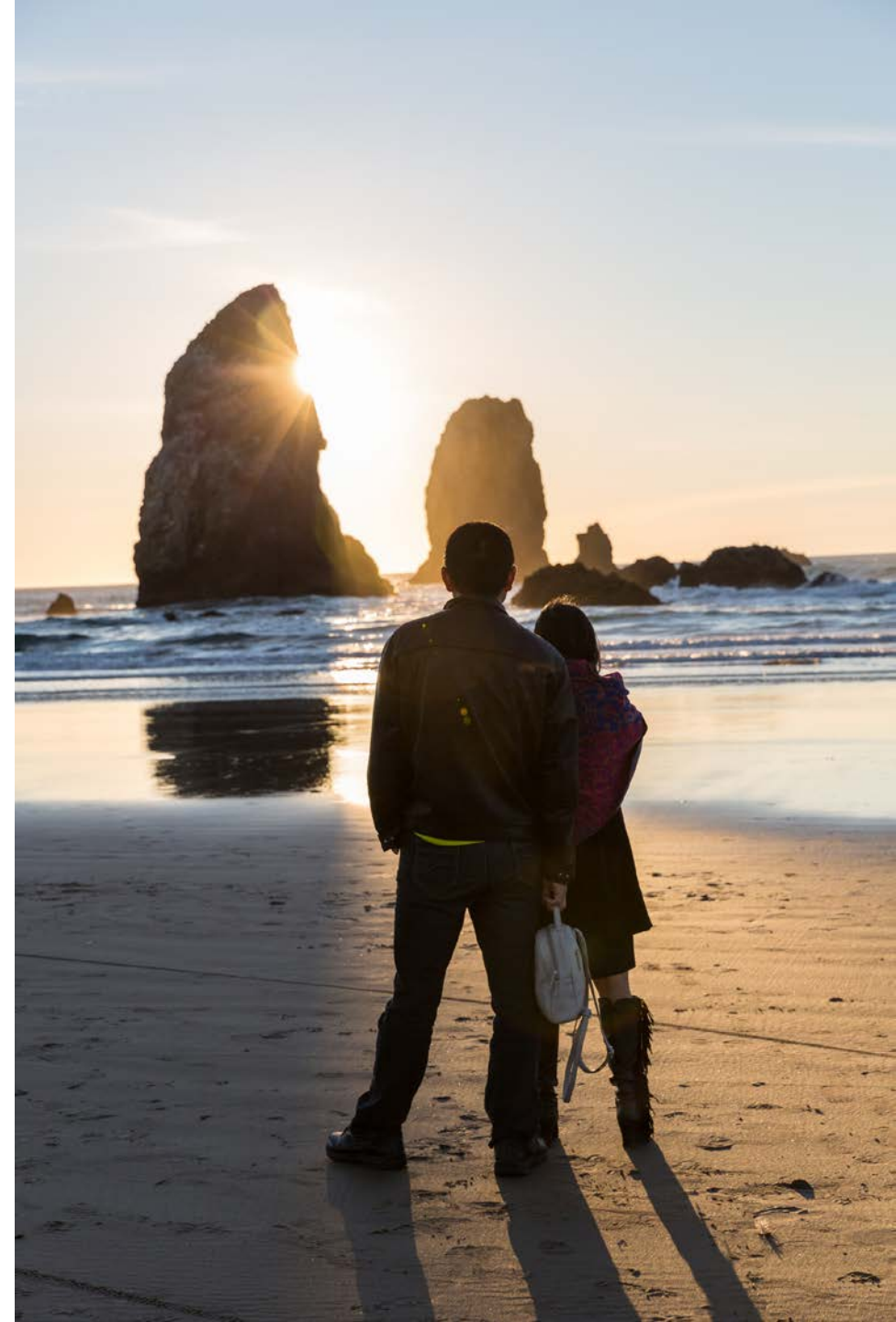




# COMMITTED GROUPS - FOCUSED



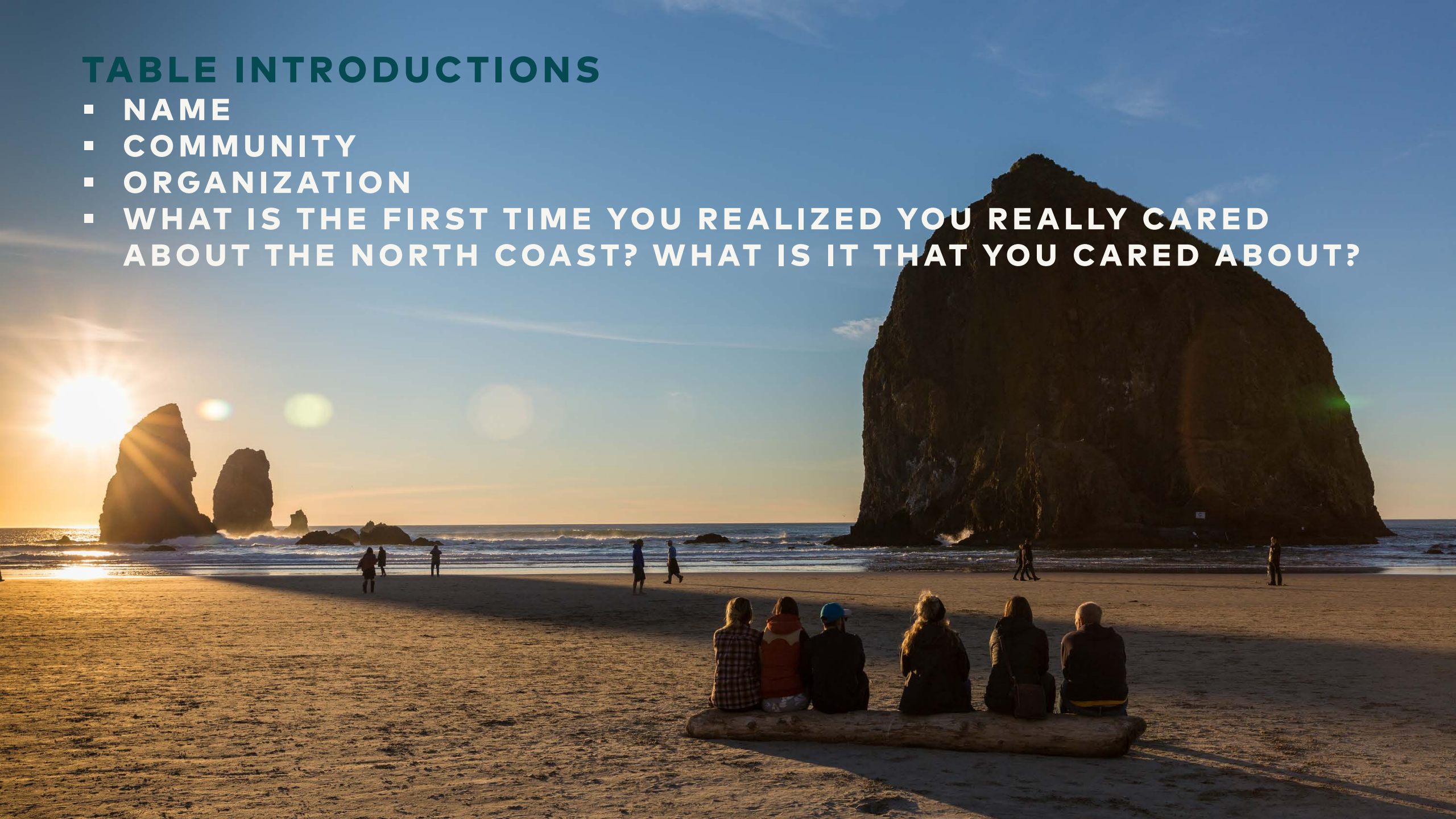
**WHAT DOES SUCCESS LOOK  
LIKE TO YOU WALKING OUT  
OF TODAY'S SESSION?**





# TABLE INTRODUCTIONS

- NAME
- COMMUNITY
- ORGANIZATION
- WHAT IS THE FIRST TIME YOU REALIZED YOU REALLY CARED ABOUT THE NORTH COAST? WHAT IS IT THAT YOU CARED ABOUT?



# **VISION DRAFT REVIEW AND INPUT**



# NORTH COAST APPLICATION THEMES

- Seasonably variable visitor economy
- Desire to work collaboratively as a region to address complex issues
- Need to address complex issues such as improving visitor transportation system and training workforce
- Inspire a deeper connection to the local (regional) culture and history
- Develop or expand on product development opportunities such as Outdoor Recreation and Cultural Heritage



# **COLLABORATION & REGIONAL SUCCESSES**

# EVOLUTION OF FOCUS

Collaboration changes your focus from:

Competing →

Building consensus

Working alone →

Including others

Focusing on short term →

Seeking long-term results

Effective Collaboration requires:

Commitment to the cause

Technology

Culture of teamwork

Shared Resources

Defined responsibilities

Structured Process

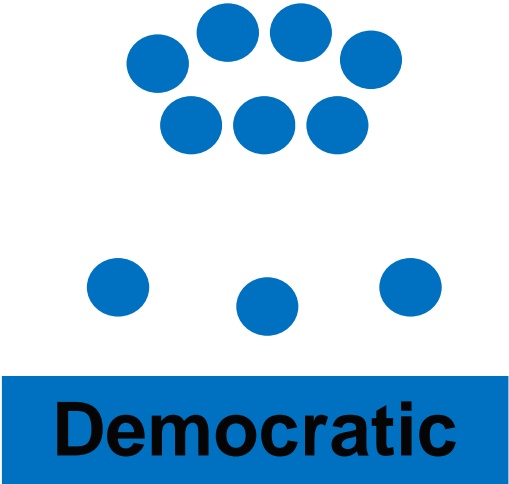
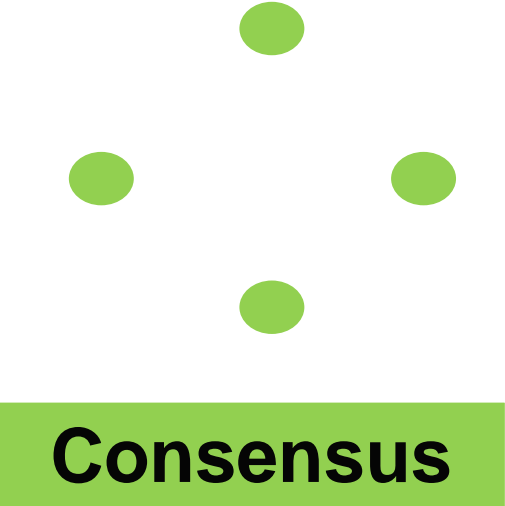


# COLLABORATION BARRIERS

- 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)



# DECISION MAKING TYPES



# LOCAL SUCCESSES

1. At your table, discuss several successful local collaborations in the North Coast region. What made them successful.
2. Feel free to track your discussion & takeaways in your handout packet.

Regional Collaborations

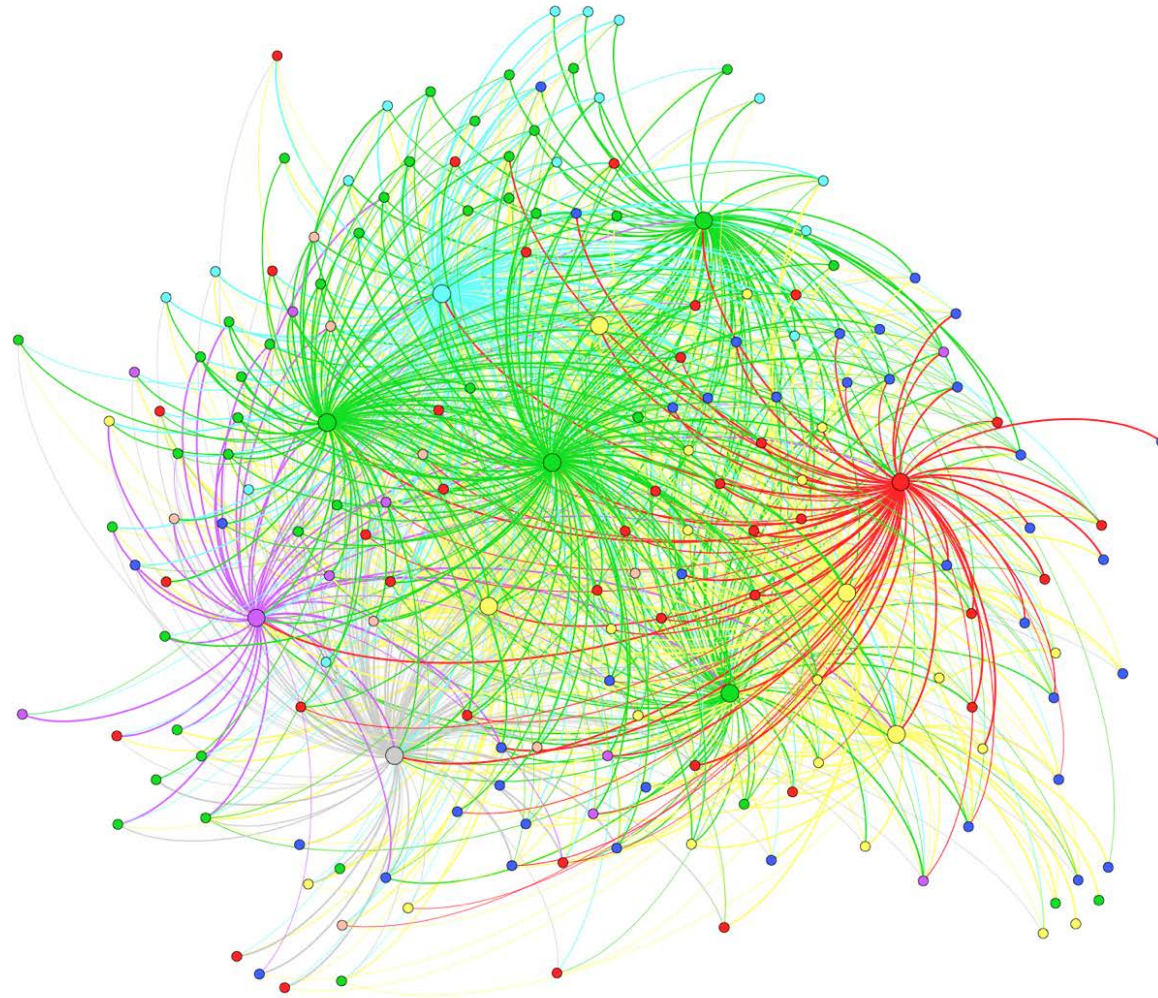
- 1.
- 2.
- 3.

Reasons for Success

- 1.
- 2.
- 3.



# **INTRODUCTION TO NETWORK DESIGN**



# Creating Change in a Changing World

Converge | [Converge.net](http://Converge.net)





# Learning & Action Networks



SANTA CRUZ MOUNTAINS  
STEWARDSHIP NETWORK



SUMMER MATTERS



**justiceinmotion**<sup>™</sup>  
Protecting Migrant Rights Across Borders



**INTERISE**  
resilient communities  
thriving small businesses



THE  
**KAVLI**  
FOUNDATION

**100KIN10**



The **James Irvine** Foundation  
NEW LEADERSHIP NETWORK



**UCSF Health**

Redefining possible.™



ROBERT  
STERLING  
CLARK  
**FOUNDATION**



**FIRE ADAPTED  
COMMUNITIES  
LEARNING NETWORK**

# When Do You Create a Network?

- **The problem or opportunity is big**
- **You need new ideas**
- **The solution is not clear**
- **You need to build a new system**
- **You need to engage people from different backgrounds**

# Continuum of Challenges

- **Simple**

Serving a meal at a homeless shelter

Booking a room

- **Complicated**

Running a homeless shelter

Running a hotel

- **Complex**

Addressing the root causes of homelessness

Creating a regional sustainable tourism economy

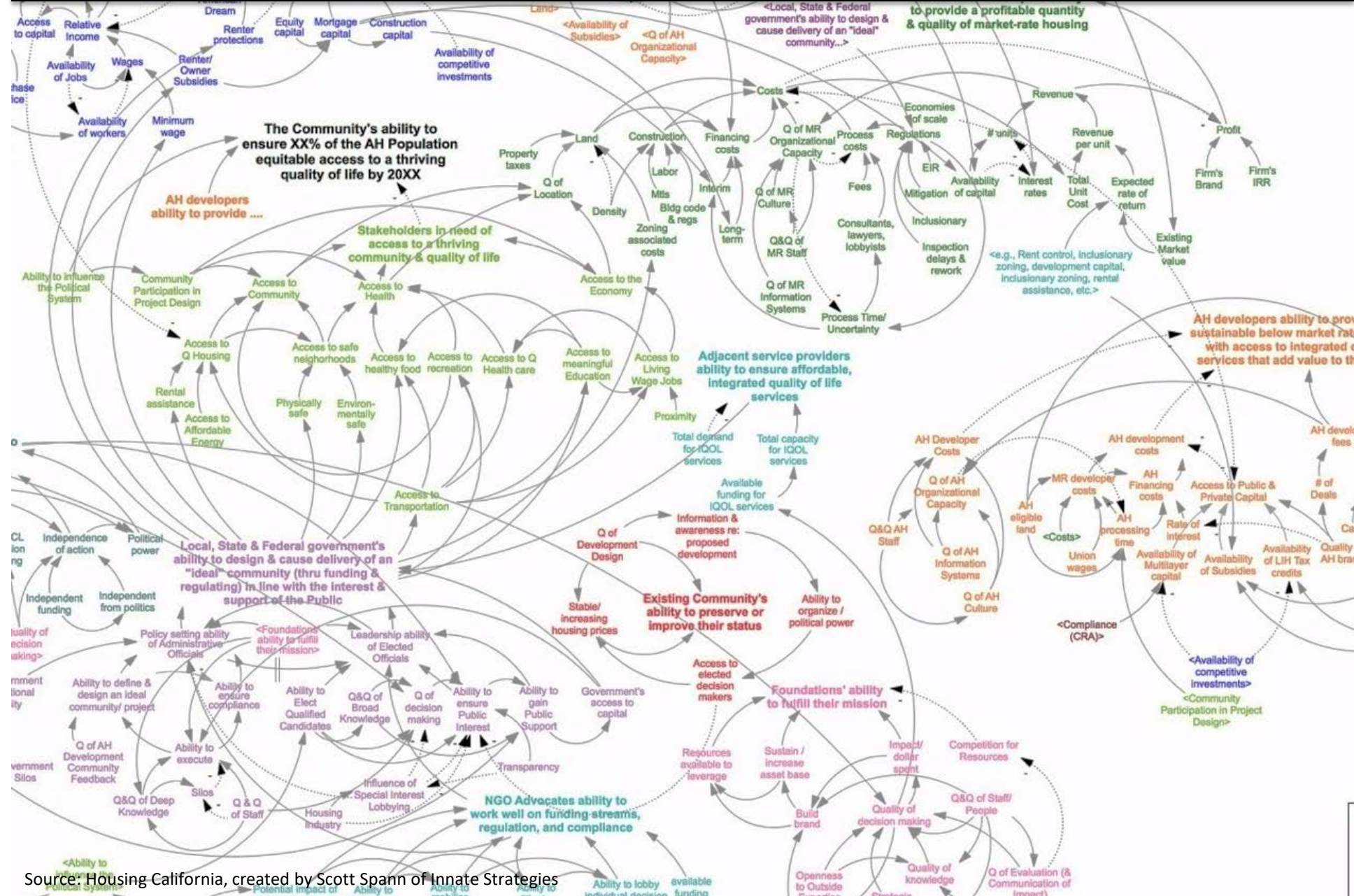
- **Chaotic**

Dealing with an exploding homeless crisis

Dealing with a tsunami



# Systems Map



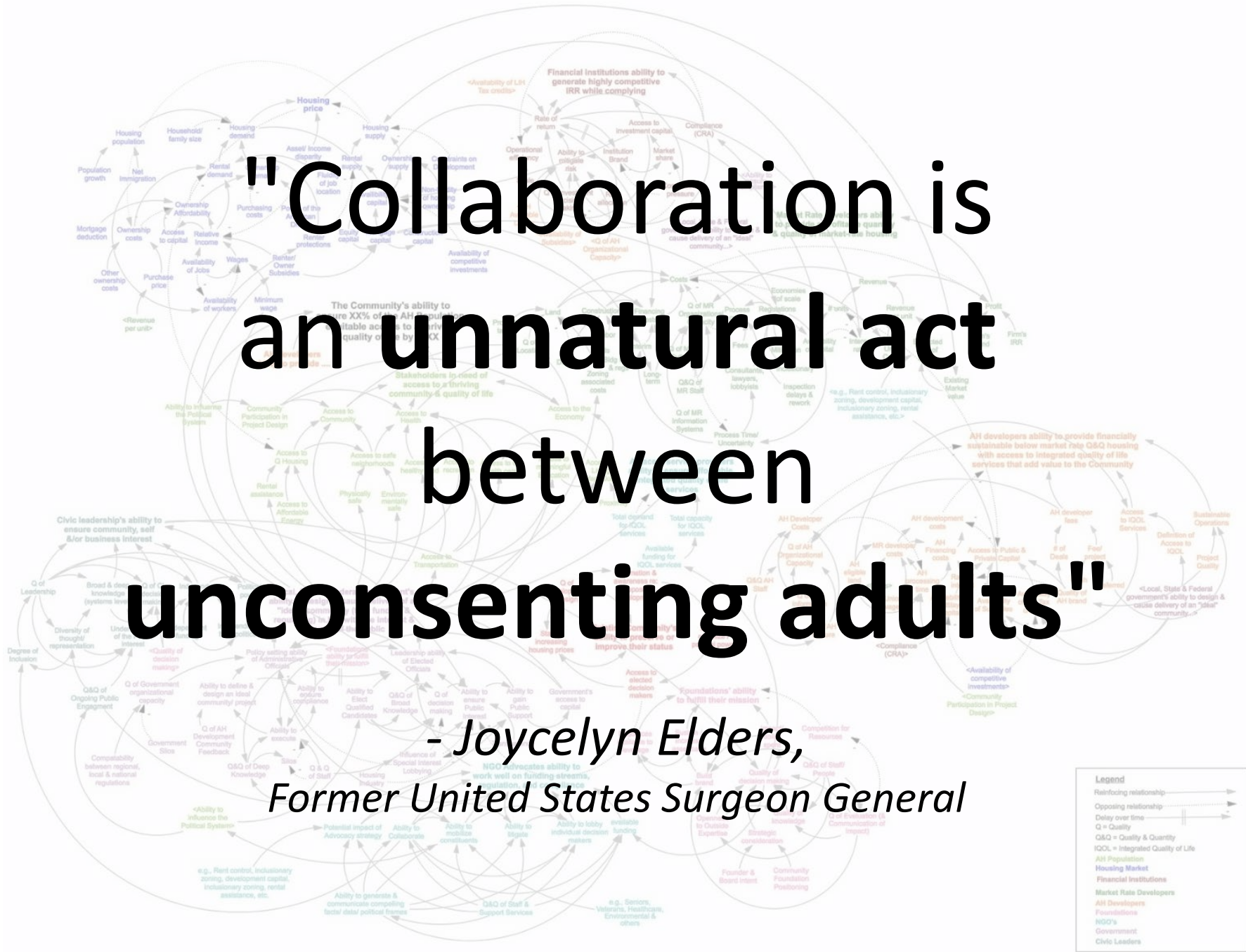
# From Many Angles At Once



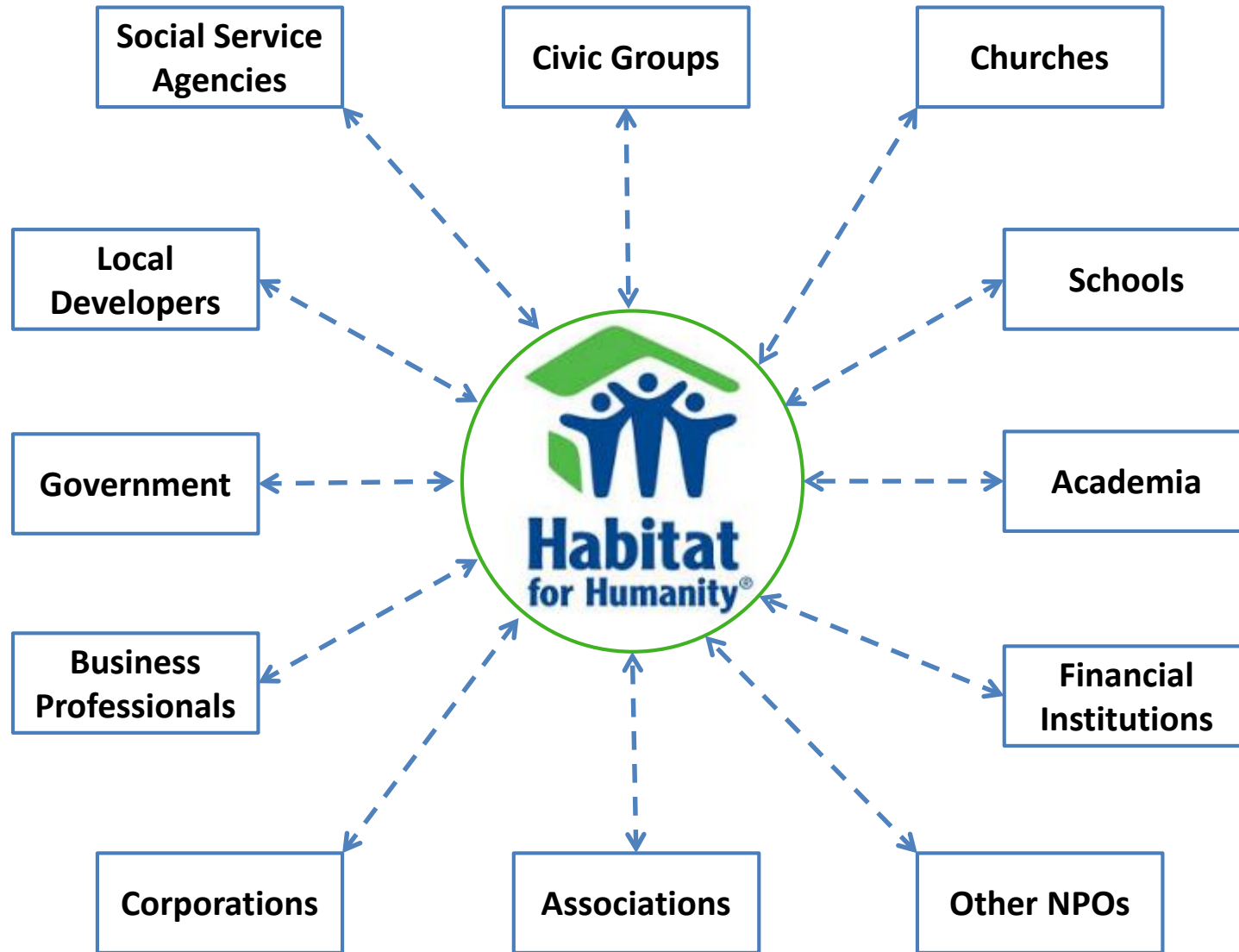


# "Collaboration is an unnatural act between unconsenting adults"

- Joycelyn Elders,  
Former United States Surgeon General



# Organization at the Center





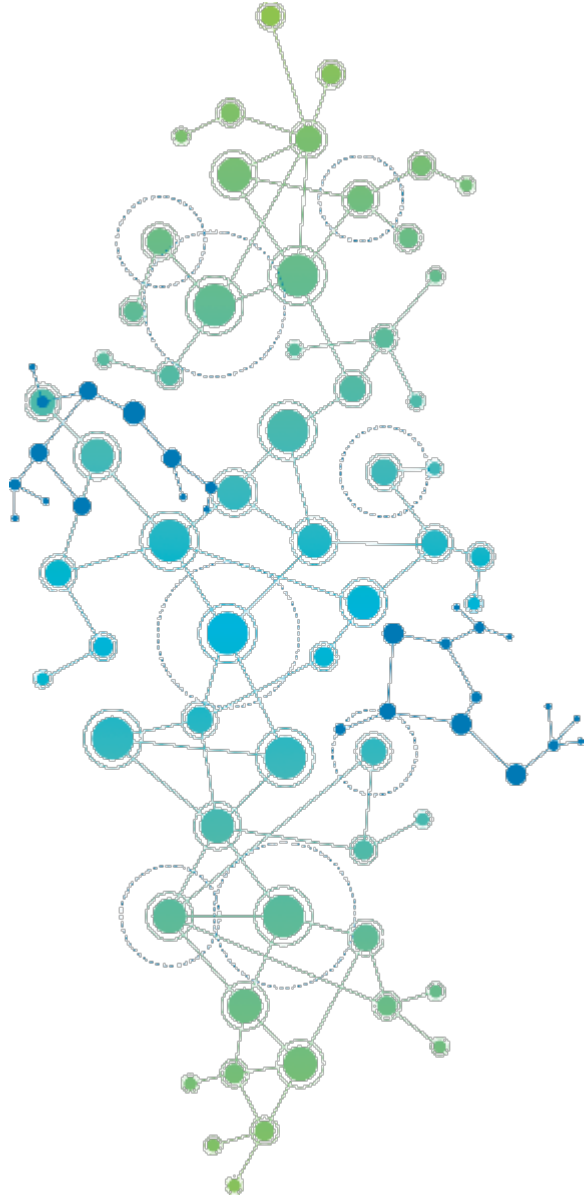
# Mission at the Center



# Mission at the Center

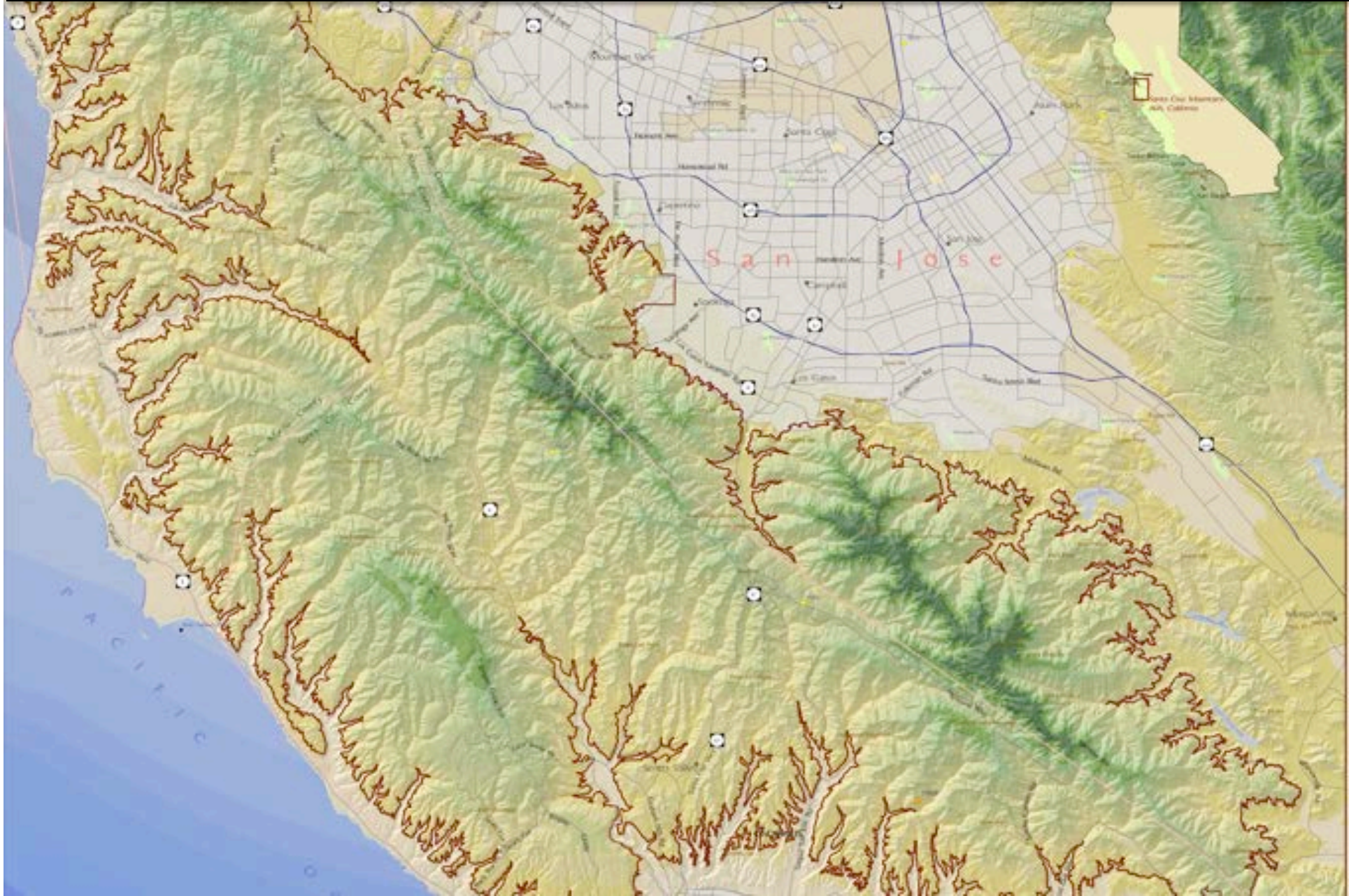


# The Five C's Network Formation Process



- Clarify Purpose
- Convene the Right People
- Cultivate Trust
- Coordinate Existing Activities
- Collaborate for Systems Impact

# Santa Cruz Mountains Stewardship Network

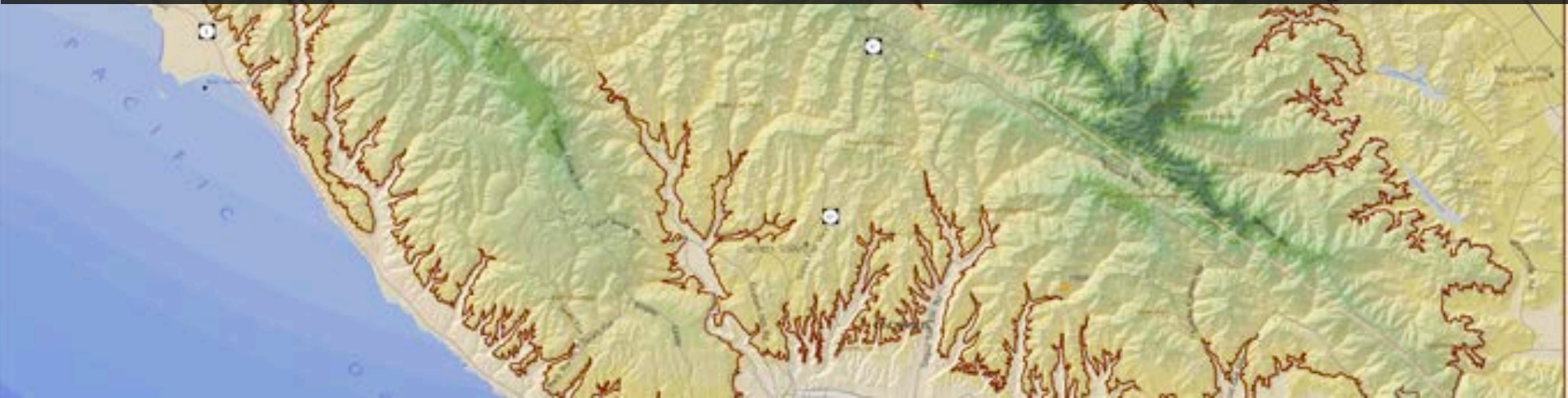




# Clarify Purpose



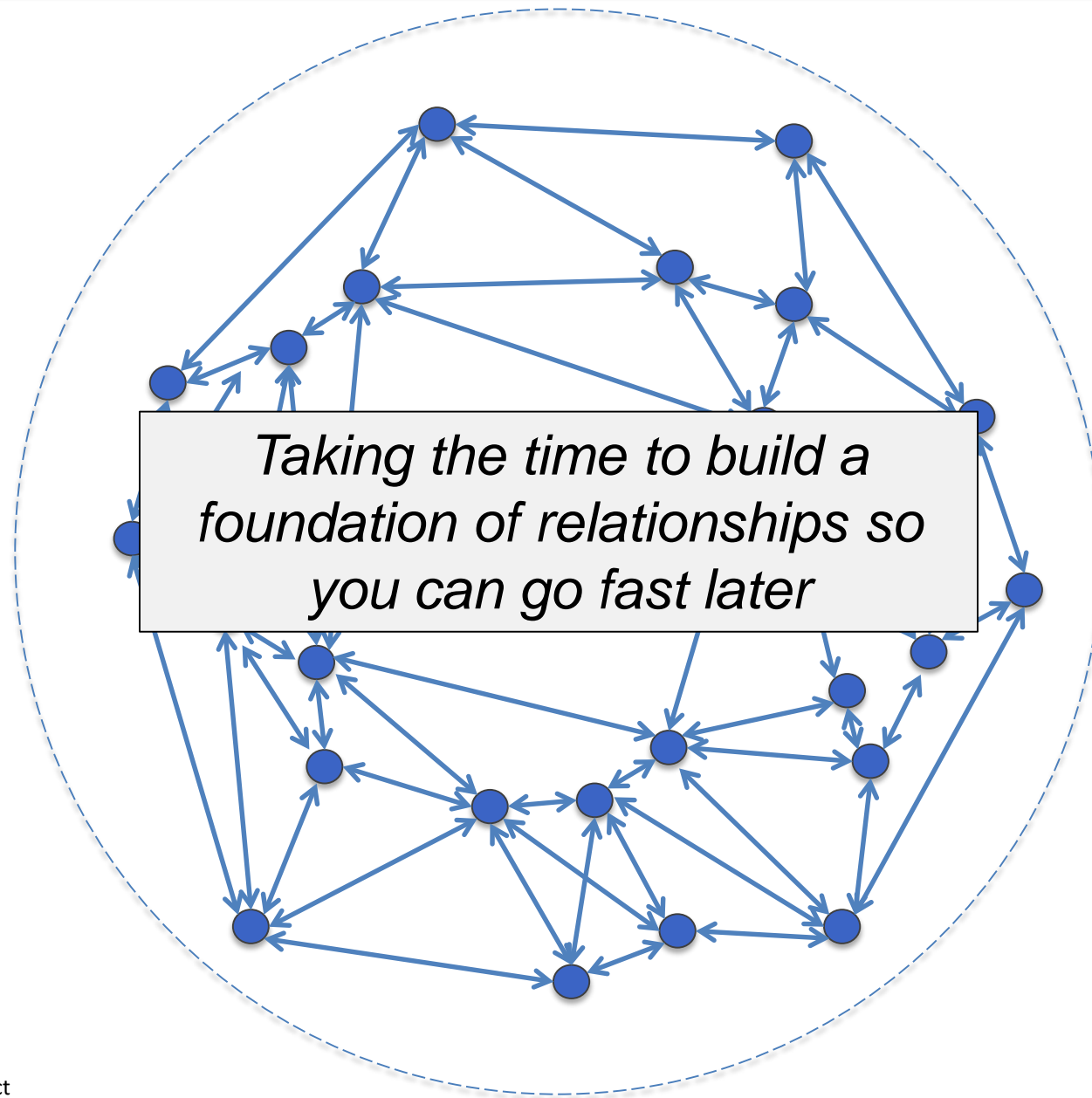
**Cultivate a resilient, vibrant region  
where human and natural systems  
thrive for generations to come.**



# Convene the Right People



# Cultivate Trust

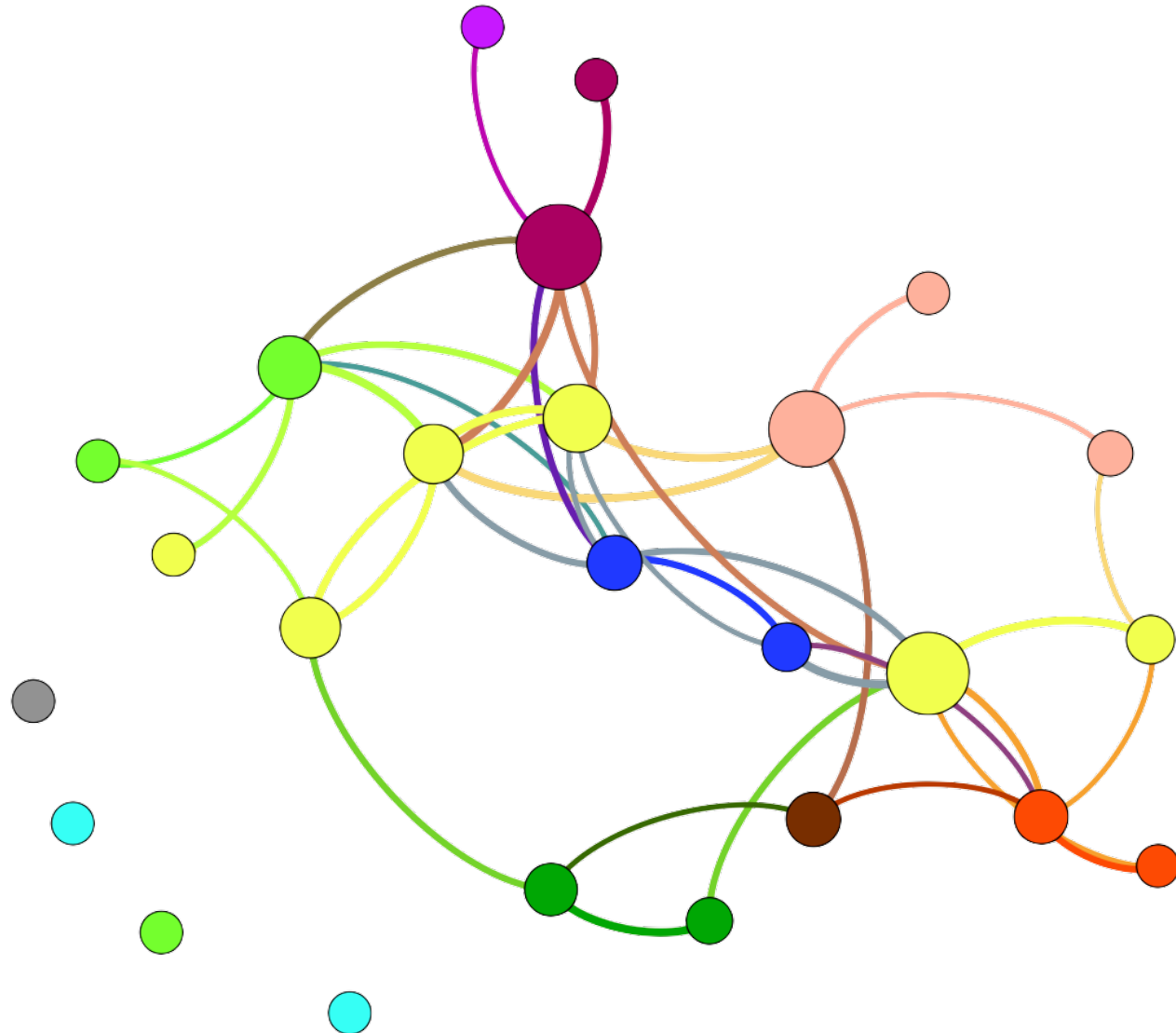




# Santa Cruz Mts Stewardship Network, Mar '15

Organization Type

- Government**
- Land Trust**
- Marine & Water**
- Open Space District**
- Parks**
- RCD**
- Recreation**
- Regulatory**
- Research**
- Tribal**
- Working Lands**

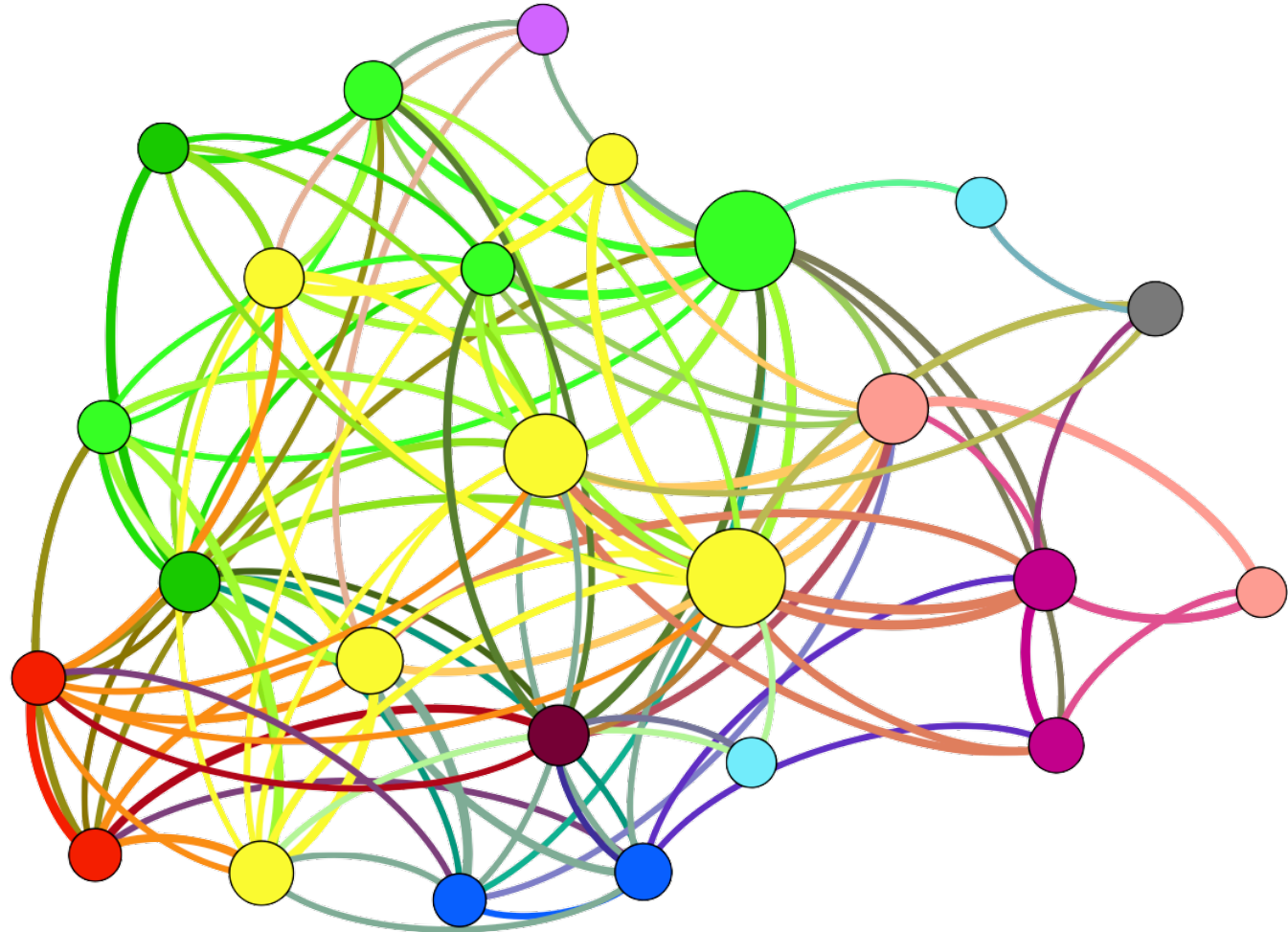




# Santa Cruz Mts Stewardship Network, Sept '15

Organization Type

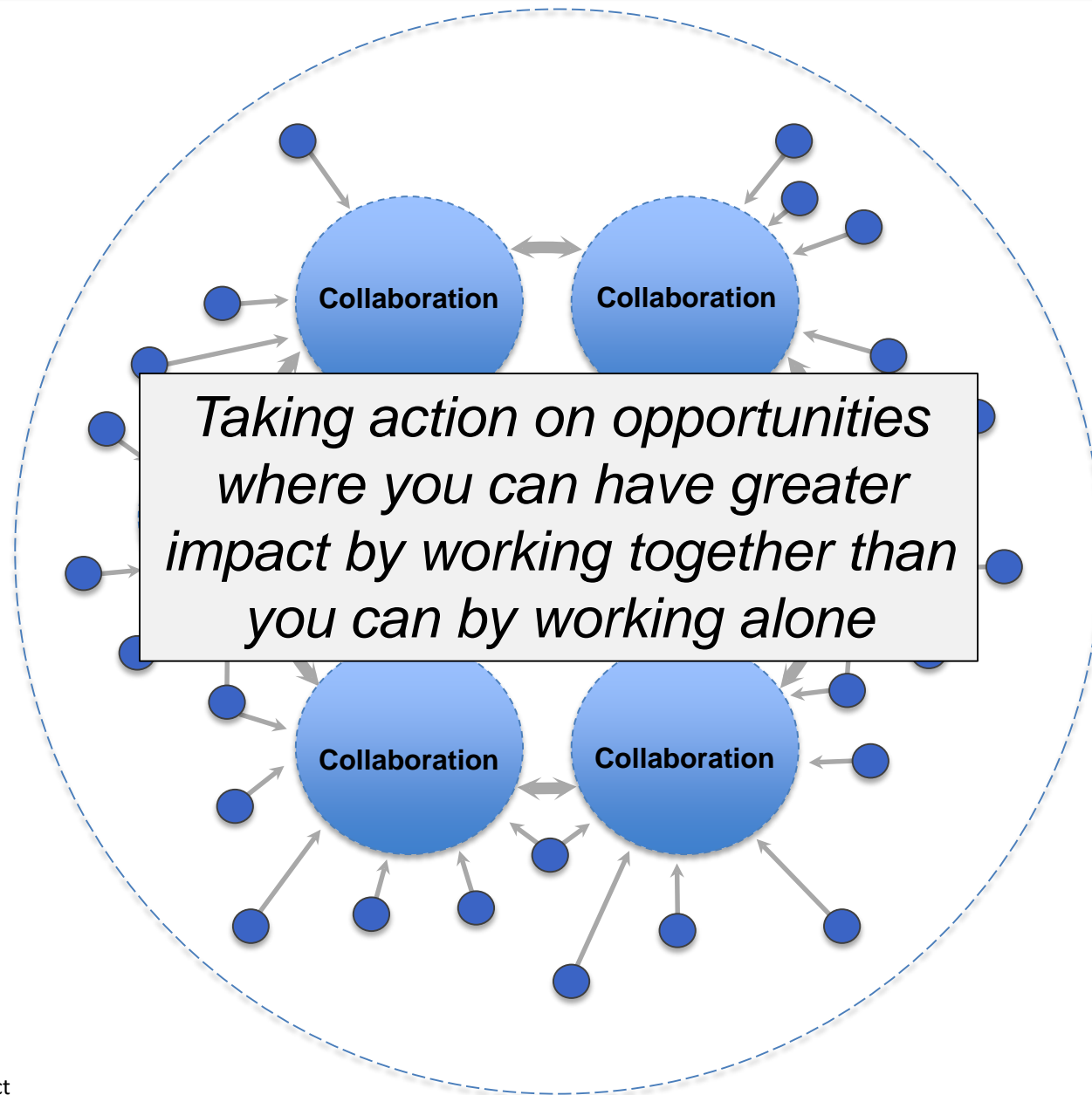
- Government**
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# Coordinate Existing Activities

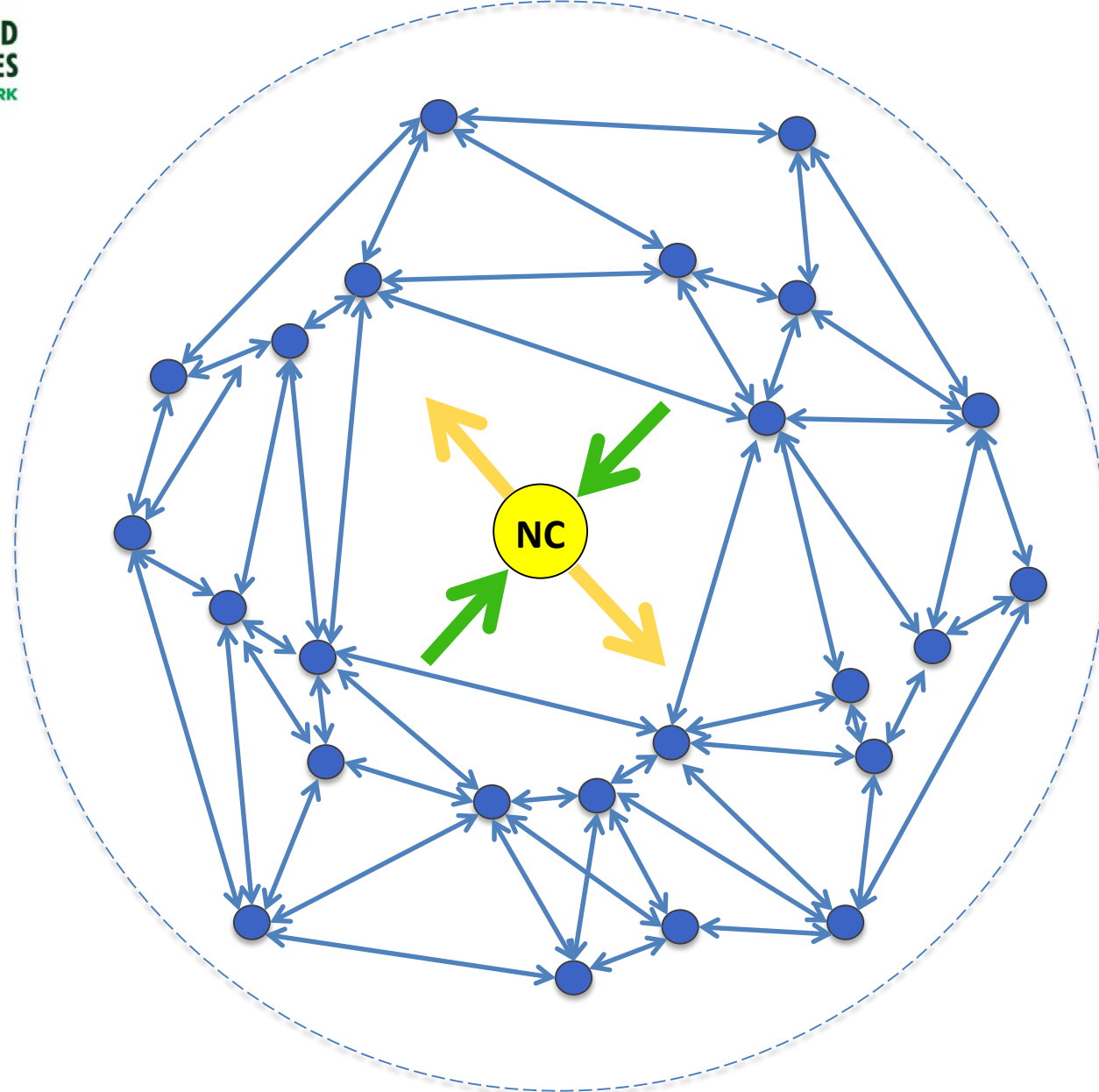


# Collaborate for Systems Impact



# Learning Network

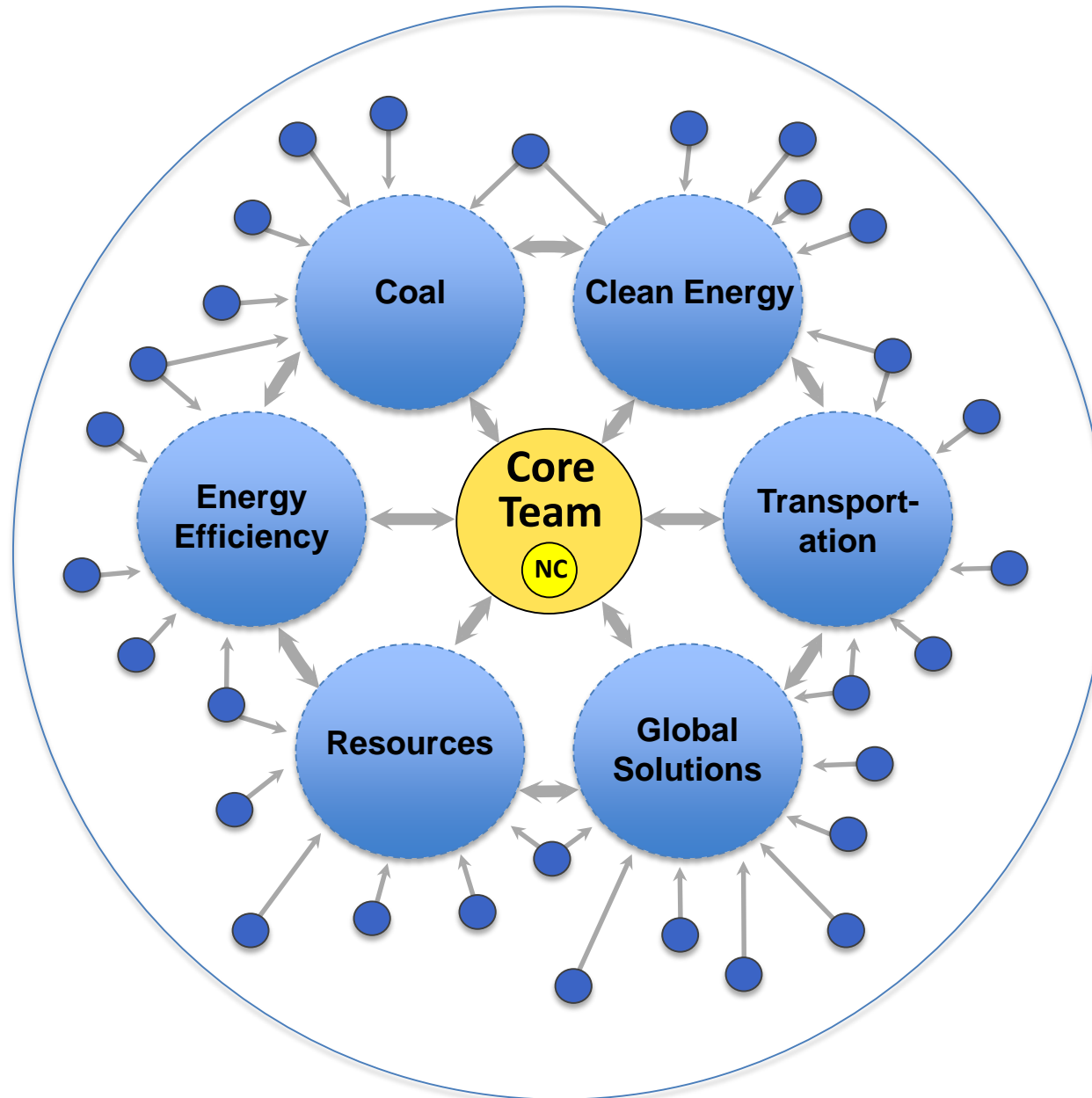
Connection + Communication





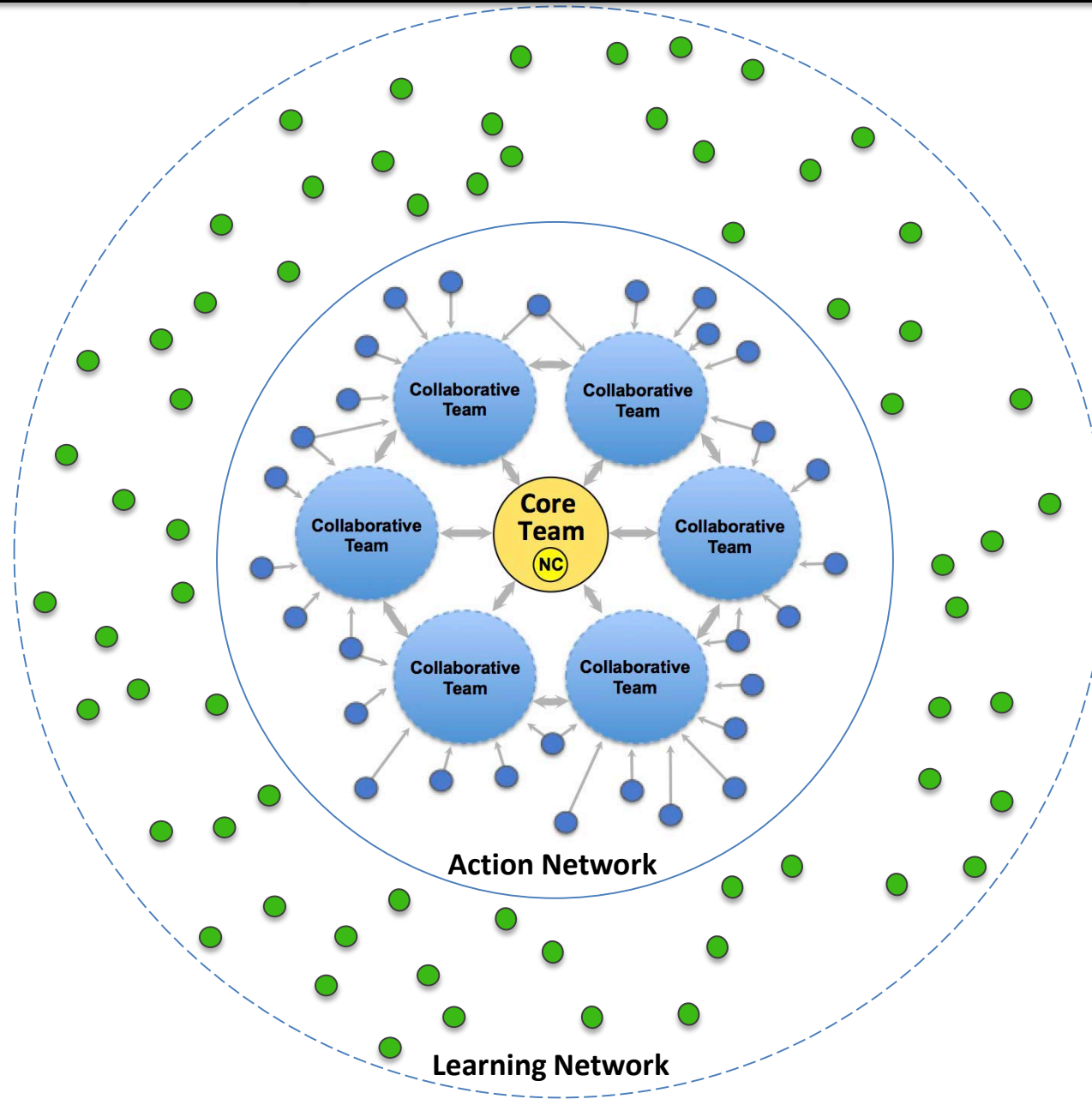
# Action Network

## RE-AMP Network



# Hybrid Action/Learning Network

## California Summer Matters Network





# Networks are Different



The goal of this network is **not** to seek universal agreement or to minimize disagreement...



# Not a Boat but Kayaks



...rather, the goal of this network is to support connection, communication, and collaboration across the *whole system*.



# Network Coordination is Different



...rather, the role of a coordinator is to support network participants to do what *they* want to do, and to help them make their greatest contribution to the whole.

# Collaboration Needs Leadership



Successful collaboration takes dedicated effort, attention, and resource.

# Network Coordination: Front, Middle, Back

**Front of the house:** Public interface and outreach, external communications, fundraising

**Middle of the house:** Process design, meeting facilitation, conflict mediation, member on-boarding, network weaving

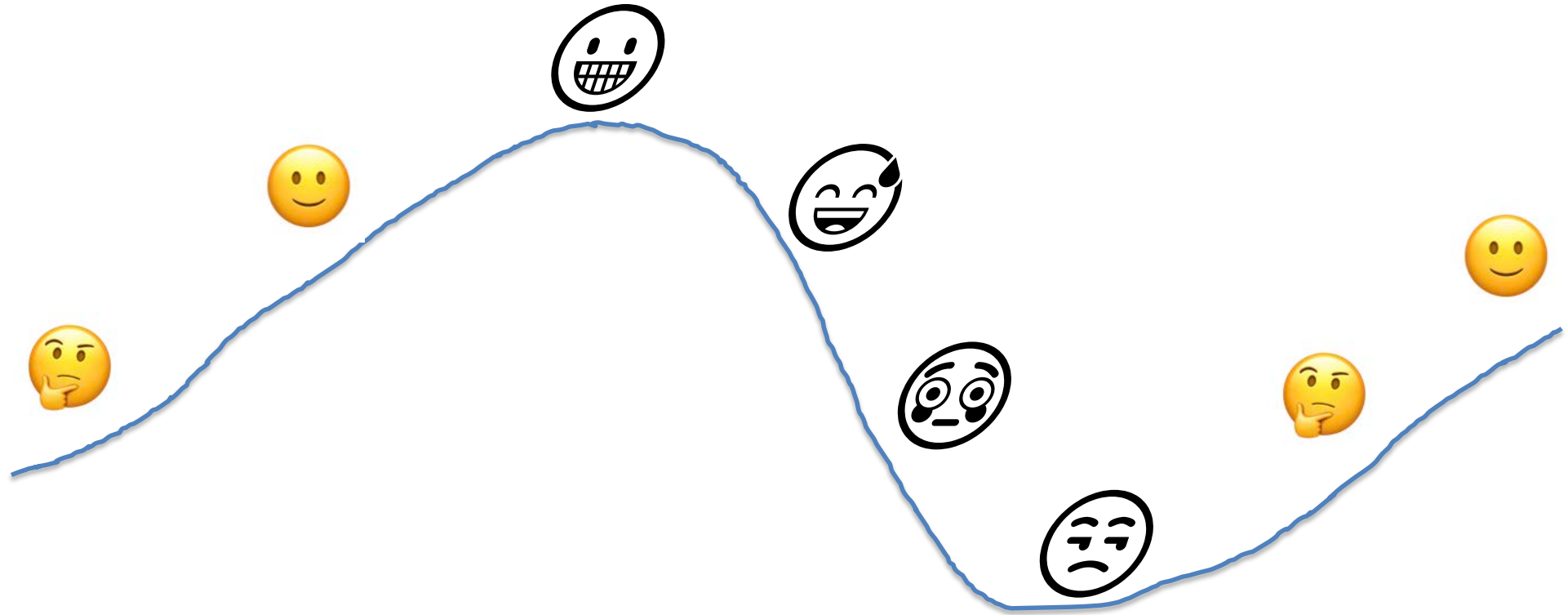
**Back of the house:** Convening logistics, tech support, financial management, evaluation

# Why Networks Fail

1. Weak relationships
2. Insufficient of network leadership
3. Lack of immediate value for participants
4. Don't have the right people & orgs involved
5. Top down criteria & goals
6. Failure to push the edge



# Network Enthusiasm Curve



# Prioritize a Return on Relationships



# Columbia Gorge Tourism Network

*Maximizing the positive impacts of the visitor economy to enhance communities and protect the region.*

**The Network Coordinator** manages front, middle and back of the house functions of the network; keeps lines of communication open and supports the core team, active partners and project teams to carry out the purpose of the network.

**The Core Team** is a three to five person decision making body with representation from Oregon and Washington that meets weekly. It works closely with the network coordinator to manage the network.

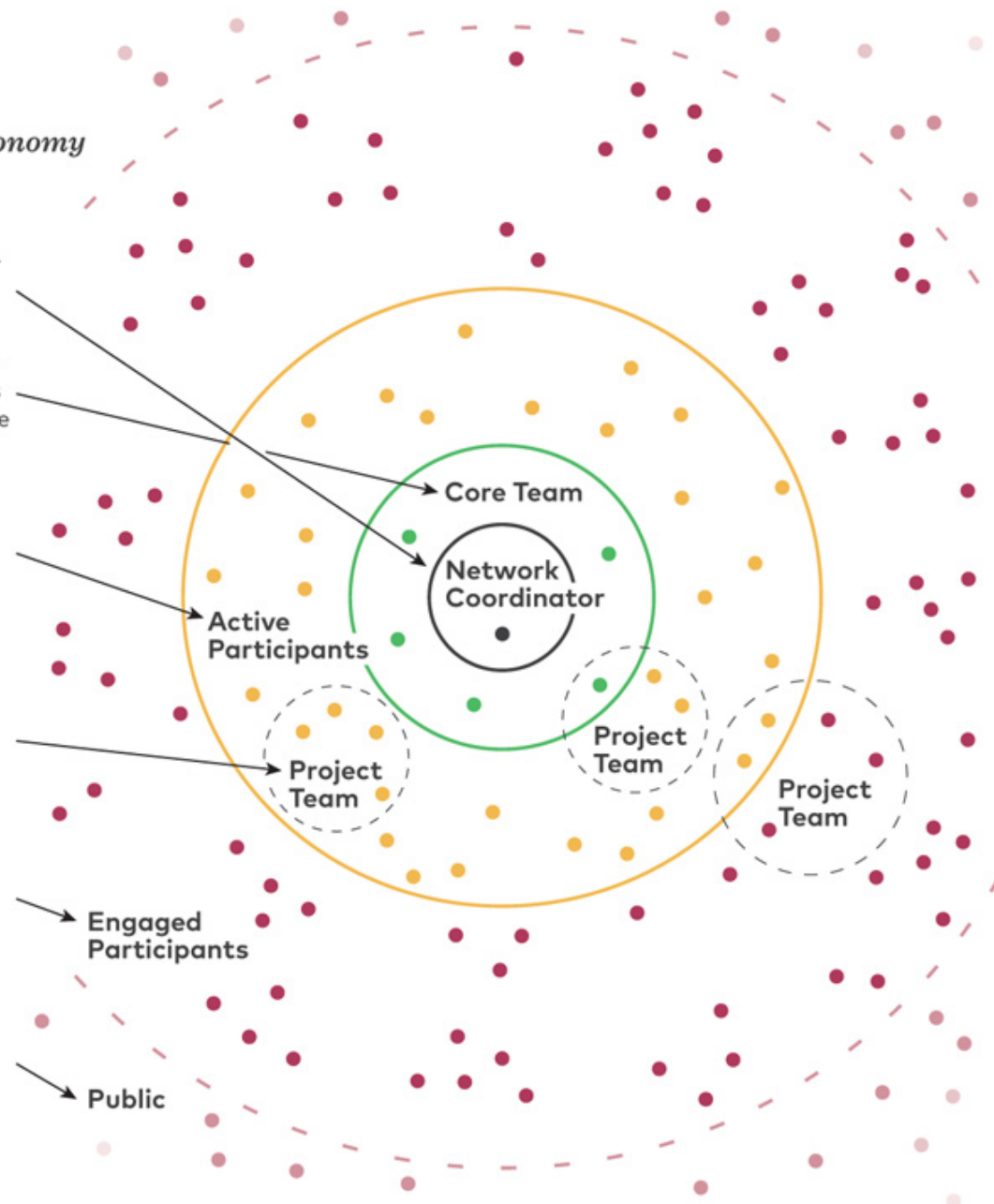
**Active Participants** are individuals and organizations who come together every other month to share information, coordinate and collaborate across project teams to carry out the purpose of the network. Active participants contribute significant investments of time to intentionally support the mission of the network.

**Project Teams** are mobilized to implement priority product (experience) development, destination management, fundraising or communication projects aimed at achieving the purpose of the network. Project criteria helps determine what projects the network supports, and teams meet as necessary.

**Engaged Participants** include any other stakeholders with an interest in receiving updates from the network, providing feedback to the network and participating in occasional engagements. They may participate in annual gatherings like the Gorge Tourism Summit or be an occasional advisor.

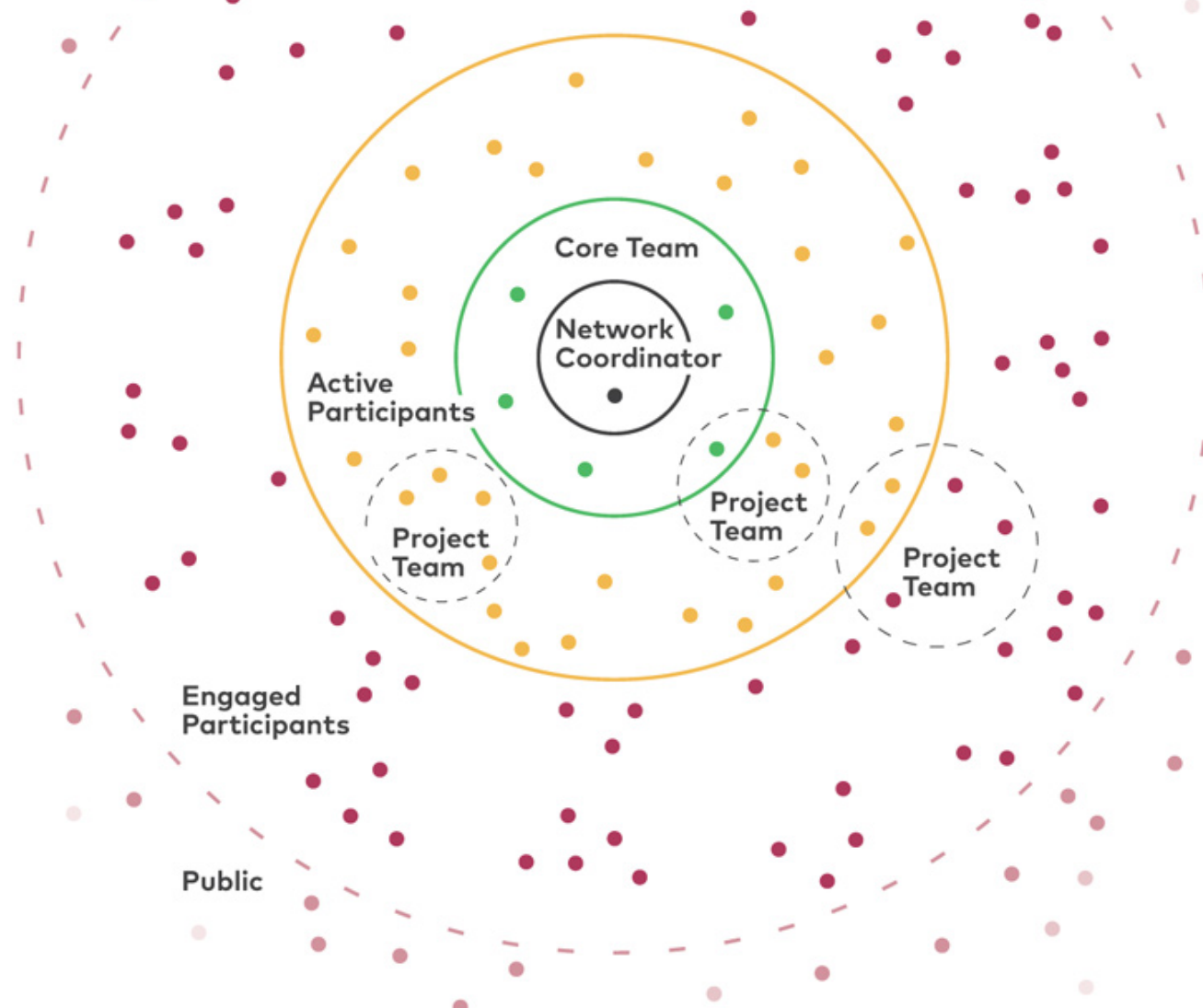
**Public** may access relevant updates and information about priority projects and initiatives across the network through communication channels developed and maintained by the network.

**Partners:** Those making financial contributions (in-kind resources accepted on a case-by-case basis, ideally that offsets financial needs)

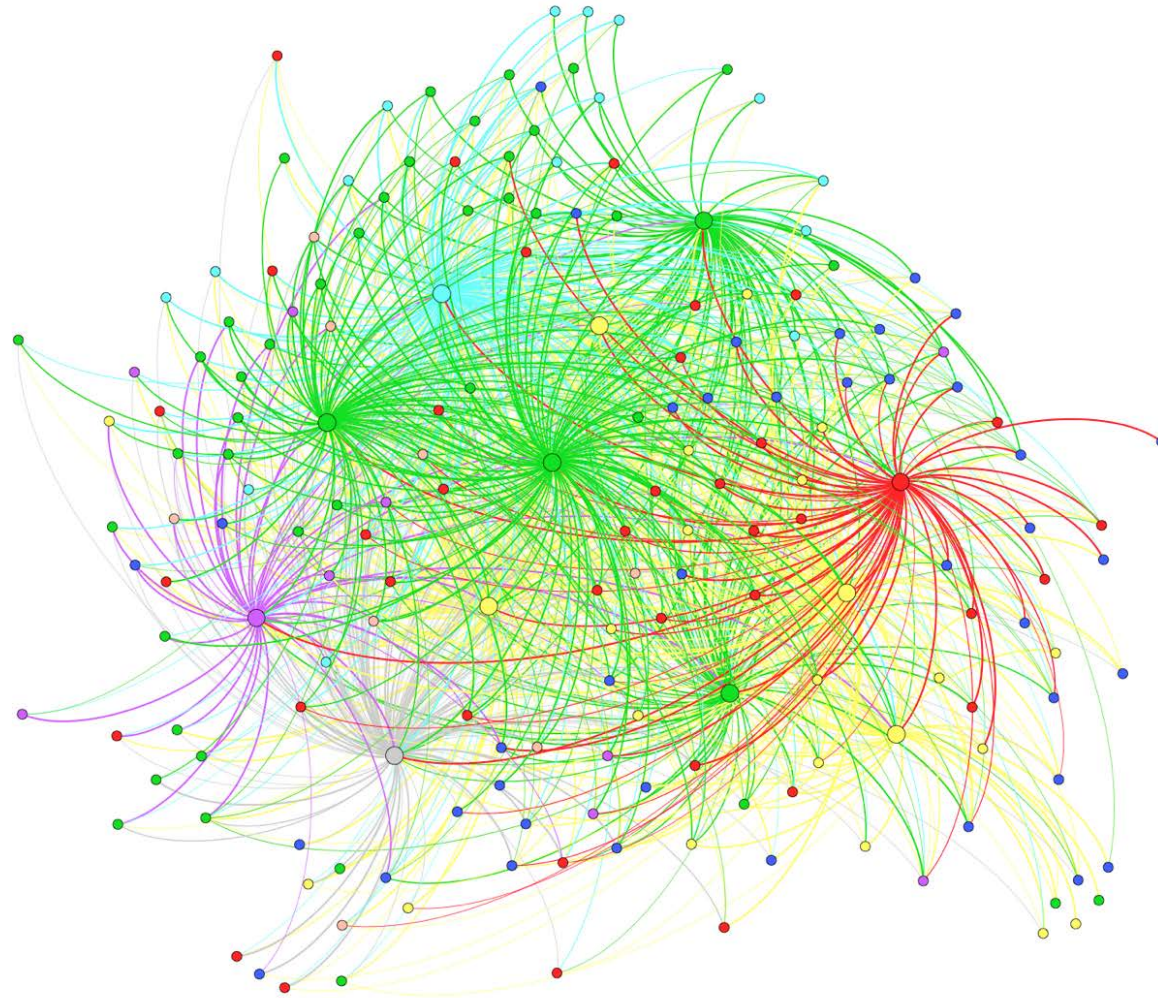


# Columbia Gorge Tourism Network

*Maximizing the positive impacts of the visitor economy  
to enhance communities and protect the region.*







# Creating Change in a Changing World

Converge | [Converge.net](http://Converge.net)



**NORTH COAST  
TOURISM NETWORK**

# NORTH COAST TOURISM NETWORK STRUCTURE RECOMMENDATIONS

- Networks for Tourism Studio Regions David and Alexa
- Network Model Overview David
- Creation of a North Coast Tourism Network Alexa and Nan
- Impact Areas Overview Alexa and Nan
- Input & Q & A David



# North Coast Tourism Network

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**Network Coordination** includes front, middle and back of the house functions of the network; keeps lines of communication open and supports the core team, active partners and project teams to carry out the purpose of the network.

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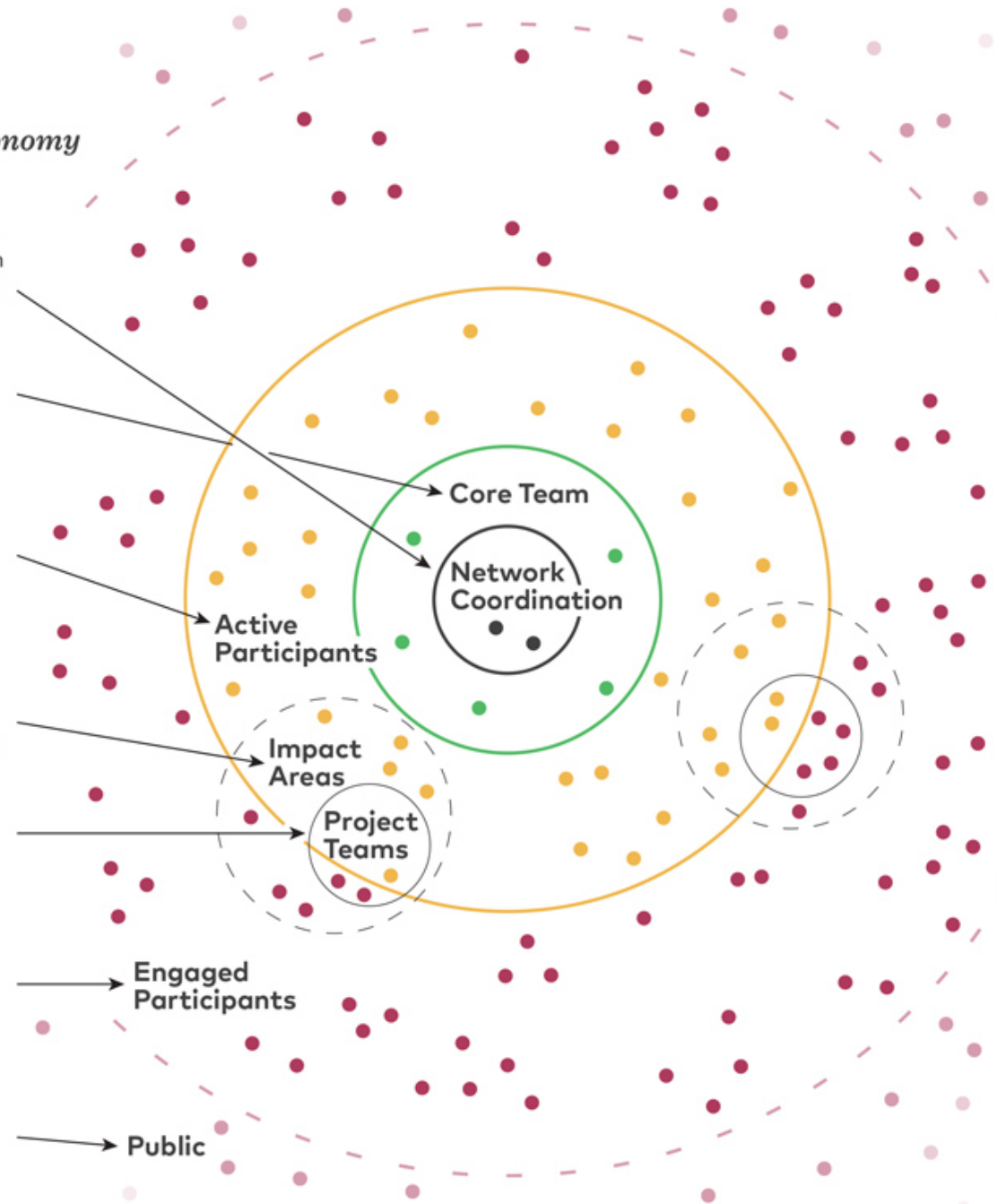
**Active Participants** are individuals and organizations who come together every other month to share information, coordinate and collaborate across project teams to carry out the purpose of the network. Active participants contribute significant investments of time to intentionally support the mission of the network.

**Impact Areas** are the priority themes that the network will initially address to help resolve systemic issues. This includes the individual strategies that the network intends to implement to drive success towards the 15-year vision.

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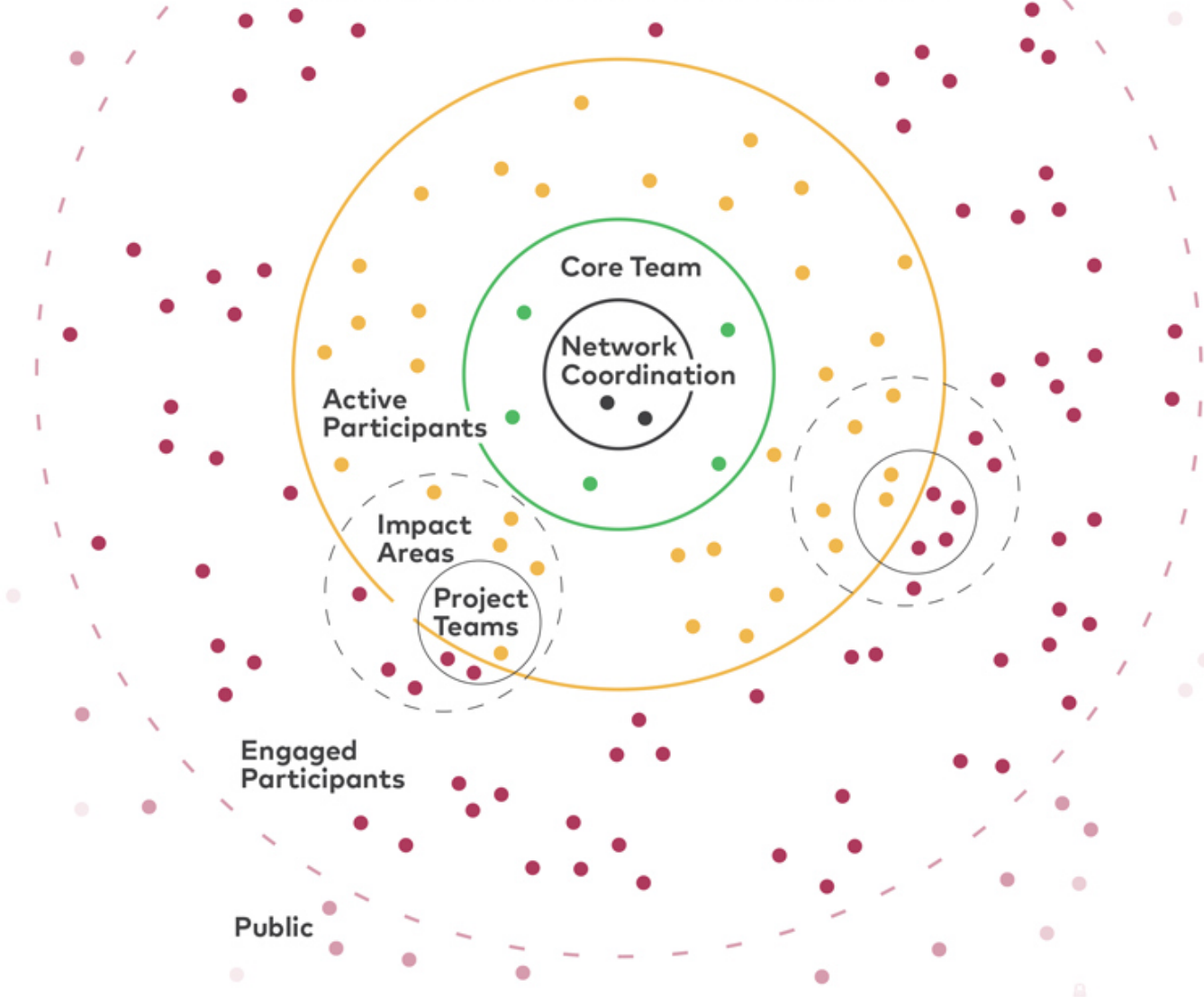
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**Public** may access relevant updates and information about priority projects and initiatives across the network through communication channels developed and maintained by the network.



# North Coast Tourism Network

*Maximizing the positive impacts of the visitor economy  
to enhance communities and protect the region.*



## CORE TEAM MEMBERS

- Jim Paino – Chris Olson, Cannon Beach Chamber
- Arica Sears, OCVA
- Dan Haag, Manzanita Visitors Center
- *David Reid, Astoria-Warrenton Chamber of Commerce\**

## NETWORK COORDINATION

- Nan Devlin, Visit Tillamook Coast

# IMPACT AREAS

- **Encourage Stewardship Behavior by Visitor**  
Convener: Claudine Rehn, Tillamook Estuary Partnership  
Co-Convener: Haystack Awareness (*Tentative - Claudine to reach out*)
- **Improve & Diversify Visitor Transportation Options**  
Convener: Ken Shonkwiler, ODOT  
Co-Convener: Matthew Weintraub
- **Up-level Outdoor Recreation Experiences**  
Convener: Teri Wing, Oregon Parks and Recreation Department  
Co-Convener: Arica Sears, Oregon Coast Visitors Association
- **Raise Awareness & Understanding of Tourism Assets, Opportunities, & Values  
Champion the Power of Tourism**  
Convener: \_\_\_\_\_  
Co-Convener: \_\_\_\_\_
- **Align and Enhance Regional Marketing\*\***  
Convener: Regina Willkie, Astoria Chamber of Commerce



# INPUT + QUESTIONS





## **GOING INTO LUNCH...**

**Please write your name and your involvement level number to a sticky note – add it onto the Impact Area flip chart you want to engage with.**

**4 – highly engaged, leadership & committed partner**

**(add a star by your name if you're interested in convening)**

**3 – strongly engaged, active participant willing to commit to action**

**2 – fairly engaged, attends project team meetings + takes**

**1 – occasionally engaged – interested in knowing progress**

**4 – Married "All In"**

**3 – Going Steady/Committed Relationship**

**2 – Dating**

**1 – Casual Fling**





LUNCH



**MOVING TO IMPLEMENTATION**  
**RESOURCING PROJECTS**

# IMPACT AREAS

- **Encourage Stewardship Behavior by Visitor**

Convener: Claudine Rehn, Tillamook Estuary Partnership

Co-Convener: Haystack Awareness (*Tentative - Claudine to reach out*)

- **Improve & Diversify Visitor Transportation Options**

Convener: Ken Shonkwiler, ODOT

Co-Convener: Matthew Weintraub, SETD

- **Up-level Outdoor Recreation Experiences**

Convener: Teri Wing, Oregon Parks and Recreation Department

Co-Convener: Arica Sears, Oregon Coast Visitors Association

- **Raise Awareness & Understanding of Tourism Assets, Opportunities, & Values  
Champion the Power of Tourism**

Convener: Pamela Wev, Clatsop Co. Board of Commissioners

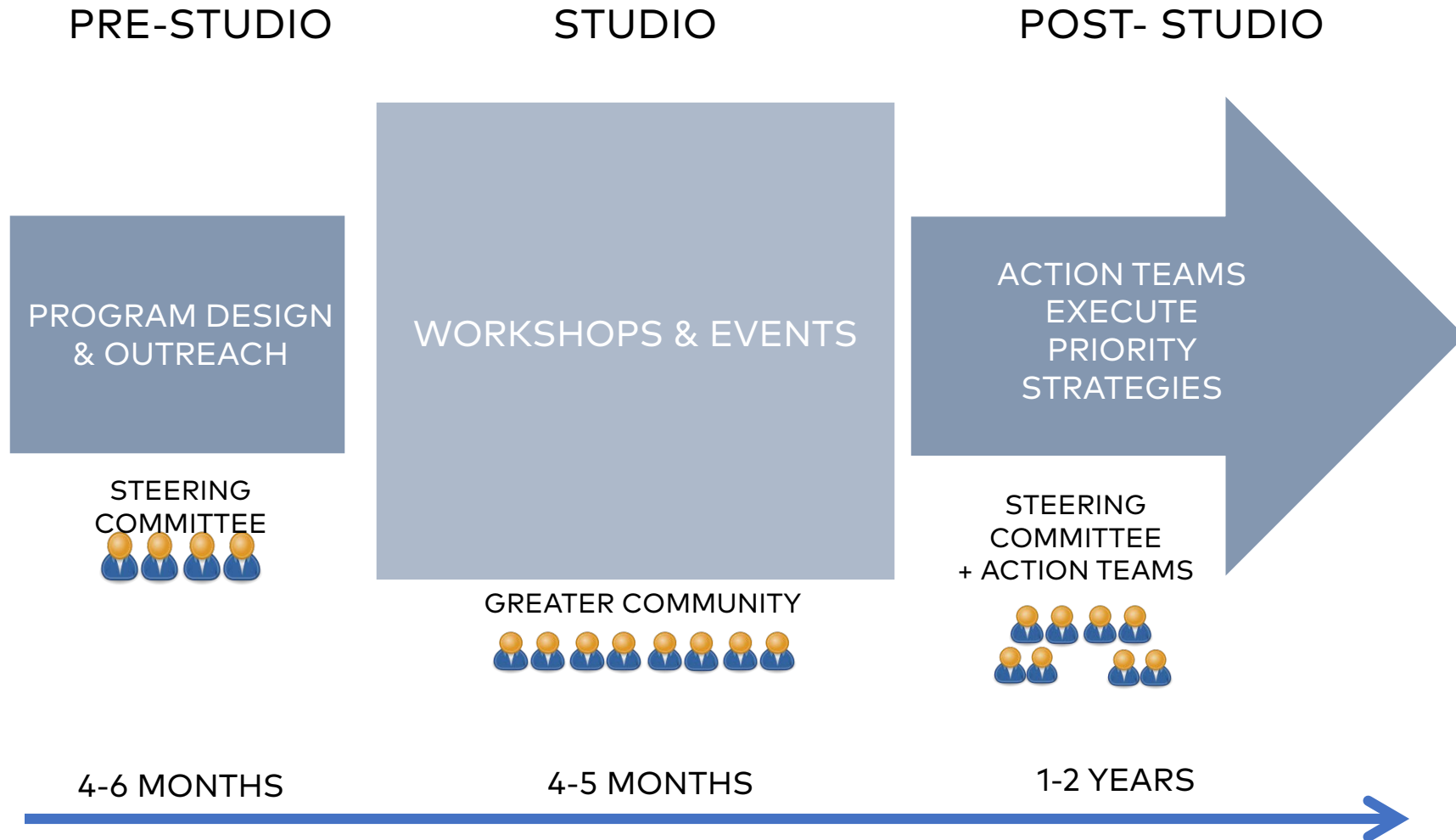
Co-Convener: Tita Montero, Seaside City Council

- **Align and Enhance Regional Marketing\*\***

Convener: Regina Willkie, Astoria Chamber of Commerce



# OREGON TOURISM STUDIO PROCESS



**These funds ARE NOT intended to tackle that big, massive, once-in-a-lifetime, decade long project.**

**These funds ARE strategic catalytic infusion of funds to impact the North Coast.**

**These funds ARE designed to queue your region up for future opportunities...**

# POST-STUDIO DEDICATED FUNDING

Astoria-Warrenton Chamber of Commerce:	\$5000
City of Seaside Visitors Bureau:	\$5000
Cannon Beach Chamber of Commerce:	\$10,000
Visit Tillamook Coast:	\$10,000
Oregon Coast Visitors Association:	\$15,000
<u>Travel Oregon:</u>	<u>\$25,000</u>

**Current Committed Resource:** **\$70,000**



# COMPETITIVE GRANT PROGRAMS

## INDUSTRY.TRAVELOREGON.COM/GRANTS

Travel Oregon has established a program to make grant awards "to eligible applicants for projects that contribute to the development and improvement of communities throughout the state by means of the enhancement, expansion and promotion of the visitor industry."

### TRAVEL OREGON COMPETITIVE GRANTS

#### SMALL GRANTS

Up to \$20,000

10% cash match required

Application opens/closes:  
May 20, 2019/June 19, 2019

Funds awarded Sept. 12, 2019

Project complete in 1 year

#### MEDIUM GRANTS

\$20,000 - \$100,000

25% cash match required

Application opens/closes:  
Spring of 2020 for 6 weeks

Funds awarded prior to Aug. 2020

Project complete in 2 years

### OTHER

#### OREGON WINE COUNTRY PLATES MATCHING GRANT

- Administered through revenue generated by the sale of the Wine Country Plates
- Opens January 23<sup>rd</sup>

#### OREGON TOURISM STUDIO MATCHING GRANT

- Provided through Destination Development to support Tourism Studio projects

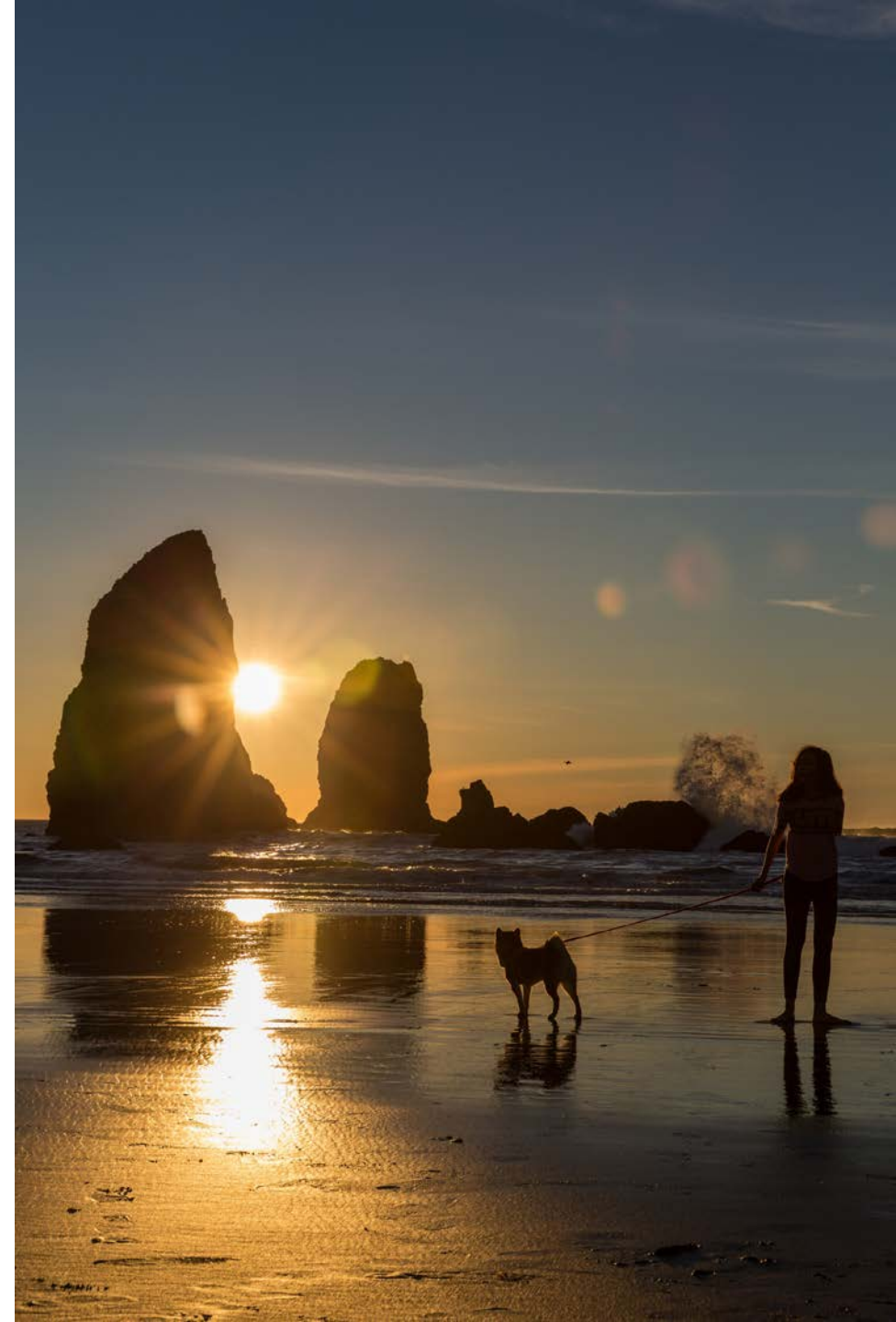
# COMPETITIVE GRANTS ELIGIBILITY

## INDUSTRY.TRAVELOREGON.COM/GRANTS

Eligible applicants include those listed below that are doing business in Oregon and can demonstrate direct work in support of improving economic impacts of Oregon's travel and tourism industry:

- Local government
- Port districts
- Federally recognized tribes
- Non-profit entities

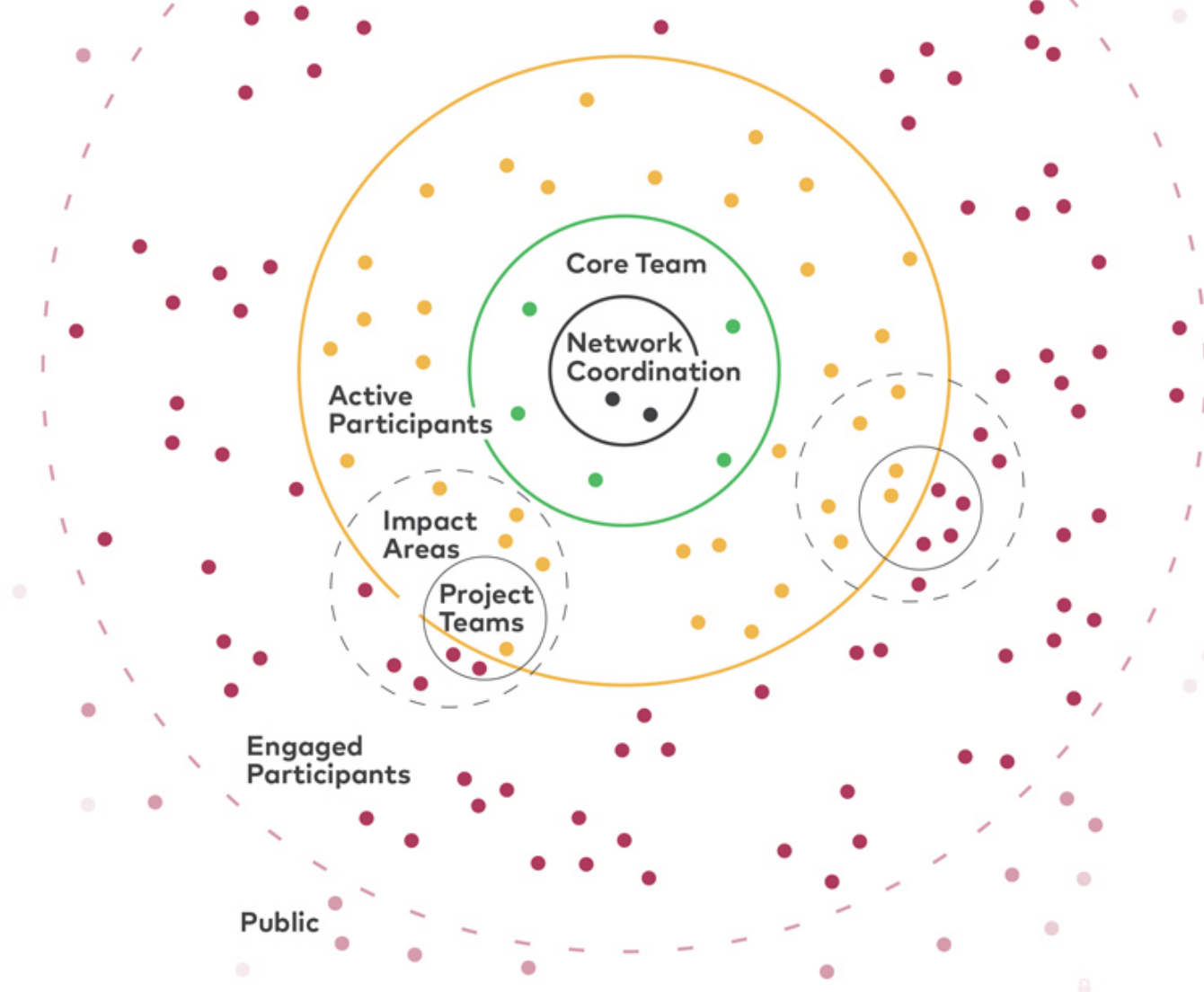
Eligible projects must provide for the improvement or expansion of the tourism economy in Oregon. Projects are intended to increase the likelihood of visitation from 50 miles outside the local area.



**MOVING TO IMPLEMENTATION**  
**IMPACT AREA DEVELOPMENT**

# North Coast Tourism Network

*Maximizing the positive impacts of the visitor economy  
to enhance communities and protect the region.*





# IMPACT AREA PLANNING [Page 5]

1. Impact Area:
2. Impact Area Participants:
3. Decision Making Protocol:
4. Communication:
5. Group Meetings:
6. Interdependencies:
7. Needs:

Whose voices are missing? Skill & knowledge gaps?









# **ACTION TEAM NEXT STEPS**

# PROJECT TEAM REPORT OUTS


- Primary Convener + Action Team Members:
- Impact Area:
  - First/Top Priority Project:
  - Second/Next Priority Project:
- First Milestone: (and when you're expect to hit it)
- First Meeting Date/Time/Location:



# North Coast Tourism Studio




Group member avatars: AG, CFM, CO, DG, DH, DQ, DP, HRA, JW, JP, JC. Includes "Add/remove people" button.

### Campfire





Chat casually with the group, ask random questions, and share stuff without ceremony.

### Message Board






-  Opportunity: Oregon Coast Bike Route Online Open
-  Orientation to Basecamp  
Hi everyone! I'd like to follow
-  Opportunity: Learn by Doing Grant Writing 1

### To-dos


#### Outreach

- ADD CONTACTS TO INVITATION LIST!  Aug 29
- Melissa to email Fish Wildlife Rep  Nov 17, 2017  Haystack R.

### Schedule





-  **Wed, Jan 16**  
North Coast Tourism Studio: Igniting Tourism Action Teams  
 9:00am - 4:00pm  
Community Kickoff Celebration!  
 5:00pm - 8:00pm
-  **Tue, Jan 22**  
Steering Committee Meeting: Studio Wrap-up & Next Steps 

### Automatic Check-ins



Create recurring questions so you don't have to pester your team about what's going on.

### Docs & Files

-  NCoast SC Notes FINAL12.10.18.p
-  Visitor Opportunity Study...
-  North Coast Visitor Profile
-  Untitled  
Oregonian article that fits right in with our discussions  
<http://a.oregoniv.com/8plw14n>







**REPORT OUT**



# FINAL THOUGHTS

## Next Steps:

Steering Committee: March 4<sup>th</sup>

Core Team: TBD

## Reflection:

- Did this meet your goals for the action planning workshop?
- What are you most excited about going forward?
- What action can you take immediately after attending today?

## Community Celebration Details



**UP NEXT:**  
**COMMUNITY TOURISM CELEBRATION**  
**5 P.M. – 7 P.M. | LOFT AT THE RED BUILDING**





TRAVEL



OREGON



THANK YOU