

Workshop Meeting Agenda

Monday, November 7, 2016, 4:00 PM

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

1. Call To Order
2. Roll Call
3. Topics
 - a. Parks And Recreation District Formation

Documents:

[PARK DISTRICT. CWR.PDF](#)
[PARK DISTRICT.ATT.A.2-11-14 CAR.PDF](#)
[PARK DISTRICT.ATT.B.3-7-11 CWR.PDF](#)
[PARK DISTRICT.ATT.C.9-26-11 CAR.PDF](#)

- b. Tourism And Trails

Documents:

[TOURISM TRAILS. CWR.PDF](#)
[TOURISM TRAILS.ATT.A.TRAIL STRATEGY.PDF](#)
[TOURISM TRAILS.ATT.B.GB MKT PLAN.PDF](#)
[TOURISM TRAILS.ATT.C.CURRY CO PLAN.PDF](#)
[TOURISM TRAILS.ATT.D.ARTICLE.PDF](#)
[TOURISM TRAILS.ATT.E.PROGRAM LIST.PDF](#)

4. Council Member Request For Workshop Items
5. Adjournment

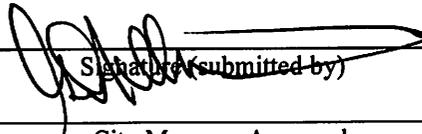
All public meetings are held in accessible locations. Auxiliary aids will be provided upon request with at least 72 hours advance notification. Please contact 469-1102 if you have any questions regarding this notice.

CITY OF BROOKINGS

Council WORKSHOP Report

Workshop Date: November 7, 2016

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Parks and Recreation District Formation

Background/Discussion:

At the October 10, 2016 Council Meeting, Councilor Hamilton requested that discussion of the formation of a Recreation District be resumed.

This topic was first considered in 2009. It was revisited at the February 14, 2011 regular Council Meeting and was then scheduled for Council Workshop on March 7, 2011. From that Workshop, it was decided to hold a special workshop session on March 21, 2011. At this Workshop, Council determined to hold a Town Hall style meeting to gauge community interest in and support of the concept. It was also reiterated at this Workshop that the Parks and Recreation Committee was not unanimous in its support for this concept, in fact half the members of the P&R Committee were in opposition to the idea.

The Town Hall meeting never took place, and at the September 26, 2011 regular Council Meeting, Council voted unanimously to cease further work on the formation of a Parks and Recreation District due to the economic conditions of the time.

In the meantime, Brookings has been involved with the Friends of Brookings Harbor Aquatic Center (FBHAC) on the Aquatics/Community Center Task Force which was tasked with developing a strategy for the development of a community aquatics and community center. I mention the City's involvement here as an example of how bringing together various stakeholders to accomplish a task can be successful. This task force has made significant headway in achieving its task including securing grant funding for design services. However this project differs in that it does not require taxpayer approval through the election process.

Getting the voters in the unincorporated areas to buy in and to pass a referendum approving a tax on services that they currently get for free was, and continues to be, a big hurdle to jump. In 2011, the City didn't have strong enough incentives to persuade those unincorporated-area voters. The City does perhaps have some carrots to dangle now, however, such as installing turf on the ball fields at Azalea Park and the Rec Center mentioned above. Even so, Staff believes that it will still be an arduous task to garner support for this concept and may be a lot of hard work that accomplishes nothing.

Key questions that were asked in 2011 and which are relevant still include:

1. Is there a desire to move forward with the formation of a District?

2. Would District formation include transferring the ownership of City parks property to the District?
3. Is it politically feasible to pursue the formation of a new taxing district at this time?
4. What should the City role be in the formation of a District? Convener of a stakeholders group?
5. Should the City fund a District formation study in the 2017-18 budget to include proposed District budget, staffing, capital improvement plan and tax rate?

Staff is seeking direction from Council to move forward with this concept again or to abandon it.

Attachment(s):

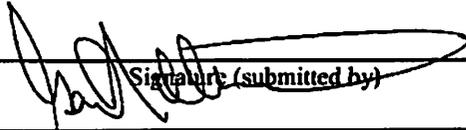
- a. February 14, 2011 Council Agenda Report
- b. March 7, 2011 Council Workshop Report
- c. September 26, 2011 Council Agenda Report

CITY OF BROOKINGS

COUNCIL AGENDA REPORT

Meeting Date: February 14, 2011

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Parks and Recreation District

Recommended Motion: Motion to schedule the formation of a Parks and Recreation District for discussion at the March City Council workshop

Financial Impact: N/A

Background/Discussion:

The City Council referred the matter of the formation of a Parks and Recreation District to the Parks and Recreation Commission for study and recommendations.

The Commission reviewed the various possible organizational structures for the formation of a District. Management Intern Stuart Rodgers conducted a study on the formation of a District, including an examination of information from other Parks and Recreation Districts in Oregon and California, and reported to the Commission o his findings.

The Commission has a divided opinion (2-2) as to whether the City should pursue the formation of a District. Generally, those who support the District formation believe that broader community financial support is needed to both sustain existing park facilities at a quality level and pursue the development of additional park facilities. Those who oppose a District formation generally believe that the City should retain control of its park resources, and that there is already a substantial contribution being made by non-residents through volunteerism.

The Commission is in unanimous agreement on one point: The formation of a Parks and Recreation District will require broad community support. The City, acting alone, cannot legally form a Parks and Recreation District.

The Commission has recommended that, if the City Council wishes to pursue the formation of a Parks and Recreation District, that the City Council initiate the formation of a broad-based committee of community stakeholders. Commissioners provided lists of potential committee members totaling 44 Brookings-Harbor area residents.

RARE Parks Planner Cody Erhart is currently finalizing an update to the City's Parks Master Plan which is scheduled for Commission and Council consideration this spring. Staff believes that this Plan, which will identify capital projects and associated operations costs, could serve as the catalyst for community discussion of the formation of a Parks and Recreation District as the mechanism for implementing this Plan.

Attachment(s):

- a. Parks and Recreation District Stakeholder Committee possible members list.

- b. **Brookings Parks and Recreation District Formation Information Packet (prepared by Stuart Rodgers).**
- c. **Memorandum dated December 3, 2009, from City Manager, outlining various District formation options.**

CITY OF BROOKINGS

Council WORKSHOP Report

Workshop Date: March 7, 2011

Signature (submitted by)

Originating Dept: City Manager

City Manager Approval

Subject: Parks and Recreation District Formation

Background/Discussion:

Please see the attached Council Agenda Reports.

Also attached is a January, 2011, report from the Long Term Budget Solutions Advisory Committee for the City of La Grande, Oregon, which contains an excellent outline of the process for the formation of a stand-alone parks and recreation district and certain policy issues that need to be addressed (see "Other Issues"); these same issues would need to be addressed in Brookings.

Key questions to be addressed at this time include:

1. Is there a desire to move forward with the formation of a District?
2. Would District formation include transferring the ownership of City parks property to the District?
3. Is it politically feasible to pursue the formation of a new taxing district at this time?
4. What should the City role be in the formation of a District? Convener of a stakeholders group?
5. Should the City fund a District formation study in the 2011-12 budget to include proposed District budget, staffing, capital improvements plan and tax rate?

Attached is a stakeholder analysis matrix that has been prepared by Parks Planning Assistant Cody Erhart together with two lists of community based organizations. If the Council desires to proceed with the formation of a stakeholders group, staff is requesting assistance from the Council in identifying Primary, Secondary and Key stakeholders. A form for use in conducting a stakeholder analysis exercise at the workshop is attached.

Attachment(s):

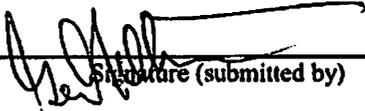
- a. Stakeholder analysis exercise worksheet
- b. Community based organization lists (2)
- c. City of La Grande report
- d. Past Council Agenda Reports
- e. Proposed Stakeholders List
- f. Feasibility Study prepared by Administrative Intern Stuart Rodgers

CITY OF BROOKINGS

COUNCIL AGENDA REPORT

Meeting Date: September 26, 2011

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Park and Recreation District Formation

Recommended Motion:

Motion to cease further work on the formation of a Parks and Recreation District.

Background/Discussion:

The City Council included the formation of a Parks and Recreation District among its goals several years ago. The underlying concept of the formation of a District was to create a mechanism whereby residents of the unincorporated area share in the cost of developing and maintaining public park facilities.

The City Manager provided the City Council will an initial report on this matter in December, 2009 (copy attached). The basic findings outlined in that report were:

1. The City cannot form a Parks and Recreation District on its own initiative.
2. Various District organizational forms are available. All require unincorporated area voter support.
3. Grassroots support from unincorporated area residents would be needed to form a District and enact an adequate tax structure to support the District.
4. The City would need to resolve the ownership disposition of City-owned parks; would ownership be transferred to the District? Is the City willing to surrender control of its parks to a separate governing board?

The matter was referred to the Parks and Recreation Commission for discussion and the development of a recommendation. This effort was supported by a summer intern who conducted additional research and scenario development. The result was that the Commission was evenly divided in its support/opposition to the formation of a District. They recommended that a broad-based group of stakeholders be formed to serve as proponents of the District formation. No action was taken on this recommendation. Councilors have expressed mixed views as to whether this matter should be pursued further. Some have suggested deferring further consideration until such time as economic conditions improve.

Attachment(s):

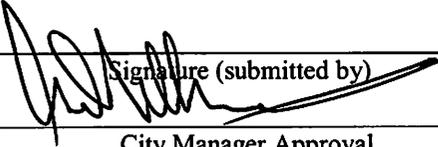
- a. December 3, 2009 memo.
- b. Newspaper article dated September 15, 2011, discussing possible bankruptcy of Mendocino Coast Parks and Recreation District. Very illustrative of what would be a similarly-sized district that is not adequately funded.

CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: November 7, 2016

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Tourism and Trails

Background/Discussion:

As the City becomes more engaged in tourism promotion and prepares to seek funding through Travel Oregon and other sources for visitor service and amenities, the City Manager has appointed a staff-level committee to develop recommendations for visitor-related projects and programs.

Staff will continue to work through the Tourism Promotion Advisory Committee (TPAC) with respect to the use of Transient Occupancy Tax funds. However, there may be other programs and projects that can be undertaken within existing operations or project budgets, or for which grant funding can be obtained.

The City is a member of the Oregon Coast Visitors Association (OCVA), which may soon be taking a leading role in pursuing the completion of the Oregon Coast Trail (OCT). Several segments of the OCT are in or immediately adjacent to the City; one of these segments involves Railroad Street. One project for which funding may be available through OCVA, Travel Oregon or ODOT would be development of trail "links" to Railroad Street from Highway 101. A copy of the Brookings area section of the OCT Connection Strategy is attached.

Also attached is a copy of the 2012 City of Gold Beach Marketing Analysis and Plan. This document contains a number of findings that could be equally relevant to Brookings. For example, the study underlying the plan found that 43 per cent of visitors chose to visit Gold Beach based upon their internet research, while only 10 per cent made their decision based upon print media or brochure. The study also found that 30 per cent of visitors come from California, 28 per cent travel from elsewhere in Oregon, and 21 per cent are international traveler. The report notes that 80 per cent of visitors have no plans to go fishing, while 66 per cent of visitors go sightseeing, 51 per cent go beachcombing and 40 per cent go shopping; 21 per cent go hiking. The Gold Beach study found an 84 per cent increase in RV/Camping since 2007 and an 18 per cent decline in motel stays. Visitors reported that a major attraction is that the area offers a lot of "free" activities like sightseeing and wildlife viewing. A copy of this document has been provided to TPAC.

The Oregon Parks and Recreation Department (ORPD) developed a Curry County State Parks Master Plan in 2003. Attached are segments of the Plan relating to Harris Beach State Recreation Area, Samuel Boardman State Scenic Corridor and Alfred Loeb State Park, all of which have a significant economic influence on Brookings. Staff believes that developing additional camping opportunities at Harris Beach...which is the largest source of Transient

Occupancy Tax revenue... would have the largest short-term impact on expanding our tourism economic base. We have obtained visitor data from OPRD for HBSP which found that the majority of campers are from the Grants Pass/Medford/Klamath Falls area. There were a total of 2,503 registered campers (note: usually more than one person per registered camper) from Oregon, 1,325 from California and 376 from Washington. The campground hosted visitors from 48 states and the District of Columbia

Finally, I have attached the first draft of a visitor service project/program list developed by the staff committee. Comments/questions are invited.

Attachment(s):

- a. Oregon Coast Trail Connection Strategy (2011)
- b. City of Gold Beach Marketing Analysis and Plan (2012)
- c. Curry County Parks Master Plan (2003)
- d. Article on destination marketing
- e. Project/Program list



Nature
HISTORY
Discovery

Oregon Coast Trail:

Connection Strategy

January 2011

Introduction:

The majesty of Oregon's 362-mile coastline unfolds around every bend as the trail crosses sandy beaches, meanders throughout forest-shaded corridors, follows highway shoulders and traverses majestic headlands. The Oregon Coast Trail follows the coastline. The majority of the route is on the beach. The rest of its 382 miles wind through state parks or other public lands, and on trail easements or permits from generous private landowners.

The Oregon Coast Trail would not be here today if it had not been for two important citizens. First, Governor Oswald West designated the ocean shoreline for public use in 1913 (followed up with the Beach Bill of 1967). Then Dr. Samuel N. Dicken laid out the concept of the trail in his book *Old Oregon* in 1959.

After several years of growing public support and the passing of the Oregon Recreational Trail Act of 1971, Oregon Parks and Recreation Department (OPRD) began developing the trail. The trail exemplifies the citizens of Oregon's commitment to natural beauty and public access. The Oregon Coast Trail is a legacy that we all can experience.

In 2009, the concept of the Oregon Coast Trail turned 50 years old. In 2021, the Oregon Coast Trail will be 50 years old. We are now at that critical moment in time to begin planning for the completion of the Oregon Coast Trail by its 50th birthday.

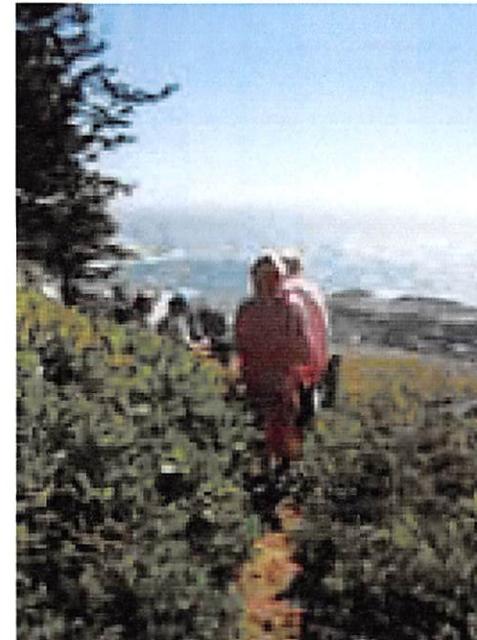
The trail was deemed "hikable" in 1988. However, there are 31 critical gaps in the Oregon Coast Trail today. A critical gap is where a hiker currently has to use a transportation corridor that was not designed for people walking. Many of these gaps are a result of restrictions caused by natural occurrences, such as waterways or due to settlement patterns blocking access. The collective total of gaps is under 50 miles.

A comprehensive plan for the Oregon Coast Trail has not been completed since 1972. The 2005 gap assessment by the National Coast Trails Association provided the basis for an Oregon Coast Trail Plan that will meet these goals:

- **Review the gaps and develop strategies to have a connected Oregon Coast Trail.**
- **Create regional identity for sections of the trail that highlights the unique beauty of**

the coast including the dunes area in the middle, the sandy beaches to the north and the rocky headlands to the south.

- **Identify key partners to assist OPRD in raising the awareness of the Oregon Coast Trail and provide a local presence for Oregon Coast Trail needs.**



Oregon Coast Trail at Yachats.

The Planning Process:

The steps for completing the Oregon Coast Trail Connection Strategy included input from local communities, land managers, public agencies, trail advocate groups, and individuals along its length (Figure 1). Four steering committees were formed, representing the North Coast, North Central Coast, South Central Coast and South Coast.

The trail was divided into 10 sections and the 31 gaps were reviewed section by section. Current use and future short-term and long-term connections were identified and development concepts were formulated through input from the stakeholder meetings. The development of the concepts reflects resource constraints and opportunities and addresses the goals, opportunities and constraints established in the planning process. The concepts include site plan drawings and written descriptions of the gaps, locations, sizes and proposed short-term and long-term solutions.

Planning Products:

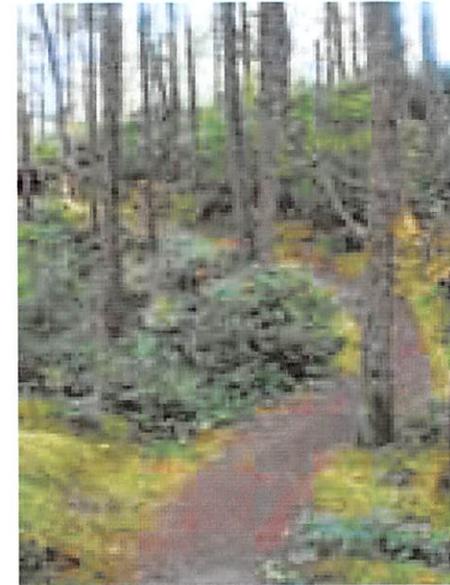
Phase I: Connection Strategy

The connection strategy is written and illustrated as conceptual “blueprints” containing summarized information about, and long term plans for Oregon Coast Trail gaps. The plan will serve as a guide for directing future planning to close the gaps for the next 20 years.

The connection strategy will direct future planning on the closing of the gaps. The connection strategy will also assist OPRD in the development of a management plan for the Oregon Coast Trail.

Phase II: Individual Gap Planning

The next step will be to develop feasibility planning, operational planning, and design planning on each gap identified in the Connection Strategy (Figure 2). This effort will succeed only with local interest and partnerships with OPRD, local communities or other land managers.



Oregon Coast Trail at Heceta Head.



Oregon Coast Trail at Cape Lookout State Park.

Shy Creek Connection:

Rocky cliffs create a barrier. The current route returns to a trail built in the Hwy 101 right-of-way at the southern end of Samuel Boardman State Scenic Corridor.

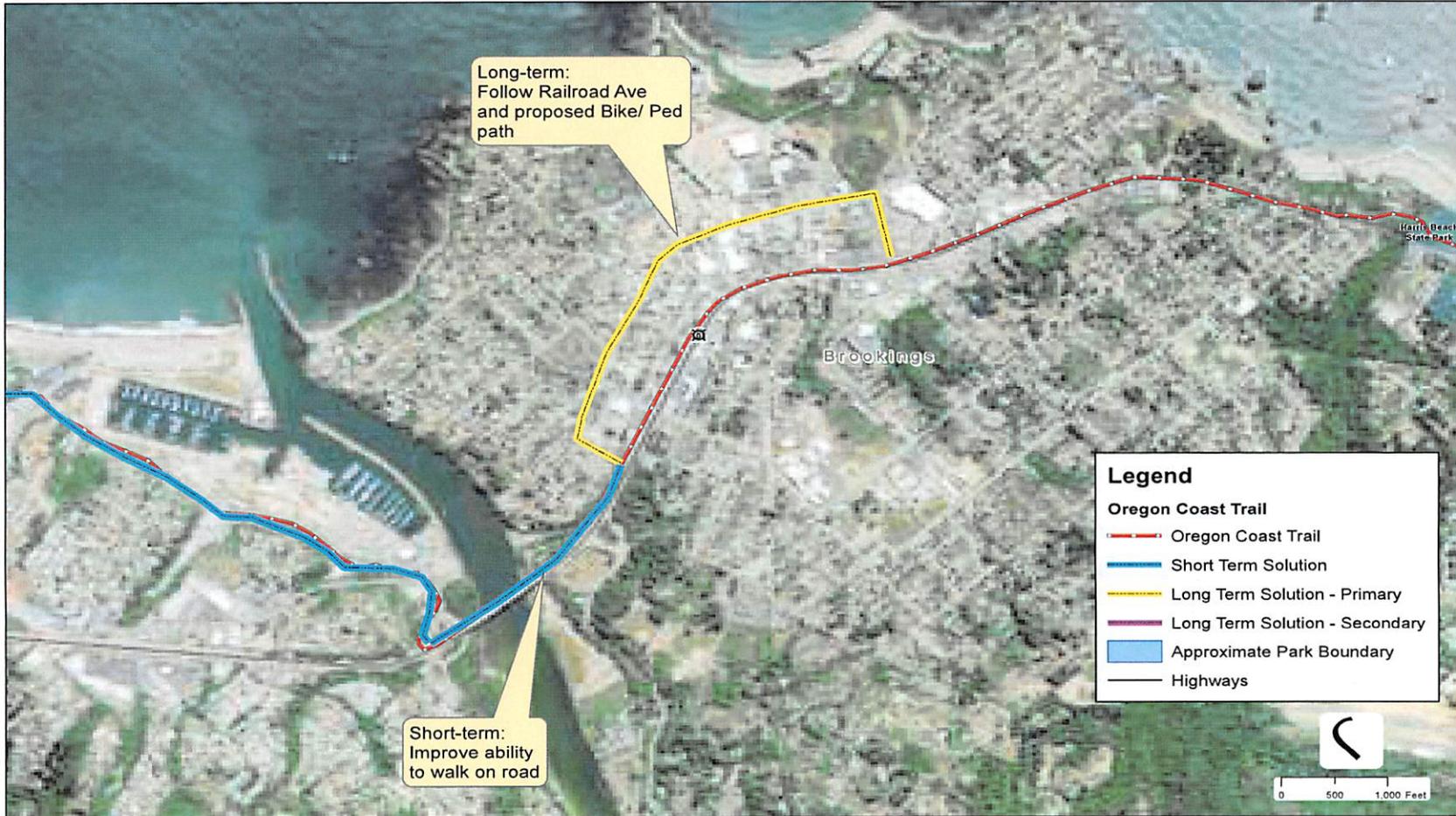
Short-term Solution:

Enhance the ability to walk on Hwy 101.

Long-term Solution:

At the north end of the gap, explore the feasibility of using existing private trail. In the middle of the gap, explore the feasibility of a beach trail, allowing for high tide implications. At the end of the gap, explore the feasibility of using an existing private beach access and streets to access Harris Beach State Park at the northern boundary at Pacific Heights Rd.





Chetco River Connection:

Rocky cliffs force the trail back to Hwy 101 at the southern boundary of Harris Beach State Park. The current route follows a bike path to Hwy 101, and continues on sidewalk to Lower Harbor Rd.

Short-term Solution:

Enhance the ability to walk on Hwy 101 and on Lower Harbor Rd.

Long-term Solution:

Explore the feasibility of placing the route onto surface streets in Brookings, first turning south on Pacific St (near Fred Meyer) and then turning east on Railroad Ave. The trail would then turn north on Oak St. and return to Hwy 101.

Winchuck River Connection:

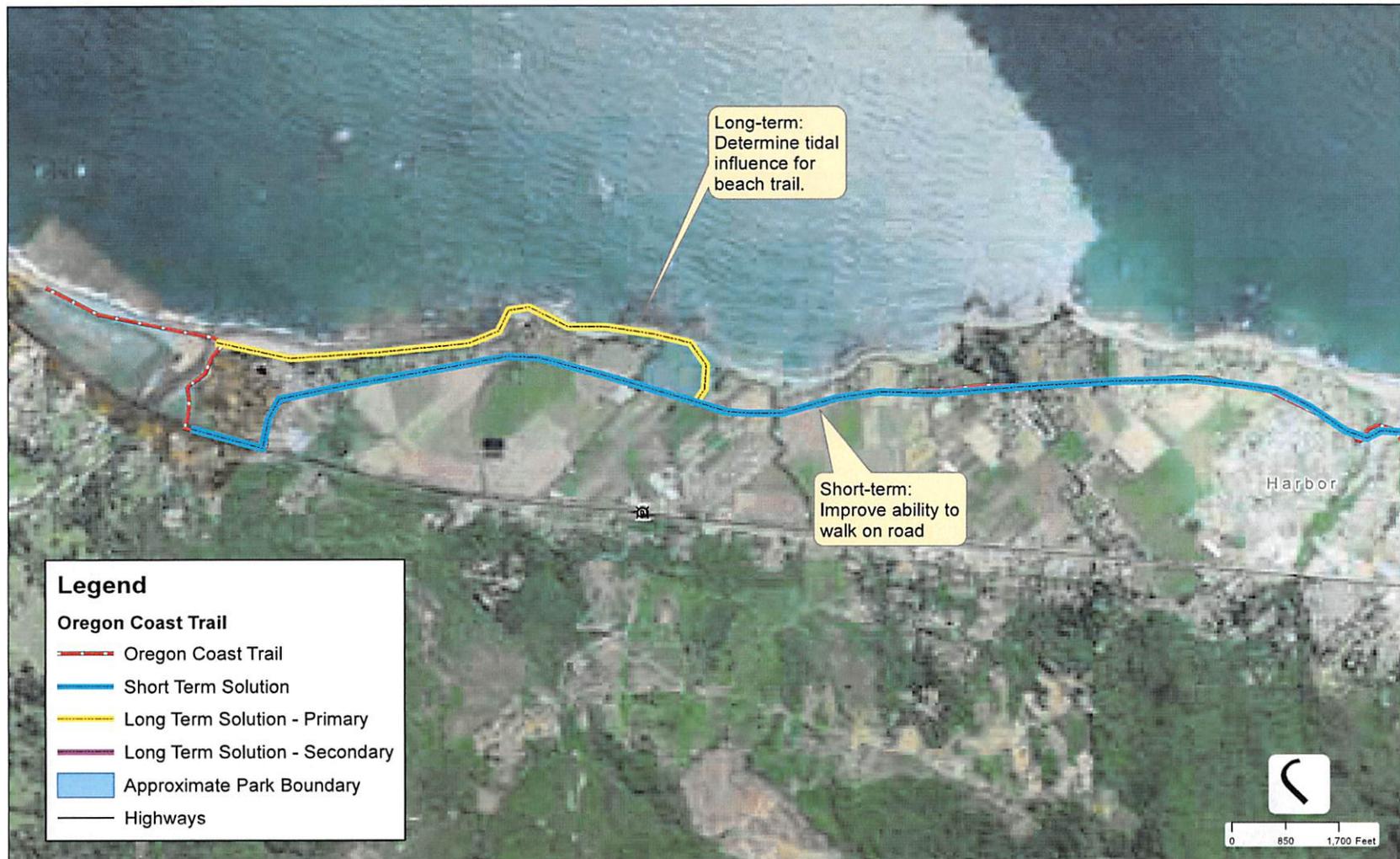
Rocky cliffs south of the harbor at the Chetco River create a barrier. The current route follows Oceanview Drive South to Hwy 101 and then returns to the beach at the Winchuck River.

Short-term Solution:

Enhance the ability to walk on Hwy 101.

Long-term Solution:

Explore the feasibility of a beach trail due to the tidal influence and a upland trail at pinch points on private lands.



Gold Beach Marketing

An analysis and plan
FY 2012-2013

Photo Credit: Leif LeFebvre



Data Sources & References

- City of Gold Beach TRF FY2011-2012 collection data
- 2010 Visitor Information Survey prepared by Curry County Economic & Community Development Department
- Dennett Consulting Group 1999 Long Range Planning Session with Gold Beach Promotions Committee
- 2002 Gold Beach Marketing Plan prepared by Blackstone PR & Advertising
- 2007 Visitor Profile Study prepared by DCG Research for Southern Oregon Visitors Association
- 2008 Fishing, Hunting, Wildlife Viewing, and Shell fishing in Oregon-State and County Expenditure Estimates Study prepared for ODFW by Dean Runyan Associates
- WorkSource Oregon qualityinfo.org

Tourism Impacts



- 17% of total workforce employment in Curry County is Tourism related
- Oregon average is 4%
- Fiscal year 11-12 (July 2011 through June 2012)
 - 70,593 hotel rooms were rented
 - \$310,591 was collected in TRT
 - \$246,593 went to the TRT fund
 - **Estimating conservatively: visitors spent \$4.8 million in Gold Beach during that period** (Industry data estimates approximately \$7.6 million)

Who are our Visitors?



- Californians and Oregonians
 - 30% Californian
 - 28% Oregonians
 - 21% are international
 - Jerry's reports their largest international audience is German
- Over 40
 - 42% are 41-60
 - 42% are 61 and over
- 56% are returning visitors
- 57% are couples



How did they hear about us? and how did they get here?



- The Internet and past experience
 - 43% found out on the internet
 - 36% from past experience
 - 11% to visit friends and relatives
 - Only 10% by brochure
- They drove
 - 71% car
 - 19% by RV
 - Only 5% in a tour bus

What are they doing when they get here?

- 66% are sightseeing
- 51% are beachcombing
- 40% are shopping
- 34% are riding the jet boats
- 24% want to see lighthouses
- 21% are hiking
- 17% are fishing
- 13% are bird watching

8 in 10 have no plans to go fishing



Has our Visitor changed?

VISITOR INFO

- 2007 and 2010 Visitor Profile Studies
 - Pre-recession and recession
- Age, income, point of origin, purpose of travel: static
- Significant Changes?
 - Significant change in “free” vacation activities
 - 22% increase Gold Beach as the primary destination
 - 20% increase in past experience visitors
 - 23% decline in motel stays/84% increase in RV/Camping
 - 18% decline in 3-6 day stays

What do the changes mean?

Change

- Rise in “free” activities
- Gold Beach as a destination
- Repeat visitors
- Motels stays down, RV/camping stays up
- Decline in longer stays



Meaning

- People still want to vacation but they don't have the \$\$ for attractions
- Free activities: beachcombing, wildlife viewing, sightseeing readily available in GB
- Still vacationing but staying closer to home and GB offers “free” outdoor activities not available anywhere else
- Again, still vacationing but doing it “in the rough” --opting for less expensive RV and camping instead of motels
- Less disposable \$\$, weekend getaways rather than weeklong getaways



SWOT: Strengths & Weaknesses

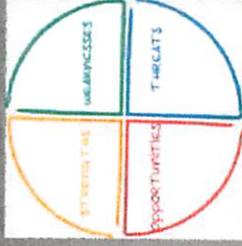
Strengths

- Best beaches on the Coast
- Rogue River
- The Rogue River Bridge
- Large menu of outdoor activities
- Jet boats
- Gateway to USFS
- Plenty of lodging
- Cool summer weather
- Remote (also a weakness)

Weaknesses

- No route to I-5 (remote)
- Limited shopping opportunities
- Restaurant diversity
- Our appearance is not cohesive—theme
- We aren't "walkable" any time of year
- What do we offer in off-season?
- Very little web presence, little social media (may not be bad)

SWOT: Opportunities & Threats



Opportunities:

What do we offer that the rest of the Coast doesn't?

- Capitalize on our remoteness—turn it into a plus. Embrace our Wild Side. That is the one thing we have that they DON'T.
- Our historical heritage is largely untapped.
- Our weather is great—better than other coastal towns and much, much cooler than the valley
- We have the BEST and largest undeveloped part of the Oregon Coast.
- We have an airport with more fog free days than any other small city on the coast.

Threats:

What can't we control?

- The bad economy
- The price of gas
- An eastern route to I-5

Lessons We Haven't Learned...



- WEAK web presence.
- Data clearly identifies the internet as the method most visitors utilized to plan their trip.
- Website has had no significant improvements in 10 years!
- The City can't effectively utilize social media but the Chamber and other partners can.
- “Be who we really are and do it well!”
- We keep trying to be something we aren't and we don't do it well.



Lessons We Haven't Learned...

- Lack of FOCUS
- Lack of knowledge, planning, and vision and cooperation consistently identified as impediments to effective promotions.
- Need to work cooperatively with Chamber, Port, Fairgrounds and County.
- Need to reach out to local business or service organizations.
- Last official marketing plan was prepared in 2002. Most strategies and tactics were ignored.
- We continue to "... hang onto the past and resist new ideas and approaches."
- We have no POSITION—how does Gold Beach POSITION itself against other coastal towns?

Lessons We Haven't Learned...



- Data consistently proves fishing and jet boating are not *THE* major attractors, but we continue to put all our eggs in those baskets.
- Data going back at least 10 years identify the #1 reason visitors come to Gold Beach is: our BEACH. In 2010 51% of visitors were here beachcombing, 66% were here sightseeing.
- In 2010 visitors were specifically queried about fishing plans: 8 in 10 had no plans to fish.
- 2008 ODFW data verifies that fresh water fishing is a distant 3rd to *Wildlife Viewing* for visitors to Curry County.



Lessons We Haven't Learned...

- We have done *nothing* to increase visitor shopping opportunities.
- Shopping is consistently identified as major activity of visitors but we have done nothing to strengthen or encourage tourism retail businesses.
- Statistically, our visitors are: 55% female, over the age of 40.
- We have consistently focused our advertising on the *SportsMAN* market.
- We don't support America's Wild Rivers Coast
- It's an excellent brand and applies to us more than any of the other cities.
- We have the Rogue—one of the original 8 Wild Rivers.
- We say we are “Nature's Adventure Center” but we don't back that up.
- Need an inventory and map—readily available, and easy to read, of ALL of our natural assets.

Lessons We Haven't Learned...



**Markets identified in 1999
that the data supports are still applicable
today:**

- Up-scale rubber tire travelers with more money than current "drive-through" visitors.
- Active visitors looking for natural attractions and historical sites.
- Small convention and meeting groups including special interest groups (self-improvement, education, company retreats, etc.)

Up-scale rubber tire travelers with more money than current “drive-through” visitors

Target:



- Overhaul web presence and look for web opportunities: Groupon, Facebook and other social media, etc.
 - Traditional print media is no longer the answer.
- 71% get here by car.
- Target our efforts within driving distance.
- Make the Mountain go to Mohammed: focus on the shows that capture the *travel* customers rather than the *sportsman* customer—we have had a presence in that market for years with no discernible ROI.
 - One in 3 of our visitors come from California. San Francisco and NorCal is an affluent market.
 - The national average wage is \$42K.
 - 26% of our visitors earn over \$100K.
 - 41% earn \$50K-\$99K.
 - $\frac{3}{4}$ of our visitors earn more than the national average.

Target:

Active visitors looking for natural attractions and historical sites

- National marketing data consistently identifies the Boomer generation as active people--but not necessarily thrill seeking like Gen X and Millennials.
- Our visitors are Boomers.
- Where do the Boomers:
 - Live, eat, work?
 - What do they read at work and for leisure?
 - What websites do they visit consistently?

Target:

Small convention and meeting groups including special interest groups (self-improvement, education, company retreats, etc.)

- There is a club or professional organization for EVERYTHING.
- Rome wasn't built in a day. Need a good event and patience.
- South Coast Writers Conference
 - Perfect example. Weekend event so there are overnight stays. Attendees this year came from as far away as Portland and Bend.
 - Professional event, good location, excellent speakers.
- City's Reservoir Painters
 - Ahead of schedule so foreman took entire crew on Jet Boats as a reward. Painters out of Portland.

Lessons We Need To Learn



- Internet, Internet, Internet
- If it's Oregon Travel on the internet--we need to be there
- Be Focused
 - We've spent 30 years "promoting by the seat of our pants." We need to treat promotions with the respect that \$4.8 million dollars deserves. We need professionals.
- Visitors want to SHOP
 - We need to give them what they want.



Lessons We Need To Learn

- Honor Fishing and Jet Boating but acknowledge the *Beach* in Gold Beach
- Embrace the fact that most visitors are coming to Gold Beach for our BEACH.
- Focus our Tier 1 Event efforts in this direction
- We ARE the wildest part of Americas Wild Rivers Coast. The brand should be synonymous with Gold Beach.



Lessons We Need To Learn



- Nature's Adventure Center requires work on our part
 - We need to make it easy for visitors to plan their adventure
- "Be who we really are and do it well!"
 - Formulate our Positioning Statement based on the reality of who we are and then DO IT really well.



Marketing Goals

Short Term

- WEBSITE #1
 - Internet presence—where ever we can be—be there
 - Other social media--but not us (Chamber)
- Identify our Position Statement
- Smaller, smarter brochure
- Natural Attractions Map
 - Professionally done
- Focus on Glass Floats as our Tier 1 event
- Research:
 - Profiling our Boomers
 - Clubs, small/medium size businesses, & organizations to target for meetings here

Long Term

- Solutions to the shopping problem
- Positioning ourselves in the NorCal market
- When you think of Oregon Coast, you think: GOLD BEACH



Issues - Harris Beach State Recreation Area

- Improve/relocate group camp
- Reorganize existing camp/shop/office. Improve registration area.
- Maintenance area is located in the middle of the campground, conflicts with campers.
- Expand beach access parking
- Lily management is needed.
- Some did not want to see the Welcome Center move.
- Some concern about providing pedestrian highway crossing.
- Many did not like a store or sales area in the park. Some thought it would be ok if run by local business or, volunteers or interpretive group.
- Open up views along entrance road.
- Yurts and cabins - some people did not support
- Concern for impacts to neighboring wetlands due to development north of the Harris Beach Welcome Center

Goals - Harris Beach State Recreation Area

Goal I - Protect and Enhance Important Natural, Cultural and Scenic Resources

- A. Implement enhancement actions for protected lilies.

Goal II - Improve Maintenance, Management and Rehabilitation

- A. Make maintenance and rehab a funding priority.

Goal III - Use Partnerships to Implement Goals

- A. Consider using partners to enhance lilies.
- B. Permit non-profit organizations to operate temporary/storable concession building at the day use area.

Goal IV - Improve Access and Orientation

- A. Redesign campground by relocating registration booth and reconfiguring the access lanes.
- B. Relocate office to a more visible location near the park's entrance.

Goal V - Provide for Recreation Needs

- A. Provide an improved group camp, consider east side site if Welcome Center is moved.
- B. Rehab campground to provide for large vehicles and additional spaces.
- C. Provide camper cabin/yurt options for overnight.
- D. Move maintenance yard out of campground
- E. Redesign/expand beach access parking.
- F. Provide office in easily seen location.

Goal VI - Improve Disabled Access

- A. Seek to provide disabled beach access.

Goal VII - Improve Interpretive and Educational Opportunities

- A. Provide more interpretive signs.

Goal VIII - Outside the Park

- A. Coordinate with ODOT and the City regarding any proposed future access and/or highway improvements that may affect the park.
- B. Coordinate with the City to control Gorse in and surrounding the park.
- C. Coordinate with City of Brookings to locate an emergency access easement along the historic highway from the Dawson Tract.

Development Concepts - Harris Beach State Recreation Area

1. **Expand Day Use Parking Area**
 - Enlarge parking area as space provides and add parallel RV sites. Incorporate staging pad into central grassy area for OPRD designed temporary structure (100 sf max) for OPRD permitted uses by non-profit organizations for concession sales. Seek to provide disabled access to the beach.

2. **Relocate Office**
 - Build new office, up to 1500 s.f., near camping entrance and overflow parking. Include parking for up to 15 cars.

3. **Construct New Maintenance Yard/Staff Lodging Area**

- The existing maintenance yard and park office needs to be moved from the center of the park. The proposed site is north of camping loop "B" with direct access into the park and to West Harris Heights and Highway #101 to the north.

Park facilities at with alternative will include shop buildings: 6 bays covered, 8 bay open, parking for 14-16 employees, garbage compactor, 7 -8 park vehicle parking areas, gas storage and 30' x 50' of open storage area.

At the time of construction, the portion of West Harris Heights Road from the maintenance yard access road to the Highway 101 shall be paved if not already.

4. **Convert Current Maintenance/Office Area To Yurts/Cabins**
 - Construct up to 5 yurts/cabins in current maintenance shop area. Provide 2 parking spaces for each yurt/cabin. Provide a group shelter up to 1000 sf.
5. **Construct Cabin Area Overlooking Wetland**
 - Construct up to 5 cabins on the westside of the Old Highway overlooking Harris Creek and the wetland area. Provide two parking spaces for each cabin. Also provide one group cabin that could be used for staff lodging.
6. **Construct Wildlife Observation Plaza-** Construct an open decked railed platform for whale watching or wildlife viewing at viewpoint.

7. Convert Existing Welcome Center Area into Group and RV camp
 - Develop 3 group camp areas to accommodate large and potentially noisy groups away from the main Harris Beach Camp Area each site contains a picnic shelter Develop existing truck parking area into group RV sites to accommodate 13-17 RVs. Work with ODOT and the City of Brookings on the development of a safe pedestrian crossing of Highway 101 and future intersection improvements. Convert existing structure into group meeting facility. Construct small meeting hall at north end of the center island. Prior to development investigate opportunities and feasibility of providing safe pedestrian crossing across Highway 101.

8. Construct Boardwalk Trail Through Wetland Area To Access Beach
 - Develop a trail from the day use parking lot north along Harris Creek, which could include a boardwalk through the low wetland area. The trail would access the beach north of the park.

9. Improve Entrance and Check- In Area
 - Move existing check-in booth south on the entrance road to a location that will allow for expansion to multiple check-in lanes including automated check-in. This expansion should shorten lines and speed up and make check-ins more efficient.
 - Improve Existing Campground
 - Replace sewer lines and hook up as needed.
 - Improvements to camp loops and parking spurs
 - Widen roads and realign pads as needed or space allows.
 - Change electrical sites to full hook up sites as needed.
 - Convert current group tent area to designated campsites at loop "E". (plus 20 sites in replacement of the existing group tent which has a max. capacity of 35 campers)
 - Convert sites near highway to extra vehicle parking (minus 14 camp sites)

Natural, Scenic and Cultural Resource Management Guidelines - Harris Beach State Recreation Area

Lily Management: The rare wetland plant associations, and their populations of western lily have been affected by overhead and buried utility lines running through the eastern half of the Recreation Area. The fen just east of Highway 101 was affected by construction of a buried line running about 50 feet east of and parallel to Highway 101. Construction involved trenching and backfilling with gravel. The second utility corridor, an overhead power line, runs diagonally through the fen in the northeastern corner of the Recreation Area. The right-of-way along this line is kept cleared of trees, and the hydrology of the fen and shrub swamp may have been altered by construction activity. More vigilance is needed by State Parks to avoid these conflicts. The management plan should clearly identify the presence of these resources so that all managers and planners are made aware of them. Partnerships may need to be developed to ensure habitat maintenance. Some form of management may eventually be needed to control invasion of woody species in lily habitat.

Gorse Control: Despite the excellent job of cutting gorse in three areas along lower Harris Creek northwest of the campground, the stumps are resprouting vigorously. These stands will revert to dense gorse cover in short order unless prompt action is taken to kill the plants with herbicide or by burning, or a combination of such practices. Coordinate with the City of Brookings and neighboring property owners to control Gorse both within and outside the park boundaries.

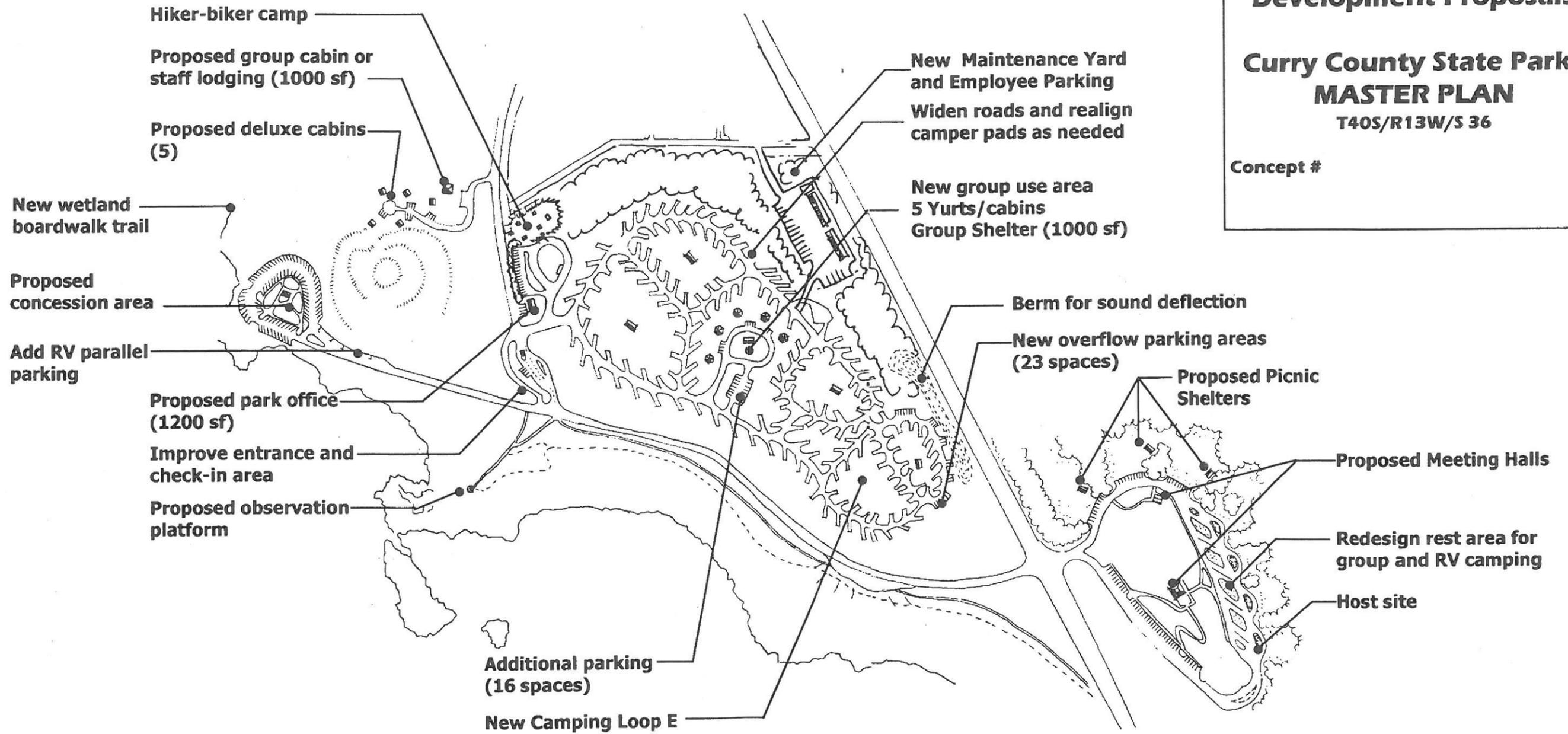
View Management: Clear select views to ocean along entrance road into the park with appropriate vegetation management techniques. Select vistas should be considered. This work should coordinate with the City of Brookings efforts to open up views along the adjacent ODOT right of way.

Harris Beach State Recreation Area Development Proposals

Curry County State Parks MASTER PLAN

T40S/R13W/S 36

Concept #



Issues - Samuel Boardman State Scenic Corridor

- Fix trails where needed. Provide some needed connections.
- Support for improvements to trailhead pull-offs, including signage, maps and better designation from the highway.
- Need to close some unsafe service roads and renegade trails.
- Vegetation management to restore views.
- See comments on the Canopy Walk Discovery Center in the Chapter VIII., Issues.
- Need better trail maps for the Coast Trail.

Goals - Samuel Boardman State Scenic Corridor

Goal I - Protect and Enhance Important Natural, Cultural and Scenic Resources

- A. Monitor archaeological sites and document changes.
- B. Implement needed forest management actions to increase habitat value and/or to restore selected views.
- C. Provide headland grassland enhancements.

Goal II - Improve Maintenance, Management and Rehabilitation

- A. Maintain existing facilities as a priority.

Goal III - Use Partnerships to Implement Goals

- A. Work with volunteers to maintain trails.

Goal IV - Improve Access and Orientation

- A. Provide better orienting signage, brochure maps and parking lot improvements for trailhead pull-outs.

Goal V - Provide for Recreation Needs

- A. Continue to provide numerous accesses to beach and Coast Trail. Improve trailheads.

Goal VI - Improve Disabled Access

- A. For current use, access will continue to be challenging due to topo and shrub cover.

Goal VII - Improve Interpretive and Educational Opportunities

- A. Provide interpretive panels at key trailheads and viewpoints.

Goal VIII. - Outside the Park

- A. Consider trading storage yard for needed ODOT property.
- B. Participate in land use approvals for Borax property development. Request screening from Highway view, pedestrian crossing, adequate highway intersection, attractive signage and support for parking expansion at Lone Ranch Beach.

Development Concepts - Samuel Boardman State Scenic Corridor

1. Construct Trailhead Signs That Give Information About Length And Relative Difficulty
2. Spruce Island Viewpoint
 - Improve pullout
 - Add left-turn lane
3. Thunder Rock Cove
 - Improve pull out
4. Thomas Creek Bridge
 - Construct observation platform with Interpretive sign looking back at the highest bridge in the state at Thomas Creek
 - Restore hogsback trail below and terraced path to view bridge
 - Improve parking area
5. Indian Sands Viewpoint
 - Add signs to warn of high winds and unstable footing at viewpoint
6. Cape Ferello
 - Interpret archaeology and industrial history, whale watching station
7. Rainbow Rock
 - Interpret striations that give rock peculiar colors (ODOT pulloff)
8. Close Informal Pull Offs
9. Consider Some Expansion Of Lone Ranch Beach Access Parking In Connection With The Borax Property

Natural, Scenic and Cultural Resource Management Guidelines - Samuel Boardman State Scenic Corridor

Forest and Scenic Management: Work with ODOT to identify needed actions and correct places for tree thinning and selective removal to improve habitat values and restore important views.

Twenty view management units have been identified within Samuel Boardman State Scenic Corridor. Then OPRD forester and park manager have visited the sites and prepared a report. This report documents each of the view management units, describes management techniques, special considerations such as the Coast Trail or proximity to the highway, estimates the amount and gives a net cost for removal.

Monitor archaeological Sites: Document any changes.

Development Concepts - Alfred A. Loeb State Park

1. Construct a vault toilet, use the best management practices and the most "up-to-date" appropriate technology to reduce odors. and picnic shelter in dayuse area
2. Remove existing toilet facility
3. Build more trails
4. High Priority Rehabilitation
 - Widen camp loop road to accommodate larger trailers.
 - The camping spurs need to be realigned for better access.
 - Water lines throughout the park need to be replaced.
 - Electric lines throughout the park need to be upgraded to new 30 amp service. Electrical breaker panel needs to be replaced and moved to the restroom store rooms.
 - Dayuse restroom needs to be replaced and have showers added.

Natural, Scenic and Cultural Resource Management Guidelines- Alfred A. Loeb State Park

- Protect and Enhance Riparian Vegetation.
- Complete a plan for Myrtle Grove rehabilitation.
- Protect the old growth forests while Allowing Interpretive Access -The forests at Loeb State Park have very significant natural values. The old-growth redwood forests represent the most northerly known occurrences of natural stands for the species. The small redwood groves in the northern unit are contiguous with the grove currently used by the Siskiyou National Forest for their redwood interpretive walk. The Forest Service grove is small enough so that the park forests greatly increases the overall viability of the stand. The old-growth Douglas-fir forests present at the site are not now represented in Oregon's system of natural areas. With better access, they could be quite valuable for research and education. These old-growth forests have high priority for protection.

Destination Marketing: Why do tourists like a destination?

By Sara Fedele, Marketing Communications Manager , USI Università Della Svizzera Italiana

Which reasons make a destination worth visiting? Is there a correspondence between how tourists perceive a destination and how the Destination Management Organization (DMO) promotes it? The main purpose of this research is to identify the reasons that make a destination - in this case, the Republic of Malta - worth a visit from the tourists' perspective. The study aims on one side, at recognizing and analyzing the main arguments used by tourists - the demand side - when reporting on their experiences on a specific destination, and on the other side to compare the found arguments with those used by the DMO - the supply side - to promote itself.

The arguments have been identified through the analysis of User Generated Contents on the destination, in the Travel forums of Trip Advisor. The results make it possible to identify strengths and weaknesses of the destination, and additionally to get information on what the DMO should focus on to improve its performances. The understanding of opinions, preferences and perceptions of tourists is a valuable starting point for the development of more effective online marketing strategies by DMO as, before speaking, they need to listen carefully to their visitors!

Where to go on holiday? This is the first question which arises when planning a trip. The answer to this question can influence positively or negatively the performance of that "couple of weeks" that are considered sacred by so many workers around the world.

Today, most of the travelers who have Internet access look for online information and tourist services, frequently asking for help and suggestions to travelers who have already been in a destination.

Recent studies have highlighted that travelers, before choosing a destination or tourist service like a hotel, prefer to receive recommendations from those who have already experienced that destination or hotel. They tend to check more and more online comments and opinions that can help them to make the right choice, trusting more the word-of-mouth by people having their same "status" of travelers than suggestions by professionals. Besides this trustworthiness, another reason of preference is that such information is cheaper and faster.

Because of the personal relation involved, word-of-mouth is viewed as a more reliable source of accurate consumer information than marketing information obtained through mass media (Pan, McLaurin, Crotts 2007). Travelers want to talk about their good or bad experiences and share their travel know-how on one or more social websites and blogs.

Tourism is an experience worth to be communicated, since once back from a trip, tourists are usually glad to talk about it.

Thus, it is important to know what travelers think about the destination and to understand which is its reputation on the market: if travelers share online negative or positive comments about a hotel or a destination, this can influence the decision of prospective travelers. A trend of good or bad comments would very likely hurt or help the business. A study of the Internet World Stats on the European market has demonstrated that social media activities have overall increased and the online European usage of social networks has grown significantly in 2009: around 30% of users connect regularly with social networks, with an increase of 18% from 2008, and more than 60% of online Europeans now engage with social media on a regular basis (a number that in some countries, such as the Netherlands, increases up to 74%).

These trends were initially intended as a threat for companies and Destination Management Organizations but recently they have given them the opportunity to create new marketing vehicles with significant effects on their businesses: they are starting to create their personal profiles on Trip Advisor or Facebook, answering to the posts of their customers, updating their "status" constantly, providing new stimulus to their customers for visiting them.

The value of the information contained in the online comment and feedback by the travelers, also called User Generated Content, is crucial for DMOs and tourism managers because, thanks to it, they are able to better shape marketing strategies for their products and services, increasing their online reputation and consequently their value. Still Crotts (1999) underlines that travel fora and travel blogs "are an inexpensive means to gather rich, authentic, and unsolicited customer feedback". Information technology advances and increasingly large numbers of travel blogs facilitate travel blog monitoring as a cost-effective method for destination marketers to assess their service quality and improve travelers' overall experiences." Thus, the internet plays an important role both for the travelers and the tourism industry: DMOs and Tourism Marketing Managers are increasingly understanding the importance of online marketing and they are consequently adopting new and more efficient online marketing strategies.

On these bases, the goal of this study is to investigate the UGC as a manifestation of individual travel experiences. This paper presents an analysis of 4,764 posts retrieved from the Malta's forum in TripAdvisor, selected in 5 different languages. By analyzing the posts written on travel fora by tourists, using the approach of Argumentation Theory, the study aims at highlighting aspects of travelers' opinions that are usually underestimated but hide a strong potential for destination management.

This study suggests a methodology that DMOs and Tourism Marketing Managers can use to estimate the perception that travelers have of their product, as well as their positioning in the marketplace.

The purpose of the research was a) to improve the understanding of people's reasons for visiting a given destination, and b) to enhance the effectiveness of destination promotional strategy, by suggesting a method to discover tourists' opinions, and consequently adapt the offer.

The study has been performed on the Republic of Malta. The country has been chosen because of its natural physical boundaries, proper of an island, that identify it as a defined destination and allow a circumscription of the tourism phenomenon.

In order to understand which is the perception of the destination from the tourist perspective, online comments and feedback by the travelers have been analyzed.

UGC have been collected on TripAdvisor (TA), that is deemed to be among the most popular and complete social network websites for travel and tourism. The data collection has been performed also on TripAdvisor's sister sites in different languages, namely English, Italian, German, French and Spanish, having considered that, according to the last annual report of the Malta Tourism Authority (MTA), the main tourism markets of Malta are UK, Italy, Germany and France. The Spanish language one has been taken into consideration due to the relevant number of UGC in that language.

The collection of data has been accomplished from the 9th of March 2010 to the 13th of May 2010: all the posts written until that date in the section "Travel Forum" have been analyzed.

TripAdvisor website	Number of Threads
TripAdvisor.com	4,577
TripAdvisor.it	67
TripAdvisor.fr	29
TripAdvisor.de	7
TripAdvisor.es	84

Fig.1 – TripAdvisor Threads

Nevertheless, not all the threads (discussion among the users in the forum) have been analyzed: in fact only posts exclusively concerning the destination have been counted, avoiding those about transportation, accommodation or other issues. A second filtering has been done to sort out only argumentatively relevant posts.

TripAdvisor website	Number of Threads	Number of Relevant Posts	Number of Arguments
TripAdvisor.com	4,577	1,185	201
TripAdvisor.it	67	81	41
TripAdvisor.fr	29	8	6
TripAdvisor.de	7	10	10
TripAdvisor.es	84	11	16

Fig.2 – Argumentatively relevant Threads

Posts on TripAdvisor.com have been categorized together with the label "US+UK". Posts on TripAdvisor.it, TripAdvisor.es, TripAdvisor.de, TripAdvisor.fr have been categorized with the label "Europe". Results have been divided according to these two main groups.

The analysis of the "supply side" has been performed on the advertising brochure "Malta - Gozo - Comino", used by Malta's DMO; the brochure is written in English and is distributed by the destination management website.

Data Collection

The identification of the arguments has been done thanks to an accurate argumentative content analysis. Analyzing tourism-related UGC with the lenses of argumentation theory seems to be particularly appropriate, given that this kind of texts have a strong deliberative aim, that is to help prospective tourists in taking a decision about their trips. UGC, in fact, cannot be considered just as online information because they don't simply aim to transmit the message from the sender to the receiver: on the contrary, they influence the receiver's attitude towards the decision, that is to say that they may give rise to a behavioral change. Therefore the argumentative analysis of tourism-related UGC, helps to find out the main reasons why (arguments), according to tourists, a destination worth a visit.

The discourse present in each relevant post has been deconstructed and reconstructed through the syllogism, a kind of logical argument in which the conclusions are deducted or induced by premises. The arguments have been recognized through the identification of argumentative keywords, those words having the specific function of pointing and unlocking the arguments in a discourse.

The main interest was to find the reasons in support of a main claim, "Malta is worth a visit", that was defined at the beginning of the analysis. Only posts advancing such claim were taken into account; the

analyst had to consider that many times the standpoint was formulated with a different wording (e.g. "I loved Malta", "We had a great time in Malta").

The following are example posts containing a main claim "Most of us love Malta", supported by arguments:

Example 1 (from www.tripadvisor.com)

"Malta - trip report - Sep 16, 2008, 3:58 PM"

Hi, welcome to the Malta forum, so glad to hear you had a lovely holiday. Most of us love Malta and go back year after year. There is always a lot to see and do and the locals are very friendly. Many people make friends there and go back to see them too."

Example 2 (from www.tripadvisor.com)

"Visiting Malta" - May 12, 2009, 4:44 PM"

Hey travelingmac, I've recently returned from a holiday to Malta [...]. Other than that Malta is a safe destination to choose because crime is low and very 'see-able' on your own.

In the first case there are three arguments such as: "(in Malta) there is always a lot to see", "(in Malta there is always a lot to do)", "(in Malta) locals are very friendly". The three arguments give deliberative information about the destination, pointing at the fact that "Malta is worth a visit" for three independent reasons. In the second example there are two main arguments in favor of visiting Malta: "Malta is safe (because crime is low)" and "Malta is very see-able".

Findings

All the arguments found in the posts have been classified according to 10 argument heads defined by considering their frequencies in the corpus of data:

1. Atmosphere
2. Beach
3. Culture
4. Dimensions
5. History
6. Landscape
7. Nightlife
8. Quality of Life
9. Sightseeing
10. Variety of Activities

The Atmosphere head contains all those arguments, which refer to the aesthetic quality, the emotional and intellectual attitude, especially distinctive and pleasing, of the destination. The Beach head comprehends the arguments that classify the destination as the typical "sun and sea" resort. In the Culture one are the arguments referring to the uses and costumes, the traditions and ways of living of the inhabitants. The Dimensions head refers to the distances among the hot spots of the destination and the perceived dimensions of the island. In History are considered those arguments which refer to the historical heritage in terms of architecture and works of art. The Landscape head, comprehends the morphological aspects and the panorama, while Nightlife comprehends clubbing and entertainment activities. Quality of life consists in all those arguments that refer to the standard of living in the destination, while Sightseeing and Exploration refers to all those activities made by tourist to see and discover the destination.

Finally under the head Variety of Activities, are inserted those arguments that refer to the activities made by tourists to entertain themselves while at the destination.

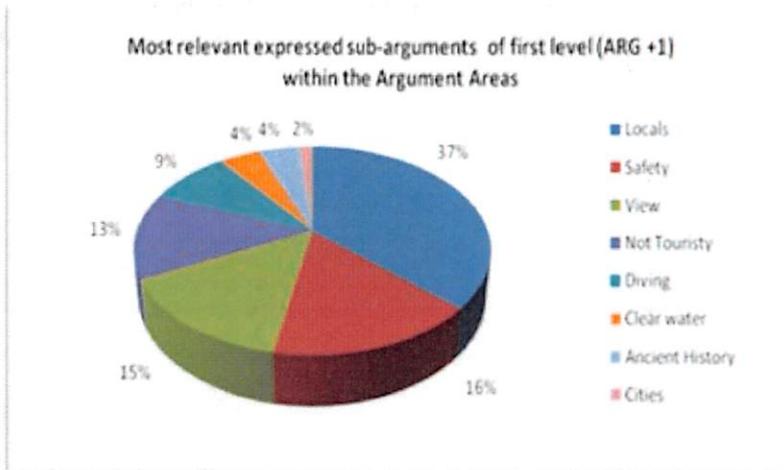


Fig.5- US+UK Sub-Arguments

Differently from TripAdvisor.com, in TripAdvisor EU (comprehending TripAdvisor.it, -.fr, -.de and -.es) the most frequent argument heads are "Atmosphere" (20%), "Beach" (20%) and "Culture" (18%). Also "Variety of Activities" (11%) "Landscape" (10%) and "Sightseeing" (10%) have high scores. This could mean that people coming from continental Europe are more interested in such characteristics. It is relevant to mention that "Beach" is important especially for Italians. In addition, the Spanish public is formed specifically by young people, which look for friendship while at the destination.

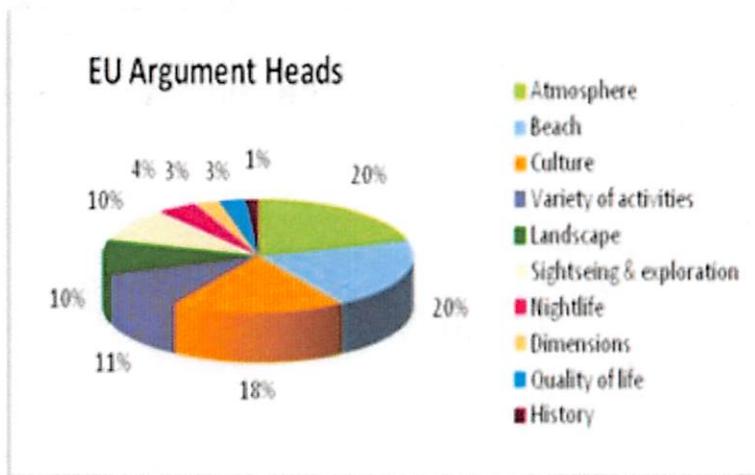


Fig.6 - TripAdvisor EU Arguments

Arguments were usually put forward in a very general form, without adding details or evidence to further support the standpoint (e.g. "Meglio se andate di sera per godere la magica atmosfera della città silenziosa"; "Valletta è una città meravigliosa, con una storia molto interessante e unica al mondo" — "Better to go there at night to enjoy the magic atmosphere of the silent city", "Valletta is a marvellous city, with a very interesting history, it is one of a kind").

Therefore it has not been possible to classify any sub-argument and it seems that for continental Europe tourists, Malta is a destination of interest above all for the "relaxing atmosphere", the "sandy beaches" and the "welcoming" locals.

The "supply side" results

The analysis of the supply side has been performed by using the same technique of the demand side. The promotional message used for Malta DMO focuses on arguments related to cultural and historical aspects of the island, beside presenting its numerous touristic attractions.

Arguments are first put forward in very general terms - e. g. "our islands have an astonishing concentration of unique cultural and historical attractions" - and they are then supported with descriptions of peculiar attractions or aspects of the islands, which function as sub-arguments.

The main arguments used by the DMO to promote the destination can be grouped as follows:

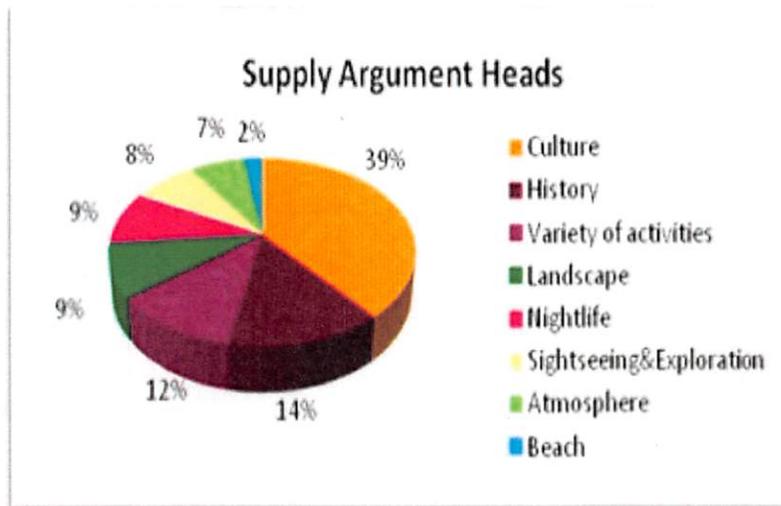


Fig.7 - Malta's DMO Arguments

Not all the arguments supported by tourists are covered in the analyzed promotional material. The main arguments used by the supply side are "Culture" and "History" and they are supported by a brief description of the megalithic temples, the baroque capital Valletta and the walled medieval city of Mdina. Two parts of the brochure are dedicated to present the many kinds of sport that can be practiced on the island (argument head 'Variety of activities'), especially during Summer, and the many cultural events that are organized, both at the local (e.g. popular feasts) and the international level (e.g. music festivals) (argument heads 'Culture' and 'Variety of activities')

Conclusions

As seen above, the brochure of the DMO focuses above all on two factors: "Culture" and "History". Nevertheless, from the analysis of the demand side came out that tourists are also interested in other aspects of the destination (depending on the nationality), while they do not mention at all some other aspects of the destination that are advertised by the DMO, such as events or sport activities.

Comparing the results between the demand and the supply, it emerges that the historical side of the destination is felt as less important than other aspects to tourists: in fact, "History" got a fourth position in TripAdvisor.com and the tenth one in TriAdvisor.EU. In addition, only few times the demand side argues about sport and Cultural events. On the contrary, "Culture" results to be very important, getting respectively the first position in TripAdvisor.com and the second in TripAdvisor EU. Particularly appreciated were the "attitude of the locals", the "food experience" and the "language".

Both for The analysis shows that there is only a partial match between the perception of the destination and the way the DMO advertises it.

In conclusion, the study gives useful information about tourists' preferences: the results gathered could be complementary to the data already obtained by Malta's DMO with different studies, and could be useful

for creating new marketing strategies focused on product differentiation according to the nationality of the tourists. Moreover, by knowing the preferences of the target markets, the DMO could better identify its weaknesses and strengths, shaping its image and reputation focusing on the customers' perception. *The paper has been written in collaboration with Professor Lorenzo Cantoni and Silvia De Ascaniis (webatelier.net, USI Università della Svizzera italiana)*

POSSIBLE VISITOR SERVICE / TOURISM PROMOTION PROGRAMS / PROJECTS

1. Improvements at City property adjacent to Social Security Bar. Restroom, pave parking, campground, picnic tables. Approach County concerning assuming ownership of property. Grants available to counties for recreational development. City Council has declined development of the property for recreational and/or RV camping use.
2. Designation as a “bike friendly city.” Encourage local businesses to secure a “bike friendly business” designation and sign through Travel Oregon. TO has indicated that if we have a significant response, they may designate Brookings as a “bike friendly city.” Provide technical assistance to interested businesses in completing applications and securing signs. Possibly assist businesses by contributing 50 per cent of the cost of the “bike friendly business” sign.
3. Consider more visible location for carousel. The City has authorized development of the “A Carousel for Brookings” project at Azalea Park. Work with the project sponsors and others in an effort to identify a more visible location along Chetco Avenue. Possibly facilitate development of the carousel in conjunction with a commercial activity.
4. Lodging at Salmon Run. The use permit originally obtained by the City for the Salmon Run Golf Course authorized the development of overnight accommodations on the site. The previous lessee has developed some preliminary plans for a park model type development. Develop a plan for overnight accommodation at the golf course with either park models or RV campsites. This would enhance visitation and generate revenue from the golf course. Possible partnership with a private operator.
5. Market survey – where do visitors come from? How is Brookings perceived by visitors? What amenities would visitors like? A good amount of data is found in the Gold Beach marketing strategy. Seek grant funding for a similar Brookings marketing strategy.
6. Consider the development of one or more destination resorts. Possible locations would include the U.S. Borax property (Lone Ranch), the property adjacent to Salmon Run and the property at the end of Bridge Street. Meet

with property owners and seek grant funding for one or more feasibility plans.

7. Ferry Creek reservoir recreational use. As the City pursues possible rebuilding of the Ferry Creek dam, include development of the lake for recreational purposes. Activities might include fishing, non-motorized boating and picnicking.
8. Improve or relocate the City visitor center. We are experiencing an increasing number of visitors at City Hall seeking visitor information. The visitor center could be enhanced aesthetically, by installing an electronic information kiosk, and by adding a big screen TV showing videos of tourist sites. An alternative would be to establish a visitor information kiosk off-site, perhaps near the fountain at Bankus Park or at Frontage Road and staff the facility with volunteers...as is the case in Ashland. Staff believes that volunteers could be attracted to staff a visitor kiosk if it were more visible and active.
9. Harris Beach State Park expansion. Develop former visitor center as a group campground. Proposed in 2003 master plan. Include meeting room facilities.
10. Access improvements at Chetco Point. Improve accessibility of trail to beach and trail to the point.
11. Tanbark overlook. Construct an overlook at the end of the access easement currently owned by the City.
12. Redevelop sports fields at Azalea Park and Bud Cross as "all weather" fields (artificial turf) to accommodate year round tournaments. Tournaments bring hundreds of players, family members and spectators. The Slippery Banana annual softball tournament fills-up local motels for 2-3 nights. More tournaments could be recruited.
13. Chetco/Railroad bike/ped connectivity with the Oregon Coastal Trail. Railroad Street is designated as a part of the Oregon Coastal Trail, and reconstruction with pedestrian and bicycle facilities is scheduled for 2017-18 between Oak and Wharf Streets. The OCT plan calls for the OCT to include Pacific and Oak Streets. Seek funding to complete pedestrian facilities on Pacific, Railroad from Pacific to Wharf, Railroad from Oak to

Alder, and Alder from Railroad to Chetco Avenue (as an alternative to Oak Street).

14. Develop a promotional video featuring Harris Beach State Park, Boardman Scenic Corridor and Loeb Park.
15. Acquire the Central Building and retrofit as a visitor center and museum in addition to commercial use.
16. Handrails at Mill Beach Access. Improve accessibility to Mill Beach with handrails. Promote that Brookings beaches (i.e. Harris Beach, Mill Beach, Chetco Beach) are all ADA accessible.
17. Develop a roadside “points of interest” map at the entrance sign on the north edge of town.
18. Secure an “Azalea City” designation through the Azalea Society of America.
19. Work with OCVA to develop a coastal advertising program through Expedia. Cost estimate is \$10,000.
20. Work with Trip Advisor to secure no/low cost advertising.
21. Work with Lily field owners to promote tourism around lily bulb growing. Explore enclosing a small brochure in retail bags of lily bulbs that invites the purchaser to “Visit Where I Was Born” with brief information about Brookings and Smith River.
22. Relocate the Chetco Museum into the City.
23. Develop a virtual tour video of the bomb site and its history.
24. Establish a sister city, possibly in Japan, possibly with a City that works with Travel Oregon. Possibly with the Chinese City of Yangzhou where the ICMA international summit was held, and which is predominantly a tourism city.
25. Approach the Brookings Institute about offering programs from its executive education fellowship program at SWOCC. Currently, Brookings Institute executive education programs are only offered at their facility in New York City. A western alternative would potentially attract more students, who would stay in Brookings for the 1-2 week programs.
26. Participate in joint promotional activities of OCVA, Wild Rivers Coast and other regional tourism promotion organizations.