

CURRY COUNTY PROMOTIONAL ALLIANCE STRATEGIC MARKETING PLAN

Table of Contents

Preface.....	1
Executive Summary	2
Curry County Promotional Alliance Strategic Marketing Plan.....	7
Introduction	7
Assessment Overview	7
Stakeholders	8
Vision Statement	9
Goal 1: Countywide coordination of promotional efforts	9
Strategy 1.1 Obtain resolutions of support for the CCPA	10
Strategy 1.2 Adopt a formal organizational status for the CCPA.....	10
Strategy 1.3 Adopt a CCPA governance structure (bylaws)	13
Strategy 1.4 Implement jointly agreed to priorities for the CCPA.....	13
Goal 2: Tourism is a strategic component of an economic development strategy.....	13
Strategy 2.1 Curry County as a destination of choice for travelers.....	14
Strategy 2.2 Apply the principles of sustainable nature-based tourism.....	17
Strategy 2.4 Maximize the length and frequency of stay.....	19
Strategy 2.5 Develop and sustain a “Buy Curry” promotional campaign.....	19
Strategy 2.6 Develop a Livability promotion that highlights Curry services.....	20
Strategy 2.9 Use relationship marketing across all categories	20
Strategy 2.10 Everyone in Curry County is part of the promotional team effort.....	21
Strategy 2.11 Leverage and use the energies and talents of youth.....	21
Strategy 2.12 Increase involvement of seniors.....	21
Strategy 2.13 Understand the relationship of fishing to the economy	21
Goal 3: Innovative and integrated use of new technology and traditional media	22
Strategy 3.1 Take advantage of the new model of influence	22
Strategy 3.2 Targeted use of traditional media	22
Goal 4: Revenue to support CCPA actions	22
Strategy 4.1 Understand CCPA priorities and establish funding needs	22
Goal 5: Continuous improvement	23
Strategy 5.1 Develop and apply a set of evaluation metrics	23
Recommendation for a CCPA start-up project.....	23
Appendix 1—Inventory and Assessment	24
Introduction to the Inventory and Assessment	24
Location	24
Geography	24
Adjacent Counties:.....	24
Incorporated cities:.....	24
Unincorporated communities and Census Designated Palces:	24
Population, 1969 - 2006	24
Infrastructure and Transportation	28
Infrastructure.....	28

Area Telecommunications	28
Area Transportation	29
Local Transportation Impacts	29
Impact of Distance to I-5 Corridor.....	30
Traffic Flow	30
Rail	31
Air	31
Income and Wages	32
Income in Curry County	33
Wealth	35
Entrepreneurship	35
Curry County Unemployment.....	36
Poverty in Curry County	36
Homeless Households.....	38
Affordable Housing Units by Census block Group	38
Curry is a Severely Distressed County	39
Tourism, Products, Services and Livability in Curry County.	39
Tourism	39
Changes in Tourism	42
What is New Tourism?	43
The New Tourist	43
New Tourism for the New Tourist.....	44
The New Age of Tourism	45
Network Tourism Initiative.....	46
Interpretive Highways.....	47
Interpretive Centers.....	47
Emergence of Recreational and Educational Travel.....	47
Ecotourism Now the World’s Largest Industry	48
Significant Aspects of Eco-tourism	48
Eco-tourism Targets Upscale Market Opportunities	49
Products.....	50
Manufacturing Along the Oregon Coast.....	50
Few Large Manufacturers	50
Manufacturing Employment in Decline.....	50
Curry Product Promotion	50
Services	51
Livability.....	51
The Move to a New Promotional Paradigm	52
Websites	52
Web 2.0:.....	55
Use of metrics	56
Hospitality 101	59
Oregon Coast Culinary Institute	59
Current Curry County Marketing and Promotional Approaches	60
Marketing and promotional approaches are underway	60
Observations	62

Emergence of Curry county Promotional Alliance (CCPA).....	63
Listening Sessions	63
Summary of Findings	64
Appendix 2—Additional Curry County Data	66
County Zip Codes.....	66
Census Tracts.....	66
Curry County People QuickFacts.....	68
Curry County Facts.....	69
Selected Social Characteristics	70
Selected Economic Characteristics: 2005-2007.....	75
Selected Housing Characteristics: 2005-2007	79
Selected Demographic and Housing Estimates: 2005-2007	83
County In and Out Flow of Population	87
Selected Statistics by Economic Sector (NAICS Detail): 2006	88
Oregon Progress Board Benchmarks – Curry County	89
Sorted on Benchmark.....	89
Sorted on Rank.....	91
2007 Traffic Volumes on State Highways	93
Lodging Tax Receipts by Community	94
Curry County Travel Impacts, 1991-2007p.....	95
Appendix 3—Listening Sessions.....	96
CCPA Listening Sessions - Combined Results	96
Who are the current organizations doing promotional work?	96
How successful are these efforts and how can they be more successful?.....	98
What does quality mean and how you define quality?	100
CCPA Listening Sessions – Individual results.....	101
Participants	108
Appendix 4—Things to Do, See and Buy in Curry County: <i>the short list</i>	110
Appendix 5—CCPA Annual Performance Survey (Draft).....	113
Appendix 6—Sample Bylaws for a Not For Profit Organization.....	116
Appendix 7—Glossary of Terms	120

Table of Figures

Figure 1 -- Curry County Population, 1969 – 2006.....	25
Figure 2 -- Population Indices, 1969 - 2006	25
Figure 3 -- Population as a Percent of the Statewide Total, 1969 - 2006	26
Figure 4 -- Population Annual Percent Change, 1970 - 2006.....	26
Figure 5 -- Population Growth: Annual Percent Change.....	27
Figure 6 -- Comparison of 2007 Population by Oregon County	27
Figure 7 -- Percent of Population by Age, 1997 and 2007	28
Figure 8 -- Infrastructure Indicator	28
Figure 9 -- 2007 Southwest Coast Traffic Flows.....	31
Figure 10 -- Traffic flow map Legend	31
Figure 11 -- Personal Income, Dividends, Personal Current Transfer Receipts 1969 - 2006	32

Figure 12 -- Average Wage per Job 1969 - 2006.....	32
Figure 13 -- Total Full-time and Part-time Employment, 1969 - 2006.....	33
Figure 14 -- Private Earnings plus Dividends, Interest and Rent and Personal Current Transfer Receipts.....	33
Figure 15 -- Private Earnings from Employment in Curry County (in millions).....	34
Figure 16 -- Private Earnings from Employment Percentages, 2006.....	34
Figure 17 -- Average Annual Payroll per Covered Worker (all industries, 2006).....	35
Figure 18 -- Wealth Indicators.....	35
Figure 19 -- Entrepreneurship Indicators.....	36
Figure 20 -- Curry County Seasonal Adjusted Unemployment Rates.....	36
Figure 21 -- Curry County Poverty 2007.....	37
Figure 22 -- Percent with Household Incomes below 100% of Federal Poverty Level.....	37
Figure 23 -- High School Dropout Rate.....	37
Figure 24 -- Homelessness One Night Overview.....	38
Figure 25 -- Stated Causes of Homelessness.....	38
Figure 26 -- Affordable Housing Units by Census Block Group.....	38
Figure 27 -- Curry is a Severely Distressed County.....	39
Figure 28 -- 2007 Oregon & Curry Tourism Spending, Earnings, Jobs and Tax Receipts.....	39
Figure 29 -- Total Direct Tourism Spending 1991 – 2007 (in millions).....	40
Figure 30 -- 2007 Oregon and Curry County Leisure and Hospitality Comparisons.....	40
Figure 31 -- 2002-2007 Visitor Spending by Type of Traveler Accommodation (\$Million).....	40
Figure 32 -- 2002-2007 Visitor Spending by Commodity Purchased (\$Million).....	41
Figure 33 -- 2002-2007 Tourism Earnings Generated by Travel Spending (\$Million).....	41
Figure 34 -- 2002-2007 Tourism Employment Generated by Travel Spending (Jobs).....	41
Figure 35 --2002-2007 Tax Receipts Generated by Travel Spending (\$Million).....	42
Figure 36 -- 1997 to 2007 Lodging Tax Receipts by City 1997 - 2007.....	42
Figure 37 -- Manufacturing has Declined on the Oregon Coast (2007 Employment).....	50
Figure 38 -- Concentration in Professional Services Relative to the U.S.....	51
Figure 39 -- Human Amenities Indicators.....	51
Figure 40 -- Percent of Registered Voters Who Participated in Biennial General Elections.....	52
Figure 41 -- Percent of Seniors Living Outside of Nursing Facilities.....	52
Figure 42 -- The New Model of Influence.....	56
Figure 43 -- Curry County Zip Codes.....	66
Figure 44 -- Census Tract 9501, Population 3,055.....	66
Figure 45 -- Census Tract 9502, Population 4,754 and Census Tract 9503.1, Population 4,104.....	67
Figure 46 -- Census Tract 9503.2, Population 4,391 and Census Tract 9504, Population 4,833.....	67
Figure 47 -- Curry County Facts.....	70
Figure 48 -- Selected Social Characteristics.....	74
Figure 49 -- Selected Economic Characteristics: 2005-2007.....	78
Figure 50 -- Selected Housing Characteristics: 2005-2007.....	82
Figure 51 -- Selected Demographic and Housing Estimates: 2005-2007.....	85
Figure 52 -- In Flow of Population to CURRY.....	87
Figure 53 -- Out Flow of Population from CURRY.....	87
Figure 54 -- Selected Statistics by Economic Sector: 2006.....	88