

# Coos Bay | North Bend | Charleston VCB

Strategic Plan 2023-2025



## VISION

By 2032, the Coos Bay/North Bend/Charleston area will have evolved as a destination, bringing in a new demographic of visitors and offering those visitors an enhanced experience.

Our focus on adventure will be expanded, drawing a broader group of outdoor recreation and adventure travelers who take part in running, biking, fishing, golf, hiking, and watersports. An expanded trail network will leverage our running heritage to draw runners and running events, while equipment rentals for items like bikes and kayaks will be available in close proximity to where visitors use them—enabling greater access to these activities.

Our region will also be host to a greater number of arts, cultural, and outdoor adventure events. Events such as a winter festival or a brewery festival will draw visitors in the off-season, and our summer and shoulder seasons will be filled by music festivals and outdoor adventure competitions and gatherings. These events will be supported by a more robust promotion and communication system and partnerships with the cities and other entities that will foster the continued growth of these visitor-attracting events. Visitors will also be able to procure a “master pass” enabling them to visit multiple arts & cultural attractions while they are here, and connections with our Indigenous communities will enhance the visitor experience and deepen the benefits that the tribes receive from tourism.

Our local businesses will thrive in this expanded visitor economy, with a mix of locally-owned restaurants serving local seafood and produce, catering to every palate and price point. A thriving brewery scene will complement the outdoor recreation and adventure attractions we have, while vibrant shopping areas showcasing local wares will draw foot traffic and Main Street events and promotions will attract and keep visitors in these commercial areas.

Our accommodations offerings will be more diverse—we’ll still have the mix we have today, but more boutique offerings, upscale hotels, and small lodging operators will round out the mix and add variety. Visitors will find places to stay at every price point, and will find amenities they want at many of our accommodations, including things like more food and beverage options in-house, spa services, or beachfront access at the hotels.

The infrastructure in our region will better support the visitor economy we seek—widely available and robust broadband will support local businesses and remote workers alike, aviation connections to Portland and beyond will allow for easier access, local rideshare options will enable visitors to get around more easily, and enhanced walkability and pedestrian-friendly streetscapes in the commercial areas of our cities will encourage visitors to linger longer and engage with our small businesses.

The benefit of all this activity will be readily apparent to both our residents and our elected officials, as they will see not only the economic impact but also the quality of life improvements that a healthy and thriving visitor economy can bring.

## MISSION

To inspire visitors and create desire to explore the region, and to contribute to our visitor economy through creative marketing, effective communication, and destination stewardship

## VALUES

- » ACCEPTANCE: Our trust, care, and mutual respect enable us to bring our whole selves to work
- » WONDER: We never lose sight of the privilege it is to work in this industry and in this place
- » ENGAGEMENT: Our dedication, ownership, and focus on continuous improvement keeps our eyes on the prize

**OBJECTIVE 1**  
Drive visitation and length of stay

**OBJECTIVE 2**  
Deepen community engagement and education

**OBJECTIVE 3**  
Nurture and promote a sustainable, diverse, and welcoming community

**OBJECTIVE 4**  
Advocate for asset and infrastructure improvements

**OBJECTIVE 5**  
Build our organizational capacity

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## OBJECTIVE 1 Drive visitation and length of stay

### INDICATORS

- » Raise length of stay to 3.75 days within 3 years
- » Year-over-year growth in total visitation

### STRATEGIES

- » Identify partner organizations to foster education & voluntourism
- » Develop consistent hotel partner packages & promotions
- » Create a cultural asset passport program and sell tickets through VCB
- » Focus marketing efforts on high-return verticals such as running and events
- » Develop remote work + play promotions

## OBJECTIVE 2 Deepen community engagement and education

### INDICATORS

- » Improve stakeholder survey score on VCB communication
- » Year-over-year growth in attendance of Tourism Week Luncheon
- » Year-over-year growth of customer service score on visitor survey

### STRATEGIES

- » Institute annual Tourism Week Luncheon for stakeholders
- » Deepen engagement and relationship-building with local businesses and tourism stakeholders, including front-line recognition program
- » Adopt and deploy customer service curriculum for tourism businesses
- » Partner with BACC on business education
- » Translate Board reports into regular industry newsletter

## OBJECTIVE 3 Nurture and promote a sustainable, diverse, and welcoming community

### INDICATORS

- » Year-over-year growth in visitor perception of destination sustainability
- » Year-over-year growth in perception of welcome on visitor survey

### STRATEGIES

- » Launch and sustain annual visitor survey
- » Engage VCB in being “at the table” on local conversations and planning around sustainability and diversity
- » Develop a sustainable tourism section on the VCB website
- » Lead the creation of a DEI plan for the local tourism industry

## OBJECTIVE 4 Advocate for asset and infrastructure improvements

### INDICATORS

- » Three-year improvement in aggregate multi-modal transportation score on stakeholder survey
- » Increase in commuter flights to our airport
- » Year-over-year increase in average tourism infrastructure score on visitor survey

### STRATEGIES

- » Develop a prioritized list of transportation gaps for the visitor economy and advocate for strategies to solve them
- » Create an asset map for adventure equipment rentals, including access opportunities for persons with disabilities
- » Advocate to expand the geography and quality of broadband access in our region, including our State Parks

## OBJECTIVE 5 Build our organizational capacity

### INDICATORS

- » Year-over-year growth in volunteer headcount
- » Year-over-year growth in open rate on our stakeholder emails
- » Growth in general satisfaction score on stakeholder survey

### STRATEGIES

- » Hire PR contractors for visitor facing content and to broaden our capacity for stakeholder communication.
- » Perform a skills and capabilities gap assessment for the staff
- » Formalize a professional development plan for staff
- » Enhance volunteer recruitment