

Garibaldi Destination Management Plan

December, 2021



What is sustainable tourism?

It serves:

- people***
- place***
- profit***

To support sustainable tourism, you must ask three questions of all actions taken on behalf of tourism:

- 1. Does this serve the community (people)***
- 2. Does this respect the environment and culture (place)***
- 3. Does this create economic vitality (profit)***

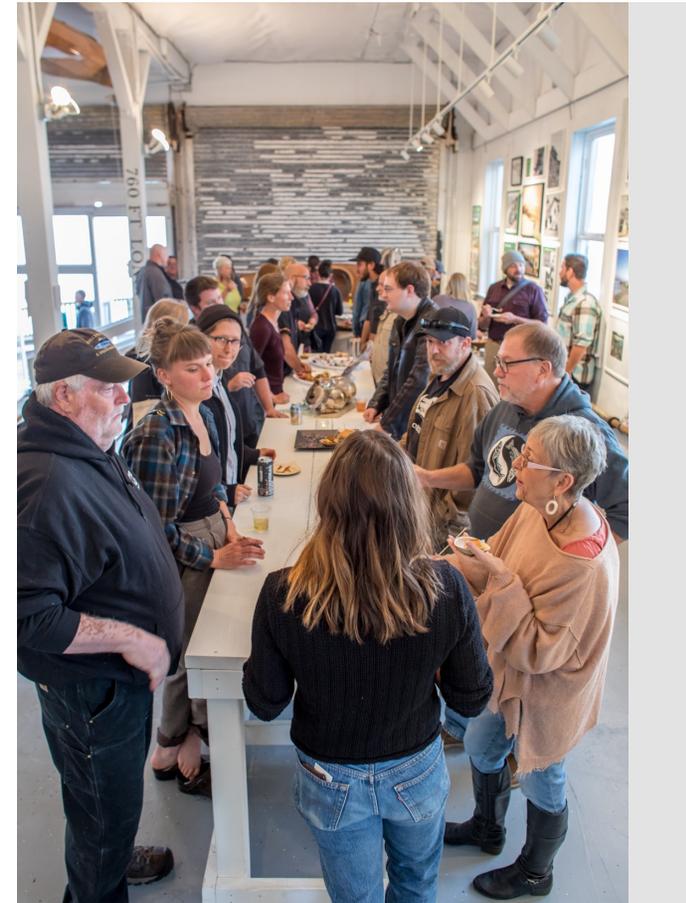
What is DESTINATION MANAGEMENT?

Destination management puts sustainable tourism into practice...

...a process that involves coordinated actions aimed to control the economic, socio-cultural and environmental dimensions of a specific tourism territory.

Above all, destination management is a community effort...

...carried out by local municipalities, tourism organizations, and other tourism stakeholders in partnership, following principles of good governance.



WHY?
VISION
MISSION

Why do a strategic plan?

When managed, tourism brings many benefits to a community: jobs, businesses, activities, investments, opportunities. A strategic plan is a roadmap for projects and for using TLT to enhance tourism activities and facilities.

Vision

Garibaldi remains true to its heritage while ensuring its future through smart, sustainable, strategic development.

Mission

Through sustainable tourism and destination management principles, Garibaldi's city, port, nonprofits and business sectors work in collaboration to benefit the community, protect the environment, and build year-round economic success, using tourism initiatives as a guide and lodging tax as an investment tool.

Diagram/**Example**: TLT History and Use: ORS 320.300

Prior to 2003	After 2003	January 1, 2014
Room tax goes to general budget	Any rise in room tax subject to state law of 70/30 split	County implements 10% transient lodging tax; cities raise to 9%
4% original lodging tax Goes to city's general fund	Example: Raise room tax to 6% 4% original lodging tax Continues to go to city's general fund	Most cities raise room tax to 9% 4% original lodging tax Continues to go to city's general fund
<i>Garibaldi has had a lodging tax since 1994</i>	5% and 6% increase subject to 70/30 split: 30% going to general budget 70% tourism facilities or promos	5% to 9% local room tax subject to 70/30 split: 30% going to general budget 70% tourism facilities or promos
		10% of 10% total room tax from cities in Tillamook County sent to county
	State adds 1.5% state tax, goes to Travel Oregon	1.5% state tax continues

Tourism Trends

What visitors want

Under the promise of stewardship

1. Rural area

4. Outdoor Recreation

2. Near water

5. Culinary

3. Local experiences

6. Arts and Cultural heritage

Who they are

GenX & Millennials;
Boomers (not as many as in 2014)
Multi-generations

OR, WA, ID, CA, UT

OR: Portland Metro,
Willamette Valley

Community Values

(based on input from Workshop #1)

Stewardship of environment:
watershed, bays, estuaries, fisheries, water quality

Availability of Fresh Food:
seafood, clams, crab, local produce, nearby hunting, foraging

Cultural Heritage:
working port, Coast Guard, museum, railroad, Big G, boathouse

Access to Outdoor Recreation: charters, fishing, shellfish foraging, hiking, bay, river, water trails, wildlife

Strong sense of Community: culture of engagement, affordable, strong work ethic, kindness prevails

Local Assets

(based on input
from Workshop #1)

Activities

- Events (*Garibaldi Days, Crab Races, Crave the Coast, Garibaldi Night Market, Tuna Classic, Pirate Festival, Blessing of the Fleet*)
- Explore Nature Series (TEP)
- Shop at the Docks
- Eclectic shopping (antiques, art)

Scenic views, wildlife

- Blue Heron Rookery
- Birdwatching
- Ghost Hole
- Big G
- Solitude (*near water, can relax, fresh air, rural area, local experiences*)
- Wildlife (*sea life, deer, elk, etc.*)

Outdoor Recreation

- Fishing, charter fishing
- Boating/kayaking
- Water trails
- Clamming and crabbing
- RV camping
- Salmonberry Trail
- Oregon Coast Trail
- Garibaldi Marina
- Charter fishing
- Tillamook Bay
- Miami River
- Tillamook Bay Heritage Route
- Explore Nature experiences

Local Assets

(based on input
from Workshop #1)

Arts & Cultural Heritage

- Garibaldi Maritime Museum
- Port of Garibaldi
- Historic Boathouse
- Oregon Coast Scenic Railroad
- Big "G"
- Historic smokestack
- U.S. Coast Guard

Visitor Amenities

- Marina
- Three hotels
- Four RV Campgrounds
- Chevron and Shell stations
- Garibaldi Grocery
- Port of Tillamook Bay
- TEP (guided tours)
- Grocery store
- Restrooms at Port and Park
- Docks

Culinary

- Fishing, shellfish
- Restaurants (three on the North Coast Food Trail)
- Foraging for mushrooms
- Fresh seafood for sale in multiple places
- Drive-thru coffee
- Food cart in summer

SWOT: STRENGTHS

- Culture of stewardship (natural resources key to economics, community and environment)
- Good leaders (in several organizations)
- Port of Garibaldi (active, working port with tourism amenities)
- Fishing culture (sportsman's paradise!)
- Scenic beauty (one of the best "pull over and look" on the coast)
- Small businesses (strong work ethic, adaptability, creativity, determination)
- Sense of community support for each other
- Rural authenticity (Garibaldi remains true to its roots/heritage)
- Proximity to major roadways (Highways 26, 6, 53); Hwy 101 is "Main Street"

Three lodging properties and multiple RV campgrounds

(based on input from Workshop #1)



SWOT: WEAKNESSES

- Affordable housing (impacts staffing needs)
- Shortage of workforce (partly impacted by lack of affordable housing)
- Need bigger/better fish file stations/processing equipment
- Unsafe bar crossing (south jetty)
- Businesses tend to work in silos (need more collaboration/communication)
- Main street needs improvement (empty and deteriorating buildings)
- Lack of retail mix
- Signage (need plan and consistency, better directionals)
- Need reasons to stop in town
- Lack of meeting space/venues – Old Mill venue now under private ownership (not sure of future access as a public venue)
- Need more volunteers

(based on input from Workshop #1)



SWOT: OPPORTUNITIES

- More trails
- Development of Tillamook Bay Heritage Route
- Improve pedestrian safety (ODOT may include this in their improvements)
- More housing (multi-unit, affordable homes, etc.)
- Wayfinding (work with tourism organization on plan)
- Cultural/Museum improvements (Maritime Museum, Historic Boathouse, OCSR)
- Make south jetty bar safer
- Trash management
- Improved parking areas
- Improved public restrooms
- Develop train depot (OCSR has plan, needs funding)
- TEP Interpretive Center (this will become a center of excellence for waterways and restoration)
- Events facility
- More areas for non-motorized boating (kayak launch area)

(based on input from Workshop #1)



SWOT: THREATS

- Natural disaster – in tsunami zone
- Warming climate – could change seafood industry
- Toxic “red tide” levels affecting shellfish
- Lack of an experienced workforce (staffing at crisis levels now)
- Failed South Jetty bar – would stop recreational and commercial fishing
- Activists – be informed about a topic or industry vs. agendas (political and causes)
- Overtourism – threat of diminishing community livability – not enough capacity
- Ongoing Covid – or new pandemics
- “Greying of the fleet” – is a new generation interested in entering industry?
- Forest fires

(based on input from Workshop #1)



Initiatives

(based on values, assets, SWOT and community input; based on input from Workshop #2)

Under the scope of Sustainable Tourism and Destination Management

1. Community Development

4. Arts & Cultural Heritage

7. Infrastructure

2. Business Development

5. Food experiences

8. Stewardship

3. Outdoor Recreation

6. Tourism Marketing

9. Public Safety and Education

Initiatives

1. Community Development

Serves: People, place, profit

What	Why/Who	When/How
Guest Service Gold Training – goal is to have businesses qualify as “GSG Properties”; improves customer service skills	Customer-facing employees, business owners, managers. Professional certification; public relations story; history of business uptick from improved service.	Winter is best time; facilitated by TCVA; 4-hour training; no fee
Consider applying for a Main Street Program: Goal is to revitalize older and historic commercial districts, make town look better – “place of pride”	City takes lead; businesses involved. Main street of Garibaldi looks rundown – “broken window” syndrome; encourages property owners to improve and beautify exteriors	City applies to Main Street program. Helps with funding and planning. Get advice from Tillamook Chamber; <i>requires a program administrator (can be a contractor)</i>
Grant writing training	With federal and state funding, professional grant writing skills are required.	TCVA can hire grant writer for training. Or city can contract with writer. Start now.
Community events: Crab Races	Lions Club working to return event in 2022. Needs volunteers and funding.	TCVA can help sponsor; city can also use TLT funds for this event.

Initiatives

1. Community Development

Serves: People, place, profit

What	Who/Why	When/How
Community events: Garibaldi Days	Contract with events manager; Improve on vendors – bring in more local-based product vendors	Summer is traditional time; city funds event with TLT
Community events: NEW (suggestions: Tillamook Bay Arts & Culture Festival; Tillamook Bay Water Festival)	City or Port: launch a festival combining fishing, cultural orgs, arts, food, Explore Nature, Shop the Docks	Apply for a TCVA marketing grant in 2022; get sponsors, involve city, port, nonprofits and businesses - late spring?
Coordinate reliable volunteer groups	Need assistance at events. Many nonprofits offer volunteer services in exchange for donation.	Start now to be ready for upcoming events.
U.S. Coast Guard buildings	City may be recipient of two buildings, one large enough to be a meeting venue	Due diligence and inspections are needed; ensure affordability of renovations.

Initiatives

2. Business Development

Serves: People, place, profit

What	Who/Why	How/When
Workforce training for local industries to help solve staff shortages and much-needed skill sets.	Train shipwrights, fish filleters, charter boat staff, kitchen and hotel staff. Businesses in need of skilled workers. Shipwright training could be a nonprofit school –something to explore, given there may be many shipwrights in the community.	Schedule training with local experts during off-season; kitchen and hotel staff can do online training through TCVA and OHF, or in-person training with chefs. TCVA can conduct grant writing classes. Model shipwright training after program in Port Townsend – long-term project
Develop seafood processing, cold storage facilities to support commercial fishing industry	Port, TCVA, Col-Pac, TEP coordinating efforts; Garibaldi lacks these essential facilities	Underway with Food Innovation Center development and Port; needs more local champions. Seeking funding sources.
Develop a “Red Carpet” team to approach complementary businesses with relocation or start-up opportunities	Planned, localized economic development effort; involves commercial real estate agents, city project manager, Port manager, and private sector reps.	Agent contacts potential members of Red Carpet team; determine complementary industries and businesses, reach out to possible businesses, such as those that support stewardship, tourism, fishing, retail, etc.
Business training: online ordering systems, marketing plan development, etc.	Help businesses with long-term planning; add gift card services, online ordering, optimizing social media etc.	TCVA can help, either facilitating the training or hiring a consultant for group workshops.

Initiatives

3. Outdoor Recreation

Serves: People, place, profit

What	Who/Why	When/How
Tillamook Bay Heritage Route, Salmonberry Trail coordination, planning.	Coordinate efforts of coastal route with other cities, from Nehalem to Port of Tillamook Bay. Collaboratively plan amenities and funding for services.	Work with TCVA Trail and Outdoor Rec Coordinator; meetings planned for January. Work with board members from Boathouse, Port, cities, Salmonberry Foundation.
Improve trail to Big G	Ask Trailkeepers of Oregon for advice and assistance.	Sooner the better. TCVA Trail and Outdoor Rec Coordinator can assist
Kayak launchers in more areas of port and marina	Improve outdoor access for those with mobility issues. Beach wheelchairs assist during events under the tent.	Grants are available through various sources: TCVA, Travel Oregon, nonprofits for ADA.

Initiatives

3. Outdoor Recreation

Serves: People, place, profit

What	Who/Why	When/How
Explore Nature Series	TEP continues “outdoor school” on environmental, stewardship, seafood and other topics to educate public and students.	Work with TCVA Trail and Outdoor Rec Coordinator and WEBS; TCVA will continue sponsorship.
Teach clamming and crabbing, foraging	Tap into local enthusiasts; conduct under TEP or other nonprofit, such as WEBS or Cape Falcon Marine Reserve.	Could be done year-round, but if geared to families, a great summertime activity at low tide north of Boathouse.
Ensure continuation of kayak tour company services	Kayak Tillamook is for sale; unsure yet of any potential buyer. If sold, will Garibaldi still be a launch locale?	Do research on potential other guiding companies. “Red Carpet” team project. Garibaldi Marina or Port may have ideas.
Boat eco-tours	Charter boat companies with local guide, adds another activity in line with bay heritage. Talk to charters about doing this and when it would work for them.	Marketing through Garibaldi and Tillamook Coast websites; TCVA marketing grants for ads.

Initiatives

4. Arts & Cultural Heritage

Serves: People, place, profit

What	Who/Why	When/How
Oregon Coast Scenic Railroad Train Depot	Development to fulfill their plan, and create a railroad/lumber heritage site	Plans are in place. Lodging tax can be used to partially fund. OCSR board can submit proposal to city
Garibaldi Maritime Museum	Opportunity for enhanced exhibits, such as virtual reality experiences	Cultural heritage or TCVA grants; approach museum about ideas
Historic Boathouse	Needs improvements for continued use as venue: kitchen on main floor, lights along pier; heat in winter months	Lodging tax can be used to improve site; Boathouse board can submit proposal to city
Smokestack	Needs interpretive sign placed in a safe, easy access location within site of the smokestack	Able to do this now, perhaps as part of Tillamook Bay Heritage Route signage funded by TCVA
Tillamook Bay Heritage Route interpretive signage	TEP and Port developed educational signage	TCVA can fund through wayfinding program
Interpretive Guides, ambassadors, volunteers	Frames story of Garibaldi, helps visitors and locals understand history and values of community	Train the Trainer session in March 2022 through TCVA and National Association of Interpretation

Initiatives

5. Food experiences

Serves: People, place, profit

What	Who/Why	When/How
Continuation of Shop at the Docks	OSU Extension – sponsor funds may be needed to support program	Work with OSU Ext and TEP to restart program in summer 2022
Garibaldi Seafood Connect	Recommend Port takes control of Social media to ensure continuation; add seafood event when possible	Funding from TCVA, city TLT, or support from local fisheries
Explore Nature Series	TEP includes food experiences in this popular series; sustainable fisheries education; add food-tasting tours	Funding from TCVA, grants, city TLT, or support from local fisheries, producers
Garibaldi Night Market	Port of Garibaldi – highly successful market event, vendors sold well.	Hopeful return in summer 2022; TCVA and city TLT can help sponsor

Initiatives

5. Food experiences

Serves: People, place, profit

What	Who/Why	When/How
Crave the Coast food festival	Port of Garibaldi, TCVA and sponsors; attracted more than 800 attendees each year 2018 and 2019.	Will resume in 2022 if pandemic allows; TCVA and Port host the event
Conduct a cooking school at local available restaurants	Work with schools, visitors, locals to teach cooking, pairing, filleting, etc. This would be the only cooking school in Tillamook County	Possible start in late 2022, depending on restaurant hours. Work with local businesses to add hands-on experiences.
Boat-to-Dock chef events	Farm-to-table dinners are highly popular, big-ticket events; draws people who spend money in the location.	Work with event company, local fishers and farmers, and local chefs. This could be staged in the event tent or on a dock at the port, perhaps at the boathouse (if cooking equipment can be brought in)

Initiatives

6. Tourism Marketing & Management

Serves: People, place, profit

What	Who/Why	How/When
Use city lodging tax for marketing and tourism-related facilities grants	City manager, contractor or TCVA can manage process. Shows investment in tourism-related businesses	As part of annual tourism budget, city set aside a portion for grants; TCVA has a grant process in place to assist. Fiscal year 2022-2023.
Update website, make social media more active and interactive	TCVA can manage process or hire a contractor. Website hasn't been updated with fresh content in a long time. Social media is mostly inactive.	As part of annual tourism budget; TCVA can help with managing site and social media; TCVA has created numerous videos on Garibaldi.
Improve on existing events, create new events that are value- and asset-based	Garibaldi Days with more local vendors, activities. Seafood events	Project manager or events contractor. Fiscal year 2022-2023.
Form a tourism advisory committee	Local tourism-related people can advise city on activities	Before fiscal year 2022-2023.
Develop itineraries and conference info for website	Place on updated website, link on social media; TCVA can assist	Content can be developed quickly by TCVA; Begin by 2022-2023.

Initiatives

6. Tourism Marketing & Management

Serves: People, place, profit

What	Who/Why	How/When
Use tourism \$\$ to support Port of Garibaldi events.	Majority of tourism activities happen at the Port. Port and lodging on port property contribute to city's TLT funds.	Fiscal year 2022-2023.
Take advantage of content and videos created by TCVA	Add to Garibaldi tourism website and social media	TCVA can assist now
Exhibit at Northwest area Sportsman's tradeshow	The best attended, most focused tradeshow for Garibaldi experiences	Project manager or events contractor. Fiscal year 2022-2023.
Work with lodging properties and restaurants on marketing campaigns during winter/off-season	Event/marketing contractor or project manager – keeps employees on board, increases off-season revenues	This winter, or fiscal year 2022-2023.
Encourage small conferences and business meetings	Event contractor or project manager –overnight stays, catering services, meet local business owners	Will need to wait until venue is available – will Old Mill be rentable? Other venues need improvement.

Initiatives

7. Tourism Infrastructure

Serves: People, place, profit

What	Who/Why	How/When
Public bathrooms	Port’s bathrooms need upgrade; directional signage needed for restrooms at park.	Signage can come from Wayfinding plan.
Waste management and recycling – expand on current recycling bins.	Consult with David McCall, waste management manager for county, on a system for public recycling in hotels, visitor areas.	Conduct meetings and planning now. Determine who manages recycling efforts and waste management. What are costs.
Wayfinding	Wayfinding will be informed by ODOT improvements and TCVA county wayfinding plan	Fiscal year 2022-2023. Develop plan, approval by city council, TCVA asks county for TLT funding for fabrication and installation in 2023-2024
Improve parking areas	City or port areas. Consider fee-based parking during events to help fund upkeep of bathrooms and playgrounds.	Determine possible parking areas, when to do fees, how to manage funds.

Initiatives

7. Tourism Infrastructure

Serves: People, place, profit

What	Who/Why	How/When
TEP Center of Excellence, venue, education center	TEP and partners, center for water quality, restoration, seafood research, education and training, etc. Already nationally known for expertise.	City, county and Regional Solutions works with TEP to fund. Federal funds may be a possibility. TLT can be used for leverage.
Permanent meeting venue on Port property	Port of Garibaldi tent will need replacement soon; have plan for permanent structure for meeting/events venue.	TLT can be used to build venue (Manzanita used lodging tax to build visitor center); or use TLT to leverage a loan. Work with TEP – possible shared space. TEP plans underway.
Upgrade current meeting venue at city hall with modern A/V systems.	Attract small conferences. Old Mill venue may not be available to public.	Use of TLT for tourism-related facilities.
Encourage community to embrace workforce/affordable housing	Workforce housing, such as apartment complexes, duplexes, four-plexes, small homes are essential to business sustainability	TLT cannot be used for housing purposes, but tourism businesses can support developers requests to city

Initiatives

8. Stewardship

Serves: People, place, profit

What	Who/Why	How/When
TEP Center of Excellence	TEP has plans to create a research and education center, which will attract visitors that will stay longer, spend more money	City can partner with TEP to remain informed about financial needs, assist finding funding
Water quality research	TEP known nationally for water quality work and monitoring health of Tillamook Bay, rivers; key to seafood industry health	TCVA can assist TEP; Garibaldi website and social media can help inform
Garibaldi Seafood Connect	Expand information about sustainable fisheries, seasonal fish availability; needs more active presence	Port manage this program; TCVA can assist Port and small fisheries starting anytime
Water Trails	Water trails are nationally recognized; need more information shared to region and visitors	TCVA can assist TEP; Garibaldi website and social media can help inform
Interpretive Guides, ambassadors, volunteers	Frames story of Garibaldi, helps visitors and locals understand history and values of community	Train the Trainer session in March 2022 through TCVA and National Association of Interpretation

Initiatives

9. Public Safety and Education

Serves: People, place, profit

What	Who/Why	How/When
Post signs on using PFDs, King Tides, kayak safety, etc.	Signage placed around docks, marina, bay	TCVA or city TLT funding; can be part of wayfinding plan for Garibaldi
Ensure tsunami signage is adequate and "where to go" information is available	Public works, city, port – ensure safety of both locals and visitors; informed staff	TCVA offers tsunami assistance, as well as DOGAMI.
Heavy lifting drones	Fire dept and emergency management need these type of drones to get life-saving equipment more quickly to people in danger	May qualify for county's TLT facilities grants, now online, deadline Feb. 15, '22. City's TLT can be used as well, since 50% of emergency calls are to help visitors.
South Jetty safety	Federal, state, local agencies and Port involved in solving this issue – jetty can be very dangerous; threatens commercial and recreational users	Long-term issue, not easily financed or solved. Requires persistence, "nagging" and patience. Safety education and messaging required for recreationists.

Initiatives

9. Public Safety and Education

Serves: People, place, profit

What	Who/Why	How/When
Garibaldi Fire Dept.	Help message prevention and education; how fire districts "cover" for each other, leaving areas vulnerable; recruit volunteers	Develop public relations plan; write stories about fire dept and volunteers; reach out to high school for "career day" presentation (TCVA can do this)
Social media messaging	City of Garibaldi can use social media channels to get safety messages to visitors	Use website, social channels and videos to relay messages

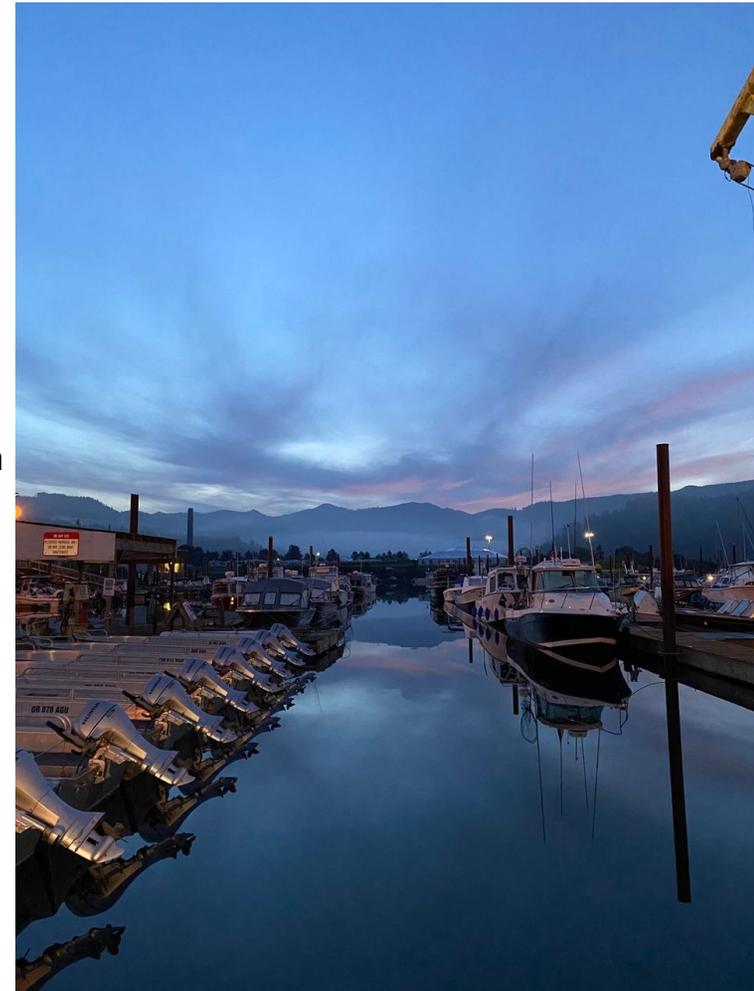
What does success look like?

- Garibaldi seen as a success story – a place that **honors its culture, assets, and business health**
- **City develops a strategic vision and plan**
- Sustainable tourism/destination management plan is part of a **city strategic plan**
- City's **lodging tax is used** to enhance people, place and profit
- **Community leaders are the driving force** of major projects
- **Tourism advisory committee** advises city council, prioritizes projects
- **Project manager ensures city stays on track** to complete tourism plan
- **Garibaldi festivals** attract locals and visitors with enhanced activities
- **Venues are upgraded;** meetings/conferences scheduled year-round
- **Main Street is improved,** revitalized, attractive and busy with visitors



Benchmarks: measuring success 3-5 years

- **Accounting of all TLT funds has been conducted;** city council now knows how much is in TLT account and can plan for tourism investments
- **Tourism advisory committee prioritizes** tourism facilities projects
- **Project/program manager has been hired** by the city to facilitate destination management projects
- **Red Carpet team formed;** business outreach plan in place and acted upon
- **Events contractor assists** with events/meetings/tradeshows
- **Visitor amenities upgrades** have been completed (improved bathrooms, walking/biking paths, enhanced parks, pet areas, more trash management, improved parking areas)
- **“Main Street” is visually appealing,** buildings improved and occupied by new or expanded businesses
- Sustainable tourism/destination management **plan tasks completed**



Garibaldi Sustainable Tourism - Destination Management Plan

Submitted to city
manager DEC 17, 2021

Plan facilitated by Nan Devlin, Executive Director,
Tillamook Coast Visitors Association

