

FUND DEVELOPMENT WORK PLAN

FOR THE OREGON COAST TRAIL FOUNDATION

2024–28





“

My advice: Build the Trail in ways that will be valued by the community. The Amanda Trail in Yachats is a good example. Locals are proud of it. It tells a story that hadn't been much told before.

KATY JACOBSON

CHAIR, LINCOLN COUNTY BOARD OF COMMISSIONERS



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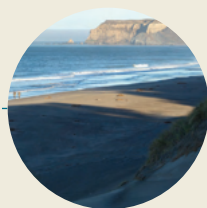
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Introduction

The Oregon Coast Trail, as a walking path navigable across the entire Oregon Coast, is not a new idea. Indigenous peoples forged most of the path over many centuries. For many decades Oregonians have envisioned a continuous trail which would serve the communities along the trail while delighting visitors and hikers.

In 2017, after dedicated advocacy from Oregonians, the Oregon Legislature approved legislation (HB 3149) to start the formal planning process for connecting and improving the trail. A needs assessment which consulted over 100 leaders in several key segments of the Trail was conducted by the Association of Oregon Counties in 2017.

Anticipating and responding to the opportunity to engage coastal communities, funders, and donors in Trail development and improvement, in 2019 the Oregon Coast Trail Foundation was formed as a 501(c)(3) organization. To date, the Oregon Coast Visitors Association has provided funding to operate the Foundation, which does not yet have staff.

In November 2023, a comprehensive Oregon Coast Trail Action Plan was released. It was developed under the direction of Oregon Parks and Recreation. https://highways.dot.gov/sites/fhwa.dot.gov/files/oregoncoasttrail-action-plan_final_2023.pdf

Understanding that private funding and community influence will be needed to launch the activities of the Foundation, in June of 2023 the OCTF board hired fundraising consultant Dianna Smiley to conduct a funding assessment. In addition to internal capacity review and an external scan, the assessment included in-depth personal interviews with 30 individuals—some with several follow-ups—in communities up and down the Coast. They contributed their

views of the Trail currently and how their community might benefit from connections to local trails and better utilization of the Trail itself. Those interviewed were **selected for their strong networks** and included **representatives of several foundations and businesses, County leaders, and nonprofit sector leaders in these communities.**

From the assessment activities, a report was developed to deliver findings and recommendations. (This report is available

upon request.) The Foundation board approved the general recommendations and in their December 8, 2023 meeting approved a **high level funding work plan covering 2024–28.**



OBJECTIVES

The Oregon Coast Trail Foundation intends to **solicit, receive, and distribute funding for projects that improve and maintain the physical aspects and infrastructure of the Oregon Coast Trail (OCT) and connecting recreation trails, as well as to provide marketing and information relative to the Oregon Coast Trail and connecting recreation trails.**

The **intended impact of the Foundation's projects** to improve the Trail will prioritize **local community benefits** such as health and wellness, economic development, community pride and enhanced awareness of the community's cultural heritage and natural environment.

Funds raised by the Oregon Coast Trail Foundation will be used to **ensure users safely experience and appreciate the Trail's natural beauty, cultural significance, and educational value.**

The OCT Foundation intends for its work to **leverage and complement the implementation of the OPRD Trail Action Plan** released in November 2023. Because OPRD as a State agency only has legal jurisdiction of the Trail project on its own properties, the OPRD Action Plan does not address **the existing or future improvement opportunities in Cities, Counties, and Ports.** These will often need supplemental funding and added project capacity for **convening, technical assistance, and implementation** in order to assure that communities benefit from changes and improvements to the Trail.

We believe that the Foundation, working with these communities, donors, and funders, can make qualitative differences in many locations on the Trail.

But first, organizational start-up funding is needed.

FUND DEVELOPMENT GOALS

- In 2024, the Foundation intends to **secure funding** to hire an Executive Director and a Grant-writing contractor, along with associated expenses of the two positions. This one-time investment, for a **3-year start-up period**, is **\$750,000**. OCTF Board members, the Acting ED, and OCTF's Fund Development Consultant are working to secure this funding.
 - The ED and Grant writer will **raise additional funds totaling about \$700,000 covering a 3-year period (2025-27)** to build capacity for the ongoing work of the Foundation, through hiring **two additional full-time or part-time employees: a Land-Use engineer and a PR/ Community Outreach professional**. These employees will be central to the mission and program to be delivered by the Foundation, providing expertise and community-building to local communities, volunteer partners, and businesses.
- Starting in Year One of this plan (2024), the Foundation intends to raise an **increasing total of funds each year for tangible on-the-ground projects benefiting the Trail and Trail communities**.

Broad-based outreach through email and social media campaigns will be utilized at the start, with a **goal to raise \$100,000 the first year, and increasing amounts each year after**.



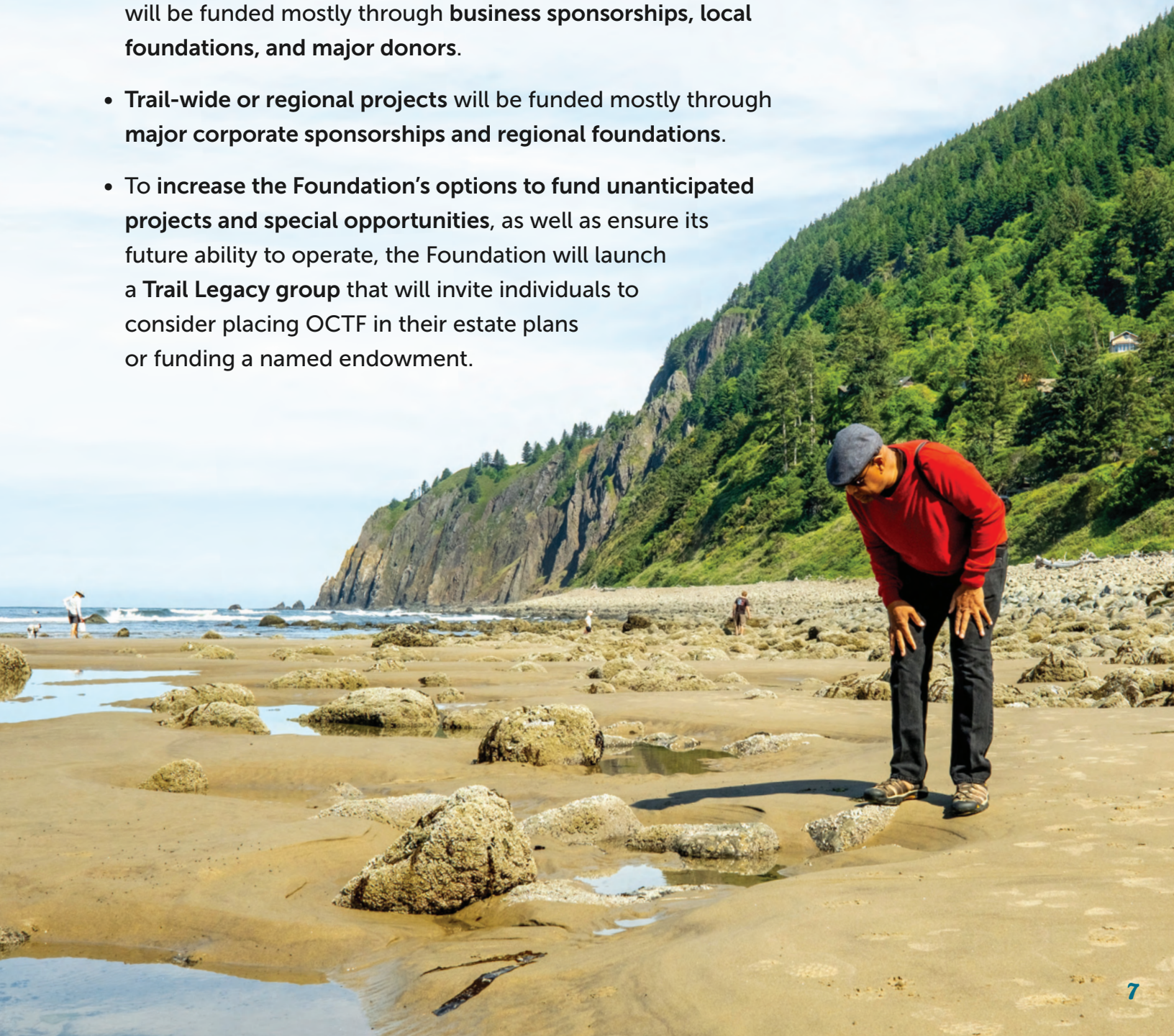
RESPONSIBILITY/ ACCOUNTABILITY FOR RAISING FUNDS

The Board of the Oregon Coast Trail Foundation is responsible for securing the funding needed to both operate OCTF and provide financial resources for projects on the Trail. The Executive Director will be accountable to the Board for raising funds and overseeing other staff as they assist in raising funds.

OCTF intends to raise
an increasing total of funds each year for tangible on-the-ground projects benefiting the Trail and Trail communities.

FUND DEVELOPMENT METHODS, AUDIENCES, AND DONORS

- The OCT Foundation will develop a **Case for Support** early in 2024 to convey
 - the reasons these projects will be critical to the Oregon Coast Trail and its users;
 - why no one else can do it;
 - specifically to whom these projects will be important; and
 - what will change as a result of the Foundation's work, over time.
- **Community- or Trail Segment-specific projects** of the Foundation will be funded mostly through **business sponsorships, local foundations, and major donors.**
- **Trail-wide or regional projects** will be funded mostly through **major corporate sponsorships and regional foundations.**
- To increase the Foundation's options to fund **unanticipated projects and special opportunities**, as well as ensure its future ability to operate, the Foundation will launch a **Trail Legacy group** that will invite individuals to consider placing OCTF in their estate plans or funding a named endowment.





*The Oregon Coast
Trail allows hikers*
of all ages and abilities
to become more
acquainted with this
spectacular region.



The Foundation
can discover incentives
and motivations for businesses
to support special projects
on the Trail that will
benefit that community.

MEMBERSHIP

OCTF can broadly offer “Pay It Forward” memberships and the invitation to make monthly gifts to support OCTF and its projects. Additionally, the Foundation will continue to offer ways to learn more about the planned experience of hiking the Trail.

DONOR RECOGNITION

Donor recognition options include listing the donor’s name (with permission) on the OCTF website or in the case of larger or designated gifts, donor or sponsor names could be placed on electronic kiosks at local Visitors Centers, or other visible spots not on the Trail. When OCTF starts publishing an Annual Report, donor names can be listed.

Foundation or corporate grants can be recognized through press releases, with permission and review from the funders.

Membership Donors and those giving annually can be recognized and thanked through special promotions with OCTF’s partners, such as receiving an OPRD annual parking permit for OR Parks, or other such thank-you gifts.

BUSINESS SPONSORS

Working with local Chambers of Commerce, lodging and hospitality groups and other business associations, the Foundation can discover effective incentives and motivations for businesses to support and partner with the OCTF along with special projects on the Trail that will benefit that community.

Large corporations in the Outdoor Recreation space will each have individual motivations for working with and investing in OCTF projects. They are most likely to be interested in Trail-wide projects, from border to border.



The Foundation intends
to become known as the premier
non-profit for philanthropic
programs seeking to benefit
the Oregon Coast Trail and
the Trail communities.

COMMUNICATION

Given that safe and enjoyable usage of the Oregon Coast Trail will be accessible to millions of people all over the world, it will be important for the OCT Foundation to start communicating with as many of those who have once or regularly hiked portions (or all) of the OCT, those who intend to hike on it, and those who live and work in nearby communities. The staff can partner with groups that have access to those lists, using opt-in protocols.

NON-FINANCIAL GOALS

The OCT Foundation intends to become a key partner with local communities up and down the Coast, the Tribes, with the outdoor recreation industry, with the Oregon Coast Visitors Association, Chambers of Commerce, and with public officials and land-owning agencies.

The OCT Foundation intends to become known as the premier non-profit for philanthropic individuals, foundations, and corporate giving programs seeking to benefit the Oregon Coast Trail and the Trail communities.

The Foundation will continue to provide marketing and educational information related to the Oregon Coast Trail and connecting recreation trails.

Recommended Basic Funding Levels and Sources

Grants and Fundraising Revenue 2024–28

ADMIN AND OPERATIONS

Revenue from Start-up Grant(s) 2024–26



From Community Fundraising

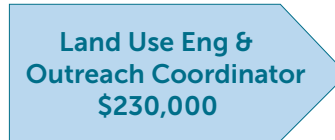
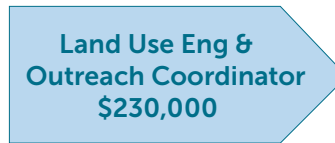
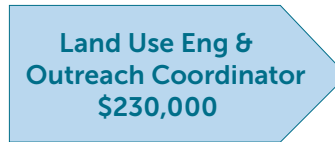


PROGRAM

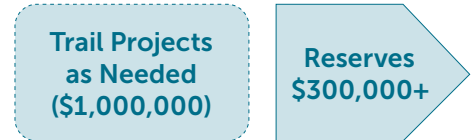
Revenue from Funding Partners & Community Fundraising



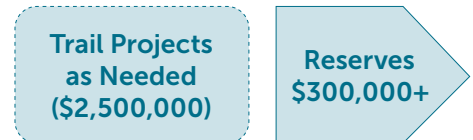
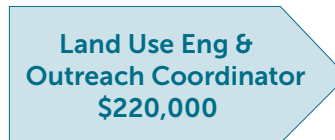
From Funder Grants 2025–27



From Funding Partners & Community



From Community Fundraising, Funding Partners, and Grants 2027–on



Total Revenue by Year (Projected)

- 2024 — \$450,000
- 2025 — \$880,000
- 2026 — \$1,180,000
- 2027 — \$1,780,000
- 2028 — \$3,280,000

*The Executive Director will spend significant time in program activity once the staff is established.

**Grant writer will be a contracted position and the hours will diminish each year 2025–28



OREGON
COAST
TRAIL
FOUNDATION

One trail, many communities.

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