

SOUTH LINCOLN COUNTY – RURAL TOURISM STUDIO

Workshop #1, Part B: Community Tourism VISIONING Event

February 28, 2012

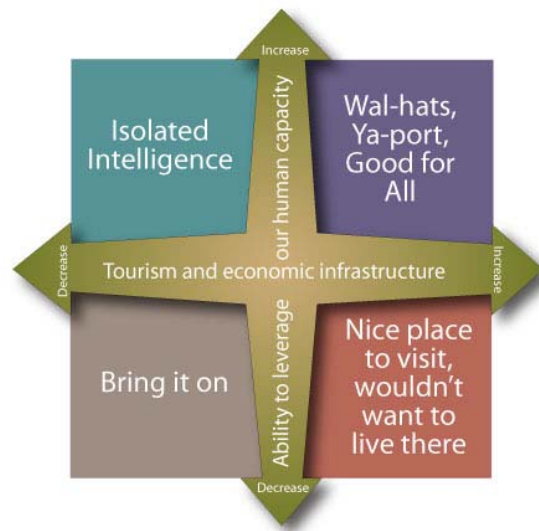
Soul Vacation Resort, Waldport, Oregon

PARTICIPANTS

Tracy Bailey
Anja Bartlett, Ancient Light
Randi Bishop
Tina Brush
Steven Bursey, Heceta Lighthouse Bed and Breakfast
Paula Cine-Jones, Discover Your Northwest
Juli Dahl, Delta One Lapidary
Abigail DeYoung, Northwest Eco Tours
Sandy Dunn, Yachats City Council
Patty Glas, Pacific Office Solutions
David Hall, Sea Spirit House B&B
Ken Hall, America's Wild River Coast Marketing Consortium
Jerry Hughes, Delta One Lapidary
Debra Jones, Town and Country Fair and Rodeo Association, Inc.
Marilyn Kennelly, Bonaventura
Joanne Kittel, Yachats Trails Committee
Larry Lewis, City of Waldport/City of Yachats
David Locke, Overleaf Lodge
Catherine Lucido, Forks Farm Flowers
Rebecah Lutz, Oregon Coast Visitors Association
Rick McClung, City of Yachats
Suzan McEneny, Wood Carvers Gallery
Katie McNeil
Laura Miller
Phasa, Economic Development Alliance
Vicky Prince, Prince Office Services
Ron Remund, Waldport KOA
Maggie Rivers, Port of Alsea
Diana Robertson, Angel Wings Pet Sitting
Penny Russell, H.C. Wainwright and Co. Economics
Andrea Scharf, City of Yachats
Tony Simon, Waldport Subway
Tandi Smallwood
Joe Smolen
Sherrie Smolen
Cathy Sorenson, Edgewater Cottages
Robert Spooner, Oregon Coast Magazine
Melissa Steinman

Florentina Strobe, Elizabeth Street Inn
Deborah Trusty, Main Street Program, Yaquina River Museum
Robert Trusty, Last Light Photography
Jeff Uebel, Siuslaw National Forest
Judy Vagenas
Lela Walker, Elizabeth Street Inn
Daniel Wollin, Pacifica Creative
Susan Woodruff, City of Waldport
Viva Worthington, USDA Forest Service

RTS South Lincoln County Waldport, Yachats 28/29 Feb 2012



Group Notes and Scenario Planning Report



Scenario Planning and the RTS in Waldport and Yachats

Background

The scenarios developed during this Rural Tourism Studio and outlined in this report are important to provide a "vehicle" to be used in the process of building a shared tourism vision for South Lincoln County. In addition, the deliberation assisted in identifying key actions and how various stakeholders in South Lincoln County might best contribute to future developments — in part by identifying possibilities for collaboration.

Setting the stage

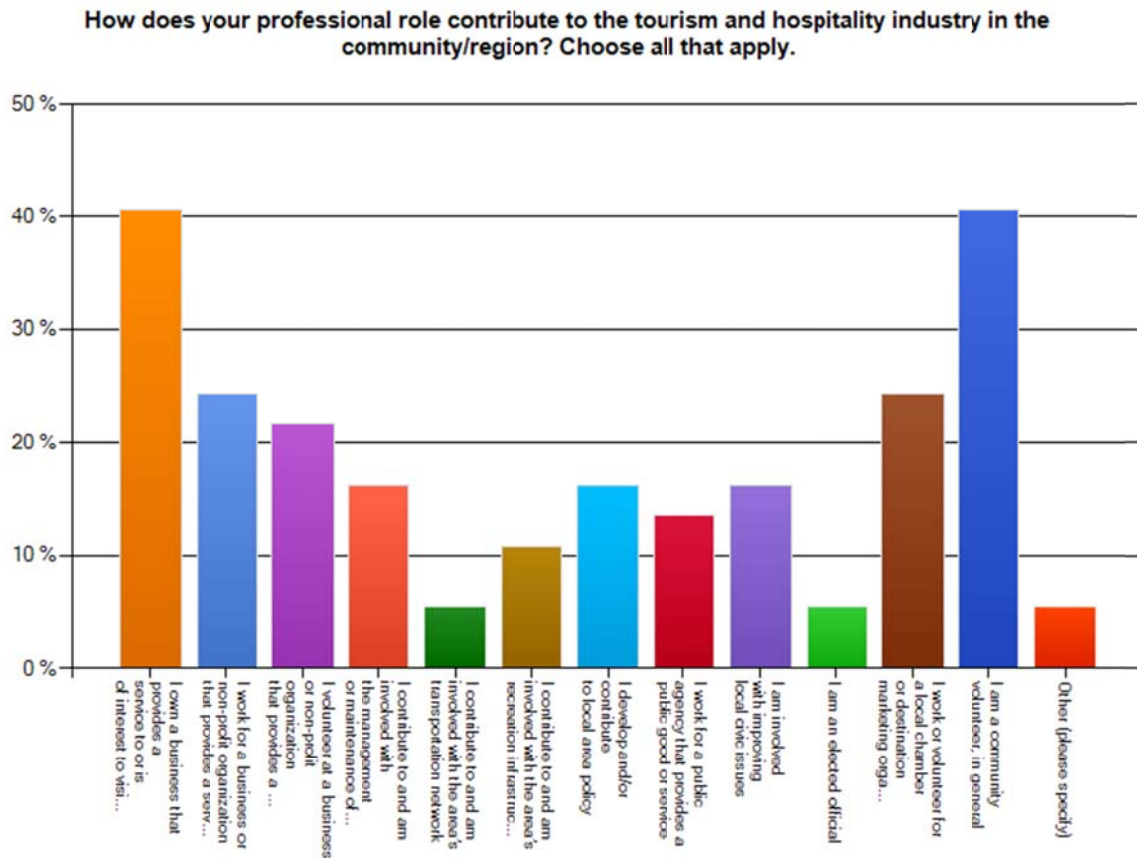
The scenario planning process as applied for the RTS offers an excellent opportunity for the Tourism community to examine the future in a thoughtful and structured manner. The design of the workshop included:

- Pre-survey getting the 'collective intelligence' from the participants on visioning and global regional drivers.
- Playing the Future Game – as a way to explore scenario thinking and future shaping decisions.
- Discussion about the South Lincoln County drivers and axis

Participant Input – Pre-survey

A pre-survey was sent out to the participants to get their input on various elements of forming a vision and creating relevant scenarios.

How does your professional role contribute to the tourism and hospitality industry in the community/region? Choose all that apply.

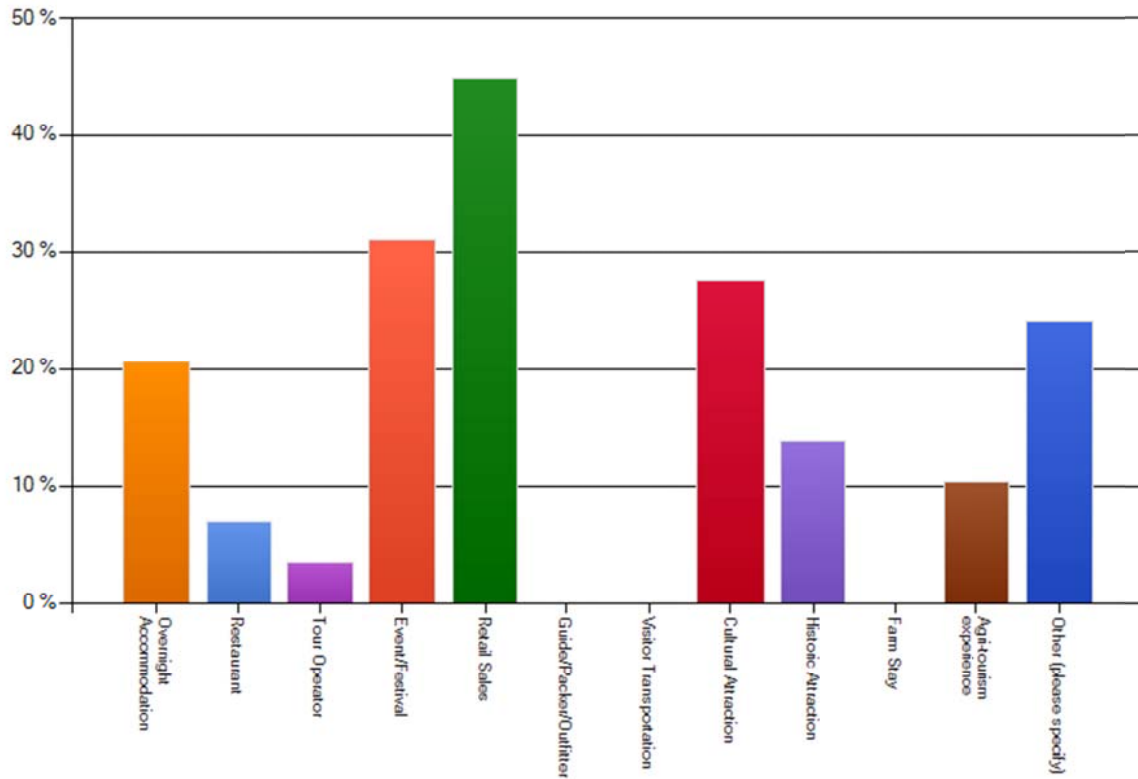


Other responses:

- I am an executive board member of the county's economic development agency and interested in local economic development, in which tourism plays a part.
- Volunteer Coordinator - Lincoln County Fair

If you own, work or volunteer at a business or non-profit organization that provides a service or is of interest to visitors, please indicate the primary functions of that business or organization:

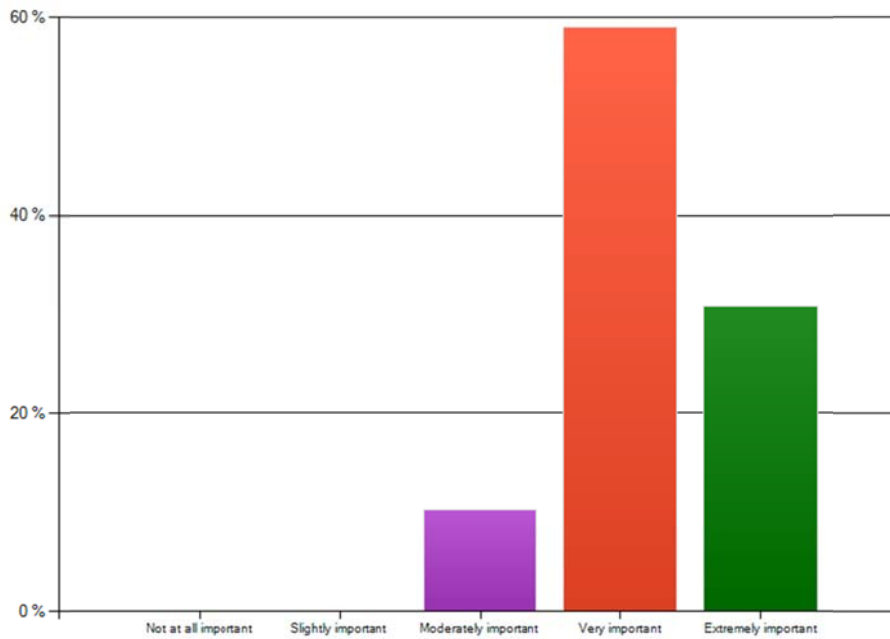
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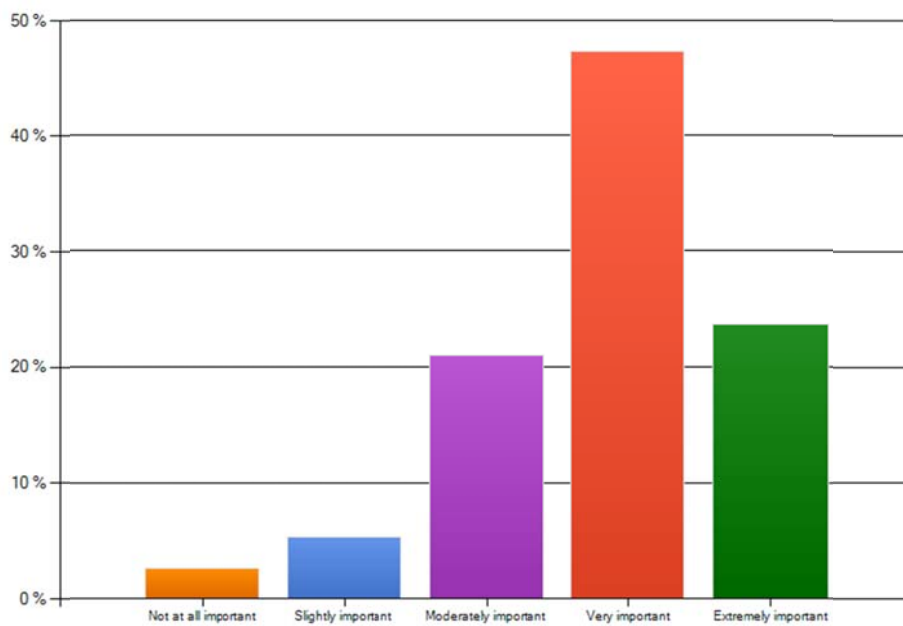
Other responses:

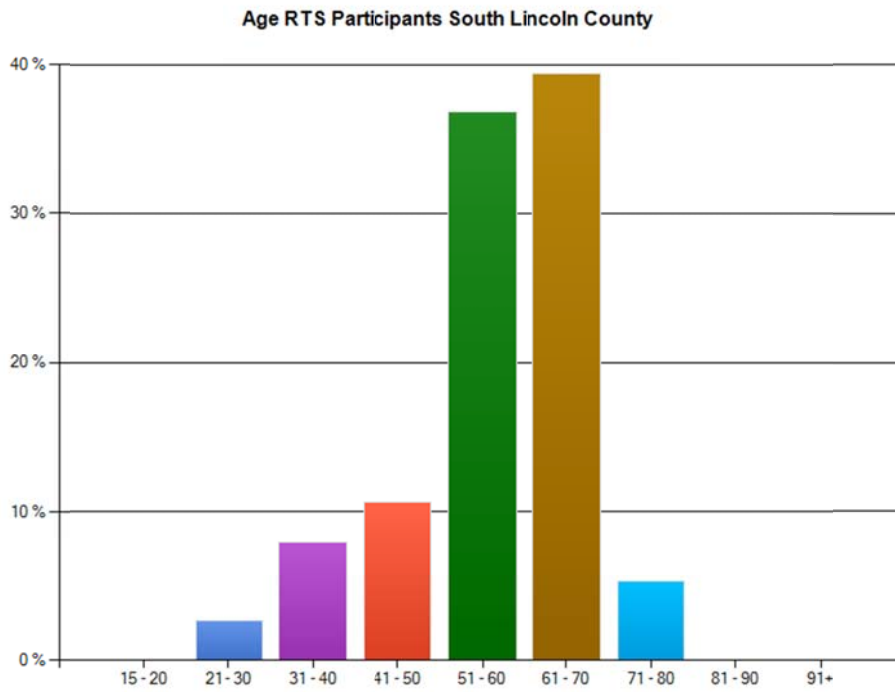
- Own Travel Sites, Website sand Marketing for Tourism
- visitor bureau
- Cater weddings and other events
- The development & help for all businesses
- I help plan weddings and do flowers
- destination lodging
- operate a pet sitting service

How important is it to have a shared vision for tourism in South Lincoln County?

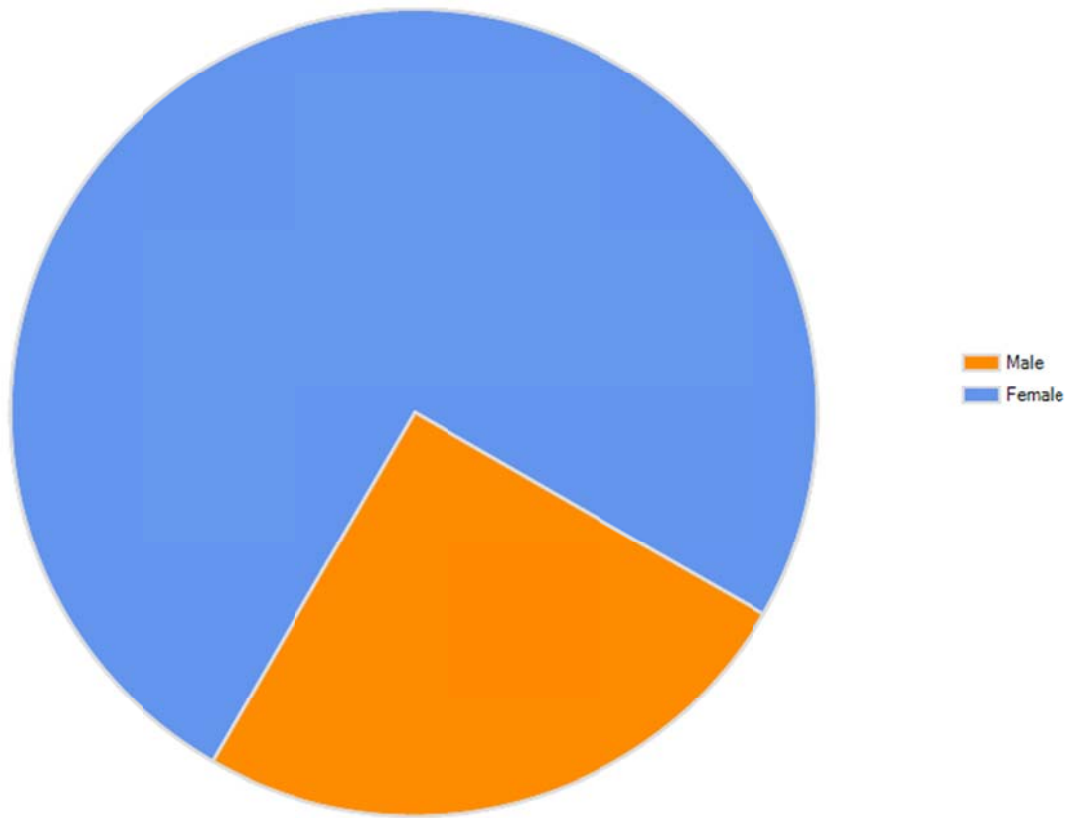


**How important is it to have a shared vision for tourism in the South Lincoln County when
MAKING DECISIONS in your work?**

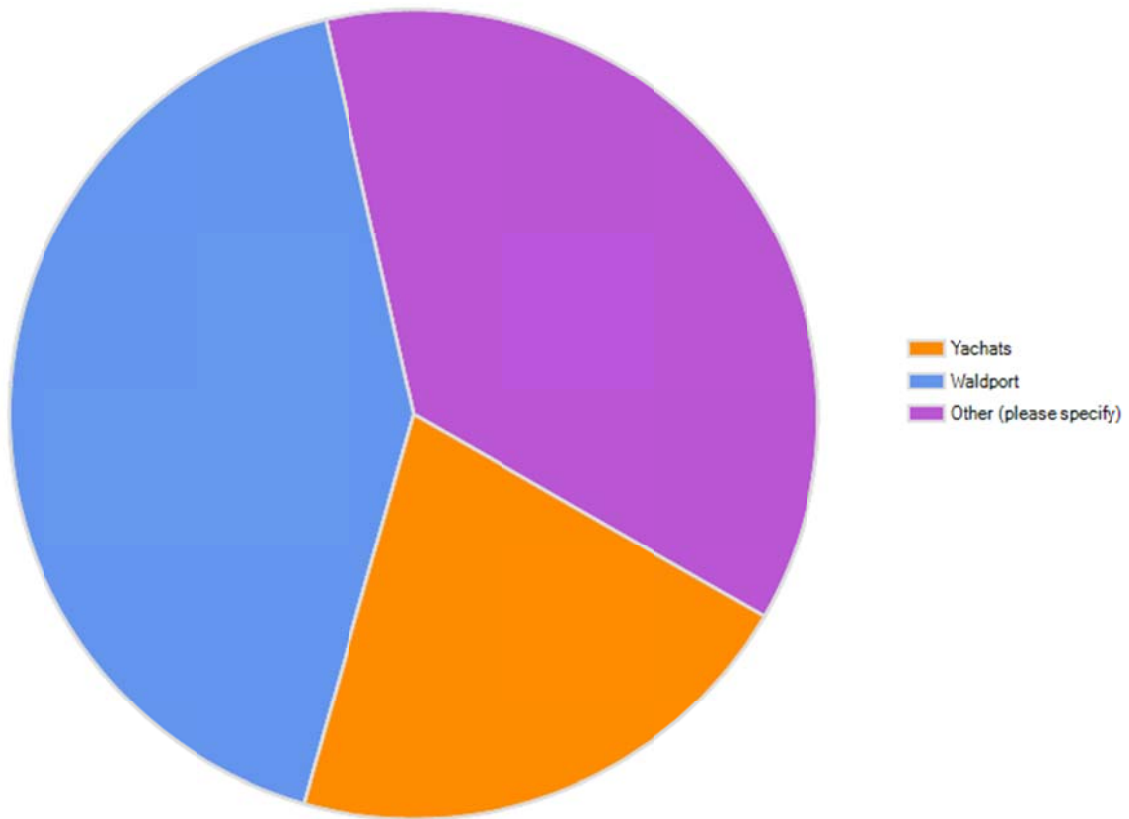




Gender RTS South Lincoln County



Where do you live?



Other responses:

- Newport
- Newport
- Toledo
- Seal Rock
- Newport
- Toledo
- Linn County
- South Beach
- seal rock
- Tolrdo
- between Waldport & Yachats, unincorporated area
- Brookings
- Seal Rock
- Corvallis

Comments for the Ultimate Tourism Plan:

What opportunities or challenges would the ultimate Tourism Action Plan address?

Pre-survey Participant	Category
Planning more events or things for visitors to do.	Tourism Planning/Acting
Teamwork, everyone working toward the same goal.	Tourism Planning/Acting
<p>Draw to Waldport - major attraction or event</p> <p>Fun Zone - ferris wheel, carousel, pony rides, (just a few carnie games)</p> <p>Boardwalk along bay and/or along bay at bridge to just past visitor center. Sell cotton candy, soda, popcorn.</p> <p>Ski type lift ride to the top of the hill (up Crestline approx).</p>	Waldport development
Advertising and promotional vacation packages	Regional Promotion
lack of hotel rooms in Waldport = no room tax for promotion purposes	Waldport development
<p>With both Newport and Yachats having many overnight accommodations and being well established as a tourist destination, it is difficult to establish Waldport as an option.</p> <p>Traditionally, I have tried to stress Waldport as the true coastal experience.</p> <p>This single location offers miles of open beaches, a quiet and open bay and river for kayaking and wind surfing. There are unlimited forests and trails for hiking and biking. And all of this is easy access from anywhere in downtown where there is never a parking problem.</p> <p>We just need to get that information out to the people looking this type of activity.</p>	Waldport development, Regional Promotion, Recreational focus
Bring business back to coast.	Business Development
How to market the individual businesses and the region with limited dollars	Regional Promotion
coordinating and developing nature based tourism, outdoor recreation, and cultural heritage tourism	Natural resource focus, Recreational focus, Cultural

	focus
Keeping the community livable for locals.	Community Values
The challenges are geographical in that S. Lincoln County is a distance from major metropolitan areas. Another challenge is the lack of cohesive branding. The Opportunities are vast and untapped. We are the real deal when it comes to quiet beach getaways and natural splendor.	Regional Promotion, Natural resource focus
Bringing more people in. Getting more information out to bring them in. Getting information spread around so that when tourists are here they can find things to do and new places to visit.	Regional Promotion
<p>A plan would help define where limit dollars should be spent. A plan would help define roles and hopefully bring groups together to work on the "bigger" picture.</p> <p>Challenge might be to get Waldport folks and Yachats people to agree on something seeing as how the communities are so different in needs, capabilities and approaches to tourism.</p>	Tourism Planning/Acting
<p>My biggest worry is that when all the visioning ideas are collected, there won't be a systematic filtering process in which the participants all feel like their ideas have been completely heard and considered. It is one thing for someone to be able to say that I think we need to make sure there is a south county bicycling map. A facilitator would put that on a flipchart (or something). But in too many sessions, the bike map would never be revisited. In too many sessions, the person that talks the longest and loudest takes it. Good filtering of brainstormed lists can be accomplished with gimmicks like paired comparison analysis (time consuming) or a simple voting process (fast).</p> <p>I've been in too many sessions where there was no real process ("facilitation" is misunderstood). The participants just kind of processed each other - meat going through a grinder and zip was accomplished.</p> <p>Watch out for those silent participants. They might be the people with the idea that comes from the off-angle and is really worth something.</p> <p>Good Luck</p>	Tourism Planning/Acting
Locals not wanting tourism	Community Values

How to identify, strengthen, and better promote our assets and work together as a broader community for the greater success of everyone. One challenge is that many run small businesses or organizations so they are busy and stressed during tough economic times--finding the energy and time to do more is difficult. So the challenge is convincing folks that putting out this extra effort will be rewarding and worth the sacrifice.	Tourism Planning/Acting, Regional Promotion
Creating a "tourist friendly" environment for all Lincoln County communities that keeps the tourist here longer, engages them in events that last more than one day, and creates memories that brings them back for the next experience at our coast.	Regional Promotion
Getting people to stop and stay in the south county...also getting new business in Waldport and seal rock.	Waldport development
Increasing local area traffic during off-peak season times. There are a lot of reasons coming to the coast off season is a good idea and we're not very remote from Eugene (Yachats) or Corvallis (Waldport)	Regional Promotion
The coming high prices for gas can profoundly affect business on the coast.	Tourism Planning/Acting
cooperation & collaboration	Tourism Planning/Acting
attracting eco-friendly visitors	Eco-friendly focus
challenges: competition, misinformation and inaccuracies between agencies (need cooperation and information sharing) opportunities: commonality of features IE rocky shores, tide pools, lighthouses - possible thematic interpretation opportunities involving natural and cultural features promoted by lodges and restaurants.	Tourism Planning/Acting
1) General challenge: How to more fully utilize the recreational opportunity spectrum provided by the Siuslaw National Forest, its forests, headlands, dunes and beachfront, while protecting the natural resources and ecosystems that people are coming to enjoy? Can off-season tourism be encouraged? How to stabilize/encourage visitation given a struggling economy and increasing fuel costs? How can the Cape Perpetua area and its visitor center be more fully and effectively employed to increase public use and enjoyment?	Natural resource focus, Recreational focus
Getting the word out there that there's more to the Oregon Coast than Lincoln City! I've heard Waldport referred to way too many times as a wide spot in the road.	Waldport development, Regional Promotion

Attracting visitors year round Providing quality experiences throughout the region Creating a well-recognized image for this area without destroying the qualities that make it attractive	Tourism Planning/Acting, Regional Promotion
promote tourism of our natural resources, recreation, and cultural opportunities	Regional Promotion, Natural resource focus, Recreational focus, Cultural focus

The Future Game

A critical early step in this process was initiating a wide-ranging discussion about different possibilities for the future of South Lincoln County. To begin this exploratory conversation about the future, The RTS studio participants started with playing The Future Game. The Future Game is a simulation tool designed to explore how regional and local decisions can shape long-term economic, environmental, and community well-being. It stimulated meaningful discussion and debate about future regional and community scenarios, and to explore decision pathways.



Debrief Tuesday Eve:

What are you getting out of this game? What will you use to inform your own future scenario?

- We agreed about most things related to the global picture, but disagreed how to implement the global vision
- A lot of humor going on; nothing combative about it – fun yet productive
- Nobody had an agenda going in – in the real world, everyone has an agenda that shapes decision making
- How does a group as diverse as this get to be like Brussels – a collective group that makes collaborative decisions

Scenario Planning Process

This process aimed to explore the future directions and opportunities for tourism in South Lincoln County, and commence work on creating a regional tourism vision. The participants were guided through a scenario planning process to develop four plausible scenarios for the future of tourism in South Lincoln County. This process has been applied by Future iQ Partners in regional scenario planning events in numerous settings across North America, Australia and Europe.

The process, which is described in detail below, involved the input of the ‘collective intelligence’ through a pre-workshop survey; identification and ranking of drivers and influences that will likely shape the future of South Lincoln County; development of a scenario matrix defining four plausible scenarios spaces for the future; and the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios and their desirability in contributing to a regional tourism vision of the future. An important part of the scenario planning process is that it aims not merely to develop plausible scenarios for the future, but to identify how they may be turned into tangible actions in South Lincoln County and compiled in a regional tourism planning strategy.

Why Scenario Planning?

Scenario planning is a method that is used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring plausible futures and of learning from them. The method differs from traditional strategic planning as it allows the exploration of many factors, or drivers of the future, concurrently. It does so by using local knowledge and expectations about the drivers to produce a framework that defines and explores a range of plausible futures. In this manner the approach enables people to explore the impacts and consequences of a range of different future pathways.

Generally, Scenario Planning processes are run over several days, weeks, or even months. A condensed form of scenario planning developed by Future iQ Partners was used in this project so that the scenario session was completed within the RTS workshops. This design is intended to allow otherwise busy and committed people to contribute and participate in a future planning process in an effective and efficient manner.

This design relies on sufficient background information being presented to enable realistic and informed evaluation by the participants. It also requires participants who are broad-minded and free-thinking, and who collectively and individually can bring their experience to the identification of the key drivers and to the development of the scenarios.

Drivers shaping the future

With the background of sustainable tourism and global drivers of change, the participants identified drivers that they considered most likely to shape the future of South Lincoln County. The drivers were then evaluated by all of the participants in a pre-workshop survey.

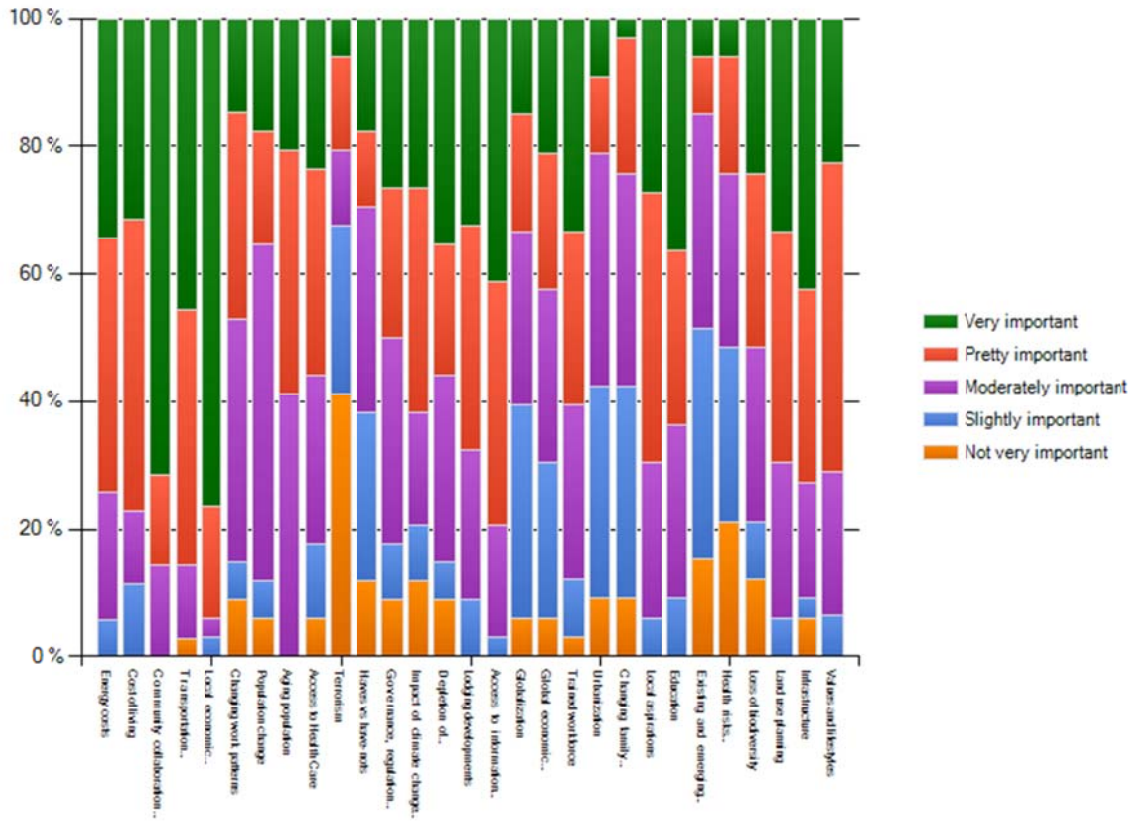
The participants rated each of the key drivers for its "Importance" and "Uncertainty."

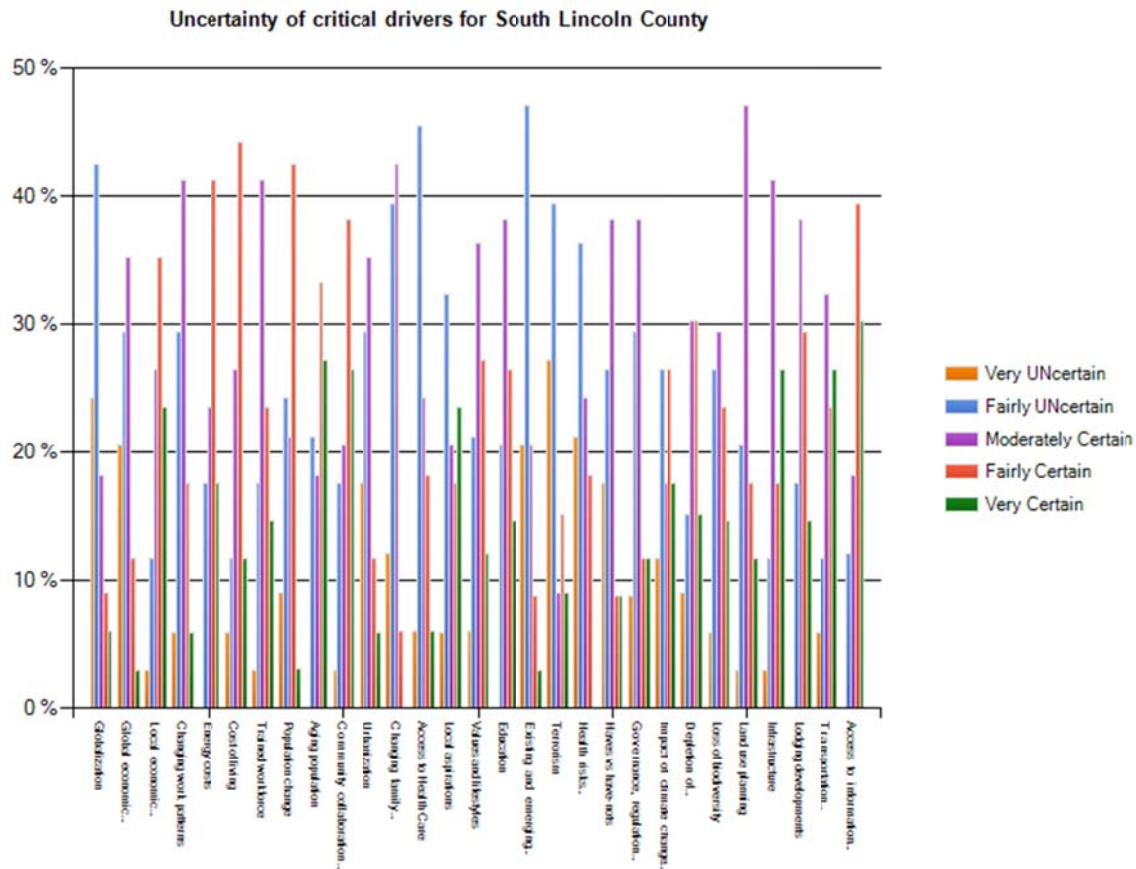
"Importance" refers to how important the participant considers the driver will be in shaping the future of South Lincoln County. "Uncertainty" refers to the degree of uncertainty associated with the driver in terms of its future level of uncertainty, impact, or both. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of stakeholders. Then, a scatter diagram of the drivers, based on importance and uncertainty, was developed. The scatter diagram allows the identification of clusters of which are relatively high in "Importance" and "Uncertainty". This process illustrates the clusters of the drivers that were seen as critical in shaping the future – these clusters were termed "Scenario shaping clusters of drivers."

Set of Drivers:

- Globalization
- Global economic volatility
- Local economic development
- Changing work patterns
- Energy costs
- Cost of living
- Trained workforce
- Population change
- Aging population
- Community collaboration and engagement
- Urbanization
- Changing family social structures
- Access to Health Care
- Local aspirations
- Values and lifestyles
- Education
- Existing and emerging global players
- Terrorism
- Health risks and security
- Haves vs. have-nots
- Governance, regulation and government funding
- Impact of climate change & natural disasters
- Depletion of natural resources
- Loss of biodiversity
- Land use planning
- Infrastructure
- Lodging developments
- Transportation infrastructure
- Access to information and communication technology

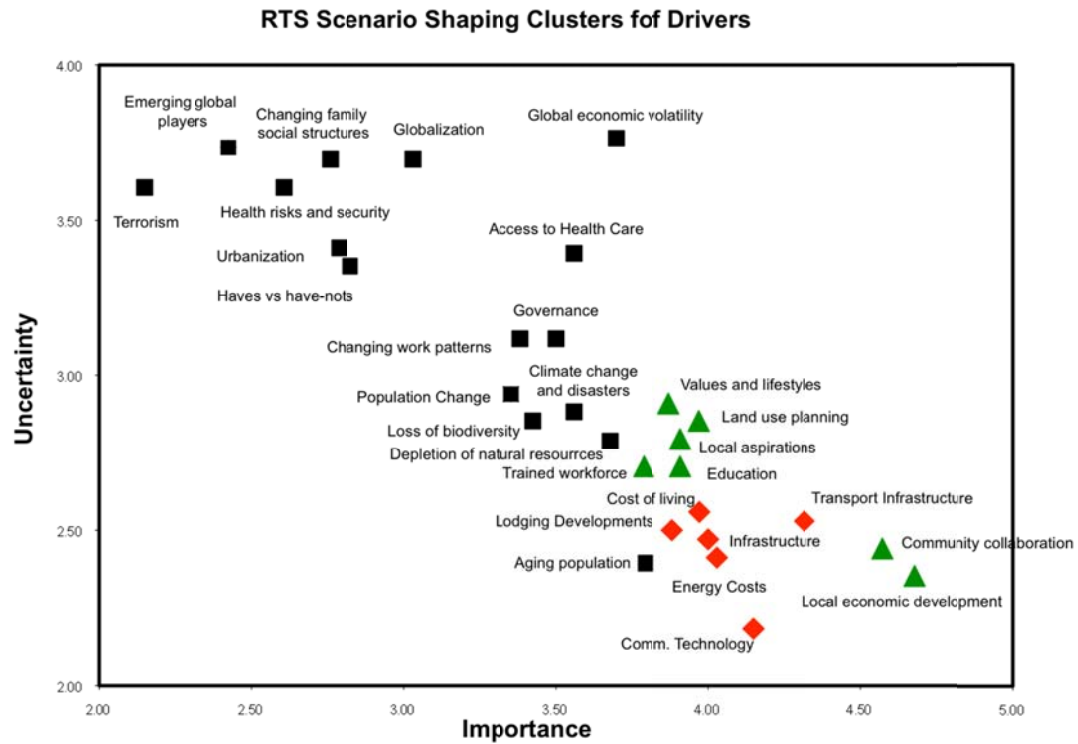
Importance of critical drivers of change for South Lincoln County





Creating scenario spaces – four plausible scenarios for the future

The clusters of drivers were identified by grouping similar drivers under two categories, then adding a name that represented a general theme linking the drivers in the clusters. These themes became the basis for two axes on the scenario matrix that define four scenario 'spaces,' with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.



Ability to leverage our human capacity

Values and lifestyles

Land use planning

Local aspirations

Education

Community collaboration and engagement

Local economic development

Trained workforce

Tourism and economic infrastructure

Transportation infrastructure

Infrastructure

Regional scenario shaping clusters of drivers

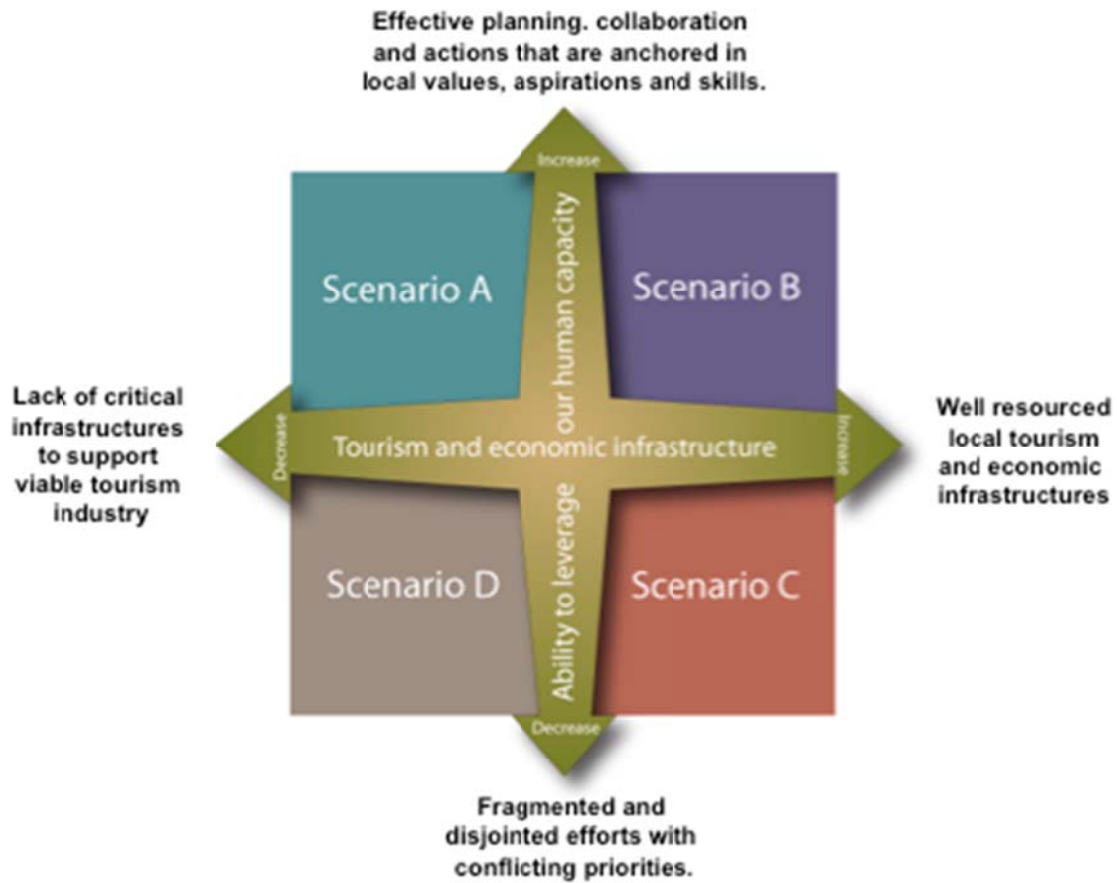
The four quadrants (scenario spaces), based on increase and decrease directions of the two cluster themes, were reviewed and discussed with the participants. This discussion explored the drivers included in each scenario-shaping cluster, the scope of each cluster, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how Tourism in South Lincoln County would look in a future based on each of the quadrants.

Creating detailed narratives for each scenario quadrant

Studio participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group described South Lincoln County in 2030 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom line of social, economic, and environmental characteristics and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the studio participants.

Each group was guided to describe South Lincoln County in 2030 under the conditions of the scenario quadrant.

This allowed for clarification, questions, and an assessment of the plausibility of each scenario. Each group's notes for their scenario and the description of it when it was presented to the other participants were used to produce the narratives for each scenario.

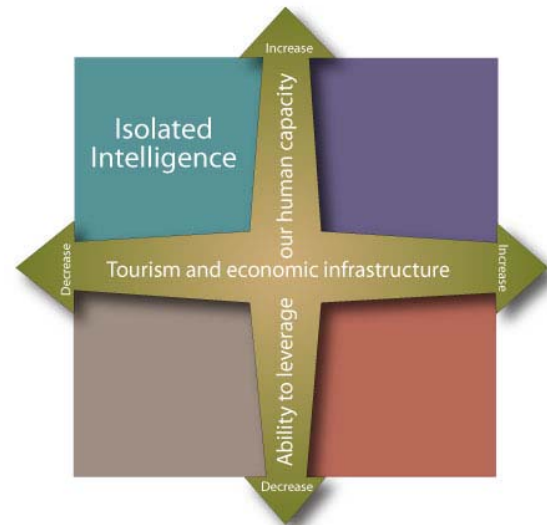


Detailed descriptions of the Scenarios for Tourism in South Lincoln County

Scenario A – Isolated Intelligence

Community / Social

- Well educated - Highly skilled
- All out here by ourselves
- No facilities or infrastructure, the restaurants are gone, hotels are gone – and no toilets
- “Back to the future” scenario – people were camping and hiking here a long time ago
- No one will be living here
- Isolated pockets of money and poverty index will go up
- Have to be a survivalist since no one’s coming to get you



Economy / Tourism

- Would have guides
- Bush pilots would take people into this isolated, remote area
- Very green facilities with composting toilets
- High number of PhDs

Environmental

- Environmental research would be strong here as this area would be a good testing group for research
- People could see how the environment is being impacted
- Well preserved; not a lot of degradation
- Sometimes we don’t really understand the relations between public and private

Scenario B – Wal-hats, Ya-port, Good for All

Community / Social

- Sustainable jobs & businesses
- One single Chamber for the entire region – or three working close together
- Health services have been increased; easier to access what you need locally
- Education & training is widely available
- A shared regional vision that everyone agrees to and uses
- We see ourselves entirely responsible and we drive the entire thing.



Economy / Tourism

- Selling awareness of enjoyment of the resources and natural amenities that are here
- Natural resources have been preserved
- Activities are nature-based and diverse
- Businesses are historically and culturally based

Environmental

- Setting today is preserved; isn't changed
- USFS is an active partner instead of an agency that just shows up once in a while and sits on a tower
- Physical connection between Waldport & Yachats – business districts are connected
- We involve and educate the tourist on our local ethic of environmental stewardship

SCENARIO B → WHAT ARE THE TANGIBLE OUTCOMES, WHAT IS GOING ON THE GROUND

HEADLINE NEWS – RTS – WAL-HUTS/ YA-PORT

2015

- One region's road to improvement (*this is how we're getting there, but we're not there yet*)
- Consolidated chambers announce the opening of the Spruce Interpretive Trail
- Waldport and Yachats Chambers of Commerce Merge

- 'Wal-hats' creates world's largest driftwood sculpture
- Sustainable coastal cuisine featured at driftwood sculpture festival

2020

- Successful synergy in South Lincoln County
- Driftwood sculpture festival draws international chefs
- Government deeds Cape Perpetua to Tribal elders
- Coffee Roasters Festival in Wal-Hats Draws in 30,000
- Oregon State Patrol braced for the 4th Anniversary of the 'Walk through time' influx
- International Pirates festival moves to South Coast

2030

- South Lincoln County maintains sustainable living standards
- All motels in South Lincoln County have unionized
- South Lincoln County – lots to do, naturally! ← *a possible area tagline*
- OCCC absorbed by OSU – 80% of south County seniors enroll
- Coastal economy is booming
- South Lincoln County Convention Center breaks ground

Scenario C – Nice place to visit, wouldn't want to live there

Community / Social

- A lot of second homes; owners don't contribute to community
- Aging communities
- Lack of health care; Lack of skilled people
- More hotels/more restaurants – but not one to take care of you
- Will have conflicting priorities – communities are still fighting one another,
- Regional health clinic – nurses are the only ones who will
- More independent and migratory -- every unit will have its own electricity and grow their own food



Economy / Tourism

- No economies of scale; No one working together
- Opportunities – lots of land, no one to compete with
- Heliports for people to fly in
- Outsiders would own all of the tourism infrastructure ; locals would lose their entrepreneurial spirit

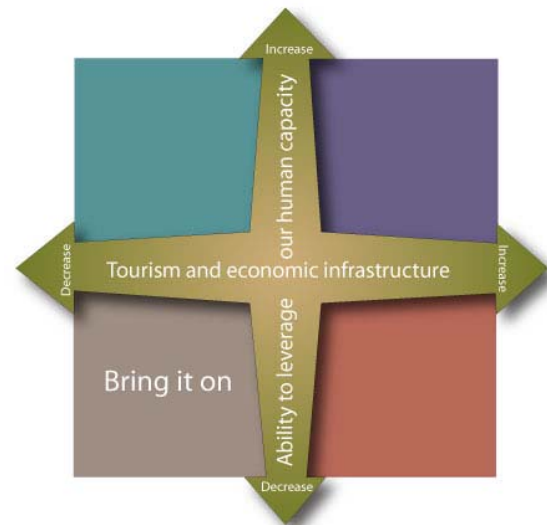
Environment

- More trails, more opportunities to enjoy the nature since no one is here
- Energy – go back to the Old West, have to shoot the meat off the hoof, warm up your house through firewood

Scenario D – Bring it on

Community / Social

- Loosing population; Aging population
- Absentee owners
- Brain drain; youth are not coming back
- Haves and have not's are separate
- Lack of law enforcement; high crime
- Low paying jobs; Schools go away
- Decision from bottom up goes away; Inflexible; hard to recover from problems
- Loss of critical mass to support services



Economy / Tourism

- Fragmented or non-existent
- Lack of a skilled workforce; lack of jobs
- Empty buildings
- Islands of prosperity in a sea of poverty

Environment

- As you lose human capital; decision making moves to the county or higher up
- Hard for locals to make change
- Look at resources who are managed by folks who aren't here →
- At some point you wish for the tsunami
- More accidents

Debrief – of Scenarios

