

McKenzie River Rural Tourism Studio

Six Month Progress Report

January 2012



RURAL TOURISM STUDIO

Prepared for Travel Oregon by:

Kathi Jaworski

Write to Know Nonprofit Consulting

Eugene Oregon

www.write-to-know.com

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A1. Introduction and Key Observations

This report presents a progress assessment for the Rural Tourism Studio (RTS) program in the McKenzie River (MRV). The region is comprised of a geographically narrow region of unincorporated communities in eastern Lane County stretching along 50 miles of the McKenzie River. The RTS program workshops commenced in February 2011, and wrapped up in mid-May 2011. The information in this report reflects the status of activity six months *after* workshop completion.

In Part B1 and B2, I review survey results and compare the anticipated program activities and early outcomes as described in the Rural Tourism Studio logic model with what actually happened in the region. Personal interviews and an email survey show strong evidence that RTS has led to **positive change on all short term parameters in the logic model, especially regarding increased clarity of vision and action plan for tourism development and stronger connections/networks within and beyond the region**. Participants also cite the development of an asset inventory of the region as having lasting value. **The most prominent shortfall in outcome is that the community has still not successfully applied for matching funds from Travel Oregon**. Community members involved in the grant application process have expressed confusion about expectations and frustration about timing.

In Part B3, I summarize participant observations about needed or desired follow-up. I also compare key findings across the four RTS communities to date. **McKenzie River area stakeholders self-reported the greatest positive change in community conditions of any RTS community to date**. The level of active participation six months out from the workshops is also higher than in past communities, even though not all action teams are active.

The steering committee is large and active compared with past communities, and it plays an important role in coordinating action and disseminating information. While four action teams were launched at the final RTS workshop, only one is really functioning. This committee is a spinoff of the original “events” action team, exclusively focused on planning a series of McKenzie River Bicentennial commemoration events in 2012. The Bicentennial committee is extremely active and generating broad community involvement and excitement. Aspects of other action team workplans, such as cycling events and local arts/food promotion, are being incorporated into event planning. **This project is not only evidence of increased capacity and activity, but a great example of the synergy that can occur between the Ford Institute Leadership Program and the RTS program as described in this report. Local leaders envision the Bicentennial activities as a building block for increased tourism product development, organizational collaboration, and community engagement**

Part C contains Appendices, including summary data from the electronic participant survey, a list of questions used in follow up interviews, and comparative data for the other two completed RTS communities.

In terms of program design refinement insights from the McKenzie River RTS, it's clear that lessons from past communities have continued to improve what was even at the start a well-received and useful program. This community's vision and action plan are clear and utilized in the follow up work. The base of engaged volunteers

has expanded, and innovative tourism development activities are underway. **Still, there are opportunities to further improve in the areas of:**

- Crystal clear explanation and frequent reinforcement during the RTS workshops that participants are expected to become personally engaged in a tourism development project action team. Yes, follow up action *is* voluntary, but it's critical to success for the community.
- Review matching grant guidelines and expectations early and often during the RTS process. This community has had great frustration with the grant process, and leaders feel they have been chasing a moving target of expectation. It's likely that their original expectations of appropriate scope were not accurate, and more information could help.
- Consider brief assigned homework between RTS workshops to help participants absorb all the information they are receiving—this is an information-intensive process at times, and it can be overwhelming.
- Enabling successful action team launch: Identify co-conveners for action teams at the final RTS workshop to sustain momentum if the original lead cannot fulfill his/her role. The action teams should set their first meeting date and draft agenda at the final workshop. (It's not clear from the session notes if this is done, or done well enough). During the final workshop, it might also be helpful to discuss a game plan for intentionally revisiting/deferring/dropping action team launches if an overarching priority project emerges, as it has in the McKenzie River area.
- In regions like this, with no incorporated communities and little in the way of formal shared leadership structure (the school district being the only exception), follow up technical assistance for the first three months to help launch the action teams and draft the grant application (some "handholding", as one participant noted) may be warranted. EVERYONE is a volunteer in this community: no one is paid to help keep momentum going, so it's a challenge to transition from workshop settings to implementation.

A2. Methodology

This report draws on three sources of information gathered from November 2011 through early January 2012.

1. **Electronic survey** to all participants in workshops, regardless of how many sessions they attended- a total of 68 people received surveys, and 18 responded (26.4% response rate. The Appendix includes a summary of key survey findings. The full survey and results are available through the Travel Oregon survey monkey account.
2. Phone or in-person **interviews with steering committee members and other key stakeholders** as recommended by Travel Oregon. The Appendix includes a summary of key interview questions.

Jim Baker, Blue River CDC	Sandy Hulett, Belknap Hot Springs Resort
Margaret Beilharz, community volunteer	George Letchworth, McKenzie Community Track and Field
Terry Brown, Terry Brown Glass	Karen Rogers, Wayfarer Resort
Judy Casad, Blue River World Art	Carol Tannenbaum, McKenzie River Lavender
Jonnie Helfrich, A. Helfrich, Outfitter	

3. Reviewed **RTS documentation** of products developed during workshops and action planning notes from the last workshop.

B1. Survey and Interview Findings

The personal interviews and an email survey show strong evidence that RTS has led to positive change on most short term parameters in the logic model. The most often cited change is a stronger shared vision and action plan, and increased communication and collaboration between upriver and downriver communities.

It's important to note that In the McKenzie River area, several related activities and conditions occurred right before, during and after the program workshops: organization of a steering committee and tourism planning coordinated through Lane County, an increasingly robust working relationship with the local destination marketing organization (Travel Lane County), community based leadership training through the Ford Institute Leadership Program (FILP) leadership training (and its trails signage project) and a FILP follow up collaboration workshop. **The Rural Tourism Studio built upon and added to this work: that the work was well-coordinated and synergistic is testament to the responsive nature of the RTS program, which explicitly aims to build upon and connect with existing assets and activities.**

According to the e-survey, RTS had a positive impact on all variables related to the level of personal engagement in future tourism development, and on all community conditions related to tourism. In fact, **compared with past RTS communities, McKenzie River RTS participants report the greatest level of positive change in many indicators.** Respondents furthermore indicated a stronger causal relationship between RTS and these changes.

In terms of level of personal engagement, the two indicators (of 6) that changed the most, ended the highest, and were the most affected by RTS were:

- Knowledge of emerging market opportunities for tourism development (+71.3% change)
- Awareness of assets and resources for tourism development (+48.4% change)

All of the indicators related to personal engagement in future tourism development increased significantly (by greater than 35%) after the RTS workshops. See Table C1a for detail.

In terms of community conditions related to tourism, the four indicators (of 12) that changed the most were:

- Clarity of action plan for tourism development (+100.6%)
- Clarity of community vision for tourism development (+100.5% change)
- Clarity of community priorities for tourism development (+88.4%)
- Level of collaboration within the community for tourism development efforts (+69.9%)

The first three items were the lowest ranked community conditions at the start of RTS. See Table C1b for detail.

In terms of the causal effect of RTS on community conditions, respondents in general judged RTS to be a significant factor in explaining the changes they observed. Participants cited “clarity of community vision for tourism development” as the changed condition most attributable to RTS. The changed conditions least affected by RTS were the three related to marketing. “our area’s ability to attract new visitors, encourage visitors to stay longer, and draw repeat visitors.” It’s important, however, to note that two of these three—“attracting new” and “drawing repeat” visitors, were the most highly ranked community conditions at the beginning of RTS, so there may have been less perceived room for improvement.

Overall, the interviews and survey comments indicate that participants are happy with the progress they've made. The overall RTS steering committee and the Bicentennial committee are the two most active. Committee work has primarily focused on a series of events to occur in 2012 around the McKenzie River Bicentennial, including cycling, heritage, arts, festivals, and more. People are enthusiastic about the Bicentennial project as a building block for additional tourism development and community building work in the future.

Here are some survey and interview quotes about the **positive outcomes**:

- *We were lost. We needed some guidance. I think your meetings pulled us together.*
- *The steering committee functions well in terms of keeping people informed about what is happening.*
- *The most beneficial thing for me was the opportunity to meet upriver business owners and people and to build a network on the idea that those who are here have a common interest to help the valley.*
- *Amazing fever around the Bicentennial project. Local historians and old timers are coming out of the woodwork, sharing stories and photographs. We're capturing the heritage of the community not only for tourists, but for community members to be proud of.*
- *If the community has success with the Bicentennial, it will ripple out to other collaborations because there'll be a model for success.*
- *Natalie (Travel Lane County) and Sarah (Lane County) have been great assets.*
- *We have a bigger pool of volunteers: most of whom emphasize their own community, but now more people know in detail about what's going on.*
- *The chamber has been energized, and the RTS steering committee is now the chamber's official tourism development committee. Travel Lane County now is the answering service for the chamber so that when people call for visitor information, they can talk with a person, not a machine.*
- *RTS and the other projects going on in the community really point out the strengths of the community. Especially when it's spread out as we are, we tend to forget about our strengths. When we put it all together, it's quite impressive to share our impressions and consolidate our vision for the future.*
- *Ford leadership training and collaboration workshop were well timed to reinforce the RTS. Many people participated in both, and are now participating in Bicentennial effort.*
- *We've built up some new capacity for action. We have new people getting involved and taking on leadership. We've got a signature focus on the Bicentennial event to engage the whole community in new ways.*
- *The results may not be in terms of all the action plans being implementable, but in the conversations that have been held. People are beginning to experience a sense of value and identity for the area as a whole, and identify ourselves as part of the McKenzie watershed area rather than just being associated with the highway.*
- *A group of people are working hard and we are moving forward toward a new day in this whole area for the McKenzie Valley. The interaction of several groups is beginning to take off.*

The personal interviews and the email survey also reveal some challenges. Several participants cited concern about burnout and the difficulty of sustaining active leadership, volunteers and communication in a region that

has no incorporated communities and few “formal” leaders. Here are some quotes about the **challenges to achieving additional positive outcomes**.

- *There is a real risk of burnout. There are a limited number of people actively involved. Many others are interested, would like to stay informed, but don't want to participate actively.*
- *The first year of implementation will be a challenge. The first event is in February, the main event in May, more in October.*
- *Competition among businesses is still something to overcome.*
- *The grant process has been very frustrating: we kept getting rejected. It's been painful. We didn't really understand the grant process when we finished in May.*
- *We were anticipating the grant back in November, and we still don't have an approved grant in January. and I think we have to still complete our results by June. The process could be more streamlined.*
- *Engaging river guides may be hard because they are already very busy, and may not be interested in more business. Also, people who buy river related products (e.g. fishing guide) may not be interested in other tourism products of area.*
- *Not much sign of this yet, but potential for conflict with people who don't want increased tourism, especially in mixed activity areas (e.g. trail between two waterfalls) and in “traditionally closed to visitors” sites. Just because an area looks unused doesn't mean it should be developed.*
- *It is still hard to connect with the far western side of the valley- Cedar Flats area businesses see themselves as more connected with Springfield and don't see benefits of working with upriver businesses.*
- *I had no idea that part of the process was to continue after the RTS workshops and create committees through which you were expected to do something as a group. I thought it was informational only. I was confused.*
- *Even though there are some new people involved, it's still hard to break in as a new person and it can be cliquey. The most involved people don't realize that the new people don't have all the background information to make connections.*
- *Everyone seems willing to follow (and criticize) but no one wants to lead.*
- *Because we have no incorporated communities in our region, there is not much in the way of “formal” leadership and it's especially hard to keep momentum and raise funds as a result.*

B2. Logic Model vs. Actual Activities and Outcomes

The chart below summarizes the **logic model milestones and associated indicators of progress** in the McKenzie River Valley area.

Immediate outcomes as per logic model:

Formation of action teams to move ideas and projects forward	<p>Yes. Workshop participants self-organized into four action teams at the final RTS workshop in May.</p> <p>Action teams:</p> <ul style="list-style-type: none">• Bicycling- 8 members• Trails- 5 members (this group had formed prior to the end of the RTS workshops)• McKenzie Local (Farm and Arts based tourism)- 9 members• Events- 5 members which has morphed into the Bicentennial committee. <p>The steering committee has also remained active although its membership has changed since the beginning of RTS as noted below.</p>
Newer, more diverse mix of people involved with action teams	<p>Yes, though concentrated around a single project, the Bicentennial. Most interviewees could name several newly engaged people- in total at least a half dozen.</p> <ul style="list-style-type: none">• Business community is better represented on steering committee and bicentennial committee than in past RTS communities.
New awareness and knowledge of tourism development opportunities and resources	<p>Yes, this was cited as a major benefit in personal interviews, and in survey results. See Tables C1a through C1c.</p>
New connections made across diverse sectors in the community	<p>Yes, cited in survey results and interviews.</p> <ul style="list-style-type: none">• New working relationships among participants from upriver and downriver• Stronger connections with Travel Lane County• Increased coordination of visitor information services through collaboration of Travel Lane County and the McKenzie River Chamber of Commerce.• A marketing class from the University of Oregon is assisting in brand identity work.• Blue River CDC is serving as fiscal agent for future tourism development funds (rather than the chamber, which all agree is desirable)
Community in agreement on a vision for tourism in their area and critical next steps to move forward	<p>Yes, Vision statement and action plan complete. Clarity of vision is one of the community conditions for tourism most improved and most impacted by RTS, according to the e-survey.</p> <ul style="list-style-type: none">• See notes on action plan below for related comments.
Establish deeper relationships between state and regional tourism development organizations and local players	<p>Yes, especially with Travel Lane County, which is the local Destination Marketing Organization. That relationship had already been deepening in the year prior to RTS, but even stronger now.</p>

	<ul style="list-style-type: none"> Less clear a need for more intensive relationship with RDMO (Willamette Valley Visitors Association) and Travel Oregon due to proximity and ties with DMO.
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Short term follow up *activities* as per logic model (3-12 months):

Action teams meet, grow, make decisions on priorities, begin implementation	<p>Steering committee meets monthly, 9 active members plus two from outside community (Travel Lane Cty and Lane Cty).</p> <ul style="list-style-type: none"> As noted above, the events action team morphed into the Bicentennial project team. There are now 15-20 active people on this project alone. This project was first proposed as an idea during the RTS workshop focused on heritage tourism, and then gained traction at the Ford leadership program collaboration workshop held in autumn, 2011. Trails action team has not met: original convener has not convened. Source of frustration from some who agreed to be on this committee McKenzie Local committee also has not met; original members are interested in staying informed but not in committee work, according to convener. Cycling committee has an active convener/champion, but the group has not gained much formal traction yet. Initial focus is on cycling event connected with Bicentennial events.
Submittal of matching grant applications to Travel Oregon that reflect clear connections to goals of RTS	<p>The application process has proven to be “painful” for this community. Local leaders were unclear about how to focus their request, and initially believed that the more comprehensive a proposal the better. Still in negotiations with Travel Oregon re scope of work (as of end of early January).</p> <ul style="list-style-type: none"> Current proposal is for a 50/50 split between the Bicentennial event and cycling projects. Steering committee concerned about when deliverables will be due, given that they believe they are getting a very late start with implementation.
Products from RTS completed (e.g. strategic plan, vision, asset inventory, etc)	Yes, the vision, interim goals, action plan and asset inventories were completed during the RTS workshops.
Follow up assistance provided from Travel Oregon, Regional Destination marketing organizations (RDMO), and partners	<p>Yes, Travel Lane County is providing follow up support with branding and visitor services to align with larger regional brand and marketing activities.</p> <ul style="list-style-type: none"> Travel Lane County is supporting the McKenzie River Chamber’s visitor information work. Phone calls for visitor information to the MR Chamber are forwarded to the TLC office when the MR Chamber is closed, so that questions can be answered by a “live” person.
Ongoing evaluation	Yes. Still need visitor profile data to track changes at sub-state level in timely manner. Survey tool is complete, awaiting Travel Oregon follow up.

Short term (3-12 months) *outcomes* as per logic model:

Visible synergy and momentum of action teams	Partially achieved. Yes for Bicentennial event, mentioned by all. Less so for cycling team. Not at all for McKenzie Local (despite outreach efforts by convener) or Trails committees
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New projects underway or progress on pre-existing projects	<p>Yes.</p> <ul style="list-style-type: none"> • Bicentennial project (new) • Branding (pre-existing, but weak) • Cycling route collaboration- early stage with Oakridge and Sisters
Businesses are testing new tourism products and markets with some initial success	Not clear yet. Business survey schedule shifted to one year after completion of RTS.
Public and nonprofit support organizations are testing new tourism products and markets with some initial success	Not clear if this is happening yet, with the exception of the Blue River CDC involvement in the Bicentennial Project. Very little in the way of public organization in the area, due to the lack of incorporated communities.
New partnerships and new resources for tourism development, including more integrated relationships between state and regional tourism development organizations and local players	<ul style="list-style-type: none"> • The Bicentennial project is providing a unique opportunity for increased collaborative planning and implementation of tourism development • See follow up collaboration between Travel Lane County and the McKenzie River Chamber of Commerce, and University of Oregon collaboration noted above.
Increased integration of tourism planning with other community and regional planning, other community and regional stakeholders	<p>Yes.</p> <ul style="list-style-type: none"> • Chamber of Commerce is stronger and more focused on tourism. The RTS Steering committee is now a formal subcommittee of the Chamber of Commerce. Business membership is up by approximately 25%, which represents five additional businesses. • Increased integration of planning is occurring through development of the Bicentennial project, especially connecting with “old timers” in the community. • Several other planning efforts preceded the RTS, as noted in the baseline assessment, with some focus on tourism. Tourism is still not heavily emphasized in wider regional plans.

B3. Comparison across RTS Communities and Opportunities for Follow up

Appendix C3 includes several tables that compare the McKenzie River RTS survey results with those from the first three RTS communities.

- While the McKenzie River RTS group had a **slightly lower starting point on indicators related to the level of personal engagement in tourism development, there was significantly more *change* than for any other community in the self-reported “knowledge of emerging market opportunities.”**
- McKenzie River RTS participants reported community conditions for tourism development at the start of the RTS program as similar, on average with Wallowa County and the John Day River Territory, and weaker than that reported for Oakridge. Of the four RTS communities to date, the McKenzie River group **reported the greatest improvement in community conditions for tourism development across all indicators except one. Most notably, participants rated the “clarity of vision” and “clarity of action plan” as 100% better after the program than before.**

In general, participants were very pleased with the program. In response to the question “What has had lasting value for you since the RTS workshops?” participants were very positive about all program aspects. In particular, they highlighted **“connections” as the take-away of most lasting value to date:** “connections with regional and statewide tourism development organizations” and “connections with others in my community.” This is consistent with the RTS results for Wallowa County and the John Day River Territory. Participants in the McKenzie River area also cited **“development of an asset inventory”** as having great lasting value.

Finally (as noted in past RTS Progress Reports for other communities), ongoing funding for marketing and tourism product development will continue to be a challenge for this and many other rural regions of the state. As Travel Oregon’s tourism development programs continue to grow, it would be worth considering a **broader fund development/leveraging role for TO beyond the current matching grant program**, specifically focused on product development.

C1. Appendix- Electronic Survey Results

Overview of Respondents

- 26.4% response rate: 18 survey respondents out of 68 who attended and had email address on record.
- 10 respondents are members of the RTS Project Steering Committee, though it's unclear if respondents are referring to the original steering committee formed prior to the RTS workshops, or the current steering committee formed after the RTS workshops.
- People with high levels of participation in the RTS workshop series are heavily represented among survey respondents. Ten of the eighteen respondents attended at least 6 different RTS workshops/events and received a certificate of completion as a result. These ten people represent 71% of all people who received certificates of completion (14 of 68).
- The two workshops that attracted the highest attendance *by survey respondents* were the "Cultural Heritage Tourism Development" and the Nature Based Tourism Development" workshops.
- These two workshops that drew the most total participants (31 and 30 people respectively) during the MRV RTS series were the Nature Based Tourism Development and the Community Tourism Planning Part 1 workshops. Additionally, Part 2 of the Community Tourism Planning workshop attracted 29 participants.
- 11 of the 18 respondents are currently members of action committees. 4 responded that they were not participating on an action committee.

Table C1a: Level of Personal Engagement in Tourism Development, McKenzie River Valley RTS

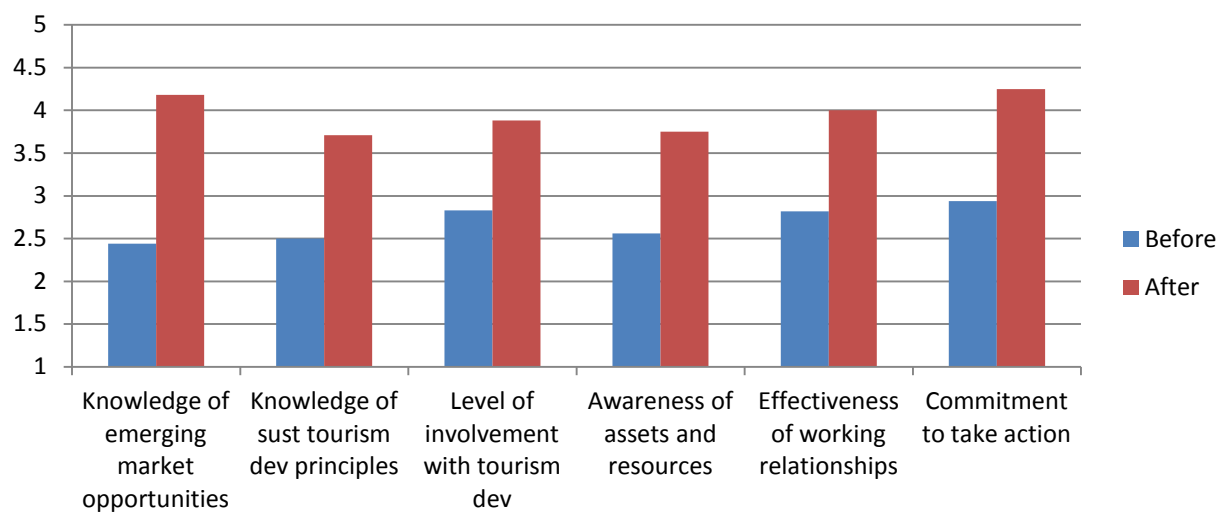


Table shows average scores, on a scale of 1-5, with 1 being “low” and 5 being “high”

Please rate the following on a scale of 1 to 5: (1 = low, 5 = high):

	Pre-RTS (Jan 11)	6 months post-RTS (Nov 11)	% Change	Perceived impact of RTS on any changes noted	Importance of this factor in shaping future tourism
Your knowledge of emerging market opportunities for tourism development	2.44	4.18	+71.3%	4.17	4.06
Your knowledge of sustainable tourism development principles	2.50	3.71	+48.4%	3.83	3.89
Your level of involvement with tourism development in your community	2.83	3.88	+37.1%	3.94	3.89
Your awareness of assets and resources for tourism development	2.56	3.75	+46.5%	4.06	3.94
Effectiveness of your working relationships with other organizations working on tourism development	2.82	4.00	+41.8%	3.88	4.11
Your commitment to take specific action to tap tourism development opportunities in your community	2.94	4.25	+44.6%	4.00	4.17

Table C1b: Change in Community Conditions related to Tourism, McKenzie River Valley RTS

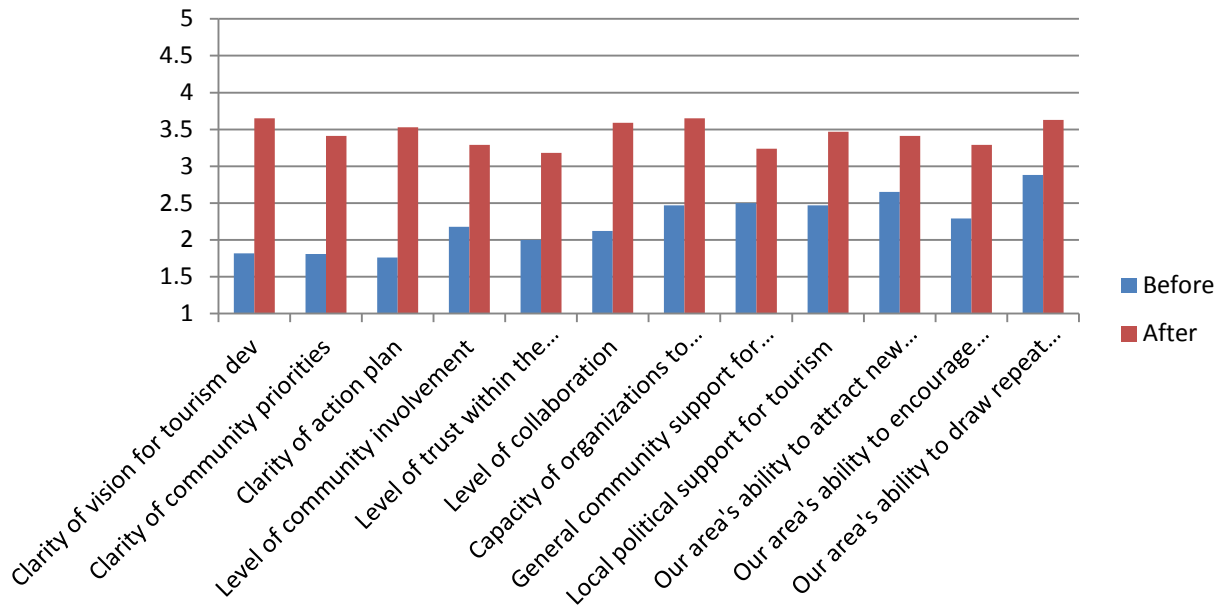


Table shows average scores, on a scale of 1-5, with 1 being "weak" and 5 being "strong"

How strong are the following conditions related to tourism in your community? (On a scale of 1 to 5, where 1 = weak, and 5 = strong)

	Pre-RTS (Jan 11)	6 months post-RTS (Nov 11)	% Change	Perceived impact of RTS on any changes noted	Importance of this factor in shaping future tourism
Clarity of community vision for tourism development	1.82	3.65	+100.5%	4.00	4.41
Clarity of community priorities for tourism development	1.81	3.41	+88.4%	3.81	4.47
Clarity of action plan for tourism development in your community	1.76	3.53	+100.6%	3.94	4.41
Level of community involvement in tourism development efforts	2.18	3.29	+50.9%	3.75	4.47
Level of trust within the community around tourism work	2.00	3.18	+59.0%	3.50	4.35
Level of collaboration for tourism development efforts	2.12	3.59	+69.3%	3.81	4.53
Capacity of organizations in your community to implement successful tourism development project	2.47	3.65	+47.8%	3.56	4.29
General community support for tourism as an economic development strategy	2.50	3.24	+29.6%	3.56	4.29
Local political support for tourism as an economic development strategy	2.47	3.47	+40.5%	3.56	4.41
Our area's ability to attract new visitors	2.65	3.41	+28.7%	3.47	4.53
Our area's ability to encourage visitors to stay longer	2.29	3.29	+43.7%	3.47	4.59
Our area's ability to draw repeat visitors	2.88	3.63	+26.0%	3.47	4.59

Table C1C: What has had the most lasting value for you from the RTS workshops?

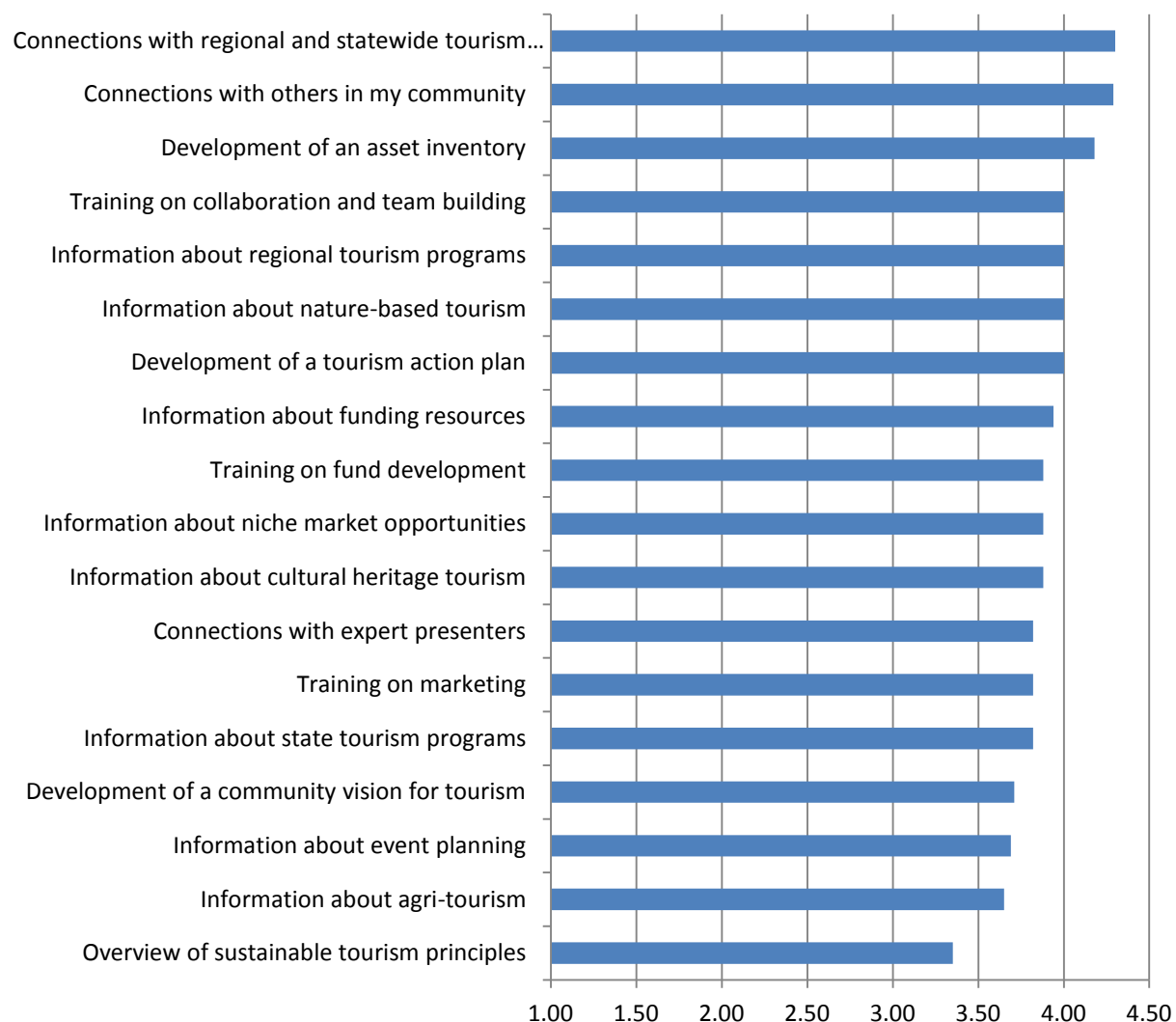


Table shows average scores, on a scale of 1-5, with 1 being “not useful” and 5 being “extremely useful”

C2. Appendix- Stakeholder Interview Questions

Status

1. Tell me about what's been happening related to tourism since the RTS program workshops concluded in May. (What are the projects and how are you involved?)
2. How close are you to submitting the grant application? Any tough decisions there, or was it easy to agree?

Organization

3. Is your action team active? *Focused? Energized? Effective?* Are there enough members to be productive?
4. Are you satisfied with its progress so far? What support do you need, if any, to help your action team succeed in meeting its priority goals?
5. How much do you know about the work of action teams that you are not personally involved with? Are you satisfied with how much information you have about what is happening across projects?
6. Is the overall steering committee active? Well connected with the work of the action teams? What is it doing that is important for your future success?
7. What support do you need, if any, to help your steering committee and/or action teams be effective going forward?
8. Do you think the tourism action teams are connected to other initiatives in the community?

Changes

9. What changes in relationships/collaboration have you seen in after RTS? Do you see a link between RTS and that change?
10. What changes do you see in the level of involvement in tourism development after RTS (*who is involved, how many people are involved*)? Do you see a link between RTS and that change?

Outlook and Next steps

11. What are you most excited about in terms of RTS each project or tourism development in general?
12. Do you have any concerns about challenges that the projects or tourism development in general will face? *Scale, energy, etc*
13. Is there anything else that Travel Oregon could do now to help you succeed?

C3 Appendix: Comparisons with Other RTS Community Six Month Survey Results

Table C3a: Starting Level of Personal Engagement in Tourism Development, by RTS community

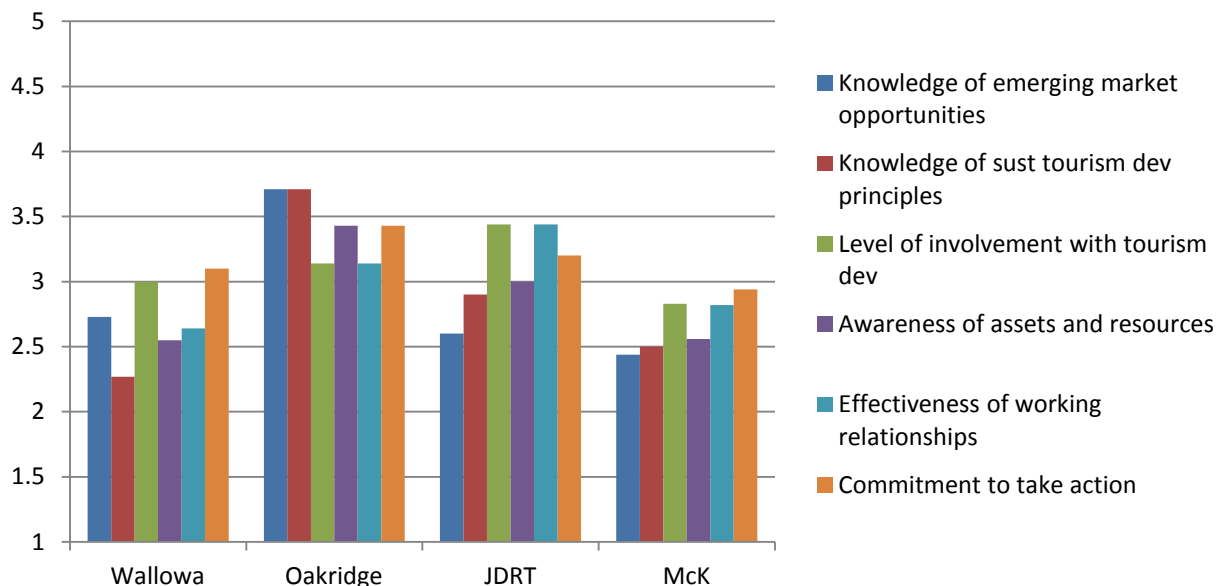


Table shows average scores, on a scale of 1-5, with 1 being "low" and 5 being "high"

Table C3b: % Change in Level of Personal Engagement with Tourism Development, by RTS community

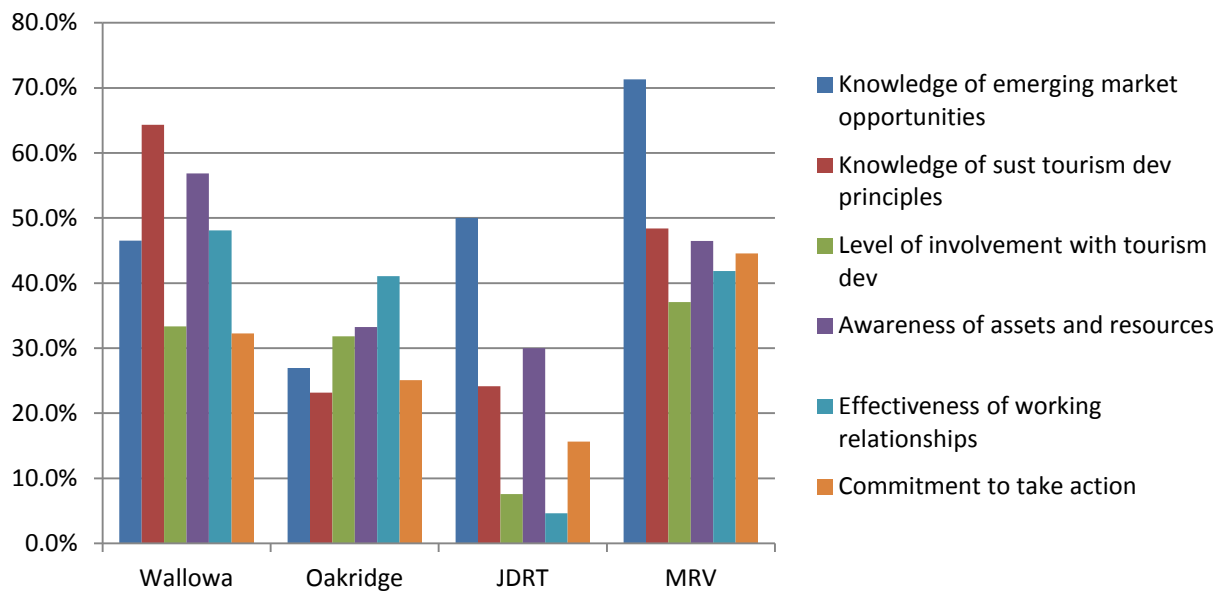


Table C3c: Starting Level of Community Conditions for Tourism Development, by RTS community

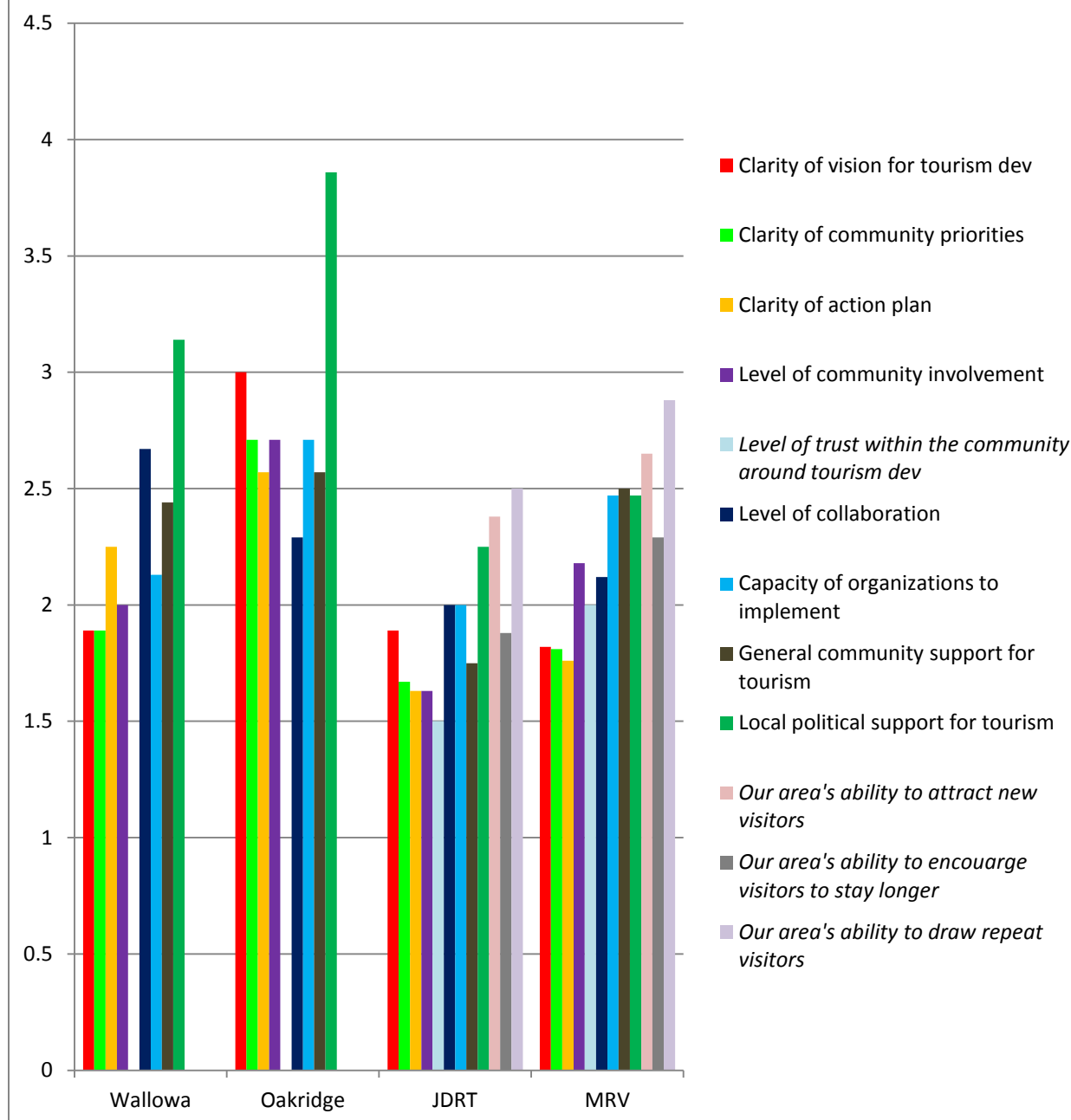


Table shows average scores, on a scale of 1-5, with 1 being “weak” and 5 being “strong”

The four categories in italics were added to the survey after the first two communities were complete. Thus, there are not comparative results for these changes across all RTS communities.

Table C3d: % Change in Community Conditions for Tourism Development, by RTS Community

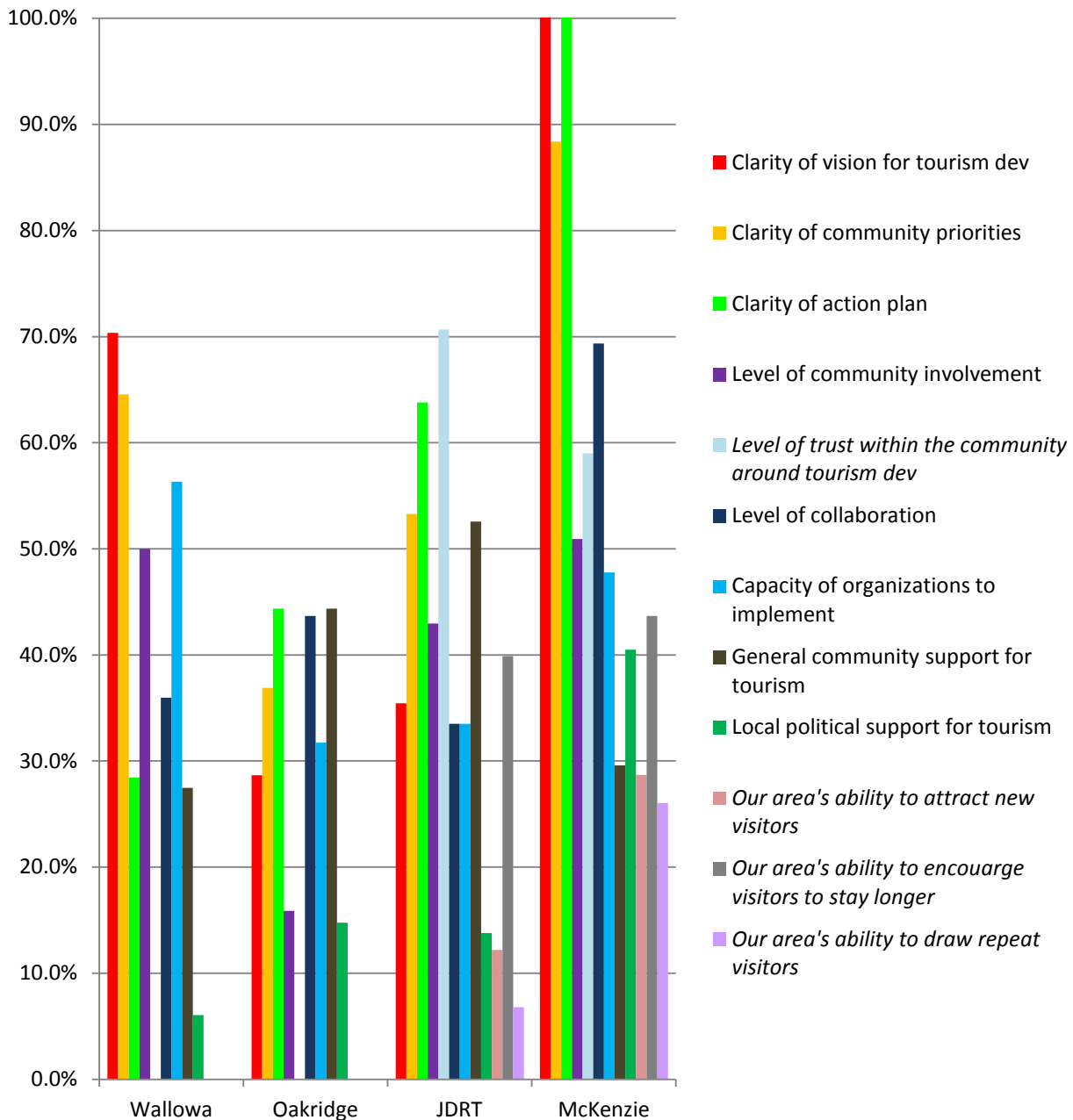


Table shows average percentage change in before and after rankings of community conditions, on a scale of 1-5, with 1 being "weak" and 5 being "strong"

The four categories in italics were added to the survey after the first two communities were complete. Thus, there are not comparative results for these changes across all RTS communities.