

WORKSHOP #2, COMMUNITY TOURISM PLANNING

October 15, 2014

Independence Event Center, Independence, Oregon

PARTICIPANTS

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TIME MAGAZINE COVERS

What are the major headlines of 2032?

- **TITLE: Authentic Green** (Oregon map and below says, How a county community leveraged sustainable tourism into a way of life)
- **TITLE: Ecotourism, Business Booms in Oregon! Polk County recognized by UNESCO** (People boating on the water, fisherman)
- **TITLE: Polk County Oregon** (vineyards, river, Buena vista rafting – float, cycling)
- **TITLE: Why Polk County is the Nation's Top Eco Tourist Destination!** (Rock climbing, fish, bike, hike, farm experience, wine tours, wine making)
- **TITLE: Polk County. All Paths Lead to.....** (State of Oregon with words Polk County in the center, heritage, main street, genuine, history, farms, refined, cycling, festivals, lodging, culinary, river, wildlife, wine, music, round hounding)
- **TITLE: Joy, Love, Hope, & Redemption → Polk County Trail → 2nd Chance Experiences for you!**
- **TITLE: Polk County Recognized as Simply the Best** (Historical tours and ghost walk, art and music festivals, kayaking, bike/hike trails, farm to fork culinary, wine/beer market leader, organic farms and gardens, wildlife viewing, world class golf, fishing)
- **TITLE: WE DISCOVERED POLK COUNTY OR AND SO CAN YOU!** (Bike trails, music, pioneer heritage, Native American culture, agriculture, wine)
- **TITLE: IT'S GOT IT ALL! POLK COUNTY WINS CONDE NAST TRAVELER #1 DESTINATION** (#1 Blue ribbon. Unique, sustainable, experience, lifestyle)
- **TITLE: TAKE THE POLK COUNTY BOUNTY TRAIL EXPERIENCE OREGON** (Map of a trail...wine, alpaca, cider, beer, biking, canoe/kayak, local foods, mushrooms, pig, farming, open space, downtown shopping, music and arts)
- **TITLE: EGOS NOT WELCOME Polk County, Oregon** (cyclist, outdoors, food)
- **TITLE: POLK COUNTY, OREGON. BACK TO THE FUTURE** (One side old man with pitch fork and right side women with future iPad/computer, satellite)

ACTIVITY Notes: Develop 3-4 strategic actions based on time mag

Organizational capacity and structure

- Everyone knows that there has been a government agreement across all Cities that we are all working together, so want it to keep going
- Want the stakeholders/ broader representation, but need core city government involved
- Polk County Tourism Steering Committee – need a name is first step – who are we? Have same language /message
 - Identify a chair
 - Members
 - MOU
 - 501©3 needed to be formed perhaps?
 - How to handle funding – need agent to handle funds

- Setting a meeting schedule
- A secretary to take meeting minutes
- Way to distribute those notes
- Identify priorities /projects – identify timeline, steps, costs, responsibilities parties, etc.
- Meet regularly and monitor projects
- Who's doing what's next?
 - The Steering committee will continue – they need to formalize with the above items

Communications Strategy

- Who needs to be involved?
 - Steering committee, need a name
 - Media, IO
 - Action team that just focuses on communications
 - What are our target audiences?
 - General public
 - Outdoor rec people, artist group, businesses, gov't, etc.
 - Central database/information hub where all the contacts and/or what's going on, who's who can all be in one place
- Need to build by in and help others understand "what's in it for me?"
- How to do this?
 - Facebook page, utilize current Facebook pages on cities, chambers
 - Present at meetings that already exist – Rotary Clubs, City Council meetings, etc.
 - Routine updates
 - Outreach through newsletters already out there, via radios, media, etc.
 - Having an editorial board meeting with Statesman Journal
- Messages need to be simple, and need to be sharing this story while it is
- Need to reach out to Association of Oregon Counties about the priority for land use legislation to be

Accommodation Plan

- Development market research – finding the demo graphs of the target market, do a competitive analysis of other areas like it
 - Some of this data and research has already been done by cities and there is the baseline piece that Kathi Jaworski completed
- Focus group of what they want
- Feasibility study, viability report
- Develop key partner list
- Develop a process map for accommodations
- Establish list of land owners, agencies, etc.

- Implementation, filling out the paperwork /applications, staying on top of the process, someone project managing, all the way to construction phase.
- Market while all along the way, make a flyer, do door to door, visiting all the venues that can benefit, use online tools: Travel Oregon, Yelp, trip advisor, etc.
- Need to lobby and change accommodation laws and land use for development
 - Very restricted land use in Polk County, so have to concentrate on the areas that can work in

Destination Development

- Do a really inventory of what we have – so we know it is we are going to be marketing
- Need branding – who we are?
- Is that something that we are going to make up or do we discover it and it's already here?
- Marketing and branding – are people looking for Polk County? Need to think about key word searches, and apps and maps
- Need to attach to something else in the online realm that already exists like TravelOregon.com or VisitSalem.com
- Signature event for the area that pull people here – Polk's Pedal, Paddle and Pints
- Need to capitalize on the person touch we have here; you actually meet the wine maker at the winery, or the cheese maker at the store
- Integral to the communication strategy

5-Year Strat Plan

- Where are we today, who visits us, want to know the current environment is – the research
- Identify the key stakeholders – ag industry, the government, tourism destination orgs, and tourism businesses, biking organization, river organizations, casino, land managers, national level, and visitors ultimately are the key stakeholders
- Utilize the baseline report
- Involve all the critical stakeholders
- Swat analysis – what are our strength and weaknesses that we currently have and how can we capitalize on the human capital we already have
- We need to identify where we want to go?
 - Target best niches we want to go after
 - Align product offering so it aligns with the needs of the visitors and the target markets

- Identify gaps and filling them (for ex: a sport that is booming, but can't do it here, so help recruit a new business to fill it)
- Help young businesses succeed; encourage them to come here and what it's attractive to them
- Immediate Actions:
 - Develop a planning sub committee
 - Committee to include: leaders and good collaborators
 - Compile all the existing research that is already out there – looking to successful strategic benchmark areas with successful tourism development
 - Join the Main Street Program with Oregon Parks and Recreation – want to spruce up the downtown and support main street businesses

ACTIVITY – what's happening on the ground 10-20 yrs.

- Signage guiding you for your experience – dining, shopping, etc
- Packaged well organized
- Spread impact in region
- Edginess – one city became famous because a guy wanted to keep his granddad on ice and it resulted in book/movie/etc
- Original and authentic for local tours and local events
- Something that surprises you
- Relaxploration – relax but also active and explore
- Outdoor living, outdoor folk school – one site is in N Carolina and one in Lake Superior – native American cooking classes, build ovens outdoors, etc.,

SCENARIO ACTIVITY

Voting exercise:

	Headed towards scenario	Preferred scenario
Scenario A	6	0
Scenario B	0	17
Scenario C	11	0
Scenario D	0	0

Discussion:

What are some strategic ideas to get you to Scenario B?

- Stakeholders need to understand that tourism is a wonderful opportunity
- Communication is working
- Communication and networking – a lot things happening, but need everyone to know about them

- Catalog of all the recourses and all the assets/things happening
- Presence of the RTS and the commitment of Travel Oregon - it's very ambitious and instead of everyone leaving the meetings at the end, we have more interested and more coordinated efforts, and that we can better convey the importance of this and the commitment and collaboration and positive people championing this
- Increased communication and collaboration between local governments, have viable plan and marketing plan and public is included and have media coverage, message is simple and local government is held accountable

Scenario A – Day trippers welcome; pack a lunch – high collaboration

Community / social

- Resistance to change
- Narrow focus
- Lack of awareness of existing opportunities
- Few choices for retail, restaurants, etc.

Environmental

- Desirable place to live
- Poverty with a view is ok to some
- Lack of government coordination to reduce, reuse, recycle – so can't market as green place
- Great spectrum of wildlife, viewing and fauna/flora

Economy

- High rent discourages new or continued retail
- Economic characteristics are not ideal
- No umbrella to coordinate, package and market activities

Headline news for the following years...

2015 – Willamette Wines get increased market share due to drought and lower production in CA

Earthquake, Equestrian dog show opens in Willamina, and marijuana passes in Polk County

2020 –

Large hotel built in Polk; continued drought in CA drives investors to purchase land and invest in wine businesses, immigration reform = less workers for ag businesses and local farms.

2030 – Big earthquake takes down the Salem bridge, I 5 access is cut off, van duzer corridor becomes major production of wind power

Scenario B – Simply the Best

Community / social

- Everything is a collaborative effort, nothing cookie cutter,
- People value authenticity
- Embrace change while retaining heritage, old buildings
- Open minded people
- Enhanced gratification and community pride
- Open to best ideas and best practices
- Increased quality of life and workforce development
- Creating new opportunities for businesses in tourism industry
- Opportunities for advancement in growth business

Environmental

- People are buying local
- Limited poverty
- Historical aspects of community are vibrant
- Retain small town charm
- Increase in number of small farms and farm products/ more diverse farm products
- No empty store fronts and preserving the aesthetics (business, homes, roads)
- Perseveration of enhancements of main streets and counties – no cars up on blocks in yards or maybe less 😊
- City and county enforcement codes

Economy

- Limited poverty
- Increased economy, increased employment
- Good buy-in and support from local government and agencies
- Increased tourism and new business development
- Quality, effective branding
- Working with current and new businesses
- Incubator (teaching resources, connecting business)

Downsides of this scenario – is the big tourism places: Jackson, Aspen, etc – where the rich people live in the town, the actual workers move out and travel in to work, disparity of wealth is large, ideal scenario are that people are embracing change and doing new things, but not everyone will embrace this – this will be a challenge

Headline news for the following years...

2015 – Polk County partners with Chemeketa College to create workforce programs! Shocking agreement between all parties in regional tourism plan. Informal business assistance group helps business ride the wave.

2020 – Increased tourism demand creates new lodging in county, food hub opens in county, new tourism committee forms to create and market businesses and tourism in county

2030 – Cold storage and distribution center created for organic crops. Quality of life improves. Polk County is the destination site for an authentic experience.

Scenario C – Stagnating Potential

Community / social

- Move fragmented groups – people moving forward, lack of trust
- Competition vs collaboration
- Spirit of haves and have nots
- Work job duties and pay scales are increasingly disparate and people move out of area

Environmental

- It comes in last as there are other things to worry about/economics
- Place of “not enough”

Economy

- Fragmented groups being successful
- Higher highs and lower lows
- Small guys lose b/c big guys have the money
- Tourism starts to lag – even though we have tourism industry the fragmentation with the locals and no collaboration – there are pockets of tourism and not so good other pockets – so it’s not working well

Headline news for the following years...

2015- Global markets for Polk County grass seed and hazelnuts at all-time high
Worldwide oil glut lowers fuel prices, increasing tourist travel to Polk Co.
Record number of farmer’s markets in Pacific Northwest.
Increased demand from China for Polk Co for agricultural products.

2020 – Worldwide consumption of wine continues to increase, Oregon winters have record sales – Polk County included.

Global warming increases water restrictions in CA, affecting demand for Polk Co farm products

Market for hazelnuts falls by 25%, affecting Polk Co. producers.

2030 – Land prices increase and drives out local farmers/families

California wine giants buy up Willamette Valley wineries

Mechanization replaces farm workers

Scenario D – Doom and Gloom

Community / social

- Lack of progress
- no collaboration
- education looking bad
- local apathy
- increased drug and crime use
- very insular, not a positive vibe to community
- when tourists come – they leave b/c bad experience
- lose population

Environmental

- Lack land use planning
- Overuse and poor use of natural resources
- Deferred maintenance for example: the falls

Economy

- Poor local econ developments
- No job opportunities
- No youth opportunities
- No affordable housing
- No local tax base
- Large outside businesses are benefiting from absentee landowners
- Proliferation of for sale and for rent signs
- Property values declining
- No capital attracted
- No money to support growth/infrastructure

Headline news for the following years...

2015 – Local businesses decline, long time anchor business leaves town, library has reduced hours, school lunch assistance program is no longer funded

2020 – Grocery store closes, one big industry biz closes and lots of people lose jobs, homeless increase, contentious City council meetings and planning commission resigns
Property prices are at an all-time low

2030 - Local university closes, county bankrupt, undisclosed land use purchased by big business for nuclear site on the river, Property values at all-time low

TIME

AUTHENTIC

GREENS



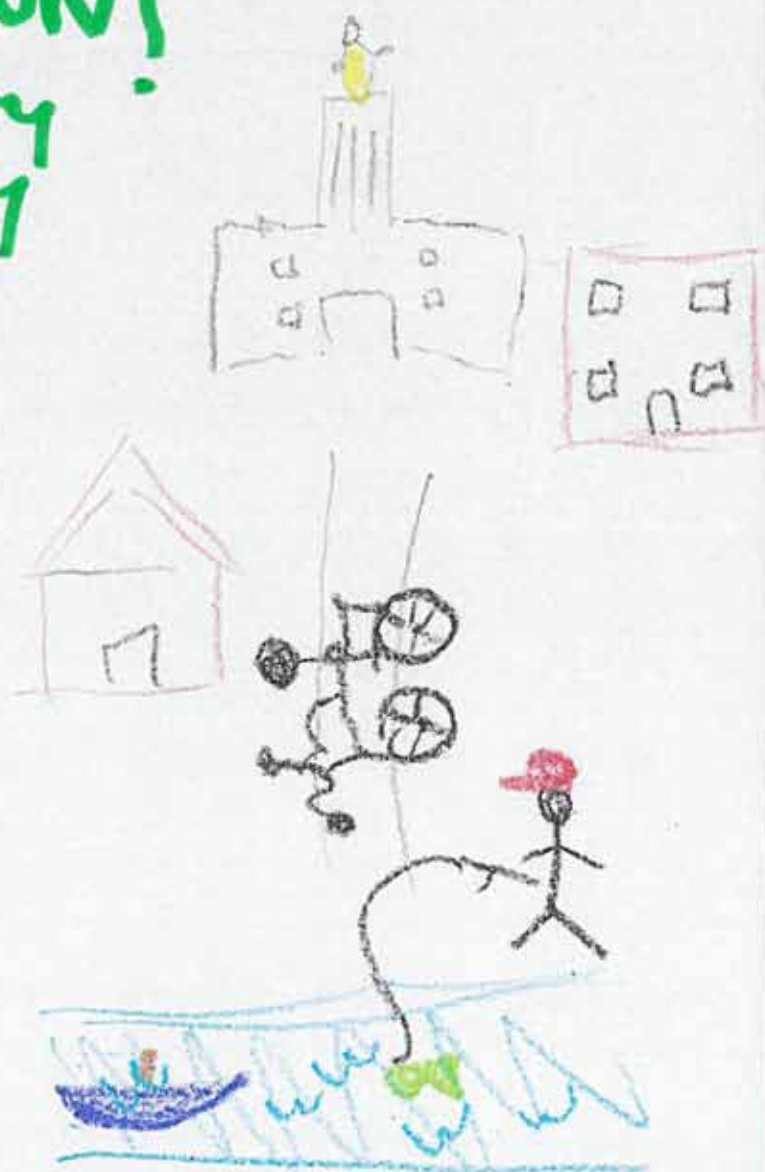
How a County Community
Leveraged Sustainable Tourism
into a Way of Life.

TIME

BIZ ECOTOURISM, BOOMS IN OREGON!

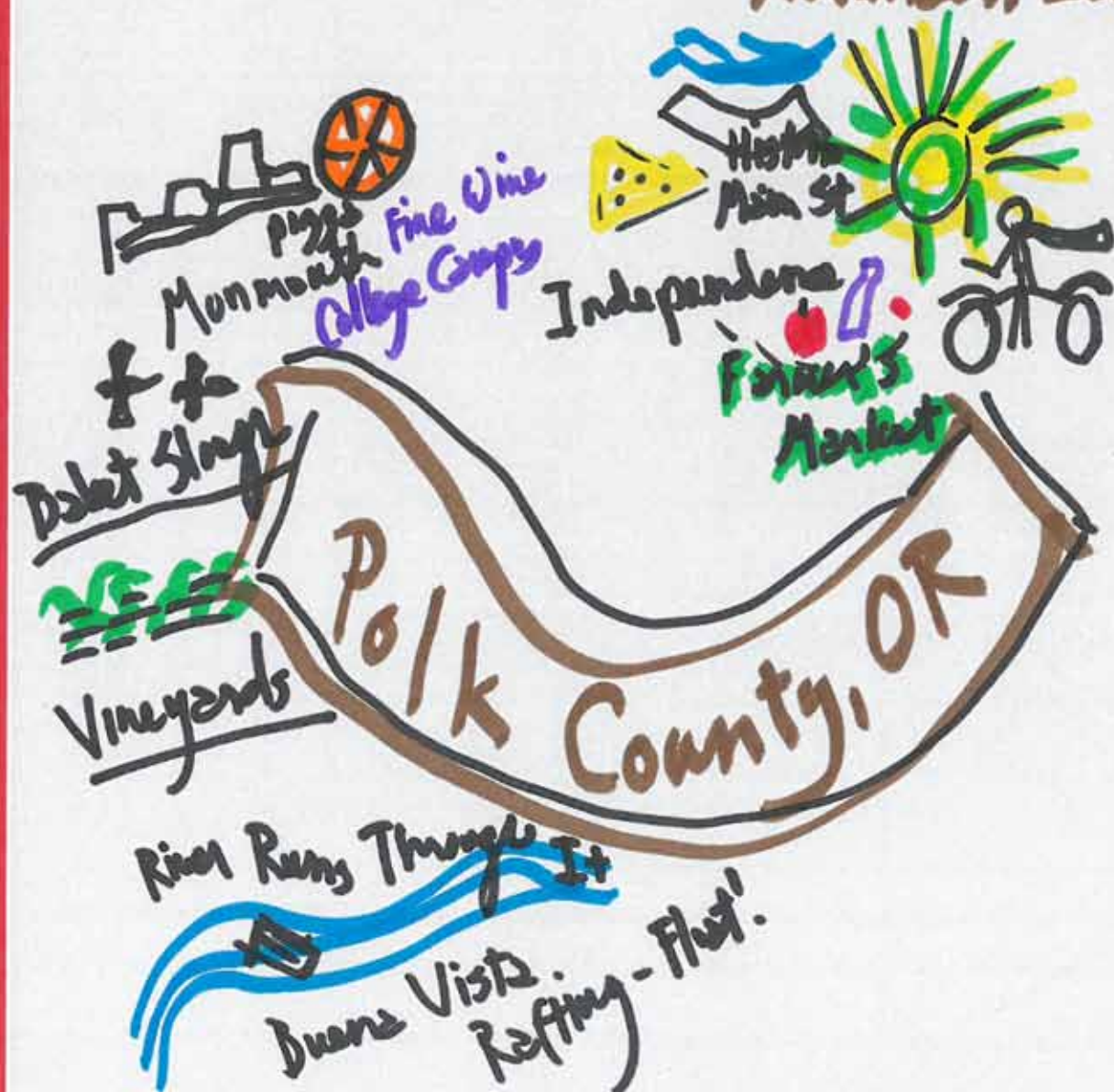
Polk County
recognized by
UNESCO

Washouville
Washouville
Washouville
Washouville



TIME

November, 2022



Rock climbing

FARM EXPERIENCE

Hike

Fish

Bike

TIME

WINE TOURS

With Polk

County Oregon

is the nation's

Top EcoTourist

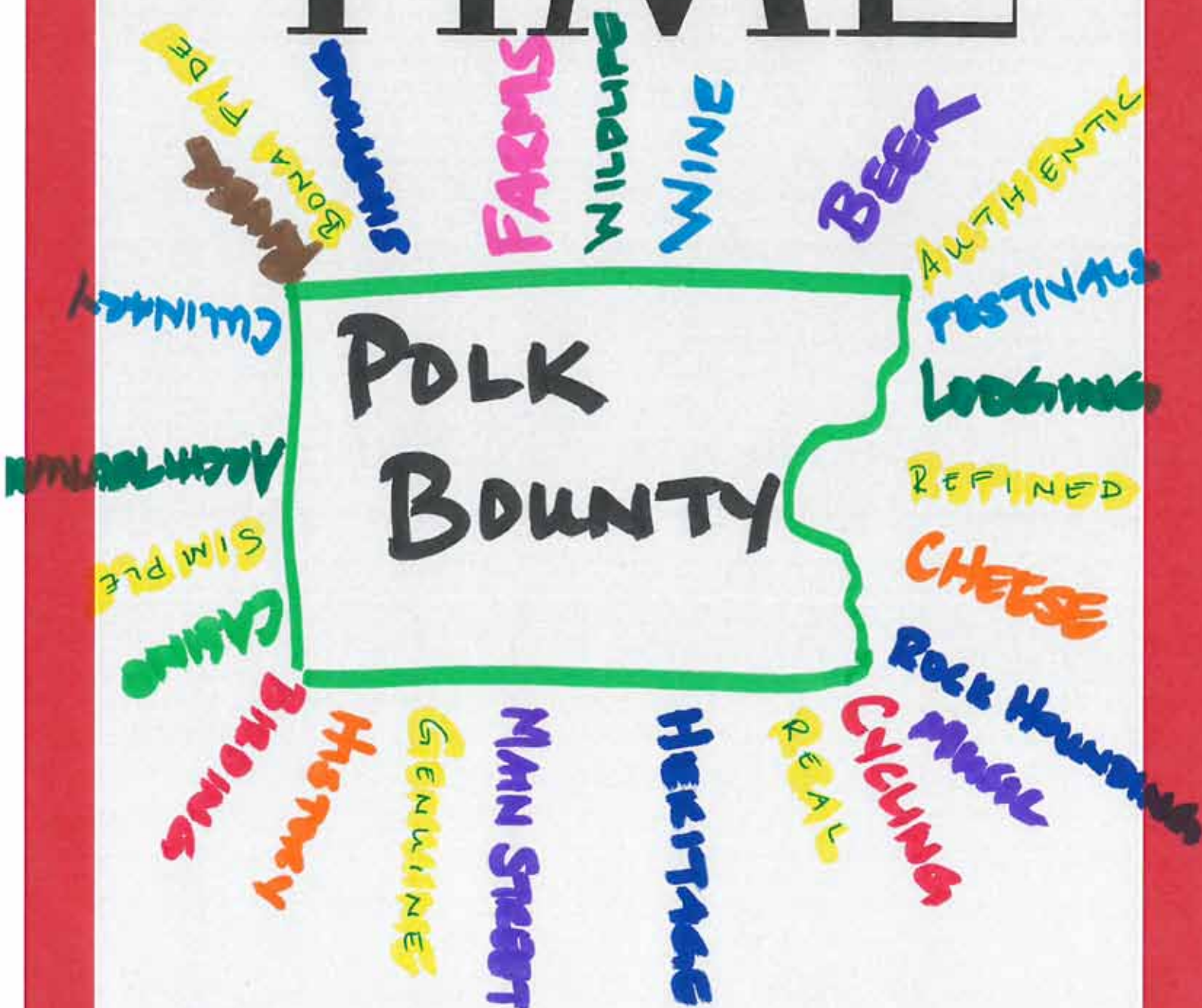
Destination!

EXPERIENCE HANDS ON

FARMING / WINE MAKING / RESOURCE

Art.

TIME



ALL PATHS LEAD TO

TIME

Joy, Love, Hope
& Redemption

↓
Pdk Country
Trail

↓
2ND CHANCE
Experiences
For You!

TIME



TIME

Bike Trails

Music

Pioneer
Heritage

Native
American
Culture

- We
Discovered
Polk County
- OR -

and so
can you !

Agriculture

Wine

It's Got it ALL!

TIME

POLK COUNTY

unique



OR,

Sustainable

experience

lifestyle

WINS CONDE NAST
TRAVELER ~~★~~ 1 DESTINATION

TIME

Take the

Polk County Bounty Trail

Experience Oregon



TIME

EGOS NOT
WELCOME
POLK COUNTY, OREGON



TIME

Polk County, Oregon
Back to the future!

