2020 OREGON TOURISM INDUSTRY STAKEHOLDER SURVEY

WILLAMETTE VALLEY

This report summarizes findings from a 2020 survey of tourism industry stakeholders in Oregon. The survey sought feedback from stakeholders to provide guidance and perspective on priorities for future investments from Regional Destination Management Organizations. This report summarizes findings from respondents in Willamette Valley with additional statewide results provided for context.

# 2020 OREGON TOURISM INDUSTRY STAKEHOLDER SURVEY

WILLAMETTE VALLEY

SURVEY GOALS

The 2020 Oregon tourism engagement survey was designed to gather feedback from Oregon's tourism industry professionals, employees, and stakeholders to provide feedback and direction for Travel Oregon and Regional Destination Management Organizations (RDMOs) in setting strategic directions and making funding and programmatic decision in marketing, grants, tourist-related infrastructure, visitor management, and more. The survey was built on a framework of past stakeholder surveys; however, unprecedented circumstances surrounding COVID-19, wildfires, and racial injustice necessitated survey changes. The survey was developed collaboratively by Driftline Consulting, Travel Oregon, and seven RDMOs.

DATA COLLECTION

The survey was conducted online and distributed in both English and Spanish between October 5-30, 2020, by way of direct email communications, a press release, industry newsletters and industry partners' distribution channels to an open URL hosted on Travel Oregon's industry website. The survey resulted in a total of 205 responses from the Willamette Valley and 1,245 responses overall. Sample sizes for individual questions vary. Results presented in this report are segmented by the region in which the respondent indicated that they live or work. Figures show results from the Willamette Valley compared to the statewide survey results (referred to as the "overall" in figures).
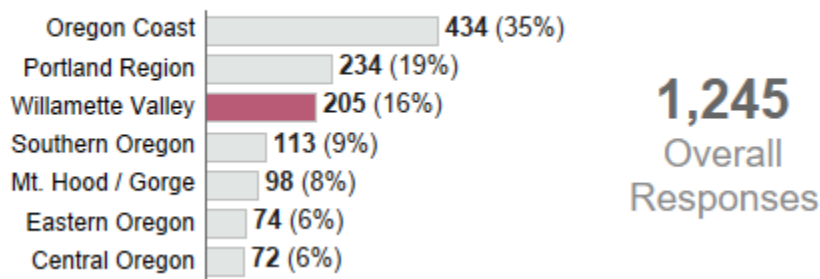
The survey results should be viewed as an aggregation of relevant and thoughtful feedback from stakeholders. The applicability of findings to real life circumstances may depend on whether the feedback is from a broad enough (or representative) swath of stakeholders and whether individual RDMOs believe they have engaged with enough stakeholders to have a good gauge of the stakeholders' priorities. An assessment of the industries represented, and the overall response numbers suggest that for all regions, a diverse and appropriately sized cross-section of stakeholders

responded, adding confidence to the applicability of results. Because the survey was not conducted from a random sample, it is not appropriate to perform statistical tests on the data.

ADDITIONAL RESOURCES

In addition to this report, results from the survey are accessible via an interactive online dashboard that enables further exploration of the data. Users of the online dashboard can segment questions by key variables to gain additional insight into segments of the Oregon tourism stakeholder population that were not addressed in this report.

The survey also resulted in an extensive number of open-ended responses. In several instances, selections of representative open-ended comments from Willamette Valley respondents are presented within the report. These comments are presented in the respondents' own words, and they do not reflect the opinions of Travel Oregon. Representative selections of open-ended responses from Willamette Valley respondents are provided as an appendix to this report. All comments are viewable in an online dashboard with accompanying word clouds and bar charts.

Access the online dashboards by going to: https://rebrand.ly/TO_Stakeholder2020

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KEY FINDINGS

BUSINESS HEALTH

- Forty-six percent of Willamette Valley respondents reported their business/organization has laid off, terminated, or otherwise let go of employees in 2020, with the most layoffs occurring 4-6 months ago. 13% anticipate layoffs/terminations at their business/organization within the next six months, while 33% are unsure if layoffs will occur within the next six months.
- Over half (55%) of Willamette Valley respondents characterize the impacts of COVID-19 on their organization/business's revenue or funding as having a significant negative impact. By comparison, 33% describe the wildfires as having a significant negative impact.

RESILIENCY, RECOVERY AND REOPENING

- Fifty-one percent of Willamette Valley respondents are not at all concerned about promoting their community and feel it would benefit from visitors (compared to 37% statewide), while 18% expressed some or significant concern (compared to 24% statewide). When it comes to welcoming visitor to their communities, they are most concerned with a lack of visitation due to decrease in travel demand.
- By a large margin, "help advocating for effective policies and funding to support tourism businesses/organizations" is the resource that will best support Willamette Valley businesses/organizations recover. Support developing and bolstering visitor experiences that are COVID-appropriate and that enhance local livability will best support Willamette Valley communities.

PLANNING AND MANAGEMENT

- From a list of ten actions that would aid in recovery from COVID-19, wildfires, and related economic conditions, Willamette Valley respondents identified COVID-friendly visitor experience development as their top priority. Marketing and promotion should be a key focus area in the longer term (next two to five years).
- "Identifying and fostering partnerships to address economic resiliency and reopening and implement solutions to drive recovery" is the top tactical planning and management strategy that will advance the economic impact of tourism and ensure its vitality and sustainability.

DIVERSITY, EQUITY AND INCLUSION

- Sixty-three percent of Willamette Valley respondents think the tourism industry should play a role in advancing social and racial justice, a greater share compared to the 54% of respondents statewide. 15% do not think the industry should play a role, while 22% are unsure.
- Sixty-four percent report having received training related to cultural awareness, anti-racism, implicit bias, or some other diversity, equity, and inclusivity related training. Two thirds (66%) would be interested in participating in diversity, equity, and/or inclusivity related training. Nearly nine in ten Willamette Valley respondents (86%) feel somewhat or very prepared to interact with visitors/clients/coworkers of diverse ethnic/racial/cultural backgrounds.
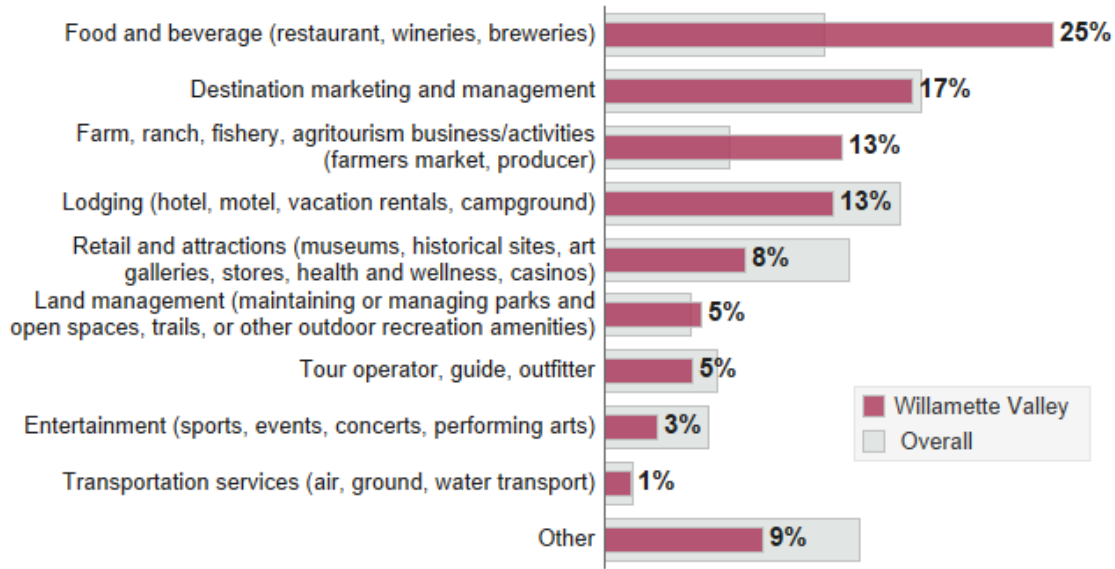
RESPONDENT PROFILE

The survey received broad participation by tourism industry sector. Overall, the destination marketing and management sector accounted for 18% of respondents, followed by lodging (16%), retail and attractions (12%), and food and beverage (12%). "Other" write-in responses, comprising 14% of the overall responses, were diverse and reflect the broad reach of the survey. Relative to statewide overall results, respondents in the Willamette Valley were much more likely to work in the food and beverage and farm, ranch, fishery, agritourism sectors. They had a smaller share of respondents in the lodging and retail/attraction sectors.

Over half of all statewide respondents represent for profit businesses (56%), while 27% represent non-profit organizations. Willamette Valley had greater representation among for profit organizations (62%), relative to the statewide results.

Sixty-two percent of all respondents are employed full-time in the tourism industry, 18% are employed part-time, and the remaining 10% are retired, not currently employed, or prefer not to say. The distribution of results by employment status in the Willamette Valley generally align with the statewide overall results.

Industry Sector, Entity Type and Employment Status

Q: In what sector of the tourism industry do you primarily work? Choose one:

Sector	Willamette Valley
Food and beverage (restaurant, wineries, breweries)	25%
Destination marketing and management	17%
Farm, ranch, fishery, agritourism business/activities (farmers market, producer)	13%
Lodging (hotel, motel, vacation rentals, campground)	13%
Retail and attractions (museums, historical sites, art galleries, stores, health and wellness, casinos)	8%
Land management (maintaining or managing parks and open spaces, trails, or other outdoor recreation amenities)	5%
Tour operator, guide, outfitter	5%
Entertainment (sports, events, concerts, performing arts)	3%
Transportation services (air, ground, water transport)	1%
Other	9%

■ Willamette Valley
☐ Overall

Q: Which entity type best describes your business/organization?

For profit, business	62%
Non-profit	26%
Government entity	11%
Education	1%
Federally-recognized tribe	1%
Port district	0%
Not sure	1%
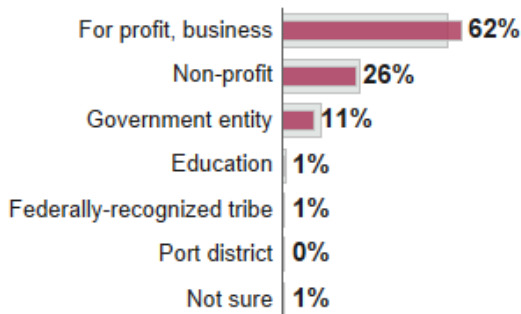
Q: Which of the following best describes your current employment status in the tourism industry?

Employed full-time	71%
Employed part-time	18%
Retired	5%
Not currently employed (and looking for employment)	3%
Prefer not to say	5%
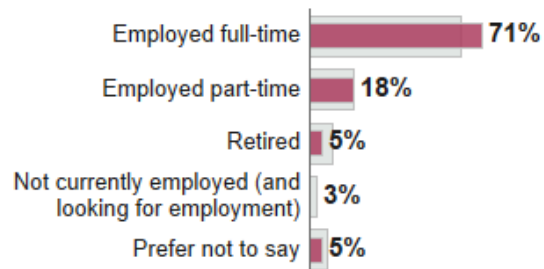
Willamette Valley respondents are slightly younger on average (52) relative to the statewide results (54), and have a greater share of respondents 44 or younger. Statewide, 61% of respondents identify as female and 37% identify as male. Willamette Valley respondents skew slightly more female at 67%.

Age and Gender

Q: Respondent age:

	Willamette Valley
25 - 34	16%
35 - 44	23%
45 - 54	19%
55 - 64	21%
65 or older	21%

	Willamette Valley	Overall
Avg.	52.0	53.8

Q: What is your gender?

	Willamette Valley
Female	67%
Male	33%
I identify as:	1%
Non-binary	2%
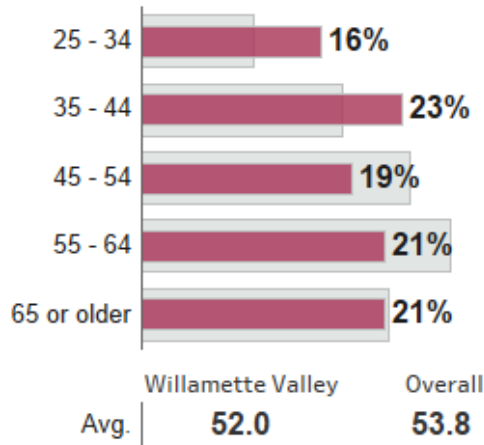
- Willamette Valley
- Overall

Statewide, nearly nine in ten respondents describe themselves as white or Caucasian. In the Willamette Valley, that number is slightly higher at 94%.
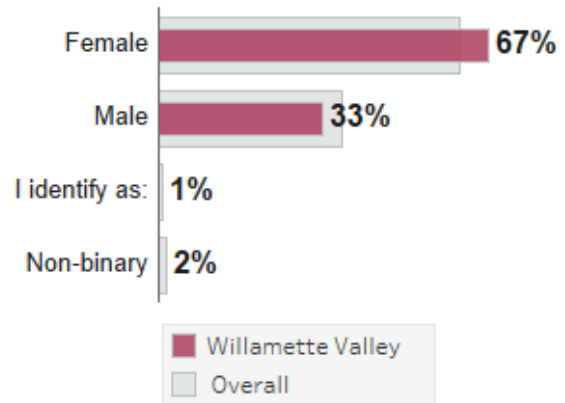
Forty-one percent of all tourism industry stakeholders in Oregon have annual household incomes of less than $75,000.

Race and Household Income

Q: Which of the following best describes you? (Please select one answer)

	Willamette Valley
White or Caucasian	94%
Hispanic, Latino or Latinx	2%
A race/ethnicity not listed here	1%
Multiracial or Biracial	1%
Asian or Pacific Islander	1%
Black or African American	1%
Native American or Alaskan Native	2%

- Willamette Valley
- Overall
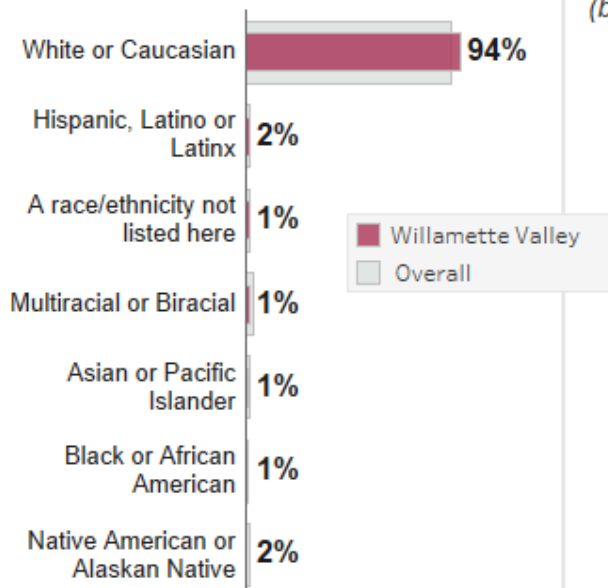
Q: Which of these categories best describes the total gross annual income of your household (before taxes)?

	Willamette Valley
Under $25,000	1%
$25,000-49,999	14%
$50,000-74,999	26%
$75,000-99,999	15%
$100,000-149,999	27%
$150,000-199,999	6%
$200,000-249,999	4%
$250,000 or more	8%
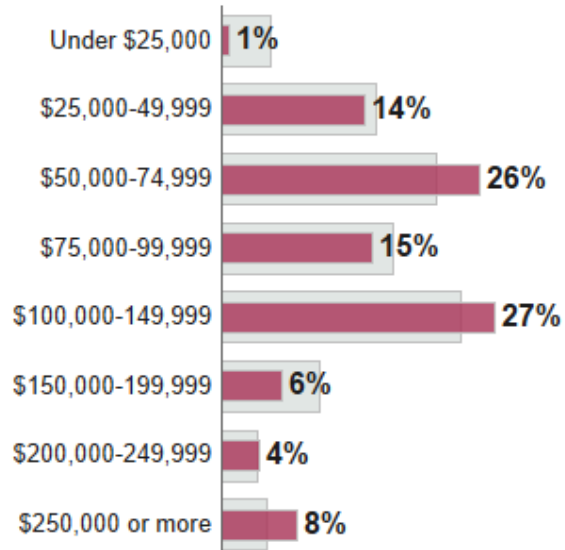
Overall, three quarters of respondents have a Bachelor's degree or higher level of education, while a quarter did not attain their Bachelor's degree. Respondents in the Willamette Valley are more likely to have their Bachelor's or Graduate degree relative to the statewide results. Six percent of overall respondents report a disability, with "walking" most frequently identified.

Education Level and Presence of Disabilities

Q: What is your highest level of education?

Legend: Willamette Valley, Overall

Education Level	Willamette Valley
High school or less	1%
Some college	21%
Bachelor's degree	45%
Graduate degree or more	33%
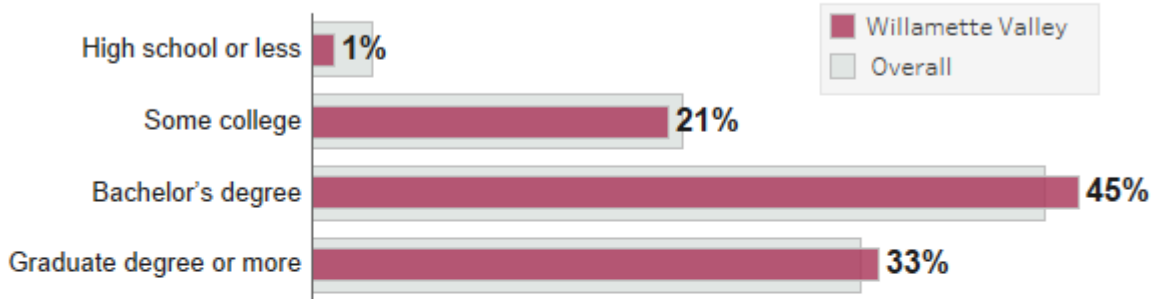
Q: Do you have a disability?

Yes	5%
No	95%
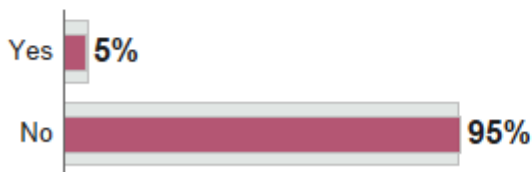
Q: What are these disabilities? (Check all that apply)

Walking	58%
Hearing	26%
Learning	19%
Sight	16%
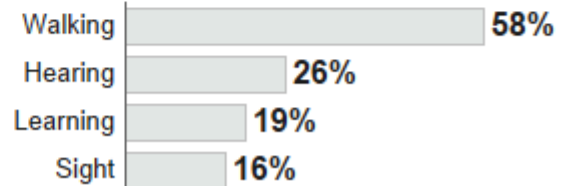
Overall only due to insufficient regional sample size.

BUSINESS HEALTH AND FUNDING SOURCES

Due to recent upheavals of the travel and tourism industry and prolonged economic uncertainty, a series of questions aimed to better understand the financial impacts of COVID-19 and wildfires on Oregon tourism businesses and organizations.

Forty-six percent of all respondents, both statewide and in the Willamette Valley, work for organizations or businesses that have laid off, terminated, or otherwise let go of employees in 2020. The lodging and food and beverage sectors were most likely to report layoffs (63% and 61% reporting layoffs, respectively), while the farm/ranch/fishery/agritourism and land management sectors were the least likely (8% and 37%, respectively). Of those that reported layoffs within their organization, the median number of employees let go was 5.0 (vs. 4.5 in the Willamette Valley), which represented a median of 50% of employees, both statewide and in the Willamette Valley.

Layoffs and Terminations

Willamette Valley — Overall

Q: In 2020, has your organization/business laid off, terminated, or otherwise let go of employees?

Yes	46%
No	54%

Q: [IF YES] Including both full-time and part-time employees...

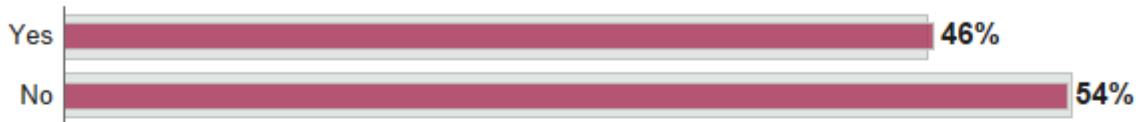roughly how many were laid off, terminated, or otherwise let go:

1 - 5	62%
6 - 20	26%
20 - 50	6%
51 - 100	4%
101 - 200	1%
200 or more	1%
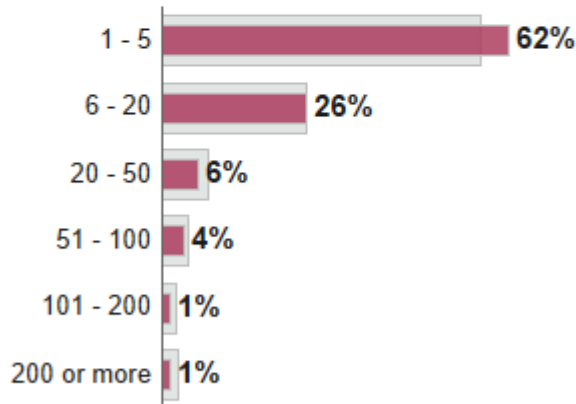
	Willamette Valley	Overall
Average	16.2	30.4
Median	4.5	5.0

roughly what percent were laid off, terminated, or otherwise let go:

Less than 10%	19%
11 - 25%	28%
26 - 50%	25%
50 - 75%	15%
76 - 100%	13%
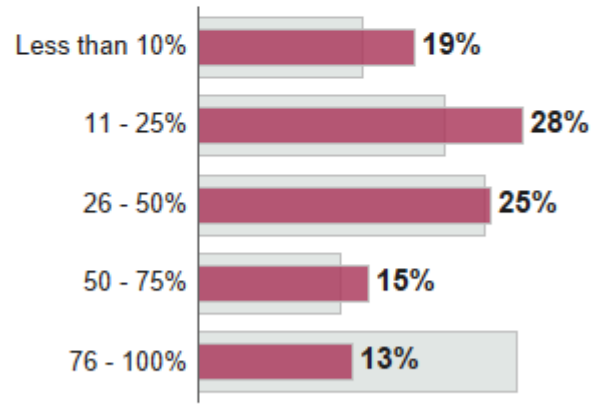
	Willamette Valley	Overall
Average	40.6%	49.7%
Median	30.0%	50.0%

The survey asked about anticipated future layoffs, and the timing of layoffs both past and future. Statewide, 14% of respondents anticipate layoffs within their business/organization within the next six months, 54% do not anticipate layoffs, and a third (33%) are unsure. Respondents in the Willamette Valley are slightly less likely to anticipate layoffs (13%). The greatest share of layoffs occurred early

during the pandemic, four or more months ago. Respondents from the Willamette Valley were more likely to report more recent lay-offs two to four months ago.

Layoffs and Terminations

■ Willamette Valley　□ Overall

Q: Within the next 6 months, do you anticipate laying off, terminating, or otherwise letting go of employees?

Yes	13%
No	54%
Unsure	33%

Q: When did layoffs or terminations occur and/or when do you anticipate them occurring? (Check all that apply)

More than 6 months ago	39%
4 – 6 months ago	48%
2 – 4 months ago	21%
Within the last 2 months	12%
Within the next 2 months	7%
In the next 2 – 4 months	7%
In the next 4 -6 months	2%
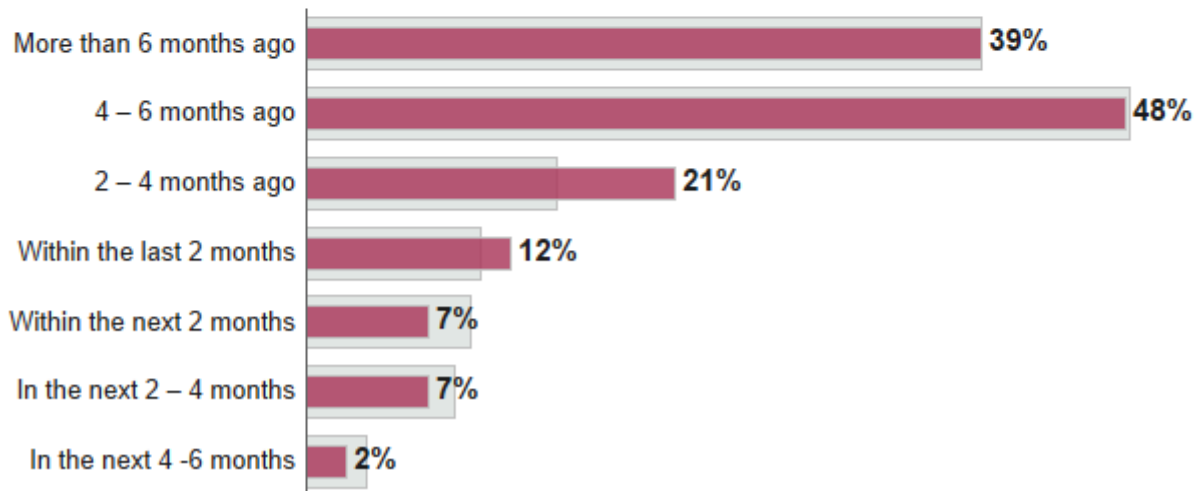
Statewide, 12% of respondents reported that COVID-19 has had little to no impact or a positive impact on their business/organization's revenue or funding. A large majority (88%) reported some or significant negative impact. Of those that experienced a negative impact, 42% are experiencing worsening impacts, while 58% are in recovery. By comparison, wildfires negatively impacted a smaller share of overall respondents (59%). A smaller share reported significant negative impacts, and, of those negatively impacted, a greater share reports their business/organization is recovering from wildfires (79%) than from COVID-19 (58%). Relative to the statewide overall, Willamette Valley respondents were much more likely to report negative impacts due to wildfire, and a greater share describe those impacts as worsening.

COVID-19 and Wildfire Impacts

■ Willamette Valley ☐ Overall

Q: How would you characterize the impacts of the following on your organization/business's revenue or funding:

COVID-19

Positive impact	9%
Little to no impact	7%
Some negative impact	29%
Significant negative impact	55%

Wildfires

Positive impact	6%
Little to no impact	19%
Some negative impact	42%
Significant negative impact	33%

[If impacted negatively]

COVID-19

Some/significant negative impact and RECOVERING	58%
Some/significant negative impact and WORSENING	42%

Wildfires

Some/significant negative impact and RECOVERING	69%
Some/significant negative impact and WORSENING	31%

Roughly two thirds of all respondents work for businesses or organizations that sought funding, while a third neither sought, nor received funding. The Paycheck Protection Program (PPP) was the most-awarded funding source overall, followed by "other grants or funding program," and Economic Injury Disaster Loan (EIDL).

Funding Sources

■ Willamette Valley ☐ Overall

Q: Has your business or organization received funding from any of the following: (Check all that apply)

Paycheck Protection Program (PPP)	42%
Other grants or funding program	20%
Economic Injury Disaster Loan (EIDL)	20%
Travel Oregon Emergency Grant	6%
My business/organization applied for funds, but did not receive any	3%
FEMA individual assistance	2%
None of the above	34%
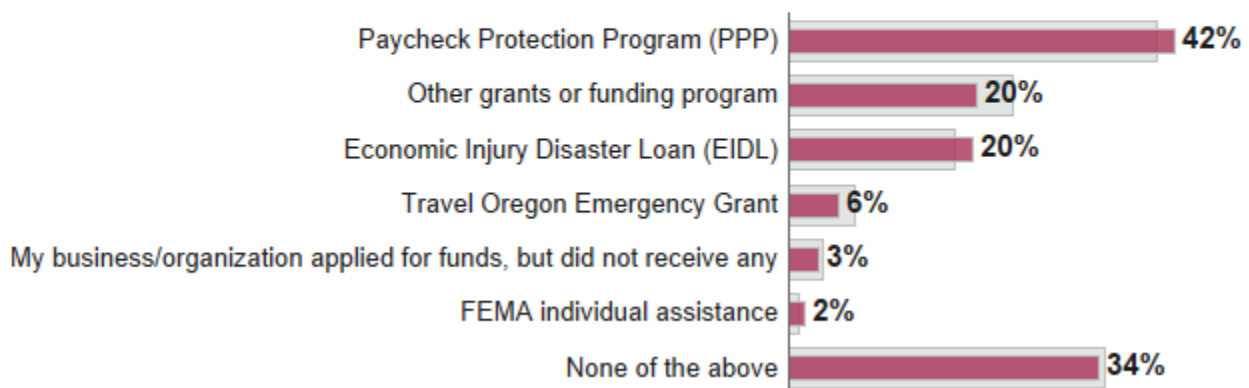
RESILIENCY, RECOVERY AND REOPENING

During these uncertain times, it is important for the tourism industry to know how its stakeholders are feeling about reopening and their priorities concerning safety and economic issues. To broadly gauge the industry's readiness to embrace visitation, respondents were asked to rate their level of concern with promoting their community. Statewide, more than half of respondents (55%) are not concerned about welcoming visitors right now, 21% are neutral, while 24% feel their community should not be welcoming visitors. Respondents in the Willamette Valley express relatively less concern about welcoming visitors, with 71% responding "2" or "1" (not at all concerned, my community would benefit from visitors).

Q: How would you feel if you saw an advertisement today promoting your community to visitors?

Sample	Avg.	Not concerned (1 & 2)		Neutral (3)	Concerned (4 & 5)		
Willamette Valley	2.4	37%	19% **56%**	22%	14%	9%	**22%**
Overall	2.4	37%	18% **55%**	21%	15%	9%	**24%**

- 1 - Not at all concerned, my community would benefit from visitors
- 2
- 3 - Neutral
- 4
- 5 - Very concerned, my community should not be welcoming visitors
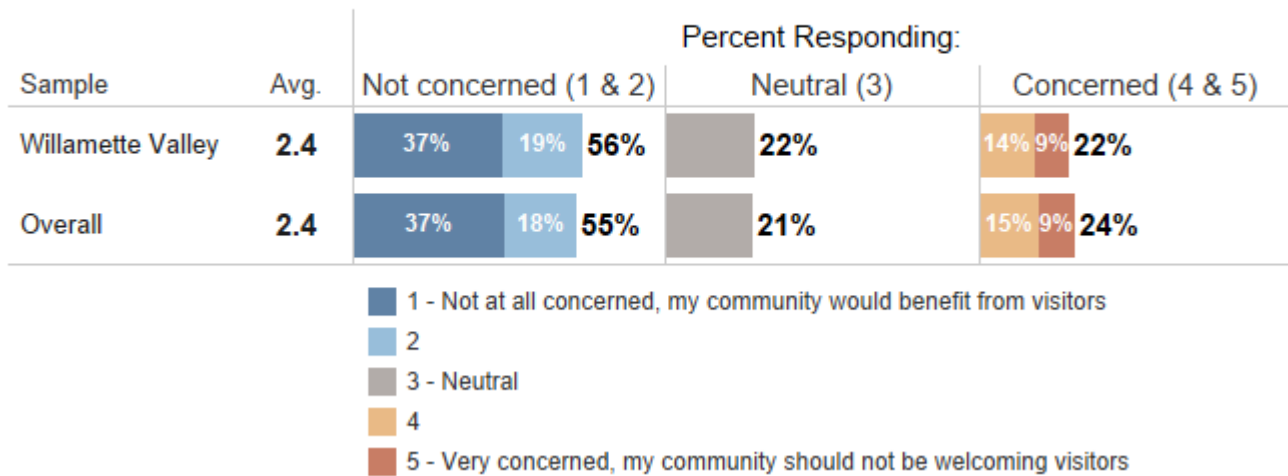
A follow-up open-ended question asked respondents: "Why do you feel that way?" The survey resulted in 526 total comments from respondents that were not concerned with promoting their community (answered 1 or 2), and 241 total comments from respondents that expressed concern (answered 4 or 5). Among those concerned, commonly cited reasons include increased risk of contracting COVID-19, the fear that tourism will lead to increased cases and further, more prolonged shutdowns, and the feeling that their destination is already at maximum capacity and/or already experiencing adverse impacts due to tourism. Those that were not concerned cited primarily economic reasons for promoting their community/destination and the sense that tourism can operate safely amidst the pandemic. An additional 162 total open-ended responses were collected from respondents that were neutral, and it is worth noting that many comments on both sides recognized the fluidity of the situation and acknowledged both the risks and rewards of tourism in their communities. Selections of comments from Willamette Valley respondents by response follows. A full list of open-ended comments from Willamette Valley respondents is provided in the appendix.

CONCERNED with promotion (4 & 5): "Why do you feel that way"

Bad stories make the press and that's what people see and remember.

Because our community burned and we need to grieve and recover. We can't do that focusing on tourism. We have no infrastructure or jobs.

Concerned because we are still in a global pandemic. I think continued movement around the county will prolong our recovery from the virus.

COVID cases are spiking in Lane County. I think it is irresponsible to promote our communities to outside folks. We should be focusing on people within the community coming to safe, socially distanced community events like outdoor farmers markets.

I think the spread of the virus is inevitable at this stage of the country's management, but the ongoing increases in cases could be very problematic for our community over the winter months. I think we have to sit out this upcoming holiday season, recreate as locally as possible, and try to wait until there are trial vaccines and lower rates of transmission before we encourage travel.

NOT CONCERNED with promotion (1 & 2): "Why do you feel that way"

Any promotion to attract visitors to our community would be beneficial. We are open for business and all COVID-19 safety protocols are in place to make their visit pleasurable.

At some point, we need to get on with our lives if we want our visitor economy to survive. Our businesses are doing well with physical distancing, masking up and finding creative ways to serve customers. This messaging should be amplified to the tourist community where possible.

Business have safety protocols in place and I believe it is possible to travel safely if masks and social distancing are used by the traveler.

Businesses in our community need the revenue to stay open and continue to make our town a special place to live and visit. Also, businesses in our community are extremely safe, and most visitors respect safe travel practices.

I think we all need to get out and about and be in the world. I think there are plenty of campaigns encouraging mask wearing and most businesses are conscious of current protocols which aid in keeping us safe.

All respondents were asked to rate their level of concern with various aspects of welcoming visitors to their community, with "1" being "not at all concerned" and "5" being "extremely concerned." Overall, the safety of staff and visitors to restaurants, lack of visitation due to a decrease in travel demand, and safety of staff and visitors to lodging properties emerged as top concerns. Heightened racial tensions, negative visitor sentiment towards residents, and limited supply of PPE was of relatively less concern. Respondents in the Willamette Valley indicated lower levels of concern across all categories apart from "lack of visitation due to decrease in travel demand." Categories in the figure below are sorted in descending order by the average rating of Willamette Valley respondents.

Q: As you think about welcoming visitors to your community, how concerned are you about the following? (1 = Not at all concerned, 5 - Extremely concerned)

	Willamette Valley	Overall	Average Rating 1 - 5
Lack of visitation due to decrease in travel demand			3.6
Safety of staff and visitors to restaurants			3.3
Safety of staff and visitors to lodging properties			3.2
Safety of staff and visitors to recreational or leisure experiences			3.1
Diminished visitor experience of your destination (due to facility/amenity closures, fewer frontline workers, etc.)			3.0
Lack of COVID-19 testing capacity			3.0
Overburdened public resources (bathrooms, parking, parks/open spaces)			2.9
Negative resident sentiment towards visitors (due to fear of COVID-19 transmissions from visitors to residents)			2.8
Heightened political tensions			2.7
Overburdened local healthcare system			2.5
Heightened racial tensions			2.5
Negative visitor sentiment towards residents (due to fear of COVID-19 transmissions from residents to visitors)			2.4
Limited supply of PPE's (face coverings, hand sanitizers, cleaning products, etc.) to travel-related businesses and organizations			2.3

To further differentiate between concerns related to welcoming visitors, respondents were then asked to identify their two greatest concerns related to welcoming visitors to their community. Diminished visitor experience and lack of visitation due to decrease in travel demand were of the greatest concern with a quarter or more of respondents identifying them among their top greatest concerns. Willamette Valley shared these top concerns to an even greater degree, with two-thirds or more of respondents identifying them among their greatest concerns. Negative resident sentiment towards visitors, which was the third highest ranked category overall, was of less concern to Willamette Valley respondents. Concerns are sorted in descending order by the percent from the Willamette Valley responding greatest/second-greatest concern.

Q: From the list above, please identify your top two concerns related to welcoming visitors to your community.

	Greatest concern ▉ Second-greatest concern ▉	Willamette Valley	Overall
Lack of visitation due to decrease in travel demand		36%	25%
Diminished visitor experience of your destination (due to facility/amenity closures, fewer frontline workers, etc.)		35%	30%
Safety of staff and visitors to recreational or leisure experiences		22%	15%
Safety of staff and visitors to restaurants		18%	16%
Negative resident sentiment towards visitors (due to fear of COVID-19 transmissions from visitors to residents)		14%	21%
Lack of COVID-19 testing capacity		13%	11%
Heightened political tensions		12%	17%
Overburdened public resources (bathrooms, parking, parks/open spaces)		11%	21%
Safety of staff and visitors to lodging properties		11%	11%
Overburdened local healthcare system		6%	11%
Negative visitor sentiment towards residents (due to fear of COVID-19 transmissions from residents to visitors)		6%	5%
Limited supply of PPE's (face coverings, hand sanitizers, cleaning products, etc.) to travel-related businesses and organizations at your destination		5%	3%
Heightened racial tensions		4%	4%
Other		7%	10%

The survey asked respondents to identify the resources or programs that would best assist their business/organization, and best assist their community in resiliency, recovery, and reopening. For businesses, by a large margin, help advocating for effective policies and funding to support tourism businesses/organizations was the most favored resource/program, followed by tools and trainings to improve business communications and marketing. Willamette Valley respondents were more likely to identify tools and trainings to improve business communications and marketing, and support transitioning to online and expanded sales/business platforms.

Buisness/Organization Assistance

Q: Which of the following resources or programs would best assist your BUSINESS/ORGANIZATION in resiliency, recovery, and reopening? (Select up to three answer options)

Legend: ■ Willamette Valley □ Overall

Resource/Program	Willamette Valley
Help advocating for effective policies and funding to support tourism businesses/organizations	52%
Tools and trainings to improve business communications and marketing	37%
Support transitioning to online and expanded sales/business platforms	32%
Networking with/learning from other professionals in your sector	29%
Support adapting business plan/model	22%
Technical assistance navigating business recovery funding and loans	21%
Help complying with Governor recommended COVID-19 safety protocols	21%
Other	16%

From the perspective of their community, overall results favored two programs/resources: support developing and bolstering visitor experiences that are COVID-appropriate and that enhance local livability (53%), and communication tools and message frameworks to convey safe visitor behavior in towns and businesses (43%). The rank order of priorities among Willamette Valley respondents was similar to the statewide results; however, they were more likely to favor community technical assistance focused on community economic recovery, and less likely cite "land stewardship strategies and processes that will ensure that key outdoor recreation experiences are kept pristine."

Community Assistance

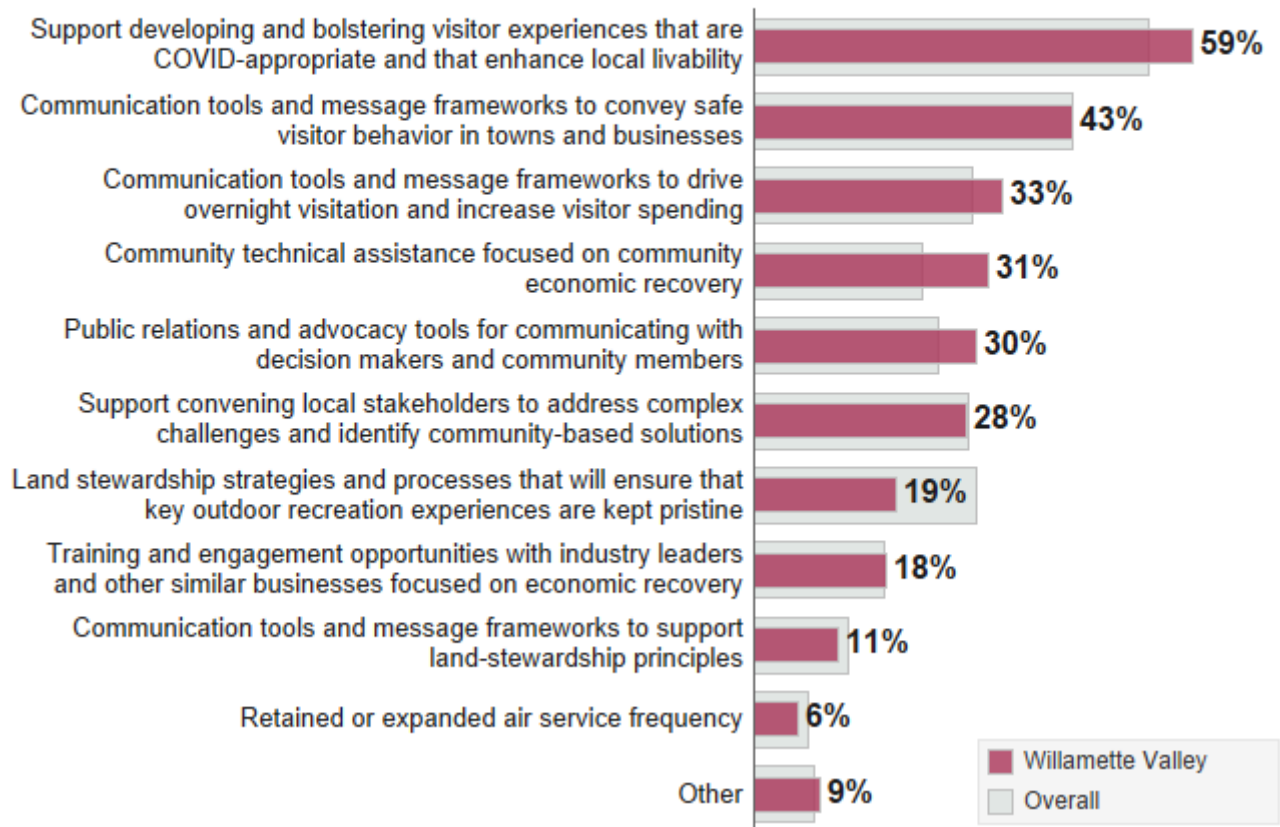*Q: Which of the following resources or programs would best assist your COMMUNITY in resiliency, recovery, and reopening? (Select up to three answer options)*

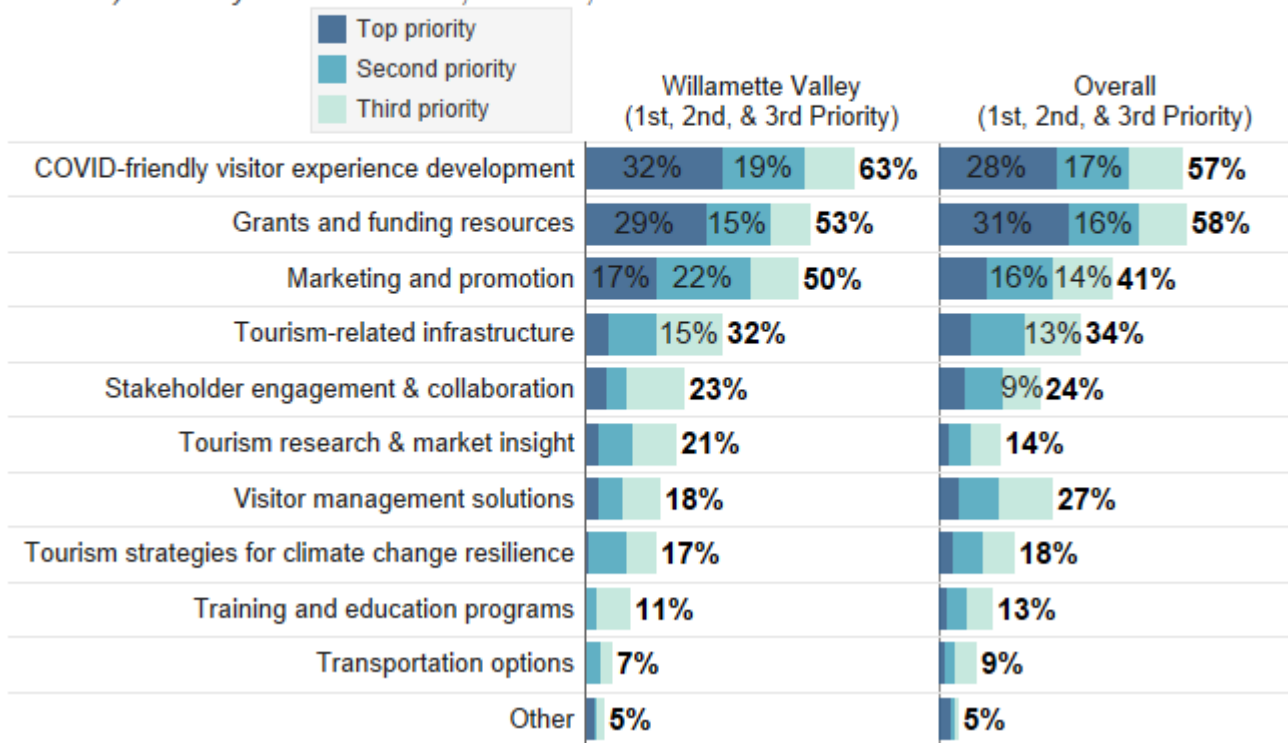|	Percentage
Support developing and bolstering visitor experiences that are COVID-appropriate and that enhance local livability	59%
Communication tools and message frameworks to convey safe visitor behavior in towns and businesses	43%
Communication tools and message frameworks to drive overnight visitation and increase visitor spending	33%
Community technical assistance focused on community economic recovery	31%
Public relations and advocacy tools for communicating with decision makers and community members	30%
Support convening local stakeholders to address complex challenges and identify community-based solutions	28%
Land stewardship strategies and processes that will ensure that key outdoor recreation experiences are kept pristine	19%
Training and engagement opportunities with industry leaders and other similar businesses focused on economic recovery	18%
Communication tools and message frameworks to support land-stewardship principles	11%
Retained or expanded air service frequency	6%
Other	9%

Legend:
- Willamette Valley
- Overall

PLANNING AND MANAGEMENT

Respondents were asked to identify the three areas that should be emphasized for immediate (6-12 month) recovery from COVID-19, wildfires, and related economic conditions. They were then asked to prioritize the same focus areas for longer-term tourism planning over the next 2-5 years. In the short-term, grants and funding resources emerged as the top priority among all respondents, with 31% of respondents identifying it as their top priority and 58% identifying it among their three highest priorities. COVID-friendly visitor experience development was a the second most-identified priority (57% among their top three), by a small margin. The short-term priorities and focus areas of Willamette Valley respondents generally align with the statewide results.

Short-Term Tourism Priorities & Focus Areas

Q: Please identify the three areas that you believe should be emphasized for immediate (6 – 12 months) recovery from COVID-19, wildfires, and related economic conditions:

	Top priority Second priority Third priority	Willamette Valley (1st, 2nd, & 3rd Priority)	Overall (1st, 2nd, & 3rd Priority)
COVID-friendly visitor experience development		32% 19% 63%	28% 17% 57%
Grants and funding resources		29% 15% 53%	31% 16% 58%
Marketing and promotion		17% 22% 50%	16% 14% 41%
Tourism-related infrastructure		15% 32%	13% 34%
Stakeholder engagement & collaboration		23%	9% 24%
Tourism research & market insight		21%	14%
Visitor management solutions		18%	27%
Tourism strategies for climate change resilience		17%	18%
Training and education programs		11%	13%
Transportation options		7%	9%
Other		5%	5%

Over the long term, grants and funding resources fell to the third-highest priority behind marketing and promotion and tourism-related infrastructure.
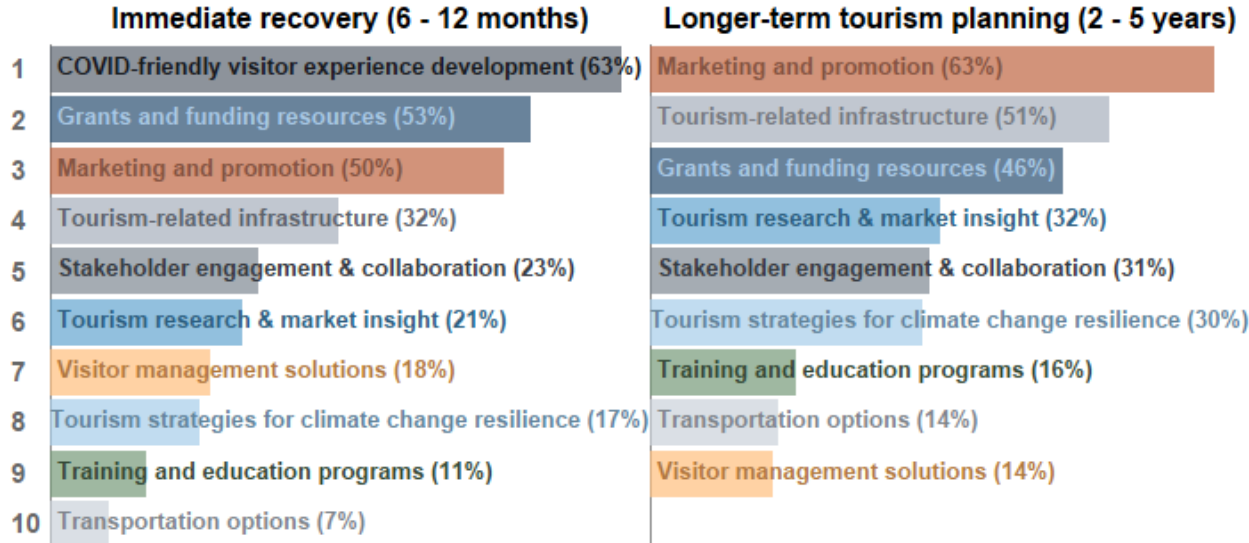
Longer-Term Tourism Priorities & Focus Areas

Q: *Please identify the three areas that you believe should be emphasized for longer-term tourism planning over the next 2 - 5 years:*

Legend:
- Top priority
- Second priority
- Third priority

	Willamette Valley (1st, 2nd, & 3rd Priority)	Overall (1st, 2nd, & 3rd Priority)
Marketing and promotion	34% / 15% / 63%	25% / 17% / 54%
Tourism-related infrastructure	19% / 23% / 51%	15% / 19% / 17% / 51%
Grants and funding resources	21% / 46%	21% / 42%
Tourism research & market insight	17% / 32%	28%
Stakeholder engagement & collaboration	31%	29%
Tourism strategies for climate change resilience	17% / 31%	30%
Training and education programs	9% / 16%	15%
Transportation options	14%	19%
Visitor management solutions	13%	13% / 27%
Other	3%	4%

The following figure compares the rank order of short vs. long-term priorities among Willamette Valley respondents, with categories colored to more easily identify changes in rank order. Grants and funding resources, the top non COVID-related priority for immediate recovery in the Willamette Valley, falls to third in terms of longer-term planning behind marketing and promotion and tourism-related infrastructure.
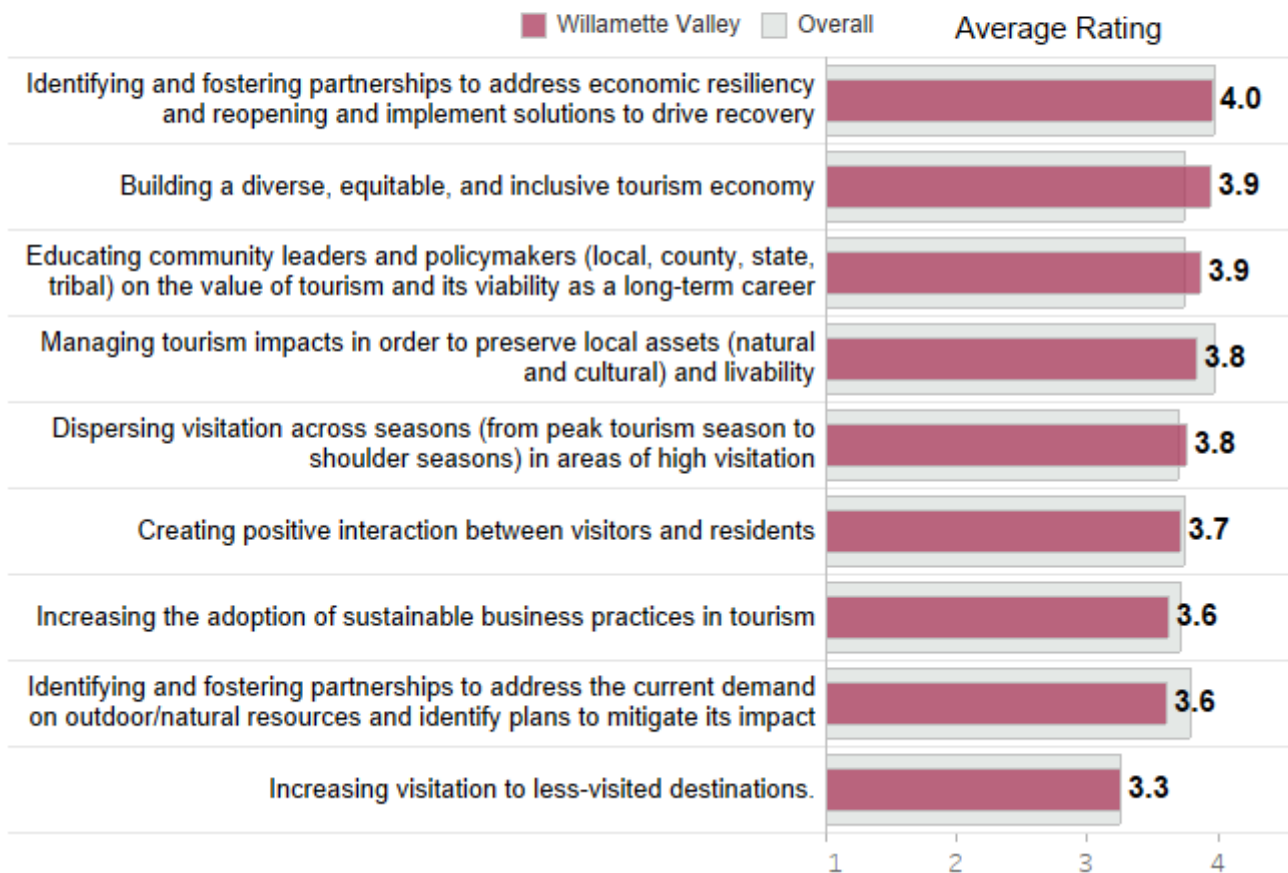
Short vs. Long-Term Priorities: *Willamette Valley

	Immediate recovery (6 - 12 months)	Longer-term tourism planning (2 - 5 years)
1	COVID-friendly visitor experience development (63%)	Marketing and promotion (63%)
2	Grants and funding resources (53%)	Tourism-related infrastructure (51%)
3	Marketing and promotion (50%)	Grants and funding resources (46%)
4	Tourism-related infrastructure (32%)	Tourism research & market insight (32%)
5	Stakeholder engagement & collaboration (23%)	Stakeholder engagement & collaboration (31%)
6	Tourism research & market insight (21%)	Tourism strategies for climate change resilience (30%)
7	Visitor management solutions (18%)	Training and education programs (16%)
8	Tourism strategies for climate change resilience (17%)	Transportation options (14%)
9	Training and education programs (11%)	Visitor management solutions (14%)
10	Transportation options (7%)	

Respondents were asked to rate on a 1-5 scale (with 1 being "not a priority" and 5 being "high priority") various tactical planning and management opportunities. Among all respondents statewide, "identifying and fostering partnerships to address economic resiliency and reopening and implement solutions to drive recovery," and "managing tourism impacts in order to preserve local assets (natural and cultural) and livability" were the two highest priority tactics, while "increasing visitation to less-visited destinations" was a low priority. There were six tactics that received ratings of 3.7-3.8, indicating a broad range of competing priorities. In the Willamette Valley, "building a diverse, equitable, and inclusive tourism economy" was a relatively high priority, especially relative to the statewide overall results.

Planning and Management

Q: Please indicate how you would prioritize the following tactical planning and management opportunities to advance the economic impact of tourism and ensure its vitality and sustainability. With limited resources available, not all tactics should be considered extremely high priorities, and some may not be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important. (1 = Not a priority, 5 = High priority)

Legend: ■ Willamette Valley ☐ Overall — Average Rating

Tactic	Average Rating
Identifying and fostering partnerships to address economic resiliency and reopening and implement solutions to drive recovery	4.0
Building a diverse, equitable, and inclusive tourism economy	3.9
Educating community leaders and policymakers (local, county, state, tribal) on the value of tourism and its viability as a long-term career	3.9
Managing tourism impacts in order to preserve local assets (natural and cultural) and livability	3.8
Dispersing visitation across seasons (from peak tourism season to shoulder seasons) in areas of high visitation	3.8
Creating positive interaction between visitors and residents	3.7
Increasing the adoption of sustainable business practices in tourism	3.6
Identifying and fostering partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact	3.6
Increasing visitation to less-visited destinations.	3.3

This rating question formed the basis for a follow-up question that asked respondents to select their top-two highest priorities. The nature of this follow-up question helps to differentiate between tactics that, while important, may not be among the two highest priorities. Overall, the top three priorities were managing tourism impacts in order to preserve local assets (natural and cultural) and livability (31%),

identifying and fostering partnerships to address economic resiliency and reopening and implement solutions to drive recovery (29%), and building a diverse, equitable, and inclusive tourism economy (27%). In the Willamette Valley, building a diverse, equitable, and inclusive tourism economy was the top priority.

Q: From the list above, please identify your top two priorities:

	Willamette Valley (1st & 2nd Priority)	Overall (1st & 2nd Priority)
Top priority / Second priority		
Building a diverse, equitable, and inclusive tourism economy	19% 18% **37%**	16% 11% **27%**
Identifying and fostering partnerships to address economic resiliency and reopening and implement solutions to drive recovery	16% 14% **30%**	16% 13% **29%**
Educating community leaders and policymakers (local, county, state, tribal) on value of tourism and its viability as a long-term career	15% 14% **28%**	13% 10% **24%**
Dispersing visitation across seasons (from peak tourism season to shoulder seasons) in areas of high visitation	13% 14% **28%**	12% 13% **25%**
Creating positive interaction between visitors and residents	7% 13% **20%**	8% 12% **21%**
Managing tourism impacts in order to preserve local assets (natural and cultural) and livability	9% 9% **19%**	16% 15% **31%**
Increasing the adoption of sustainable business practices in tourism	9% **15%**	8% **14%**
Identifying and fostering partnerships to address the current demand on outdoor/natural resources and identify plans to mitigate its impact	7% **11%**	7% 10% **17%**
Increasing visitation to less-visited destinations	**11%**	7% **12%**

DIVERSITY, EQUITY AND INCLUSION

With the national spotlight on inequities faced by Black, Indigenous, and people of color sparking a global movement against racial injustice, a handful of questions aimed to better understand the Oregon tourism industry's attitudes towards this movement and preparedness to address these inequities.

Statewide, 54% of respondents feel the Oregon tourism industry should play a role in advancing social and racial justice, 22% do not think the industry should play a role, and 23% are unsure. Younger respondents, those under 34 years of age, were more likely to respond "yes" (80%) than older respondents. Further, support for the industry playing a role tends to increase with education level (41% among those with high school or less and 62% among those with a graduate degree or more). Respondents from Willamette Valley were more likely to feel the industry should play a role in

advancing social and racial justice (63% responding "yes").

Q: Do you think the Oregon tourism industry should play a role in advancing social and racial justice?
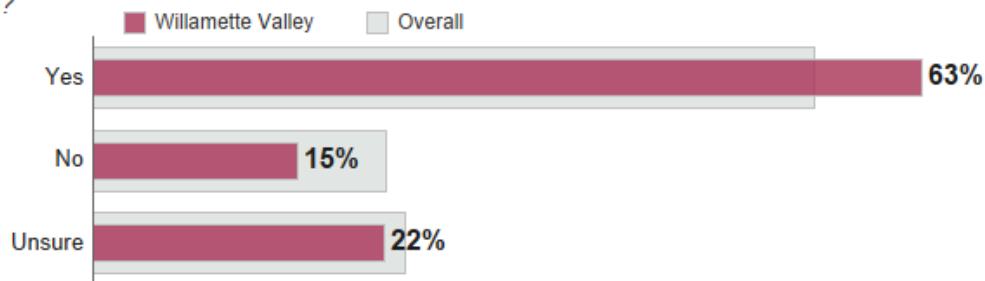
Respondents that indicated that the Oregon tourism industry should play a role in advancing social and racial justice were asked: "How do you see Oregon's tourism industry playing a role in advancing social and racial justice?" Those that replied "no" or "unsure" were asked: "Do you have any comments on your response to the previous question regarding the Oregon tourism industry's role in advancing social and racial justice?" A selection of responses to both questions from Willamette Valley respondents follows:

[If Yes] How do you see Oregon's tourism industry playing a role in advancing social and racial justice?

I think EVERY industry has a role to play. Focus in communication and language when interacting with tourism industry partners. Messaging form Travel Oregon that Oregon is inclusive. Training opportunities. Travel Oregon staff are trained and good advocates for social and racial justice in travel.

Acknowledge the role of tourism in perpetuating systems of oppression (like gentrification and pushing out low-income families by raising prices locally) and actively work to support local community members of color and elevate their businesses.

An example could be using diverse and underrepresented population models and actors in advertising. Offering DE&I training to the hospitality industry.

Covering, giving a platform to their voices and spotlighting culture. Also, taking down monuments and changing names to the Indigenous peoples. Such as changing Lane county to Kalapooya (Calapooia)

Do not promote attractions that actively support violent militias or policy makers who support limiting the rights of BIPOC or LGBTQ+ people.

[If No/Unsure] Do you have any comments on your response to the previous question regarding the Oregon tourism industry's role in advancing social and racial justice?

I believe that if we spend our budgets and energies on advancing social and racial justice, it will detract from the most important need to get our visitor economies back on track.

I think there's plenty of room to use tourism marketing and experiences to showcase the reality of our diverse state - and world - and I think it's important to do this. I'm less excited about "advocacy" because that implies a much more deliberate focus and emphasis on a topic that is peripheral to a tourism organization's core mission.

It is complicated. I think we all have a responsibility to work towards social and racial justice but how it ties into this industry, other than creating a welcoming environment for all, I am not sure.
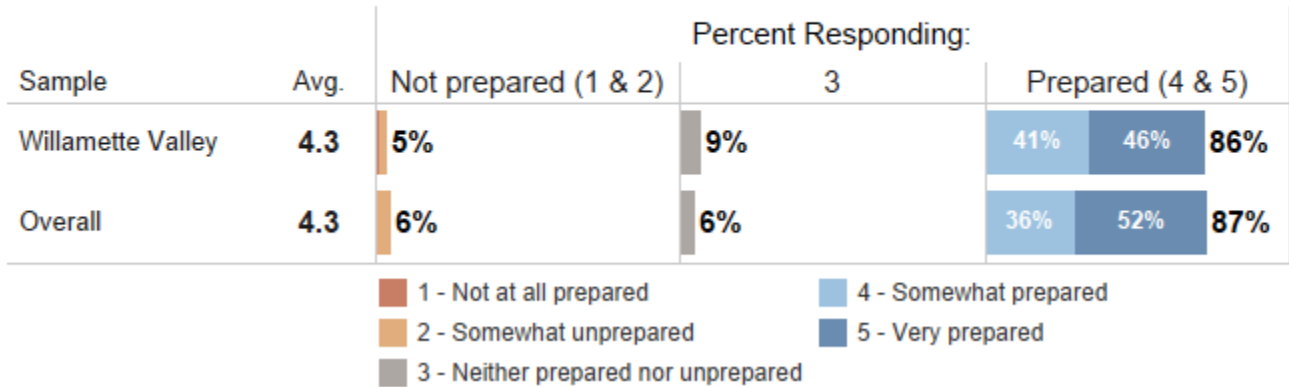
Right now, you've a lot of people across the country who think what's happening in Portland - riots, protests, gun violence - is pervasive throughout Portland and the State. You have a state that is seen internally as overwhelmingly white and despite Portland, overwhelmingly rural, poor, and conservative! State tourism entities need to figure out a way to show that all of Oregon is not Portland and Portland is not all of Oregon.

We also need people to realize we're neither the liberal idiots seen in "Portlandia" nor the anti-government conservatives who stormed the wildlife refuge. That's the social/racial justice you need to reconcile.

Yes-- the tourism industry can do a GREAT job of advancing social and racial justice by just promoting inclusive visitor tourism and accommodations for people with special abilities. The message should simply be that Oregon is a GREAT place to live work and play-- with the accent on play. Anything else becomes political and would distract Travel Oregon from its main mission to attract visitors to Oregon, right?

Both statewide and in the Willamette Valley, respondents indicated high levels of preparedness to interact with visitors/clients/coworkers of diverse ethnic/racial/cultural backgrounds. Nearly nine in ten respondents indicated that they felt somewhat or very prepared. Just 6% of all respondents (5% in the Willamette Valley) indicated that they were somewhat unprepared or not at all prepared.

Q: How prepared do you feel to interact with visitors/clients/coworkers of diverse ethnic/racial/cultural backgrounds?

Sample	Avg.	Not prepared (1 & 2)	3	Prepared (4 & 5)		
Willamette Valley	4.3	5%	9%	41%	46%	86%
Overall	4.3	6%	6%	36%	52%	87%

Percent Responding:

- 1 - Not at all prepared
- 2 - Somewhat unprepared
- 3 - Neither prepared nor unprepared
- 4 - Somewhat prepared
- 5 - Very prepared

Statewide, three in five respondents indicated that they have participated in training related to cultural awareness, anti-racism, implicit bias, or other diversity, equity, and inclusivity training. Slightly more than half of all respondents (54%) would be interested in participating in such a training. Rates of participation in trainings and interest in future trainings were higher among Willamette Valley respondents.

Q: Have you participated in trainings related to any of the following? (Check all that apply)

■ Willamette Valley   ☐ Overall

Response	%
No, I have not received any cultural awareness, anti-racism, or implicit bias training	36%
Yes, cultural awareness	46%
Yes, anti-racism	42%
Yes, implicit bias	42%
Yes, other diversity, equity & inclusivity related training	20%
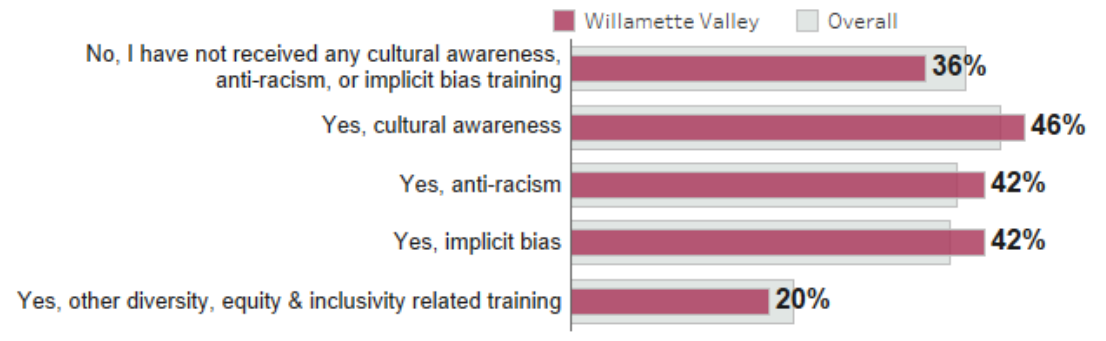
Q: Would you be interested in participating in trainings related to any of the following? (Check all that apply)

Response	%
No, I feel I have the training I need	34%
Yes, cultural awareness	54%
Yes, anti-racism	48%
Yes, implicit bias	50%
Yes, other	10%
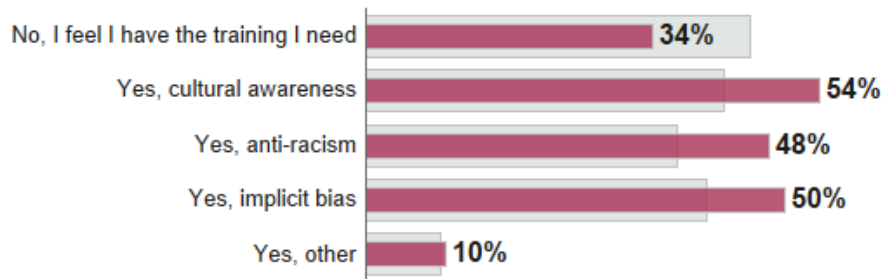
INDUSTRY ENGAGEMENT AND COMMUNICATIONS

Statewide, respondents indicate high levels of satisfaction working with Travel Oregon and their RDMO, and high levels of engagement and understanding of how their RMDO and Travel Oregon work together. On a 1-5 scale of agreement, the overall average rating of all statements ranged between 3.6 and 3.7. Willamette Valley respondents on average expressed slightly lower levels of satisfaction with their RDMO relative to the statewide overall.

Industry Engagement

Q: Please indicate the level to which you agree or disagree with the following statements: (1 = Strongly disagree, 5 = Strongly agree)
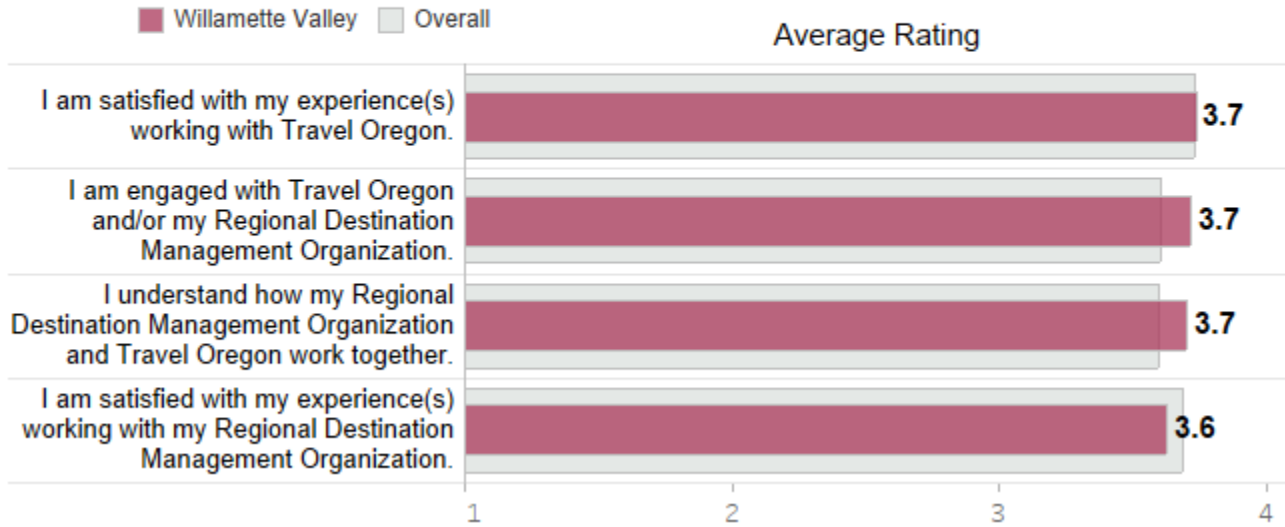
Seventy-six percent of all respondents currently receive tourism industry-related information from Travel Oregon and RDMOs via e-newsletter, followed by website (41%). Just 3% of all respondents currently receive information via YouTube. By a large margin, e-newsletters are considered the best way for respondents to receive information.

Communications

Q: How do you currently receive tourism industry-related information from Travel Oregon and your Regional Destination Management Organization? (Check all that apply)

Channel	Willamette Valley
E-Newsletter	80%
Website	33%
Basecamp	24%
Webinars	22%
Conference	16%
YouTube	6%
Other	18%

Legend: ■ Willamette Valley ☐ Overall
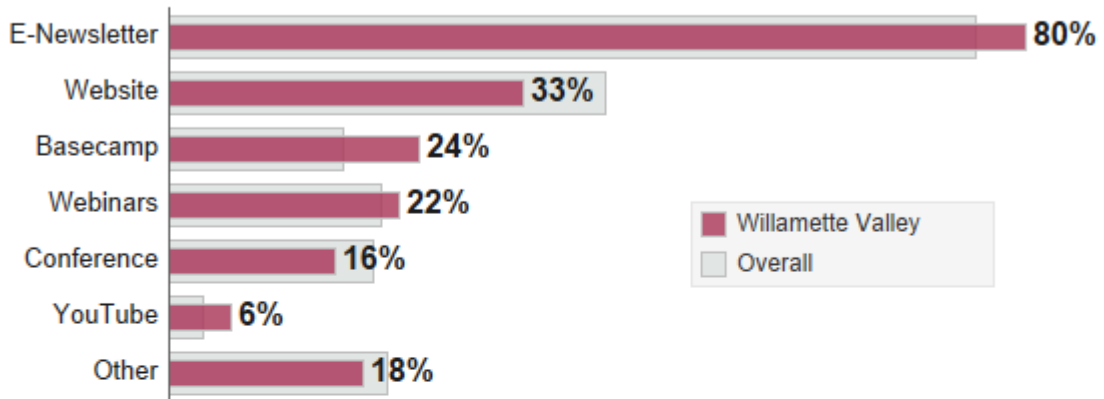
Q: What is the best way for you to receive tourism industry-related information from Travel Oregon and your Regional Destination Management Organization?

Channel	Percent
E-Newsletter	68%
Website	13%
Basecamp	6%
Webinars	6%
YouTube	1%
Conference	5%
Other	8%
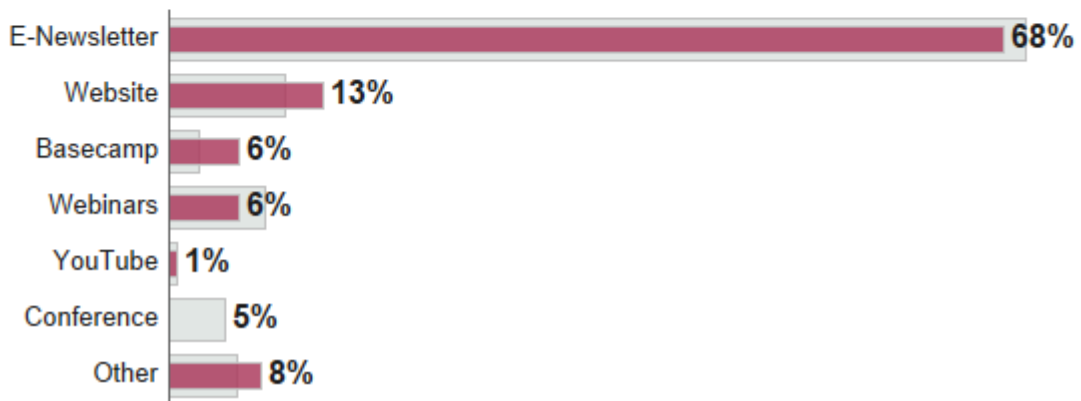
Respondents were asked to provide up to three destinations or attractions in Oregon that they believe would benefit from increased tourism development once it is considered safe to travel. The following word cloud and bar chart summarize these open-ended suggestions from Willamette Valley respondents. The values of the bar chart and size of words represent the percent of Willamette Valley respondents that used a particular word. Commonly used words, including "Oregon" and region names, have been omitted.

Q: Once it is considered safe to travel, are there destinations or attractions in Oregon that you believe would benefit from increased tourism development? (Provide up to three)

wine	16%
country	12%
river	10%
wineries	10%
area	9%
county	9%
downtown	8%
areas	7%
eugene	7%
historic	6%
mckenzie	6%
oakridge	6%
parks	6%
recreation	6%
state	6%

WILLAMETTE VALLEY QUESTIONS

Each region had the opportunity to ask a series of custom questions of specific interest to their stakeholders, challenges, and opportunities. Findings from these custom questions are presented below. Custom questions that contained open-ended comments appear in the open-ended comment appendix.

Q: Please indicate how you would prioritize the following program areas for the Willamette Valley Regional DMO over the next two years: (1 = Not a priority, 5 = Extremely High Priority)

Rating Category	Avg.	1 & 2	Percent Responding: 3	4 & 5
Seasonal highlights of Willamette Valley grown products and makers	3.9	3%	21%	53% 22% 75%
Shoulder/Off season promotion. (This can include Cellar Season, truffles and other wine related messaging)	3.7	11%	30%	36% 23% 59%
Cycling route development- connecting urban and scenic bikeways to our rural communities	3.6	13%	32%	35% 20% 55%
Marketing/Sales support for lodging partners via OTA promotions, tour operator connections, domestics and global sales education	3.3	19%	38%	32% 43%
Willamette Water Trail Development- connecting riverside communities with water trail users	3.3	23%	33%	29% 44%
Christmas Ornament Contest to encourage safe outdoor recreation in the off season	2.2	25% 37% 62%	30%	8%

Legend:
- Extrememly High Priority
- High
- Moderate
- Low
- Not a priority

Q: Listed below are goals developed from the Willamette Valley stakeholder listening sessions and surveys over the past two years. Please indicate which goals you want the Willamette Valley Regional DMO to address in the next two-year plan.

Goal	Percentage
Growing visitation during shoulder/off seasons	62%
Promoting rural and outdoor recreational experiences	61%
More emphasis on smaller communities in regional marketing efforts	54%
More focus on assets and experiences outside of wine	49%
Engaging with smaller communities more in strategic planning	43%
Supporting wayfinding efforts for communities and trails	42%
More additive itineraries promoting lesser known experiences (e.g., biking and trails)	40%
Providing opportunities for cross promotion of partners	40%
More emphasis placed on historic downtowns	38%
Help identify solutions to address issues about basic infrastructure needs such as public restrooms and parking	36%
Educating partners on opportunities that are available	32%
Streamlining communication for various tourism organizations	31%
Identifying new partners for you to collaborate and connect with	29%
Develop new familiarization tour routes	28%
Promote and develop more transportation options	28%
Provide space and opportunity for continued conversations and resources around Diversity, Equity and Inclusion (DEI)	26%
Education on how and when to engage with the tourism industry structure (e.g., DMO vs. Regional DMO vs. Travel Oregon)	26%
Attracting large groups and events to drive overnights in the region	23%
Support partners on land usage issues that might be barriers to business opportunities	22%
Assistance in emergency messaging and management around natural disasters (e.g. fires, floods etc.)	21%
Train/provide resources for local workforce development in hospitality industry	19%
Development of toolkits for organizational preparedness and scenario recovery planning around a natural disaster or crisis	19%
Development and messaging support around accessibility of regional assets related to ADA & ABA compliance	13%
Other	6%

Q: Of the goals you indicated you would like the Willamette Valley Regional DMO to achieve, please select which one is the most important to you.

Goal	Percentage
Growing visitation during shoulder/off seasons	23%
More emphasis on smaller communities in regional marketing efforts	13%
More focus on assets and experiences outside of wine	8%
Promoting rural and outdoor recreational experiences	6%
Support partners on land usage issues that might be barriers to business opportunities	6%
Engaging with smaller communities more in strategic planning	4%
Help identify solutions to address issues about basic infrastructure needs such as public restrooms and parking	4%
More additive itineraries promoting lesser known experiences (e.g., biking and trails)	4%
Other	4%
More emphasis placed on historic downtowns	4%
Attracting large groups and events to drive overnights in the region	3%
Development of toolkits for organizational preparedness and scenario recovery planning around a natural disaster or crisis	3%
Provide space and opportunity for continued conversations and resources around Diversity, Equity and Inclusion (DEI)	3%
Supporting wayfinding efforts for communities and trails	3%
Educating partners on opportunities that are available	2%
Identifying new partners for you to collaborate and connect with	2%
Promote and develop more transportation options	2%
Providing opportunities for cross promotion of partners	2%
Assistance in emergency messaging and management around natural disasters (e.g. fires, floods etc.)	1%
Develop new familiarization tour routes	1%
Development and messaging support around accessibility of regional assets related to ADA & ABA compliance	1%
Education on how and when to engage with the tourism industry structure (e.g., DMO vs. Regional DMO vs. Travel Oregon)	1%
Streamlining communication for various tourism organizations	1%
Train/provide resources for local workforce development in hospitality industry	1%

OPEN-ENDED COMMENTS

The survey resulted in an extensive number of open-ended responses. A selection of responses to the most relevant open-ended questions are presented below in the respondents' own words with no editing, spelling, or punctuation changes. The opinions expressed are the respondents' own and do not reflect the opinions of Travel Oregon. All open-ended responses are viewable in an online dashboard format with accompanying word clouds and bar charts. Included are responses to the following questions from Willamette Valley respondents:

- Q: Do you have any additional comments regarding welcoming visitors to your community?
- Q: Do you have any comments on your priorities for immediate (6 – 12 months) recovery from COVID-19, wildfires, and related economic conditions?
- Q: Do you have any comments on your priorities for longer-term tourism planning over the next 2-5 years?
- Q: What topics or resources would be most beneficial when it comes to racial equity, diversity, and inclusion trainings?
- Q: In a few words, what, if anything, needs to change for your community to feel like a destination where ALL who travel can enjoy their journey and feel welcome?
- Q: Other Extremely High Priority (please specify): Please indicate how you would prioritize the following program areas for the Willamette Valley Regional DMO over the next two years.
- Q: Other (please specify): Listed below are goals developed from the Willamette Valley stakeholder listening sessions and surveys over the past two years. Please indicate which goals you want the Willamette Valley Regional DMO to address in the next two-year plan.
- Q: Please share any additional feedback you believe would be helpful for the Willamette Valley Regional DMO to have in order to help grow your community and/or organization.
- Q: Is there anything else you would like to share about the topics discussed in this survey?

Q18: Do you have any additional comments regarding welcoming visitors to your community?

Any campaign will need to be sensitive to our fire-ravaged community and citizens.

Cases in our county do not seem to reflect a danger in our businesses at all. The risk is in house parties and the like. I feel our businesses are doing their best to protect their employees where they engage with the public and also protect their customers. Visitors just needing a getaway would be safe.

I live in a rural community, with very limited healthcare capacity. When visitors come to my town, I worry about overrunning the limited resources. Although we have a lot of outdoor attractions, there is only one gas station and one restaurant. Even if people are distanced on trails, they are not safe in a gas station bathroom that sees hundreds of people a day, even if it is sanitized regularly.

I would like to make sure that all visitors are informed that some sites, restaurants and other venues may be closed or have limited access. Visitors sometimes don't realize, that for years the visitor industry has made places to visit, restaurants and other activities available to them by always being "at your service." Now visitors have to do a bit more work to access these amenties than they are used to. Hopefully, visitors will be kind and understanding about any unavoidable obstacles rather than becoming overly demanding, since THEY are "on vacation."

limits on sporting events and convention center events has sharply decreased travel demand in our area. Political issues are also concerning.

My comments are largely due to the fire affected public areas. COVID is a huge concern as well. There have been an over-abundance of visitors going outside to parks during key holidays, which put many people at risk of COVID due to NOT social distancing. MY main concern is when they are going into the stores in huge numbers. PLEASE encourage the stores to limit the number of people entering the buildings. Like Trader Joes do - so helpful and considerate! I agree going outdoors is key to mental health, and better than indoor activities - but I encourage the courtesy of using masks and it is vital to respect social distancing.

Not really. If we suddenly had a large influx of visitors it would be a huge concern, but even in the best of times the number of visitors tends to be very small, and visitors are not generally perceived as "outsiders" by people in the community. In my opinion the members of community are generally not vigilant about protecting themselves, but the local businesses are very careful so I feel that visitors will be fine as long as they take the same precautions of mask-wearing and social distancing that they would take anywhere. My biggest concern is that most visitors come here for wine tasting, but they are not aware that most wineries now require advance reservations. So the visitors may not be as happy with the experience a they might otherwise.

Promote small group, essential, & or niche travel to start. Figure out what industries (like Outdoor Rec) that is still booming and focus more attention on those niche travel segments. Permeate the public consciousness with proper - responsible recreation & travel behavior.   Promoting quarantine requirements, & outdoor activity vs. indoor activity. Promote mask wearing, distancing, and frequent hand washing.

since things are surviving on minimal operations, the concern would be if OSU decided to open up with all in person classes - that segment of the population seems to not feel vulnerable and that is a worrisome attitude. Plus there are some residents that still don't believe COVID is a problem.

they come to have fun but sometimes don't play by the rules of social distancing or paying fees, which might be cause to close a site for all visitors, doesn't seem like they really care

This is a small, rural community that is - for better or worse - solidly pro-Trump. A large influx of tourists from major metropolitan areas would be welcomed up to a point. As a local business owner stated, "they can come, enjoy our City, spend their money, but keep their mouths shut and leave when they're done."

We do events all over the valley, and had hoped to expand that in 2021 throughout the season. We are not sure if we will be able to welcome culinary and adventure tourists from all over the country at all for the large and hugely popular events we have created in years past that bring hundreds of people in for long weekends and that support so many lodging, beverage and venue partners in our industry during these 3 months of the shoulder season.

We need the riots to be better managed, we need our downtown protected and to have the media show what is really happening. If I were watching the news in another state I would think all of Portland is under siege and that is not the case.

We plan and maintain parks and open space. These have been in higher than average use because of local residence since COVID. We are also under-staffed and less able to maintain. Additional, out of town visitors puts our staff and recreational users at an increased risk due to this increased use.

With reservations being required at the wineries and restaurants it makes it difficult for guests to just drop in especially if they are just arriving. There are so many variables for setting a reservation time on arrival.

Q22: Do you have any comments on your priorities for immediate (6 – 12 months) recovery from COVID-19, wildfires, and related economic conditions?

Basically, Travel Oregon needs to develop a solid recovery plan that can be defended (for buy-in) to be the best strategies to support small business - and what they should prioritize to best take advantage of overarching marketing efforts. "Build it and they will come" isn't practical in itself anymore.

Everything possible should be done to get restaurants fully opened. The true impact of the wildfires on vineyards needs to be told with a dose of reality rather than the sensationalized manner thus far. People outside our industry believe the entire crop was affected rather than the true situation which is that no more than 10% of the fruit at best is showing a concerning level of smoke taint. 2020 is in fact a great year for wine quality in the Northern Willamette Valley.

Figuring out how to keep our developing industry alive, economically viable, and moving forward for the next 2 years

If the public were more aware of the measures being taken by both the hospitality industry, and specific businesses in particular, to keep visitors safe they would be more likely to want to travel here and stay as usual. Also, potential visitors should be made aware of the measures being taken generally throughout the area (Lane County, Oregon as a whole), to keep the Covid-19 infection rate low compared to many other areas of the country.

I'm trying to look forward. My business burned down in Blue River. We will likely not be able to rebuild - along with most businesses in Blue River because we don't have a community sewer. We are unincorporated, in our county, its up to the 3 business owner that remained and some retirees to try and figure this out. SB100 determines what we can build. There are other rural communities in Oregon that are like us - that have existed for many decades (us over 100 years), have a huge tourism potential for the state, yet can't achieve our potential due to the unforeseen consequences of past good intentions. Because we aren't represented politically we don't have a voice that is heard. (I know you all can't lobby, but you could help facilitate conversations.)

Many tourists are visiting rural wine country destinations in Oregon because Napa is on fire. However we don't have the logistical support that many urbanites expect such as certain quantity of ride share drivers. I recommend that specific wine country destinations allocate funding to retain ride share drivers to service their community in a pool - for $28-$35 per hour or more depending on size of vehicle etc.

My business has hired a marketing agency to help promote our online sales and take us to a national level from a local one. It will help our business continue to run during COVID-19 as well as bring awareness to our brick-and-mortar location once travel starts up again. Continuing to bring awareness to those businesses that ARE making it and doing well enough to not need government support can help a community be stronger.

One of the most pressing issues we face is how to keep visitors, the community and volunteers engaged and supportive of our historic site when we are not open to the public. We are busy pivoting from onsite to online experiences, however, it would be nice to know what programs and approaches are successful in Oregon and what are deadends. What is really challenging are all the social service participants that we used to serve who are unable to visit.

Our forest currently has a large number of displaced employees. Those with housing are working to find housing for others, or serving in multiple positions. As a result, forest capacity is extremely limited. This unfortunately increases the risk of negative impacts to public lands from visitors. Forest staff/volunteer presence is a crucial part of enforcing LNT principles.

Promotion of safe visitor experiences in the communities have been or are affected by COVID_19 and the wildfires. Promotion of small business stays, shopping, and activities.

Quit increasing costs on businesses, taxes, min, wage and benefits we are limited on how much we can increase prices to keep pace

Recovery starts with COVID-19 friendly visitor experiences and those are most likely found in outdoor recreation. Those experiences need to be developed or enhanced and then promoted. Meanwhile, additional research would help the overall Oregon tourism industry understand why this is important.

So many local area businesses (like Monmouth-Independence) are working on their own solutions. Some local businesses here have realized that big weddings/gatherings are out at least for the foreseeable future so they have put together Mid-Valley Weddings-- a consortium of event, lodging, and wine/entertainment experience services who will offer tailored services to smaller weddings and other groups. This would certainly be worth sharing! You are welcomed to call me for more information at executive@micc-or.org.

To redo our business model to adapt to the ever changing conditions and latest rule changes.

We are going to have an uptick in visitors because we did not have fires here, which means we need to prepare and work together to make the most of this opportunity from both sides of the counter.

We have to learn to more with less income and now less wine due to both the Pandemic and the wildfires. Marketing and communication with the consumer must become more targeted and specific to our business offerings.

We think it is important to help emphasize how a visiting experience can be safe for the visitor and the residents and if it is emphasized more, possibly more people will have buy in - not a guarantee but one can always hope

We will be working through our consumer research data and finishing our rebranding work to be released when COVID-19 winds down. Given that we and our community have a lot of new product development projects that have launched or coming online we'll be marketing these heavily in the future. We'll be working on creating stronger strategic relationships with our neighboring RDMO that we share assets with.

We've got therapies and vaccines on the way for covid, so that's a limited-duration problem. Climate change and wildfires are what we should be thinking about long term. So much of Oregon's appeal lies in outdoor recreation. We can't sell that to tourists if all the forests are burning down every year.

Q24: Do you have any comments on your priorities for longer-term tourism planning over the next 2-5 years?

Climate impacts and wildfire will change the tourism landscape in the future, so developing a plan to help the industry be more resilient in spite of this is smart.

Continuing with #takecareoutthere and other programs that encourage responsible recreation

Funding for worker and tourist transit using solar -powered EVs is critical for climate change resilience.

Funds to help us ! Many of us will not stay in business with out help   Many of us are small seasonal business that survive on narrow margins already

Hopefully we will have found a way to address COVID concerns by that timeframe (if not, the COVID-Friendly Visitor Experience Development would jump back onto my priority list.)

I selected Climate Change Resilience on both short term and long term planning b/c I feel that we should start as soon as possible; as well as keep those efforts going in the long term. Extremely high priority.

Marketing and promotions are very important for businesses. We do not know how long Covid-19 will be around, but safety will be an issue I think during the recovery for a long time.

More funding should go toward destination management and less to marketing. It's time for a shift in funding strategies from TO and other large DMOs from marketing to management.

Priorities can be adjusted as conditions change (e.g. when there is a Covid vaccine, and we see how effective it is in restoring people's ability to act as they did before the pandemic.

Stakeholders need to believe that within the next 2-5 years there will likely be necessary adjustments to visitor marketing strategies - so building flexibility and resiliency is essential. Our small businesses have a focus on building and sustaining a regular customer base and need encouragement that visitors can be a significant portion of that base. as well as incremental growth.

Vernonia is an extremley beautiful place with an extremley high chance of being alot growing significantly in the next 5 years. Alot of people seem to be moving from the city issues to further out suburbs. I believe that more marketed tourism, more signage, and more resources that really help businesses grow, alot with the town itself. Lots of outdoor activities and parks that need funding as well as a more business minded approach to help local businesses

Washington County is severely lacking in luxury boutique hotels, transportation options, and gourmet restaurants that serve wine country -- we would like to see this developed and encouraged.

We are in this for the long haul. It most likely will be at least two years before we can be back to even a semblance of life before Covid-19 and we may never return completely.

We need to put things in place so that when future disasters arise, we can still hold up our local economy and are still able to accept visitors while maintaining our community's safety and that of essential, frontline workers who will be interacting with visitors.

We should always be making climate change resilience a priority. On-going education is important. We should always be conducting research and improve how we connect with tourists and others in the tourism community.

Q27: What topics or resources would be most beneficial when it comes to racial equity, diversity, and inclusion trainings?

As a DMO, strategies for engaging board members, partner businesses, and other stakeholders groups in DEI topics

bias and inclusion of other underserved communities, BIPOC, disabled, LGBTQ+, etc.

business outreach materials - ie "is your business visitor ready...for all visitors?" a check list for businesses could be a start to have a conversation.

Communicating about the politics and funding of climate change

Cultural Awareness

Customer service for the BIPOC community and how that might look different, if it would.

don't know, the goal would be to create a more diverse and welcoming and experienced industry with well-traveled workers who can anticipate wants and needs of individual tourists.

Environmental justice, job promotion, undoing systems of bias towards people of color, the unsheltered, indigenous rights, and women's rights, especially in the justice and law enforcement systems. Education about Oregon's racist history.

Helping communities have discussion about racial issues, specifically finding common ground with people across the political spectrum. My community leans right.

How do we get more people to understand the importance of equality and diversity and the need to improve.

How do we structure, focus and implement community engagement efforts in ways that are inclusive and engage to all

How to better advertise open positions to encourage minority applicants.

How to bring more diversity to an organization that is focused on a mono-culture history.

How to build inclusivity and engagement among diverse populations even when the barriers to participation are more rooted in economic disparity than in racial issues.

How to communicate the importance of DEI to superiors who do not understand the value. Especially when it comes to transgender issues.

How to make agritourism spaces not only "not racist" but also anti-racist

How to respond in situations with racist undertones, how to defend those in marginalized groups

I don't know that we see this as too much of a problem. When we have a visitor to our winery, we assume that they are they because they are interested in wine - so it feels like we have an audience that is already interested in our product or they would not have come to the winery. The winery is run by my husband and myself and I don't think we have too many issues in looking at people as they are just a person - not thinking about racial equity or diversity.

I don't know what I don't know. Let's start from the beginning.

Implicit bias training. I think that most people in the tourism industry want to be welcoming, but may be unaware of how their actions and attitudes exclude some people.

In my community the problems of racial and ethnic bias are relatively minor compared to political bias and provincialism/xenophobia. The most useful topics, if people would even be willing to participate, would deal with replacing hostility with civility to "others" even when they have different opinions from you.

Maybe an audit of our website, social media, programs, events to give suggestions for DEI improvements.

More connection with Native American cultural trainings

My experience is that BIPOC and others often see specific events or activities from a different perspective that me. It has been very informative to have a biracial staff member share their perspective with me so I understand how they are percieving an event or activity that I don't even register. This has really helped to lessen my assumptions that the other person and I are starting from the same perspective when we approach a project or issue. Being open to people self identifying is also an ongoing practice for me.

Online training for employees from diverse backgrounds in languages other than English.

Oregon has diverse guests traveling and living in the state. Written material on the different cultural customs of travelers as well as residence of the state who visit businesses.

Orientation to the new Travel Oregon team structure. How can DMOs gain more support from TO for expanding their visibility and ensure marketing tactics and strategies are on-brand (e.g. DMO audit)?

Thought leadership from Travel Oregon to RDMO/DMOs and industry stakeholders. I feel like Travel Oregon has been very silent in its leadership this year, leaving RDMO/DMOs, and thereby individual businesses, to develop their own messaging/game plan vs linking into a greater vision. This sentiment is true for social justice/DEI but COVID and wildfires too.

Tools to address and minimize inequities in outdoor recreation

Topics focused on organizational systems and culture baselines and improvement strategies

Tourism in Oregon is focused on light to moderate, primarily outdoor adventures. How do we make sure those of all abilities feel that Oregon has something to offer?

Training covering specifically marketing to minority demographics in sensitive and non-exploitative ways.

Unconscious bias training. I took part in a corporate workshop several years ago, and think it is something that should be done regularly.

Ways to talk to board, staff, and volunteers about race, equity, unconcious bias, etc.

We need to be inclusive across the political divide.

Q29: In a few words, what, if anything, needs to change for your community to feel like a destination where ALL who travel can enjoy their journey and feel welcome?

A greater focus on accessibility and less xenophobia/racism. More resources and staff who can assist in multiple languages.

Access to translation for audio tours, maps, brochures, marketing materials, etc.

Advertising or resources in different languages or to reach people of different cultures languages.

Again, be able to reach across the political divide.

All of Oregon is so homogeneous that diverse visitors will easily "stand out" for the foreseeable future, but that does not mean they are made to feel less welcome!

All of our businesses do a terrific job of making diverse visitors feel welcome-- must be that rural hospitality ethic!

As I said in a previous answer, it is unacceptable that tourists to Yamhill County will encounter displays of racism and hate. We need support in eradicating such displays.

Awareness, which requires some level of education. Developing empathy around these topics to help offset some of the opposing viewpoints. Become aware of the value of being more accepting/open. We to look at/audit our marketing and management of tourism industries.

Basic training since many locals aren't acquainted with other cultures or points of view

Better diversity in our photography would be helpful, but it is not representative of our current tourist psychographic. In surveying our business owner community, there is only one Black-owned business and Latinx-owned is common and there does not seem to be a trend to track those communities.

Bringing in more visitors who are diverse so there's a visual that our community is inclusive and welcoming, not just verbally being told.

Broaden and target access to capital to include more diverse Entrepreneurs and culture interests

broadscale social evolution that may take a few generations to accomplish (sadly)

can't say visitors feel unwelcome. I've only heard out of state guests say people are really nice here....

Clear communication that ALL are welcome and treated equally.

Clear guidelines for COVID, they are often confusing and contradictive

Diverse marketing, materials available in multiple languages and formats

Diversity and inclusion

Empathy and understanding.

Everyone is welcomed. My only concern is using appropriate language to address an individual. I personally use standard greetings as to not offend anyone. Everyone is a friend as long as they act like it.   We believe that the less attention given to this topic the better. If we all just treat others like we would like to be treated, than we'd be much happier all around.   We stick to the golden rules of neighborly kindness and respect.   Respect is earned, not required. I hope that doesn't offend anyone. ;0)

Figuring out how to deal with militant political groups. In our experience, destination ag experiences have been tainted for people who are afraid or nervous about armed Trump supporters who live in our area. We are in the middle part of the valley and there are lots of gun, political and other "anti" signs and symbols that do not encourage or foster family friendly or quaint tourism activities.

Find a way to convey that all are welcome here.

Folks feel most comfortable when they see and interact with people they can identify with. Our community is at a disadvantage as most of Oregon is with a lack of diversity - as our community changes so will folks comfort levels in visiting.

For our local police force to demilitarize and to stop seeing/treating white supremacists as allies and antiracist protestors as enemies.

I believe we need to do more listening to underrepresented members in our community before answering this.

I can't speak for the rest of the community, but I feel we as a business practice absolutely no discrimination to any potential customer who values the experience we offer and is willing to pay our rates.

I think folks in public facing jobs need education - of Oregon's history of Black exclusion, the breadth of modern native culture, how to consider from other perspectives.   Also people need a guideline and goal to strive towards - leadership with a description of the level of inclusivity that is expected in tourism.

I think it's generally a very welcoming place so it's more a question of continuing to integrate the equity lens into workshops, trainings, and other interactions with local businesses and residents. It takes time for habits to form.

In addition to posting Black Lives Matter signs, or rainbow flags, we need to have the city's environment reflect the diversity of residents and visitors. We should ask ourselves what would Salem look like if the architecture, public art and other environmental elements weren't so heavily defined by wealthy white men? This may mean reviewing some of the City's ordinances to welcome more cultural diversity and inclusive design elements.

Inclusion. More advertising with BIPOC and LGBTQ+ and Law Enforcement that does not tolerate racist terrorist groups such as Proud Boys and others.

Inclusivity across government and industry. Marketing that truthfully represents an inclusive community.

It would be helpful to have sentiment analysis for specific communities to determine how much of a racism/inequality issue we have in our communities, so we can determine how much of a problem we have to deal with, first.

Leading by example. Our community leaders need to step up to serve as an example for the businesses and then offer community meetings to share information and support organizations who do this work.

Locals not feeling overwhelmed, especially in rural areas. Rural Oregonians don't even want Portlanders in their back yard anymore. A lack of welcoming posture is due more to crowding and tourism inflation than race or cultural bias. I have no doubt POC have negative experiences in Oregon and don't diminish that reality at all.

Our community is trying to accept everyone .... it takes time.

Our customers from across the world are angry about the protest and violence happening in Portland and they are sharing this directly with us.

Our site has been welcoming to a specific demographic: white people. As Opal Creek faces a new chapter, it is also an opportunity to welcome all to the wilderness.

our winery tasting room makes all visitors welcome and their visit the best experience possible.

Overt racist practices and unconscious bias must be addressed. Symbols of hate and racism must be removed. We need to talk to each other and hear our experiences to make change.

Visitors need to see themselves reflected in the promotional materials and business mix of a community. Oregon needs to figure out how to balance its dependence on visitors and the often antagonistic view of outsiders shared by a vocal minority

We treat every person with respect, we treat them with an awareness of where they are in their wine journey and help them learn and try to enjoy wine more - I don't care what color, religion, background, I choose to treat everyone who comes in with respect, unless they disrespect our rules (which to date has not been anyone of a minority group). We like to deal with people where they are ... including our vineyard crew and workers, whom it is very important to treat everyone fairly.

While the tourism industry can promote a welcoming message, the work needs to be done on a wider platform, including honest assessments of US history and add civic lessons in our schools.

Q43: Other Extremely High Priority (please specify): Please indicate how you would prioritize the following program areas for the Willamette Valley Regional DMO over the next two years:

access to Willamette river

Agri Tourism policy reform

Art scene - it continues to get overlooked and yet there's a strong one that's available year-round. Art and wine are a good tourism combo.

Creating assets which can be used by DMOs

Cultural-Heritage Tourism Opportunities

Developing a heritage program

farm and agrotourism

Focus on Wildfire impacted communities

Food offerings

increased transportation options in wine tasting areas

No promotion of McKenzie until safe

Outdoor activities

support heritage/historic sites with tactics and materials for safe visitation

There is no good, downtown, mid-level or boutique lodging for visitors. All lodging is chain and out by the highway except for the grand. When I visited the area during job interviews my experience was so poor with lodging that I had a bad impression and nearly didn't move here!

visit major wine events in other countries

We are on the border of Central Cascades - our guests identify better with mountain activities of the McKenzie

Wine Tours on the East Willamette Valley

all of the above are important. It was hard not to select them all.

Continued emphasis of Willamette Valley wine industries unique position in the world wine community

Educating residents on visitor values and welcoming

More emphasis on downtowns in general

More promotion of farmers markets and farm stands in our region

Oh my gosh, too many options! We are pretty self-contained so this doesn't really apply to us.

Promoting use of Waterways

Provide research tools and data down to the specific community level

Withstand for now

Q46: Please share any additional feedback you believe would be helpful for the Willamette Valley Regional DMO to have in order to help grow your community and/or organization.

A recent land-use case in Yamhill County has effectively prevented a new business of growing specialty organic wheat and baking it into bread on the farm. The business will likely have to quit because it can't afford the fight. It is an easily understood egregious example that will be useful in change advocacy. Policy reform is needed, but no organization seems willing to be the policy shop.

Be wine. But more than just wine.

Bring all partners together to reintroduce tourism and DMO goals going forward.

Directly helping rural communities develop smaller local experiences that make a difference in the community.

Given what the wine industry generates in tourism dollars it would be fair to have that be considered in terms of percentage of grant monies given to that region.

historic/heritage/cultural organizations are a critical draw and should be incorporated.

I can't state how import updating SB100 is. Our politics are very partisan. We need a task force that brings all sides to the table to work on solutions.

I have become pleasantly impressed with WV RDMO commitment to all facets of our valley's features and attractions, beyond those that have structured advocacy organizations. Economic development through tourism isn't a stand alone effort. I encourage more interaction with economic development organizations as well as legislators to have ensure there is support - and the development of stronger relationships - forthe visitor industry within the other economic drivers in Oregon.

I think the restaurant industry is going to need a lot of support after the pandemic is at bay. This is an important part of our Tourism ecosystem. I do think we need to support Culinary, Beer and wine as these industries will all be impacted.

Instead of helping flow information, it often feels that information stops at the RDMO level.

Land use for access to truffles, and preventing raking of truffles which destroys the harvest, certifying dog harvested truffles somehow, and making sure this very valuable and viable INDUSTRY is supported is essential. We cannot keep beating our heads against this same wall, and if it isn't solved, we will never grow beyond the current financial impact we have as a festival into a thriving and lucrative business that will provide a much greater financial impact for small communities and businesses in tourism, beverage and culinary.

Letting me know when regional meetings are scheduled so that I might have the opportunity to be involved.

Make the allocation of funds that support tourism more fair--Yamhill County generates BY FAR the most tourism revenue, yet receives precious little support. This needs to change!

Many small lodging properties do not use OTAs and are therefore not included in promotions. TO has done 2 in the last year with Expedia and none of the B&Bs or vacation rentals could participate because of access and price. Ask us!!!

Need to connect rural communities with urban communities. We do not need to visit with others in our rural communities, we already know them... we need connections to cities and networking opportunities for businesses to send their visitors to us in rural areas.

Please apportion license plate grant monies more proportional to which sub-regions are generating the most tourist dollars.

Post Holiday Farm Fire, identifying gaps in services/offerings and working with us to fill/replace those gaps.

Regarding the Wine Country plate program: It is my understanding that the Yamhill-Carlton region accounts for at least twice the amount of tourism revenue as any other are and yet is lumped in one of two regions so that virtually NONE of those dollars come back to support our own Y-C businesses. The regions need to be reallocated so that dollars come back to support those businesses.

Share existing mapped trail informat6ion in Lebanon to a larger audience. Possibly add links to BuildLebanonTrais.com or City of Lebanon Public trail maps. Build Lebanon Trail (BLT) website information is updated regularly and is the best source for Lebanon Trail user information.

Support local AVAs, historic downtown areas in creating and retaining a pool of rideshare drivers to facilitate front line workers to their workplace and for tourists who have become accustomed to calling a driver who is only 5-10 minutes away. Currently there are often no drivers available and the transit is not frequent enough (ie Yamhill county) to support workers in a timely fashion.

Support the Lane County Land Management - Planning guidelines and regulations to redevelop Blue river into a vital community to support the McKenzie River Valley communities and get it on the Scenic Byway Map!

Thanks for all your work! I would like to have more detailed information on visitor perspectives, the success of various marketing options and what types of programming are working in other parts of Oregon. I feel that we are sometime flying blind when we could be basing our decisions on solid data. This data needs to be more detailed than some of Dean Runyan's percentages about visitors going to museums or sports acitivities. If the detailed information I am requesting is too specific for Travel Oregon or WVVA then maybe they can work with cultural-heritage sites to do their own work to augment the data being provided in various reports?

The Cascade Foothills Winegrowers consists of 16 wineries on the East side of the I-5 corridor. These wineries were most impacted by both Covid 19 (due to the smaller size of the wineries) and the heaviest impacted by fires in the region.

The Wildfire impacts center right at the heart of some of the most important outdoor resources in this area. TO needs to help support the small communities and the business' within them to navigate the current and upcoming challenges.

There is a large focus on the Yamhill/Carlton/Dundee area for wine, but we have GREAT wineries in and around Polk County too. I would love to see more of a focus beyond the already well known areas. And a focus on smaller more rural communities and all the things to do in the region.

There needs to be way more stakeholder involvement with WVVA decision-making. Right now, there isn't a method for key stakeholders (including DMO committee reps) to provide any feedback on WVVA initiatives outside of the board level. This has continuously resulted in poor spends, ineffective media visitation opportunities, and missed opportunities.

There's a lot of "Napa-fi-cation" of Oregon Wine Country, there are still a lot of off the road wineries and vineyards that people visiting the region are looking for - we're here, we're small, we're ready ....

Visiting and getting to know the entire region. Very challenging, but a key component to successfully marketing the entire region.

wait until we rebuild from the fires before jumping in on promoting areas

We live in Vernonia with a very small town. The downtown businesses started to thrive right before cauvet and the historic downtown began to take a fantastic shape. With covin there seems to be a downturn, however I believe there is a great opportunity to increase tourism out this way and recreation outdoors paired with

We've had mixed success with tourism here. While my Tourism Committee is engaged, they seem to have a limited scope in what's of interest to the community at large and my DMO and Travel Oregon seem to be AWOL. While we have a lot to offer, it's difficult to market what we have and to an appropriate consumer/tourist community. I would like to have a two pronged approach to tourism. 1) a tourism approach that gets people from Portland and Salem to recognize that wine tasting doesn't end at Dundee / Newberg / Carlton. 2) an approach that gets people in New York and Florida to come here for wine tasting and exploration rather than Napa Valley.

With people not being able to travel lately, when the weather becomes nicer in the spring, I feel we are going to see more people wanting experiences and with the wildland fire destruction, people are NOT going to be able to enjoy the cascades as much and will be searching for experiences and family activities - somehow, we need to be prepared.

WVVA would benefit from a diverse board of DMO employees and industry stakeholders, like the wine and outdoor rec industries, to better inform their decisions.

Q66: Is there anything else you would like to share about the topics discussed in this survey?

Allocate more money to the regions generating money. This will raise all ships.

Discuss how to support more retail. A lot of attention is placed on outdoors, culinary, and wine/craft beverages. However, shopping/retail tends to be a favorite activity of visitors and boosts spending and economic impact. This sector sometimes gets lost in tourism messaging.

Encourage a culture of tipping for great service.

Great survey. I am worried about what Trump has done to the reputation of Oregon due to protests in Portland. We have had 2 people say that they will not come here because of the "riots and violence in Oregon," and i fear they represent many more people.   I also didn't see much focus on how to protect and support our amazing restaurant and chef scene not just ion Portland but throughout Oregon. To see chefs like Vitaly Paley go from 4 to 1 restaurant and just barely hang on is heartbreaking, not to mention the much smaller places like Party Downtown in Eugene that buys all local and supports non-profits and are on very thin ice. We need emergency funding for them, whether it supports lodging or not!

I believe that Travel Oregon is overly invested in marketing. Oregon needs more investment in management and sustainability, and smart product development. In too many places, tourism is starting to make life worse for Oregonians, not better. TO needs to realize this and adjust investments accordingly.

I miss the communication between partners and DMO's. Can't wait to get back to learning more and moving forward with tourism and showing visitors what Oregon can be

I think I've mentioned how disappointed I am in WVVA's approach to COVID messaging in phase 2. We've done everything they've asked regarding responsible reopening and their marketing campaigns and we've been excluded from everything since June when we went into phase 2. I'm not sure we will be willing to support them going forward. I feel very betrayed.

I think tourism in general has changed in this crazy time. It has brought us back to the basics--but with new technology to work with. There are a lot of travel organizations in place now with budgets (or had budgets). Each is trying to draw visitors--and sometimes stepping over each other. I like the idea of focusing more on the individual towns. My personal feeling is that Travel Oregon has done too good of a job getting people out to attractions that are in the great outdoors. Until the wildfires, Opal Creek would look like a city sidewalk with all of the people there. It seems to make sense to support the city efforts through collaboration.

In 2020 the Lebanon Chamber of Commerce added existing multi use paths in Lebanon to the City map that is distributed to visitors to Lebanon. Build Lebanon Trails helps to keep the map updated each year with newly available or developed trails.

Keep up the good work in an environment of decreasing budgets.

Thank you for your efforts!!! :-)

Thank you. DEI is so important.

Thanks for the good work you've done this year around safe and responsible (and local!) travel

Thanks for this opportunity. I am happy to assist as needed as an advocate for agri-tourism or a better title for 'small farm culture' attractions and activities.

The Eugene Cascades Coast website is an excellent resource.

This was a very thought-provoking survey. It gave me a lot of food for thought and I hope that it provides Travel Oregon with the insights the staff is looking for to chart an aggressive path forward on behalf of all of us.

Travel Oregon should focus on destination development and strong PR efforts during this tumultuous time. A continued, reactive focus on mostly marketing is confusing and frustrating to the industry. Communities are struggling to stay afloat while their businesses, DMOs, and tourism assets suffer from bad/misinformed press, COVID restrictions, consumer travel fear/guilt/shame, and natural disasters. Your stakeholders need proactive, strategic, concrete help if our tourism economy, essential to the livelihoods and pride of so many Oregon residents, is going to recover quickly. We are exhausted and broken, and while it feels good to say that Oregonians are pulling together, working hard, putting in extra effort, etc., the reality is we can only do that for so long. Please, help our communities - many of whom were built on the fading promise of tourism.

WOW! You have really asked a lot of excellent questions and I would be very interested in seeing the results of this survey. In addition I would like to have a way of working with others to meet some of the benchmarks that were presented in this survey. I am especially interested in seeing Salem cultural-heritage sites through the eyes of a diverse range of residents and visitors. We recently worked with a student intern to develop some recommendations for making the museum more accessible and many of her suggestions were low-cost with a big impact. I would like to continue improving my site.