

RIVER CANYON COUNTRY – RURAL TOURISM STUDIO

WORKSHOP #1, COMMUNITY TOURISM VISIONING EVENT

November 6, 2012

Inn at the Cross Keys, Madras, Oregon

PARTICIPANTS

Cristie Amaral, Maupin Chamber
Sarah Ashley, Imperial River Company
Joe Becker, Prineville-Crook County Chamber of Commerce
Amy Belasen, Brasada Ranch
Brenda Comini, Crook County
Seth Crawford, Crook County
Russell Deboodt, EDCO
Billie Estridge, Timber Creek Farms
Serenia Groth, Creative Groth
Pam Hardy, 1000 Friends of Oregon
Alana Hughson, Central Oregon Visitors Association
Kahseuss Jackson, Confederated Tribe of Warm Springs
Lonnie James, Warm Springs CAT
Beth Jay, Resident
Joe Krenowicz, Madras Chamber of Commerce
Tory Kurtz, Forest Service
Brenda Nathan, N8TV Adventures
Randy Nathan, N8TV Adventures
Stan Nowakowski, Bicycle Rides Northwest
Dean Noyes, Crooked River Roundup
Jeff Rasmussen, Jefferson County
Rachael Ress, Bend Bulletin
Kristi Richter, Central Oregon Visitors Association
Aliza Rosenstein, The Well-Traveled Fork
Maura Schwartz, Resident
Aurolyn Stwyer-Pinkham, Red Skye, LLC
Bill Vollmer, Mountain Photo and Graphics
Don Wood, Resident

TRAVEL OREGON STAFF:

Todd Davidson, Chief Executive Officer
Kristin Dahl, Senior Manager, Destination Development
Harry Dalgaard III, Specialist, Destination Development
David Blair, Community Projects, Destination Development
Linda Andrews, Destination Development Coordinator
Jamie Parra, Destination Development Coordinator

Background Summary

The scenarios developed during this Scenario Planning Process and outlined in these notes are important to provide a 'vehicle' to be used in the process of building a shared tourism vision for the future of the Canyon River Country Region. In addition, these deliberations assist in identifying key actions and approaches to how various stakeholders might best contribute to future developments; in part by identifying possibilities for collaboration.

Scenario Planning Process

- To begin this exploratory conversation about the future, representatives from River Canyon Country Region engaged in an innovative Scenario Planning process. This involved some 28 representatives working together at the Scenario Planning Workshop: Community Tourism visioning Event November 6, 2012 at Inn at the Cross Keys, Madras, Oregon
- The scenario planning process involved stakeholders from across the River Canyon Country Region exploring the future and developing a range of plausible future scenarios, looking out as far as 2030. The four plausible scenarios were built using two key axes on the scenario matrix that define four scenario "spaces," with four quadrants. These quadrants were used to formulate four plausible scenarios. The axes were 'Ability to Leverage Human Capital' and 'Tourism and Economic infrastructure'.
- The four plausible scenarios were defined and described in detail. Participants speculated about the characteristic of tourism under each of these scenario conditions.

Discussion on scenarios

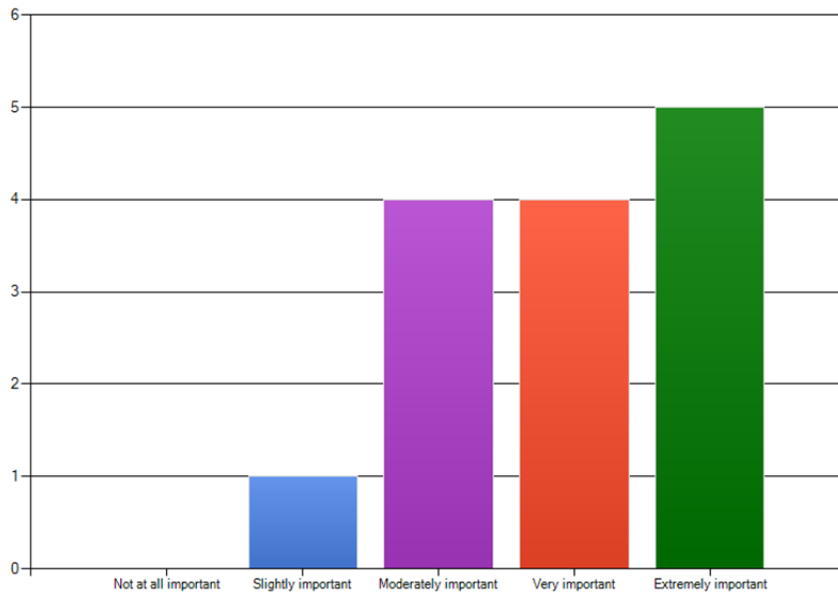
The participants were asked to review the scenarios, consider their implications, and select a scenario that most reflected their preferred future. The overwhelming view was that the preferred scenario was "Adventurement" which envisages a vibrant future for the River Canyon Country Region.

Pre Workshop Survey

A survey was conducted prior to the workshop, the survey was used to collect pertinent perspectives on regional visioning and the most important and uncertain drivers of change.

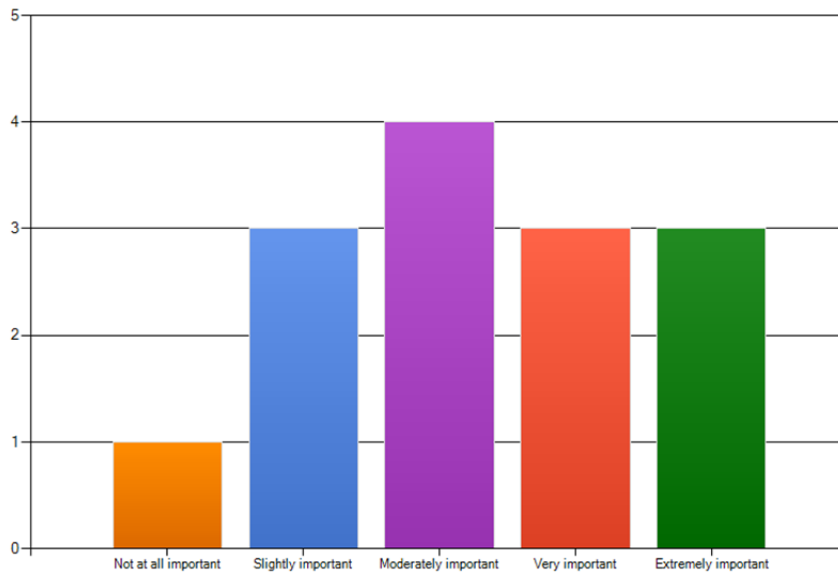
The participants weighed in on the importance of a shared vision for River Canyon Country Region. The responses were weighted heavily towards Extremely Important.

How important is it to have a shared vision for tourism in River Canyon Country?



The participants weighed in on the importance of a shared vision when MAKING DECISIONS for River Canyon Country Region. The responses were less important to the participants when being used in making decisions.

How important is it to have a shared vision for tourism in River Canyon Country when MAKING DECISIONS in your work?



Scenario Planning Process

In the section that follows the background, results, and recommendations from the River Canyon Country Scenario Planning process. This process aimed to explore the future directions and opportunities for tourism in the region. The participants were guided through a scenario planning process to develop four plausible scenarios for the future of the Region. This process has been applied by Future iQ Partners in regional scenario planning events in numerous settings across North America, Australia and Europe.

The Scenario Planning process, which is described in detail below, involves:

- Exploration and discussion of tourism trends and forces of change;
- Review of survey outputs and scatter diagram
- Development of a scenario matrix defining four plausible scenarios spaces for the future;
- Development of descriptive narratives of each scenario;
- Discussion of the scenarios and their implications;
- Identification of key action steps.

An important part of the scenario planning process is that it aims not merely to develop plausible scenarios for the future, but to identify how they may be turned into tangible actions in the Region and integrated into action and future thinking.

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

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

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

Developing Four Plausible Scenarios for the Future

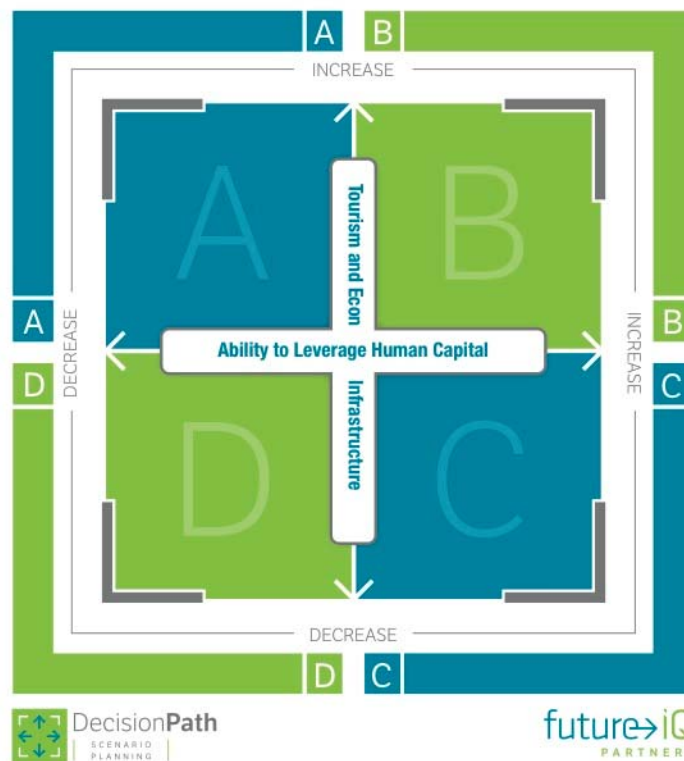
River Canyon Country stakeholders explored the future and developed plausible future scenarios, looking out as far as 2022. To set the context for their thinking, the planning session included discussion of global, national, and regional forces that could impact the tourism industry in the Region. The project facilitators presented an overview of tourism trends, survey results and case studies. Participants reviewed and discussed these trends, considering how they could impact on the future direction of tourism.

Creating scenario spaces – four plausible scenarios for the future

In reviewing the intended outcomes and the issues facing the tourism in River Canyon Country, two major axes were identified for the scenario matrix. This matrix defines four scenario ‘spaces’, with quadrants either towards or away for each axis variable. These quadrants were used to formulate four plausible scenarios.

The axes used were ‘Ability to Leverage Human Capital’ and ‘Tourism and Economic infrastructure’. These were determined to reflect the issues and opportunities in the Region. The axis ‘Ability to Leverage Human Capital’ relates to the ability of the Region to Harness the potential of the people of the region. The axis ‘Tourism and Economic infrastructure’ refers to the overall ability to create the overall systems and structures to support a changing economy.

The four quadrants (scenario spaces), based on increase and decrease directions of the two major themes, were reviewed and discussed with the participants. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how River Canyon Country Tourism would look in a future based on each of the quadrants.



Creating detailed narratives for each scenario quadrant

Event participants were randomly allocated to one of four groups and asked to formulate a description of the scenario for their respective quadrant. Each group was facilitated to describe Tourism in River Canyon Country in 2030 under the conditions of the scenario quadrant that they had been given. In particular, they were asked what would be the impacts at the levels of Society, Economy and Environment, specifically:

- Population make up (including tourists)
- Distribution of population
- Landscape and visual aspects
- “Livability” – Quality of life
- Education profiles
- Industry and tourism economy profiles

In addition, they were asked to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the symposium participants. This allowed for clarification, questions, and an assessment of the plausibility of each scenario. Each group’s descriptions and notes for their scenario were presented to the other participants, and were used to produce the detailed narrative for each scenario that is presented in the next section of this report.

WORKING GROUPS

GROUP A

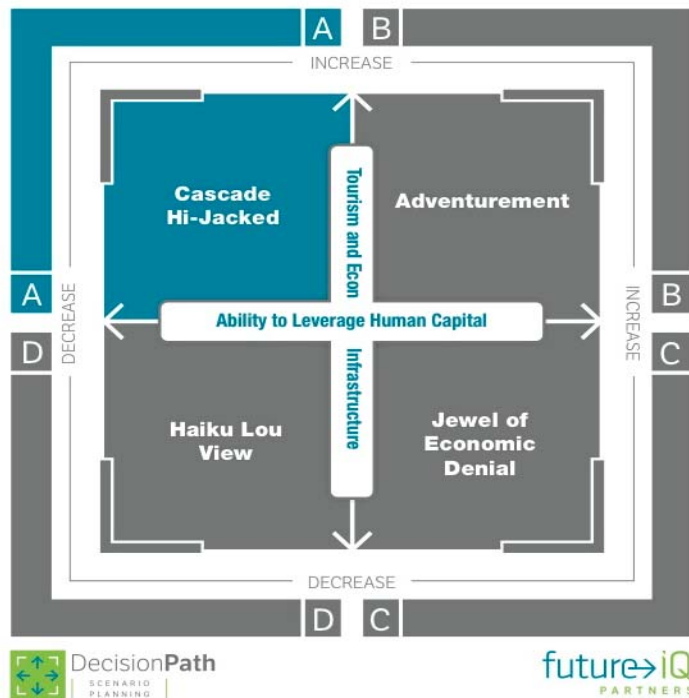
Scenario name: Cascade Hi-jacked

Characteristics of the Local Society

- Stratified economic status
- Disparity in-income/education levels
- Young people leave as they search for career jobs elsewhere
- Population ages
- Community leadership is held hostage by private interests
- Restricted access to educational opportunities
 - Cost
 - Distance
- Disenchantment with what community has become
- Lack of diversification in industry that could harm visual qualities of area

Characteristics of the Tourism Economy

- Less authenticity in product



- Tourism products define community
- Characteristics rather than community defining tourism products
- Low paying jobs for locals; talent will continue to be imported
- Large private investments will continue
- Not grassroots
- National searches for employment
- Seasonal positions
- Transplant management communities

Environmental Characteristics

- High levels of protection on tourism resources
- Potential for old urban core to decay
- Lack of urban infrastructure that benefits locals – i.e.) public transit, parks, ball fields
- Pay to play activities and resources
- Large use of façade i.e.) fake fronts

GROUP B

Scenario name: Adventurement

Characteristics might include:

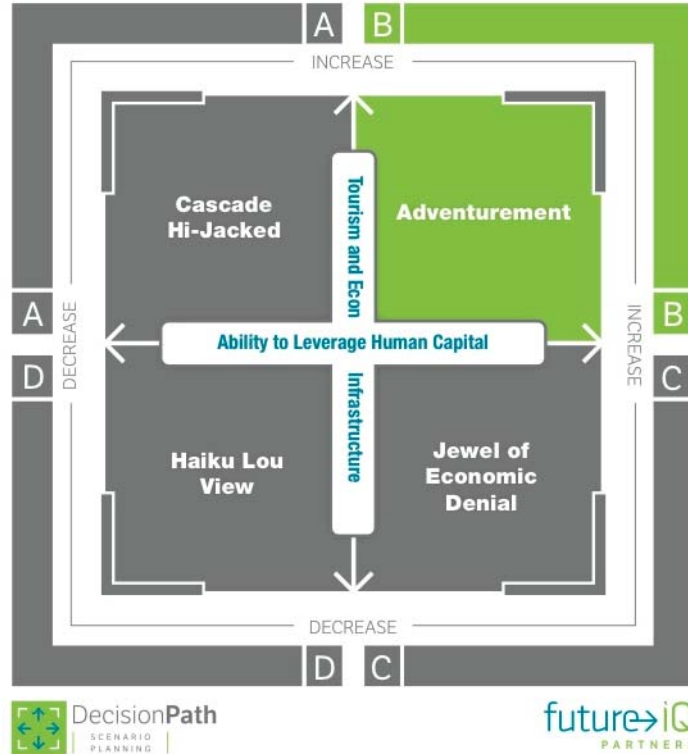
- Population make up (including tourists)
- Distribution of population
- Landscape and visual aspects
- “Livability” – Quality of life
- Education profiles
- Industry and tourism economy profiles

Characteristics of the Local Society

- Engaged
- Educated
- Employed
- Healthy and active
- Shared vision
- Volunteers
- Contested for local offices
- Growth (local)
- Thriving real estate
- Many community organizations
- Involved
- Entrepreneurial
- Innovative

Characteristics of the Tourism Economy

- Spending
- Return visitors
- Well-connected/working together
- Coordinated activities events
- Capacity
- Security: safety
- Transportation network
- World famous activities
- Family friendly
- Builds on local economy
- Sustainable
- Unique, regional local food
- Activities/events
- Authentic recreation experience
- Cultural assets
- Connection
- Technology presence



Environmental Characteristics

- Preserved clean dirt water
- Cared for stewardship
- Easy access
- Enjoyed ability to provide eco-friendly lodging
- Environmental lens for land use planning
- Local food movement and partnerships
- Developed and undeveloped and opportunities
- Community revitalization
- Outdoor adventure groups/planners
- Solar power/solar tourism
- Recycling of everything

GROUP C

Scenario name: Haiku Lou View

Characteristics might include:

- Population make up (including tourists)
- Distribution of population
- Landscape and visual aspects
- “Livability” – Quality of life
- Education profiles
- Industry and tourism economy profiles

Characteristics of the Local Society

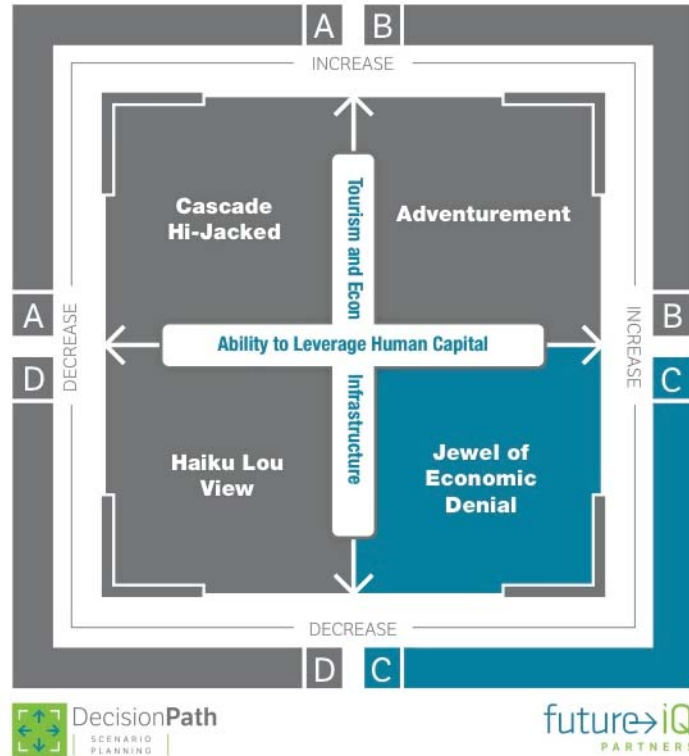
- Tighter communities
- Well-developed social networks
- Information economy/based on knowledge
- More creativity/entrepreneurial
- Underappreciated expertise – overabundance of capacity
- Robust social services
- Great libraries
- Lots of forums
- Political naiveté
- “Closed” community, more reluctant to have outsiders

Characteristics of the Tourism Economy

- Shortage of amenity experiences i.e.)trails, restrooms, parks
- Very few hotels
- Lots of B&B's (doing it anyway)
- Ineffective chamber of commerce
- “Virtual” workers, serving outside areas
- Restaurants – fewer or more start-ups/closes
- Slow capital turnover; loss of funds – leaving community
- Staffing @tourism services would be higher w/more battling for less jobs

Environmental Characteristics

- Less wear/tear on environment; less cars on roads
- Less appreciation of environment
- More stewardship-just for locals



GROUP D

Scenario name: Jewel of Economic Denial

Characteristics might include:

- Population make up (including tourists)
- Distribution of population
- Landscape and visual aspects
- "Livability" – Quality of life
- Education profiles
- Industry and tourism economy profiles

Characteristics of the Local Society

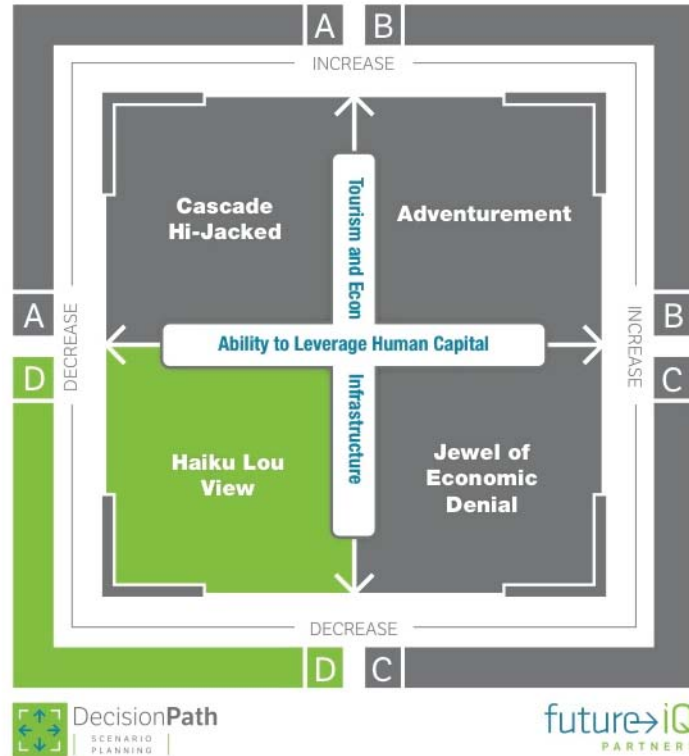
- Fear of change /tradition valuable
- Low confidence in government
- Higher crime
- Lower education/skill set
- Non-traditional workforce
- Older population = higher dependency on government services
- Alcohol/pubs flourish
- Medical marijuana passed here = business
- Lower cost living
- Online business opportunity
- Need more social services

Characteristics of the Tourism Economy

- Lack marketing
- Beautiful surroundings – no way to access it
- Community likes it all to themselves
- Higher government jobs vs. private sector job
- Resources unwilling to tax
- Higher unemployment/retail turnover
- Unpredictable retail/Low success rate
- Lack of draw/No events-attractions

Environmental Characteristics

- Natural/wildlife
- Lower change fires/undeveloped if fire, no access
- No population
- Green community = more bikes/walk
- Depressed business
- Extended families living together = fewer homes



- Clutter, dilapidated living conditions
- Road infrastructure, pot holes, gravel
- Lack technology
- Poor water, sewer maintenance
- Candidate for bio fuels, wind
- Outside investors

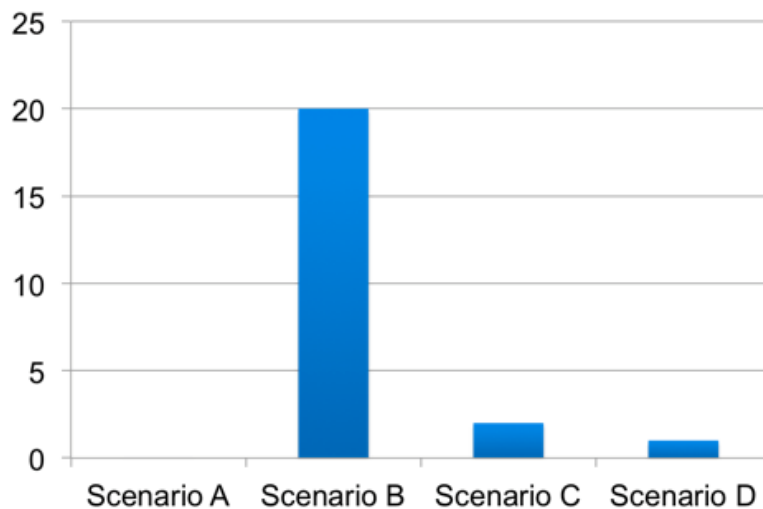
Discussion on Scenarios

This scenario planning report is a first step in providing a resource to help extend the conversation about River Canyon Country Region’s future beyond the workshop. It also serves as a tool to create a shared voice for a common vision of the future. These scenarios can be used to prompt discussions amongst the wider industry as to possible implications of various future actions and to develop regional strategies needed to ensure sustainability and prosperity for the Region.

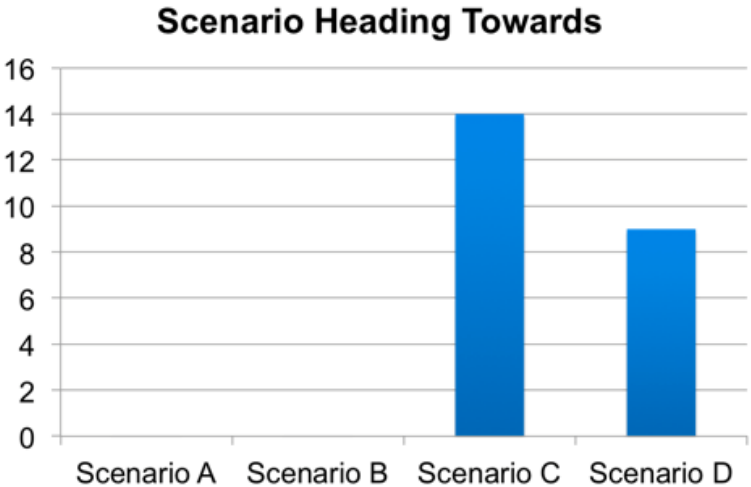
Just like the scenarios, the actual future will develop from a combination of action and inaction by the ‘players’ involved as well as external forces. However, the scenario process allows River Canyon Country Region’s stakeholders to think about the future in a new way; to examine a range of plausible futures and ultimately identify critical actions that may assist moving toward the preferred future.

The workshop participants discussed the plausible scenarios. There was strong agreement that each of the scenarios was plausible. Each scenario was voted on for the preferred scenario vision and the scenario that stakeholders felt they were currently heading towards. An overwhelming majority preferred Scenario B as their vision, yet none chose Scenario B as the Scenario that they believed they were heading towards.

River Canyon Country – Preferred Vision



River Canyon Country – Currently Heading



WORKSHOP #2, COMMUNITY TOURISM VISIONING EVENT

November 6, 2012

Inn at the Cross Keys, Madras, Oregon

PARTICIPANTS

Cristie Amaral, Maupin Chamber
Sarah Ashley, Imperial River Company
Joe Becker, Prineville-Crook County Chamber of Commerce
Amy Belasen, Brasada Ranch
Lisa Clark, Bureau of Land Management
Brenda Comini, Crook County
Seth Crawford, Crook County
Billie Estridge, Timber Creek Farms
Sandy Foreman, Jefferson County Fairgrounds
Patricia Gainsworth, WSCAT
Serenia Groth, Creative Groth
Pam Hardy, 1000 Friends of Oregon
Kit Henderson, Crooked River Ranch
Kahseuss Jackson, Confederated Tribe of Warm Springs
Joe Krenowicz, Madras Chamber of Commerce
Tory Kurtz, Forest Service
Carol Leone, The Museum at Warm Springs
Phyllis Lewis, Sisters Trails Alliance/Three Sisters Scenic Bikeways
Brenda Nathan, N8TV Adventures
Randy Nathan, N8TV Adventures
Stan Nowakowski, Bicycle Rides Northwest
Dean Noyes, Crooked River Roundup
Kristi Richter, Central Oregon Visitors Association
Aliza Rosenstein, The Well-Traveled Fork
Maura Schwartz, Resident
Dave Slaght, Oregon Parks & Recreation Department – The Cove Palisades
Aurolyn Stwyer-Pinkham, Red Skye, LLC
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Jamie Parra, Destination Development Coordinator

WHAT DO YOU WANT TO ACCOMPLISH THROUGH PARTICIPATION IN THE RTS PROGRAM?

(Notes from participant sharing.)

- Learn what people are doing and their projects, to be able to support these
- Create a sense of goals and outcomes we can create for our communities
- Love the idea that there is connectivity, and the region becomes a biking mecca that is connected
- Would like to see connected bike trails
- Build connections between land management agencies and communities to try and connect schools, agencies and businesses
- Create more tourism for recreation, for tribes and create more jobs
- Create more employment and build links between communities
- Get a better understanding in local recreation and how can help
- How to incorporate new techniques and technology into communities and organizations and projects
- To listen and help build scenic byways - want to see a shared vision
- Promote central Oregon as a whole
- Get a better understanding of tourism prospects in central Oregon
- Connect to tourism network
- Lot of strategic partnership that could be made and help move things move forward quicker.
- Connect communities and people with some of the tourism initiatives
- Support role to help organizations and would like blurring of some traditional tuff boundaries and work together more
- Learn how the Fairground facility can help tourism development in region
- Shared vision toward the future
- Help RTS and rural communities
- Help build links between communities and build sustainable futures
- Build a collective vision
- Help promote business and tourism opportunities and build tourism business

GROUP DISCUSSION/FEEDBACK – WHAT ARE SOME OF YOUR BROADER GOALS/IDEAS/VISIONS FOR TOURISM IN YOUR COMMUNITY?

Group 1

- Self tours – providing materials, trails maps, itineraries, map of the trail and the bike/hiking/motorcycling – the materials would include other attractions along the way
- Social media as a tool for disseminating that information
- Motorcycles
- Map that advertises different motorcycle friendly businesses
- Two day Maupin trip to a longer RCC trip
- Rural restaurants don't use a lot of local food so there's a need to education local food places on the use of local food products (salmon, etc. – featured in Edible Portland magazine)

Group 2

- This region has a motorized tradition – boating, etc.
- Don't want to shift the entire feel of the region to non-motorized when that's part of the traditional/cultural
- Prineville is at point where there's a lot of interest in THAT resource ??
- Growing the Lookout Tower experience
- Hut to hut opportunities – large demand for that

Group 3

- Crooked River and Prineville share a commonality that's off the beaten path – creates difficulties for creating new events, because any new event will face struggles/challenges in the first few years
- Bring in well-known events – piggy back on already established/successful events to get people to stay longer, come earlier

Group 4

- many people want the cowboy type experience in this rural area (rodeos) – there are no dude ranches - that could be an economic opportunity
- Idea of making long-term plans (5 year, 10 years, etc.) obstacle seems to be resistance to change with the old-timers
- Increase our connection with technology

RIVER CANYON COUNTRY – DRAFT 2030 VISION

River Canyon Country in 2030 is a region that is engaged toward a common future with a clear shared identity. The community has worked hard to build on values of quality education, health and creating an active lifestyle, and this has paid off in having a dynamic and high caliber workforce and strong social capital. This is reflected in how our community organizations and volunteers work together in a coordinated and cohesive manner. This cohesion allows us to adapt and capitalize on new and emerging opportunities, while maintaining our strong community base. We value our people and invest in creating opportunities for them to work, contribute and thrive in the region.

We have beautiful landscapes, parks, and natural vistas, which are now connected by a highly developed network of trails, by-ways and transport systems. We have a strong economic tourism infrastructure focused on leveraging our unique regional assets of local food, outdoor recreation and cultural diversity and identity. Our thriving economy is built on our locally owned entrepreneurial businesses, and complemented by world-class destinations. We are known worldwide for our authentic, family friendly and environmentally sustainable practices. We have become a renowned mecca for well managed outdoor and eco-tourism and cultural experiences that make us the 'must-do' destination for our many new and return visitors from across the world.

Key Action areas were identified as:

- Regional leadership structure
- Internal outreach / local communication
- Develop regional marketing strategy
- Training to increase local knowledge

IDEAS FOR WHAT'S HERE IN 10-20 YEARS

- Working to promote Central Oregon as a whole
- Working to grow and strengthen businesses
- Looking for a better understanding of tourism aspects in Central Oregon
- Want more folks to stay and spend time in this region
- Like to see strategic partnerships utilized to benefit the community; less independent work; more community building
- Connecting communities by bike
- Wants a better understanding of what the overall goals are
- Would like area wide understanding so we're all working together; if everybody works together, everybody gets fed
- Would like a collective vision
- Interested in drawing cycling events to the area
- Looking for feedback from community members
- Wants the area to be a bike friendly destination
- Would like to see interconnected bike trails throughout the region
- Would like to create more tourism for the tribes and create/support more jobs on the reservation
- Looking to create jobs; employ more people in Warm Springs
- More connectivity in the region
- Struggling with the way government dominates business on the reservation
- Work to create events

TIME MAGAZINE COVERS

What are the major headlines of 2032? 20 Years from now:

- **TITLE: Riding the Rapids of River Canyon Country's Economic Growth** (bicycle riding along river trail, solar power, wind power, high tech pilot, cyclist has to ride both up hill and down hill)
- **TITLE: Central Oregon – We Got an App for That** (beautiful scenery sitting under the tree with an iPad) Biking, hiking, fishing, boating, rafting, rodeos, cultural diverse events
- **TITLE: River Canyon Country – Where Past Meets Future** (a vision where we hadn't lost our cultural heritage between ranching and Native American history, but with high tech bicycles, region thriving in new ways but complementing our heritage)
- **TITLE: Central Oregon River Canyon Country – The Recipes for Success** (jobs, education, food, community, stability, environment, culture, balance all blended together to be the "taste of utopia")
- **TITLE: River Canyon Country - First Adventure-mental Park!**, connecting the world to RCC diversity and nature-based activities (Google map providing access to a Disney-land like theme park of nature-based tourism and cultural heritage)
- **TITLE: Escape to the Extraordinary** – "Central Oregon's River Canyon Country Blends old west and Native heritage with cutting edge eco-tourism experiences" (mountain biker, fly fisherman, cowboy, someone ready to bake salmon)

- **TITLE: RCC – From a Salmon Bake to a T-Bone Steak** Cultural history, economy and outdoor adventures via outdoor adventure. Winner of the 2030 Travel Oregon Community Relationship Award.
- **TITLE: Top 5 Great Destinations that You Never Thought of** – They need to be on your “must do list”. Dillon Mt, Amish Ohio, River Canyon Country, Weed, CA, New Orleans, LA (Part of our vision is to be a must-do place to visit by top travel publications.)

LOCAL ASSEST FOR TOURISM DEVELOPMENT

UNIQUE RETAIL ATTRACTIONS

(Art galleries, museums, theaters)

- Museum at Warm Springs
- County Historical Society museums
- Art Adventure Gallery (non-profit, volunteer, local artists)
- Stitchin’ Post (Quilt shop)
- Art Station and several galleries in Sisters
- Iron Forge in Sisters
- Crescent moon Alpaca Ranch Boutique
- River Boarding (N8TV Adventures)
- Blue Sky Native Market – shop near casino
- Other shops near casino – Native American products
- Bowman Museum
- Shasta Leather Works
- Post general store
- Crooked River Log Furniture
- Agee Ironworks
- Cougar Cuts

OUTSTANDING LODGING ACCOMODATIONS

(Places to stay overnight)

- Imperial River Co
- Black Butte Ranch
- 5 Pines Lodge
- Sisters Historic Motor Lodge
- Brasada Ranch – Gold LEED certified
- Cove Palisades State park (cabins, RV/tent/houseboat rentals)
- Prineville State Park (cabins, RV/tent camping)
- Smith Rock (tent camping)
- Crooked River Ranch
- Sunview Motel
- CRR/ RV Park and tent camping
- Stafford Inn
- Inn at the Cross Keys

- Kah-nee-Ta Resort/unique teepee
- Walton Lake
- Bella Vista B&B
- Crook County RV Park
- Executive Inn

MARKETING AND PUBLIC RELATIONS

(Venues to get the word out)

- COVA
- EDCO
- Chambers – Bend, Redmond, Prineville, Sisters, Madras
- The Bulletin
- Source Weekly
- Maupin Visitor Center
- Imperial River Company (seasonally)
- TripAdvisor.com
- Where to Eat Guide
- Yelp
- Urban Spoon
- BLM website/blogs
- KWSO Radio station
- Spilyay newspaper
- Warm Springs .com/.org
- The Round-Up
- Nugget newspaper – website via C of C Sisters
- Sisters County booklet – free
- Bike-hike maps – in town retailers – Sisters
- Sisters Trails website with links
- OPB – Natural resource stories Oregon Field guide
- Twitter
- Facebook
- Web link other websites
- Horizon broadcasting combined communications
- 91.9 FM
- National Club/membership sites
- Hotels/Motels

UNIQUE CULINARY EXPERIENCES

(Restaurants, food carts, u-pick, farmers markets, etc.)

- Farm dinners & U-pick at Rainshadow Organics (Terrebone)
- Mexican tiendas and taquerias
- Terrebone Depot (restaurant that features food from Rainshadow Organics)
- DD Ranch U-pick potatoes and pumpkins, farm BBQs, petting zoo, hay rides
- Maragas Winery
- Rainshadow Organic Farm (u-pick)
- Sisters Farmers Market – June – September

- CSA Farm in Sisters
- Solstice – farm to table, brew options
- Local brewery dinners
- Kah-Nee-Ta salmon bake
- Fry bread stands in Warm Spring – along Hwy 26
- Cada Dia Cheese Farm – weekly tours
- Prineville, Madras Farmers Markets
- Barney Prine’s Steakhouse
- Club Pioneer
- Toni’s BBQ (seasonal)

SIGNIFICANT CULTURAL AND HISTORICAL SITES

- Imperial Stock Ranch
- Shears’ Falls
- White River Falls
- Ochoco National Forest
- Oregon Trail/Meeks Trail
- Historic Homesteads & Orchards (McKoin, etc.)
- Shearers Bridge
- Root Feast – Sirasho Longhouse
- Warm Springs Long House
- Huckleberry Feast – Hee Longhouse
- Osborn Homestead – Grandview Oregon
- PVL Railroad/Mt Emily Shay
- RR wars along the Deschutes
- Mining Sites
- Irrigation
- Interpretive Centers/Historic markers
- High lakes
- Tamale Canals/Wagon Road
- Prineville Historical Building Tour
- Bandit Springs
- Crook County Grange Halls
- Cemeteries (historical)

TOUR OPPORTUNITIES

(Tour operators, self-guided opportunities, educational tours)

- Cultural tours
- ATV tours
- Cultural tours
- Wild horse/working ranch
- Willow Creek Canyon Trail
- Herb/plant tours – Ochocos
- Fish hatchery – Warm Springs
- Chockstone – Rock climbing tours @ Smith Rock

- Cog Wild – MTB tours
- Farm and ranch tours – Well Travelled Fork
- Imperial Stock Ranch
- Guided Trail walks/hikes – Crooked River Ranch
- “Ride the Rez”
- Inter and educational activities at Cove State Park
- Scenic Byways
- High Desert Adventures
- Rockhound maps
- Carbone Fly Fishing Guide – CR River/Deschutes
- N8TV Adventures
- Prineville Reservoir Wilderness Area
- Ochoco Portal Tours
- Crook County Historical Society Tours
- Peak 7 Adventures

OUTDOOR RECREATION ASSETS

(Trails, trailheads, boat harbors, wild and scenic rivers, gear rental businesses)

- Hiking trails at Crooked River Ranch
- Fantastic golf courses Crooked River Ranch
- 2nd highest recreated river in US – Deschutes!
- Milican OHV
- Lower Crooked River
- Metolius River
- Ochoco National Forest
- Smith Rock State Park
- Trout Creek Climbing area
- All units of John Day Fossil beds
- Willow Creek
- Tam E Lau
- Green Ridge
- Madras mountain views Scenic Bikeway
- “Tam-eslaw” Trail – Cove Palisades
- Kah-Nee-Ta Fun Run
- Children’s Forest –Sisters Rangers District
- Metolius River – fish and hike
- Kah-Nee-Ta Golf Course
- Richardson’s Rock Ranch
- Fire lookouts (tour/history)
- Mill Creek trails
- Steins Pillar
- Gray Butte and Cole Trail
- Marks Creek Sled Hill
- Walton Lake Snow Park
- Balancing rocks

- Prineville Caldera
- Caldera and fault line tour
- Caves tour
- N. Fork Crooked River
- Wild horse herd
- Ochoco/Prineville reservoirs/Lake BC
- Meadow Lakes Golf Course
- Brasada Ranch Golf Course/trail rides
- Iron Horse Trail
- Prineville Reservoir Resort (rentals)
- Henderson Flat OHV

QUALITY EVENTS

(Of interest to visitors)

- Sisters Outdoors quilt show – largest in the world
- Sisters Rodeo
- Sisters folk fest
- Eagle watch
- Rockhound pow wows – Prineville, Madras, Sisters
- Crooked steam A vintage celebration
- Buffalo burger BBQ on Independence Day weekend – Crooked River Ranch
- P Ume Sha Pow Wow parade, rodeo, softball tournament, horseback endurance race
- Splash for pink
- Steel Stampede – vintage motorcycle event/Crooked River Ranch
- Jefferson Co Community Red
- “Concert on the Lake” – Cove Palisades marine and resort
- Lord’s Acre Day
- Oregon Star party – August
- Picnic in the park series – Prineville – July/August
- Crooked River Round-up and Races – June/July
- Bandit Springs Endurance Ride
- Horse Trail Ride – Grassland
- Small farms auction
- MAC Dash
- NPRA Finals
- Paulina Rodeo
- Down Home 4th of July in Prineville
- Cruise to the Center of Oregon
- Horse Ridge Rendezvous

TOURIST AMENITIES

(Public restrooms, signage, public spaces, public transportation, EV charging stations, etc.)

- Public showers at CC Fairgrounds
- Ochoco Park
- Public restrooms downtown Bend and most parks in Sisters
- Signage for bike/hike/trails and Scenic Bikeways

- Local bus to Bend
- Green energy bus
- Bandit sp rest area
- Sahalee Park – toilets, water, picnic
- Culver City Park, toilets, water, picnic
- Dog parks – CC parks and rec
- Campus area in Warm Springs – rest and stretch
- Madras Aquatic Center
- Ochoco Creek Park
- Pioneer Park
- Les Schwab Park
- Cascades East Transit
- The Breeze

AGRI-TOURISM EXPERIENCES

- Cada Dia Cheese
- Sheep Cheesery, Madras
- Round Butte Seed Products
- Central Oregon pumpkin farm
- Oregon Trail AG tours
- Lavender farm
- Hops farms
- Woodward's Farm
- Timber Creek Farm

ACTION IDEAS FOR THE NEXT 1-5 YEARS TO MOVE TOWARDS VISION

Initial brainstorm at table groups – all ideas

GROUP #1 (Kristi Richter's group):

- Partnerships with Communities
- Combine or Dovetail Events With Other Communities

- Create Expectation of a Western Experience
- Promoting Cowboy-Indian Experience
- Focus on Architecture
- Natural Resource Tours
- Build Theme Tours From What is Here and What is Wanted By Visiting Guests
- Foreign Tourists focus on things they cannot do where they live

- Work Force Development: Bottom Line Workforce Development, through existing school systems by training or mentoring youth in hospitality, trail guides, trail building, information ambassadors, work or business skills to help build a foundation of knowledge while learning an appreciation for local tourism assets and resources.

- Good employees with skills, knowledge, future in natural resources and tourism industry
- Start Small Grow Big
Transportation for Summer Tours – lease school buses from district
- Work Force
- Recreation Grants
- Central Oregon Event Calendar To Assist with Community Event Scheduling
- Steering Committee
- Build Relationships with Neighbors
- Learn to work with Neighbors
- Increase Youth Opportunities
- Promote nature experience in youth
- Learn about Service Providers
- Job Shadowing, Age 10+
- Do Follow up on whether kids are staying in community
- Bring “kids” back into our community
- Local version of Americorp, OYCC – Job Tracking, Mentoring Youth Experience Expansion
- Value other skills beyond off to College
- Use 4H, FFA Ways to give them skills , more inclusion of kids in basic community activities
- Camps
- Mountain Bike - Manners

GROUP #2: (Sandy Foreman's group):

- Organizations (region wide) group to get wheels moving includes reps from diverse regions
- City tours: bus/ bikes = broad. overview of each city: see attractions. Identify why you would want to come back

- Map out what we're looking at for our region. Geographic, boundary fill in details. Defines a service area.
- Teaching community what "RCC" is.
- *Assess facilities and infrastructure that we have
- Group (from this group) visit local groups, organizations about what is RCC and get them on board
- Identifying/addressing strengths and weaknesses, educate business owners
- getting buy-in from local decision makers
- joint city/county events - runs through 1 area
- Formalize linkages - establish who's doing what, roles "non aggression pact" and development, not self/local region
- after getting buy-in who does what?
- Community based RCC plan - this group with community
- "Steward the vision" group that continues to keep things going, Task Force
- *Getting to know your assets, their what can we do that no one else is doing
- Early successes - what is working that you can expand on.. i.e. is something from Bend expandable to Madras (add on, change location) = less care for success
- Regional bike plan - Trails between cities, mountain biking, shoulders, etc.
- Getting in on economic planning documents so infrastructure is planned - not retrofitted
- Comprehensive start plan
- Land use laws @ state level work locally
- Educate youth - school programs. They're our next front lines, build sense that RCC is special

GROUP #3 (Joe Krenowicz's group):

- Cities/Counties to adopt RCC vision/strategic plan
 - Keep Cities/Counties apprised of revisions
 - Enact and revise plan predicated on predetermined metric points
 - Shared networked resources
- Business to business services
- Education
- Social & economic
 - Utilized all IT/Social medias, QR codes, Mobile
- Itinerary's that highlight regional diversity
- Increase awareness/notoriety off RCC brand to local communities ASAP and work outward to CO to I-5 corridor...
 - Effectively/cohesively market with RDMO's & DMO's
 - More public access for farms and promote on-line. Support to Farm to Table movement/education
 - Low cost activities for families. Geocaching, hiking, biking, self-tours,
 - Coordinate/promote cycling events. Enhance to existing events, piggyback to another cycling venue
 - Pursue one/two overnight stays with events.
 - Incentives for equipment gear recycling, rental etc.
 - RCC loan fund for long-term, short-term for entrepreneurial opportunities

GROUP #4 (David Blair's group):

Group included: Phyllis Lewis, Amy Bealson, Brenda Nathan, Randy Nathan, Dean Noyes, Don Wood, Brenda Comini

- PW: Collect data showing economic impact of tourism
- AB, DB: develop systems and programs to educate front line workers about the recreation/culture/tourism opportunities in RCC.
 - Idea of developing a web site that every concierge, gas station employee, and host/hostess would use to seamlessly direct travelers to whatever experience they are looking for.
 - Develop web links enabling cross coordination of events, i.e. if Pi Um Sha days is Friday, connect with Crooked River Roundup on Saturday, etc.
 -
- BN, RN, DN, DB: Build on the region's existing "cowboys and Indians" culture; develop opportunities and itineraries so that visitors can immerse in both cultures during a 3 – 6 day visit.
- (4?): Take the current disparate maps and calendars of events and destinations and wrap into one easy format regional site – that could then be adopted by each chamber, vcb, etc. –
- DB,? (2): Grow a network of cycling routes throughout RCC:
 - Throughout RCC, mark with small, branded road stencils 7 or 8 great road cycling routes, providing a turn-key experience to visiting cyclists;
 - Coordinate lodging for like-minded enthusiasts: for example, if a group wants to ride between 3 towns, sort out a capacity to transfer luggage between hotels.
 - Case Van Services (?)
- BN: Organize a regional Volksmarch event.
- RN: Develop an app to locate like minded enthusiasts. (I thought this related to an ability to find your compadres that are visiting RCC...)
- Lobby for increased transport options to the region.
- Build brand awareness
- DB: develop a multi use recreation trail on the North Unit Irrigation District canal service road.
- Develop Lodging at RCC's major lake destinations – Lake Billy Chinook and Prineville Reservoir.
- Mark alternative routes to Crook County Fairgrounds, reducing the traffic jam –

ACTION AREAS WITH CONSENSUS (at table groups) FOR THE NEXT 1-5 YEARS

Votes were awarded based on the question, "What areas of action do you believe are most important for this region to pursue now in order to start moving towards 30-Year Vision." Action areas ordered by number of votes received by participants.

Create Regional Leadership Structure for Tourism Development (20)

- Steering Committee to steward the vision
- To explain ourselves to leaders through chambers?
- Formalize linkages roles/responsibilities
- Creative management
- Committees, regional, champions
- Mission continuity
- Collaboration between entities
- Shared network of resources
- Develop community partnerships to promote tourism
- Develop a regional tourism plan

Develop a Regional Marketing Strategy (17)

- Maps calendars of events/opportunities
- Improved marketing
- Coordination between local tourism planning groups to avoid duplication/competition
- "Day" trip options that can be packaged/linked together
- Marketing externally outside of region
- Target international travel market

Build a brand for River Canyon Country (4) ← *would be a component of a regional marketing strategy*

- Sustainability
- Website
- Links with businesses/organizations to market resources
- Seamless interpretation of local site/web access

Conduct Local Training/Increase Local Knowledge of Tourism (13)

- Engage community
- Educate frontline works "We Speak" video/program
- Conduct field trips for locals
- Educate local policy leaders on economic impact of tourism
- Training in exchange for signage "I Speak" | "2 Wheels Spoken Here" | "Cultural"
- Workforce development through cultural and natural resource experiences for youth

Ramp up Local Communications on Tourism Development / Internal Outreach (9)

- Buy –in locals of RCC vision and community building
- Public outreach to school kids and community
- Ensure RCC vision is integrated into other planning efforts
 - Bike plans, Comp plans, Land use plans, EOAs, State laws
- AP access at key landmarks

Develop Transportation/Recreation infrastructure (3)

- Improving transportation links
- Travel developments (development on natural lands)
- Low cost
- Volunteer based, labor for construction
- Systems of connected
- Development of regional cycling strategy
- Connect cycling routes to Jefferson County/Madras
- Make routes with directional stencils
- Maps and marketing strategy
- “2 wheels spoken here” training in exchange for signage
- Signage
- Trails
- Resources for tourists
- Town

Develop Packages & Itineraries for Visitors (3)

- Define and package local events/guest experiences
- Link efforts between cowboys/Indians
- Cultural Events
- T-bone to salmon
- Lodging at lake resources
- Product retail development
- New business services
- Helping marketing business (existing)
- IT development (mobile platform, Google maps)
- Itineraries – low cost new activities

Conduct an Asset Inventory/Gap Analysis (2)

- Initial assessment
- Map existing facilities
- Strengths/weak analysis

Business Development (1)

- Develop business incentives
- Opportunity, community loans, participation, business development, sustainability

Create New/Grow events (1)

- Bike tours
- Joint city events
- Piggy back on existing events
- ID unique things

ACTION PLANNING TO ACTION AREAS

GROUP 1: Regional Leadership Structure.

Action Area: Have engaged tourism/business leaders, Chamber of Commerce's, COVA and key venue/event managers coordinating the regional tourism plan.

What should it entail? The acknowledgement of the regional tourism plan from city councils, county government and pertinent entities critical to the success of the effort. With updated status and revision presentations as needed.

What should the initial steps be?

1. From the plan, identify core committee positions based on expertise needed, industry representation, regional agencies, subcommittee representation, etc. (6-8). Utilizing current participatory steering committee members to save synergy and continuity of the effort. Group to meet on a regular basis.
2. Build and cultivate remaining overall committee positions such as geographical location, governmental agencies (USFS, Cove), etc. (6-10) from the participatory steering committee members and RTS participants.
3. All members to actively promote the RCC mission and short/long term objectives with a focused message to tourism industry, local business, economic development entities, recreational districts, etc.
4. With the regional tourism planned identified, build a budget to pursue grants and matching portions from stakeholders in the region.
5. Plan for long-term stability of the group and its succession members.

Who should be involved?

1. Cities, Counties, USFS-Grasslands, ODF Cove Palisades/Smith Rocks
2. Chambers of Commerce, Fairgrounds
3. Resorts, Destination events
4. COVA, Travel Oregon
5. Crooked River Ranch, Terrebonne
6. Tourism/Business leaders/owners/managers
7. Tour operators

What individual or organization might be best suited to lead?

Tourism committees under the Jefferson and Crook County Chamber of Commerce

Group 2: Local Communication Buy-in of local vision. Joe B.

Action area: Buy-in of local RCC vision. Internal outreach/local communication

What should it entail? Communicating 2030 RCC vision. Everyone should have at least one personal connection to something in vision.

What should the initial steps be?

- Distill 2030 vision into snappy statement/elevator pitch, community support and networking.
- Economic strength
- Invite community to be part of the planning process
- Report back to community at each step
- Communicate value of RTS to community creating public forum for fears, visions, hopes for RCC

Who should be involved?

- Chambers
- COVA local partners
- Tour operators
- Community
- Board of peers

What individual or organization might be best suited to lead?

- Elected officials on committee
- Up to everyone to put RCC into lexicon

Group 3: Regional Marketing, Kristi R.

Action area: Press releases, newspapers, travel writers, FAM trips, create communications strategy, commercials, photo quality video/viral, Video blog, You Tube

What should it entail: Cultural diversity. Build itineraries. Tour Ops: costs, experience. Map for Springhill/Discover map indexed. Website = management local/social media easy. Build itineraries experiences. Calendar of events = master. Governors' Conference. RCC – social media.

What should the initial steps be?

- Locking in branding
- Build strategy for branding/communication/Who's responsible

Who should be involved?

- Chambers
- COVA local partners
- Tour operators
- Community
- Board of peers

What individual or organization might be best suited to lead?

- Chambers – RCC steering committee?

Group 4: We Speak, Dean N.

Action area: Training to increase local knowledge. We Speak – continuity with the brand “We Speak”. Website/travel URC continuity

What should it entail? “Visit Bend” model with video. “User friendly” resource – website by topic/activity, calendar. No matter where you travel you'll see the scene look as a commitment to the travel experience. Chamber management linked through Travel Oregon.

What should the initial steps be?

Who should be involved?

- Chamber on the URL
- Businesses on the “We Speak program”

What individual or organization might be best suited to lead?

- Chamber of Commerce