Rural Tourism Studio – Travel Oregon
Scenario Planning Workshop - South Coast Oregon

Report from regional Scenario Planning workshop conducted on Oct 8 and 9, 2013

WORKSHOP #1, COMMUNITY TOURISM VISIONING EVENT
October 8, 2013
Port Orford Community Building, Port Orford, Oregon

PARTICIPANTS
Bob Adams, Resident
Suzanne Adams, Ford Fellow
Jim Auborn, City of Port Orford
Karen Auborn, Port Orford Main Street Revitalization Association
Ed Backholm, Bandon Inn
Beth Barker Hidalgo, Curry Community Health
Colleen Barnes, Wildland Properties
Dan Barnett, Billy Smoothboars
Pete Bauer, Second Street Gallery
Larry Becker, Oregon Parks and Recreation
Cathy Boden, Curry Watershed Partnership
Peter Braun, Bandon Chamber of Commerce
Frank Burris, Oregon State University Extension Service
Angela Cardas, Cardas Photography
Michelle Carrillo, Oregon State University Extension Service
Robert Carson, City of Gold Beach
Leila Cassel, District 2CJ
Bob Clifford
Karen Cooley Jennings, Starshine Coffee Company
Sue Dawson, Gold Beach Visitors Center
Lydia Delgado
Steve Dimock, La Kris Inn
Marc Dryden, Best Western Inn at Face Rock/Lodging Hospitality
Nancy Fraser, South Coast Gourmet
Jodi Fritts Matthey, City of Gold Beach
Rachel Gates, Six Sigma Quality Solution
Cynthia Griffith, The Bluebird House
Lyn Hackelman
Chris Hawthorne, Redfish LLC
Theresia Hewitt, Lighthousekeeper/Port Orford Beacon
Marcus Hinz, Oregon Coast Visitors Association
Maryann Holcomb, One Lump or Two?
Harry Hoogesteger, South Coast Watersheds
Carl King

Dave Lacey, South Coast Tours LLC
Don Lewis
Craig Lundborg, Anchor Inn RV
Nicole Malloy, Coastal Mist
Beverly Manes, Port Orford Chamber of Commerce
Kylie McGregor
Jerry McManus
Nic McNair, Jerry's Rogue Jets
Scott McNair, Jerry's Rogue Jets
Gary Milliman, City of Brookings
Julie Miller, Bandon Chamber of Commerce
Karen Phipps, Wildland Properties
Margaret Pounder, Bandon Coffee Café
Tyson Rasor, Redfish Rocks Community Team
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Tara Shaw, Coastal Mist
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Cathy Underdown, Bandon Chamber of Commerce
Sandy Vieira, Gold Beach Chamber of Commerce
Mary Ward, Human Systems-Ford Institute delivery partner
Gary Wickham
Joy Wolf

TRAVEL OREGON STAFF:
Kristin Dahl, Director, Destination Development
Harry Dalgaard III, Specialist, Destination Development
Linda Andrews, Destination Development Coordinator
Nastassja Pace, Destination Development Coordinator
Kendra Perry, Operations Coordinator

Prepared by:

future→iQ
P A R T N E R S

Oregon's Rural Tourism Studio is a robust training program designed to assist rural communities in sustainable tourism development. Travel Oregon hopes the program will increase high-value, authentic experiences for travelers, thereby strengthening Oregon's position as a premiere North American tourism destination.

Introduction

The regional planning work presented in this report was conducted as part of the Rural Tourism Studio conducted by Travel Oregon for the South Coast region of Oregon.

The components of this planning work included regional surveys, long-term Scenario Planning, and discussion about preferred futures.

- **Surveys –** A survey was sent to key stakeholders and registered participants of the scenario-planning workshop, and helped guide the workshop discussions.

- **Scenario Planning Workshop** - The planning workshop held on Oct 8 and 9, 2013, provided an important opportunity to engage local and regional leadership in a critical dialogue about the future of tourism in the region.
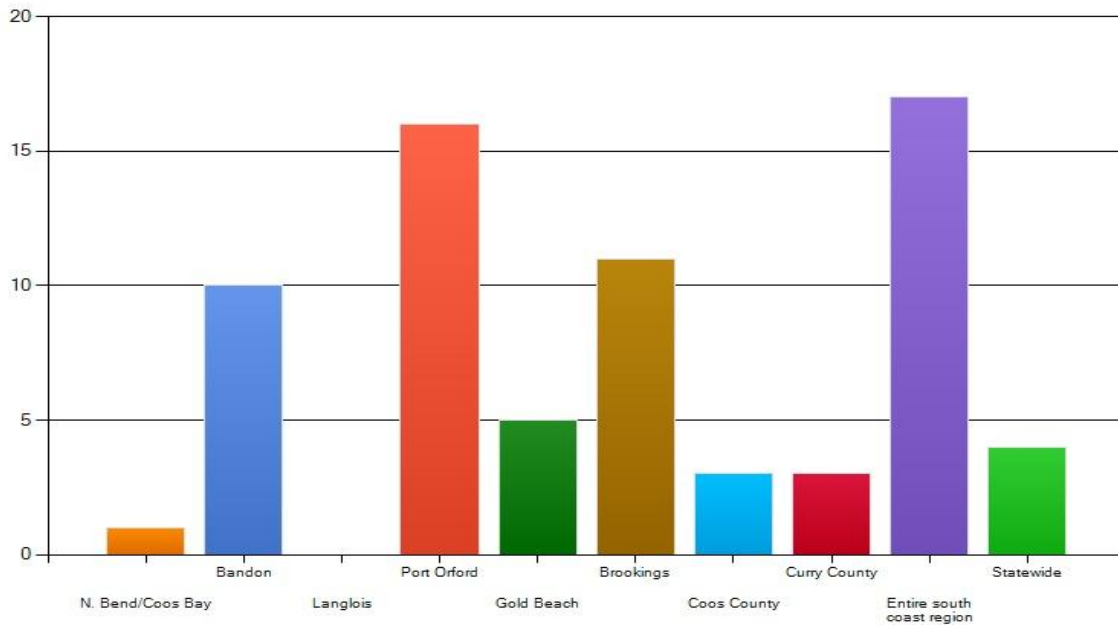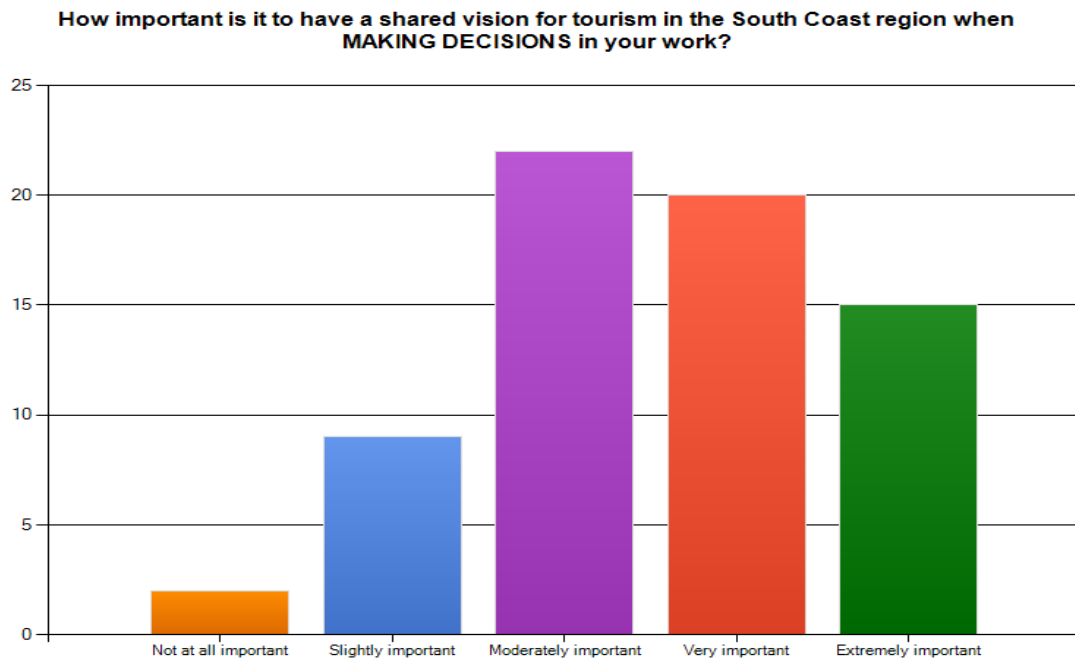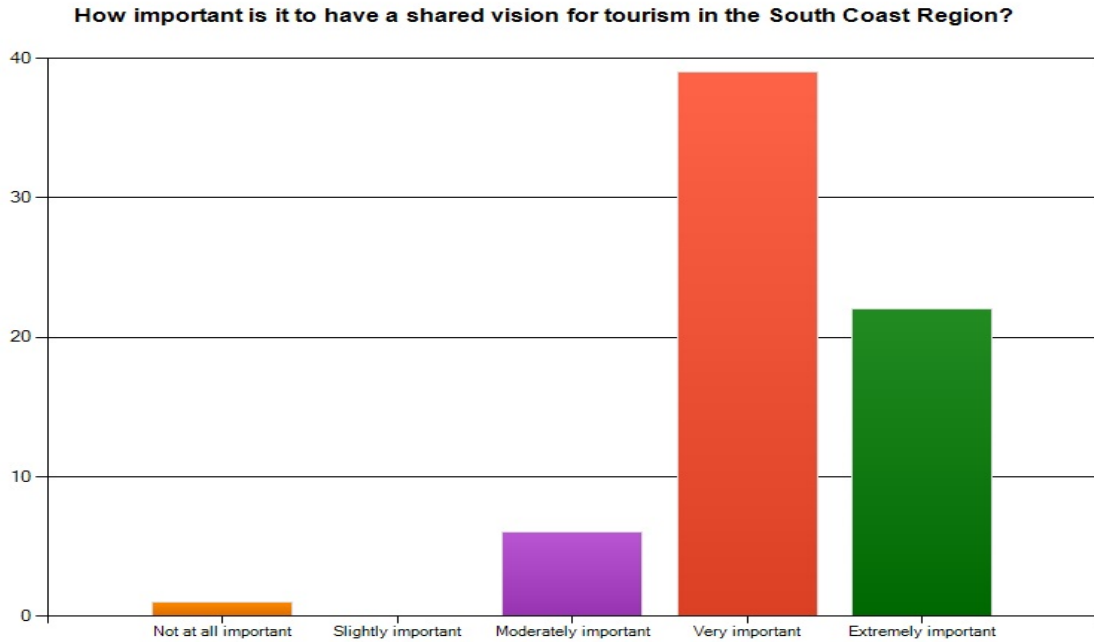

Regional Surveys

Prior to the planning workshop, surveys were conducted. The survey respondents were relatively evenly distributed across the region, with a breakdown by location in the following charts.
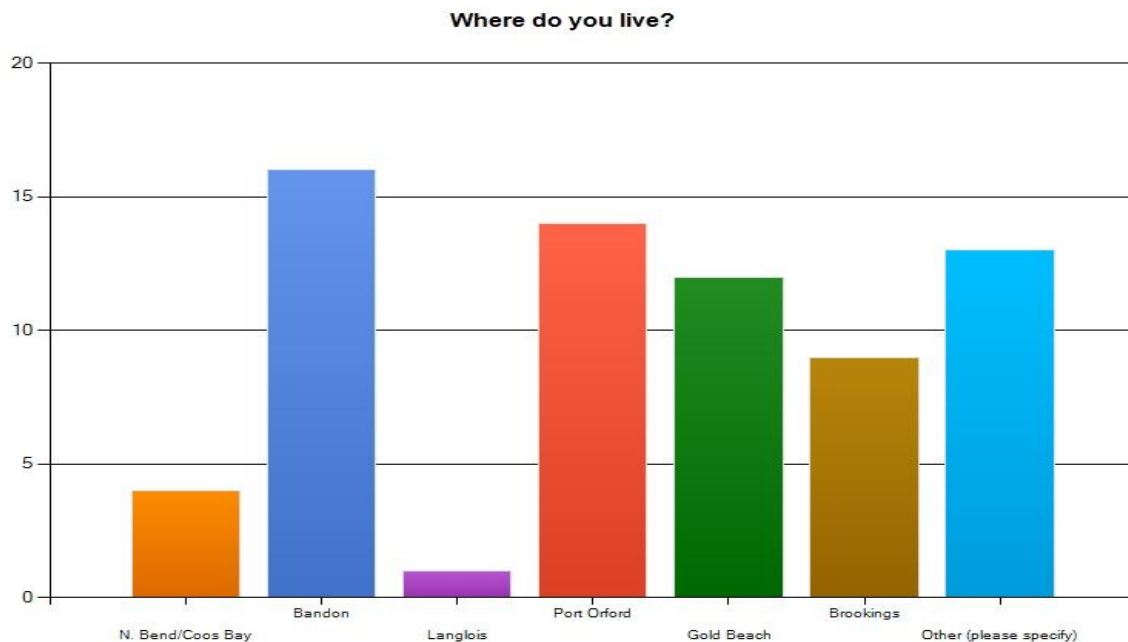
Select which area best describes where your business operates and/or where your work has a direct impact:

In addition, the workshop participants were asked about their views on having a shared vision for the region. The following graph shows a high level of importance placed on the concept of a shared tourism vision.

How important is it to have a shared vision for tourism in the South Coast Region?

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

Whilst having a shared vision is seen as very important, the connection to using the vision in decision-making is not as strong.

Setting the stage – Scenario Planning

To begin planning for the future of the region, and commence the process of defining a shared vision, over 70 regional leaders and stakeholders working together on Oct 8 and 9, 2013. The objectives of this planning workshop was to:

- Create and describe four plausible long-term scenarios for the region; and,
- Begin exploring alignment around a shared regional vision.

The scenarios developed during this Scenario Planning Process and outlined in this report are important to provide a "vehicle" to be used in the process of building a shared vision for the future of the region. In addition, the workshop deliberations can assist in identifying key actions for the region and assist in identifying how various groups might best contribute to future developments.

The Scenario Planning process as applied in the region, offered an excellent opportunity for the regional community to examine the future in a thoughtful and structured manner. The design of the workshop included:

- Playing the Pacific Northwest Future Game, to explore scenario thinking and future shaping decisions.
- Development of four plausible scenarios for the future of the region.

These exercises and work were aimed to build a robust basis for the scenario formulation.

What is The Future Game?

The Future Game is a simulation tool designed to explore how regional and local decisions can shape long-term economic, environmental, and community well-being. It is a great way to stimulate meaningful discussion and debate about future regional and community scenarios, and to explore decision pathways.

The highly interactive and participatory game provides an enjoyable and accessible way for citizens and community leaders to engage in robust discussions about contemporary challenges of community and economic development. Over 98% of people who play the game report it as a challenging and enjoyable experience which provides real benefit to critical thinking about the future and local decision making.
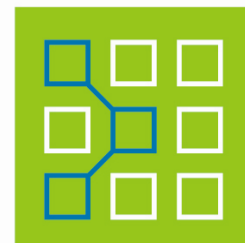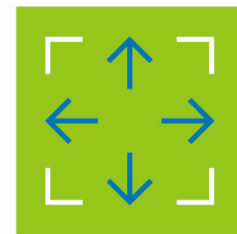
Scenario Planning Process

This report presents the background, results, and recommendations from the Regional Planning process. This process aimed to explore the future directions and opportunities for the region, and commence work on creating a regional vision for tourism. This process has been applied by Future iQ Partners in regional Scenario Planning events in numerous settings across North America, Australia and Europe.

The process, which is described in detail below, involves exploration and discussion of local trends and forces of change; identification and ranking of drivers and influences that will likely shape the future of the region; development of a scenario matrix defining four plausible scenarios spaces for the future; and the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios and their desirability in contributing to a regional vision of the future. An important part of the Scenario Planning process is that it aims not merely to develop plausible scenarios for the future, but to identify how they may be turned into tangible actions in the region and compiled in a regional planning strategy.

Why Scenario Planning?

Scenario Planning is a method that is used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring plausible futures. 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 two days. 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

The regional stakeholders explored the future and developed plausible future scenarios, looking out as far as 2030.
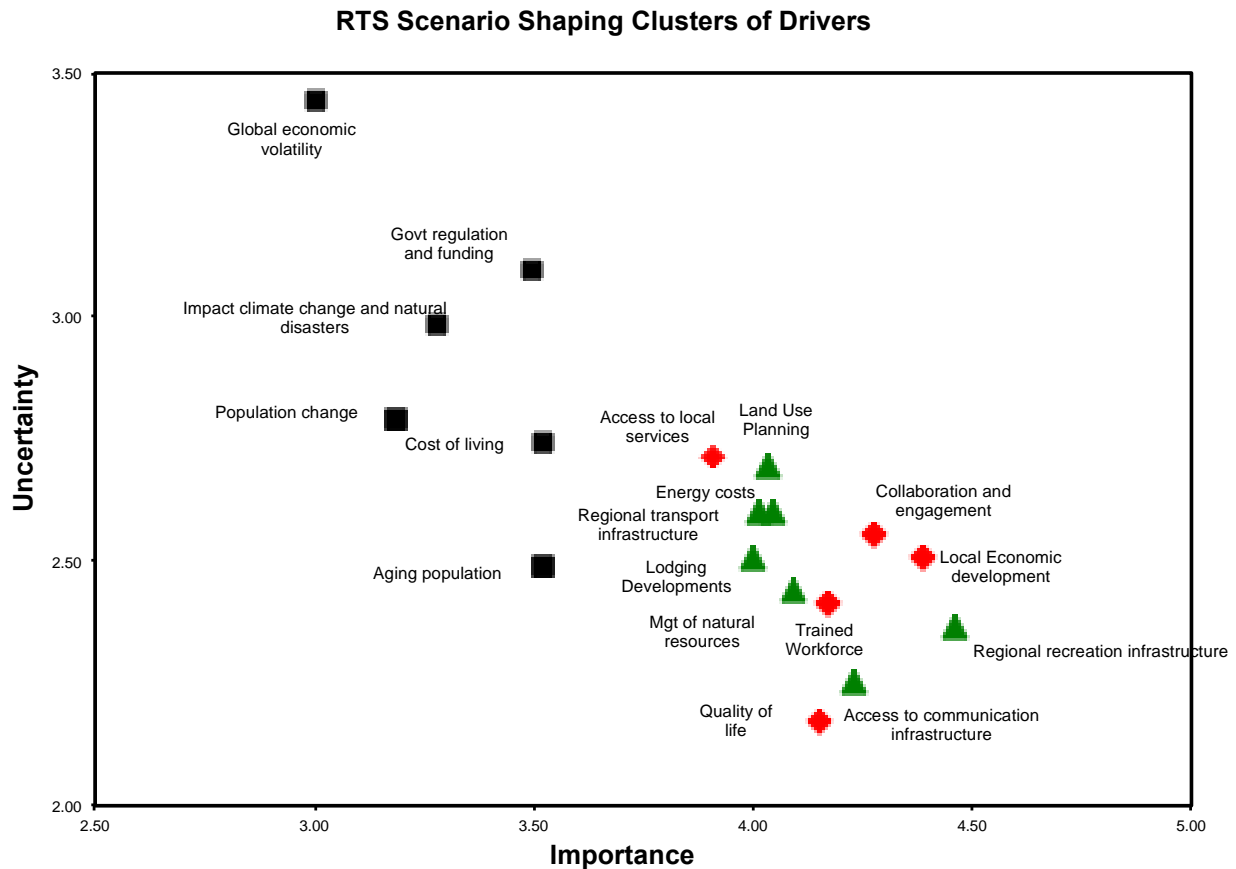
Drivers shaping the future

With the background of the global, national, and regional forces and how they relate to the region, the participants were invited to participate in a survey prior to the workshop. They were presented with 18 key drivers that are considered most likely to shape the future of the region.

Key drivers shaping the future of the Region, as identified in surveys

1. Global economic volatility
2. Local economic development efforts
3. Energy and fuel costs
4. Cost of living
5. Suitably trained local workforce
6. Regional population changes
7. Aging population
8. Regional collaboration and engagement
9. Local access to services such as health care
10. Quality of life on South coast
11. Regional transport infrastructure
12. Government regulation and funding
13. Impacts of climate change and natural disasters
14. Management of natural resources and biodiversity
15. Land Use planning
16. Lodging developments
17. Access to information and communication technology
18. Regional recreation infrastructure

Identifying scenario shaping clusters of drivers

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

RTS Scenario Shaping Clusters of Drivers

Creating scenario spaces – four plausible scenarios for the future

The process involves grouping similar drivers in two categories, then adding a name that represented a general theme linking the drivers in the clusters, identified the clusters of drivers. These themes became the basis for two axes on the scenario matrix that define four scenario 'spaces', with

quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

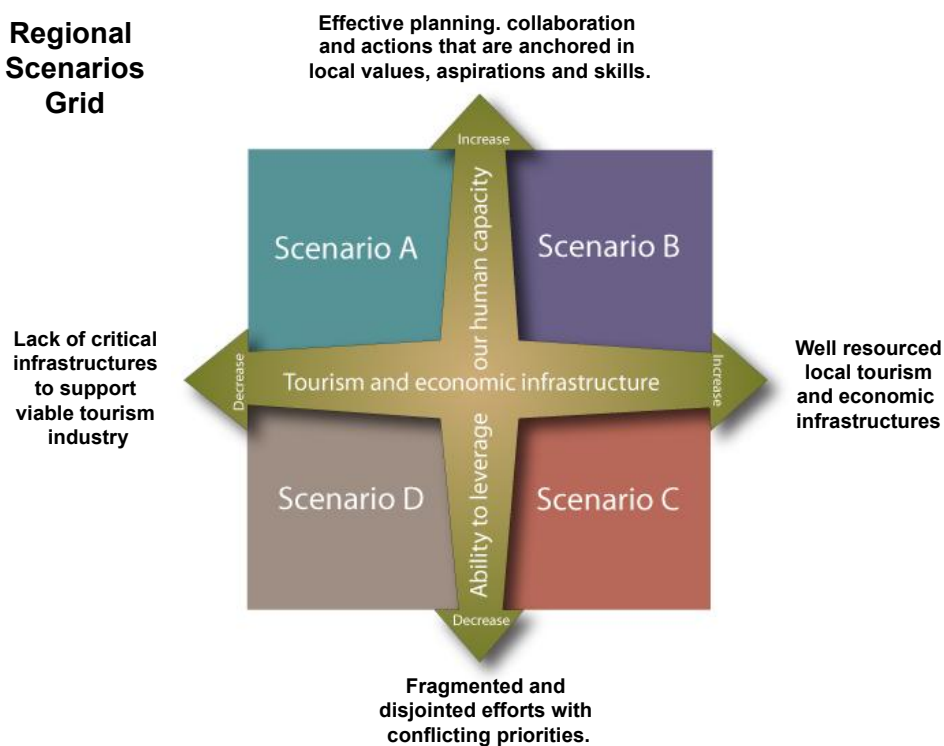## Regional scenario shaping clusters of drivers

Ability to leverage our human capacity
Regional collaboration and engagement
Local economic development efforts
Suitably trained local workforce
Quality of life on South Coast
Local access to services such as Health Care

Tourism and economic infrastructure
Regional recreation infrastructure
Land use planning
Energy and fuel costs
Management of natural resources and biodiversity
Regional transport infrastructure
Lodging developments
Access to information and communication technology

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

Regional Scenarios Grid

Effective planning. collaboration and actions that are anchored in local values, aspirations and skills.

Increase

our human capacity

Scenario A   Scenario B

Lack of critical infrastructures to support viable tourism industry

Decrease — Tourism and economic infrastructure — Increase

Well resourced local tourism and economic infrastructures

Ability to leverage

Scenario D   Scenario C

Decrease

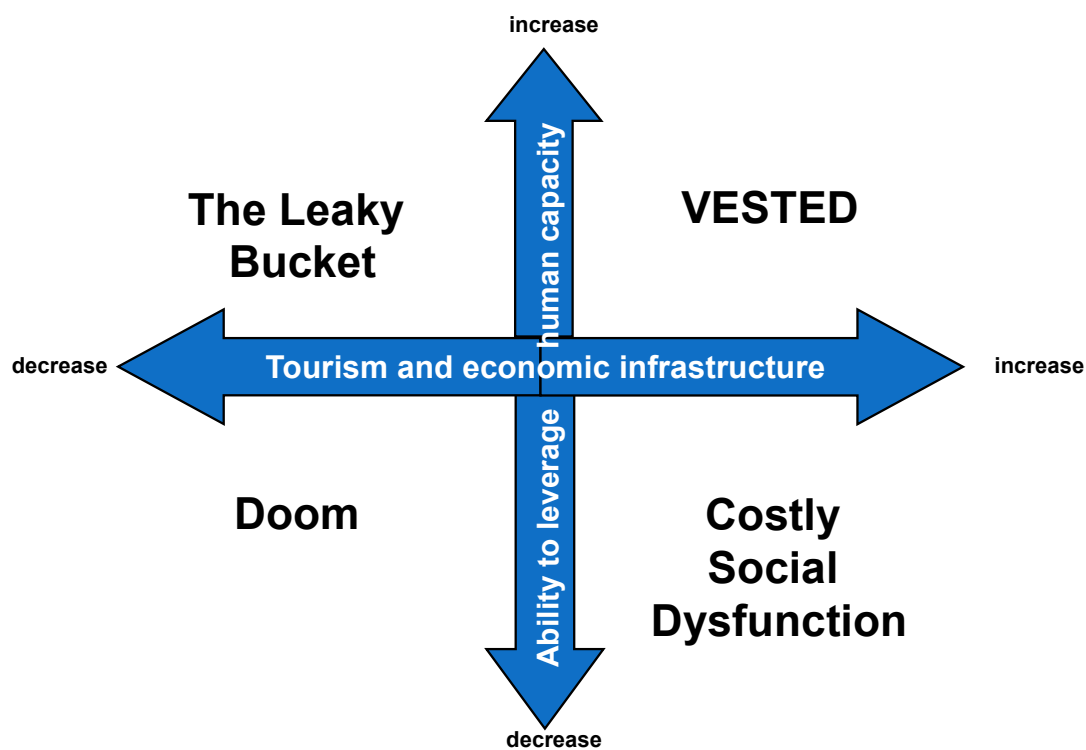Fragmented and disjointed efforts with conflicting priorities.

Creating narratives for each scenario quadrant

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was facilitated by local facilitators to describe The Region in 2030 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom line of social, economic, and environmental characteristics. Once the scenarios had been developed, each group reported back, describing their scenario to the workshop participants.

The scenario quadrants defined by the cluster themes showing the names of each scenario as created by the participants.

Regional Scenarios based on two scenario shaping clusters

increase

human capacity

The Leaky Bucket   **VESTED**

decrease ← Tourism and economic infrastructure → increase

Ability to leverage

Doom   **Costly Social Dysfunction**

decrease

These four scenarios paint very different plausible futures for the region. The workshop participants considered them all as plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section.

Each scenario has its subsequent consequences and impacts on the regions fabric of the region – impacting the economic, society and environment in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.

Descriptions of the scenarios

Scenario A – The Leaky Bucket

Social characteristics
- Skilled planners/collaborators
- Burn-out, frustration, apathy, disappointment
- Leads to negative outlook
- Split/divide between groups
- Difficulty in coordination efforts
- Repeating mistakes
- High Turnover
- Poor execution

Economic characteristics
- Lack of resources
- Missed revenue opportunities
- Stagnant growth

Environmental characteristics
- Poorly constructed for harsh conditions

Scenario B – VESTED (Visionary, Economic, Stewards of Tourism Experiences and Dreams)

Social characteristics
- Skilled work force
- Low poverty
- Good volunteers
- Friendly to visitors
- Good medicare and medicine
- Caring community
- Active volunteer base
- Engaged community
- High attendance at events
- Investment in education and youth

Economic characteristics
- Thriving business
- Low poverty
- Strong housing
- New and long term business
- Economic risk taking (innovation, marketable)
- Business incubators
- Safe environment to take economic risk

Environmental characteristics
- Pedestrian and bike friendly
- Green economy
- Protected environment
- Low crime
- More green space
- Develop natural resource stewardship
- Research labs based on green industry environment

Scenario C – Costly Social Dysfunction

Social characteristics
- Higher unemployment
- Collaboration and competition between communities
- Low and declining earning potential

Economic characteristics
- Lack of family-wage jobs
- High individual marketing costs
- Ultimately infrastructure will decline w/no income to support it
- Cost of living goes up
- Poverty level increases

Environmental characteristics
- Derelict properties (invasive species, degraded habitats)

Scenario D – Doom

Social characteristics
- Altered demographics
- Fewer young people
- Older bracket maintaining status quo
- Less focus on education more toward medical, tax reduction
- Rifts in cooperative network of business gridlock
- Individualized survival mode kicks in "every man for himself"

Economic characteristics
- Less business development
- Non-family wage careers
- Expanded unemployment
- Redundancy leading to inefficient business practices
- Misaligned or disagree upon marketing and promotion tactics

Environmental characteristics
- Lack of proper use/maintenance and system breakdown of water resources/treatment
- Parks and Rec become degraded
- Pollution
- Public safety concerns
- Competing values
- Could create a more wild environment to enjoy, but may lead to more restrictions in response to abuse/abandonment
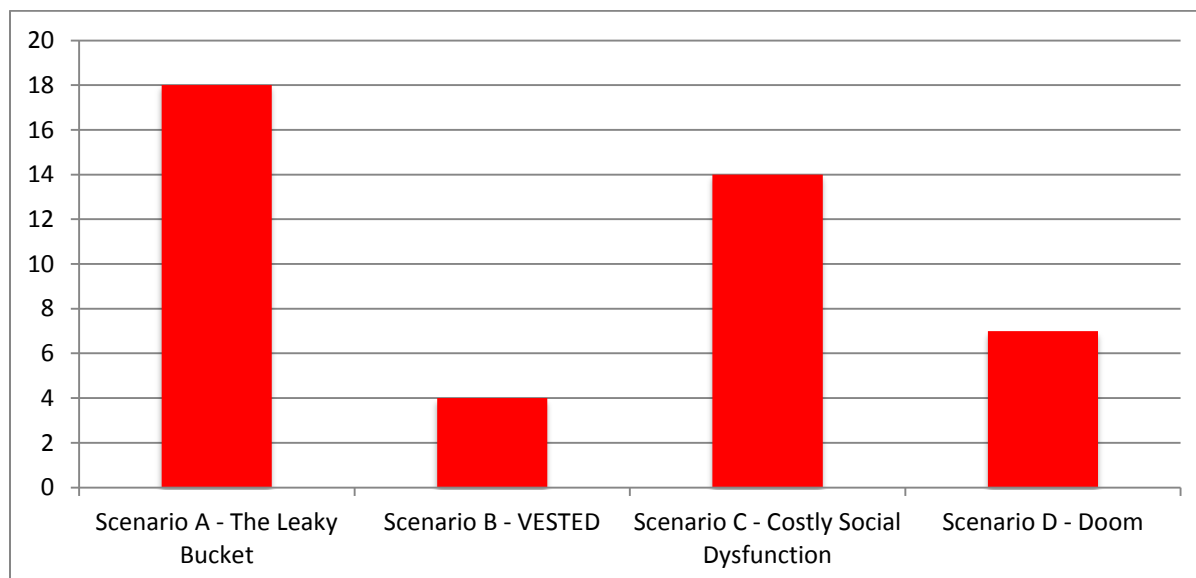
Workshop participant feedback

Following the Scenario Planning work, participants were asked which scenario represented their aspirational future.

Preferred Scenario - workshop participants
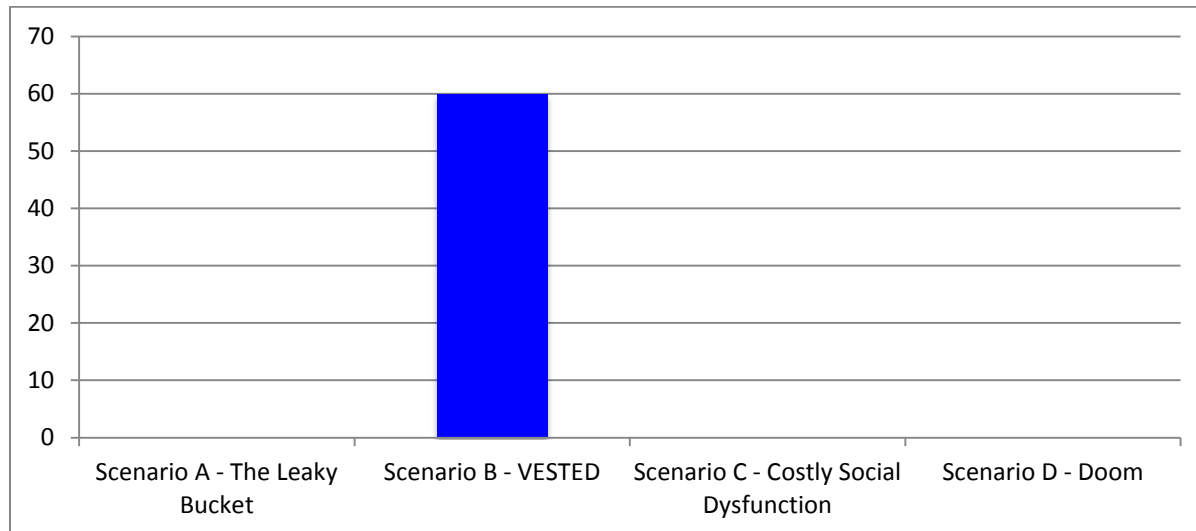
The workshop participants unanimously agreed that Scenario B best represented the preferred future scenario – 'VESTED'.

Which scenario most represents where the region is currently headed?

The workshop participants indicated which scenario they believed most represented the current direction of the region. Scenario A – 'The Leaky Bucket', was the highest rated, followed by Scenario C – 'Costly Social Dysfunction'.

How could the preferred future eventuate?

The preferred future 'VESTED (Visionary, Economic, Stewards of Tourism Experiences and Dreams)' outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will begin to see this vision become a reality.

The axes that shape this future are increasing '**Tourism and economic infrastructure'** and increasing **'Ability to leverage our human resources'**. Because of the long-term nature of the Scenario Planning methodology, stakeholders can often see the 'distant future vision (2030)' as unattainable and unrealistic. However, this often underestimates the progress that can be made of the intervening years, and the cumulative positive impacts of change. As an example, some of the existing work in the region is already significantly shaping the future directions and actions.

Some examples of the work already supporting the elements of the preferred future include:

- The Rural Tourism Studio, and the opportunity it represents to leverage the enthusiasm and interest of the local industry and communities.
- The Wild Rivers Coast alliance and its work to support tourism development and business growth on the South Coast.
- American Wild Rivers and it work to define a world-class brand for the region.
- Various community based groups and Tourism Centers that are building community cohesion and recognition for the quality of the tourism experience on the south coast.
- Development of a number of scenic by-ways and tourism products.

The scenario framework also can help guide additional actions to guide the future, especially in the importance of building regional infrastructure, collaboration and capacity. The challenge will be to connect the region to existing efforts and harness the depth of research and development already occurring in the broader regional context. This will allow progress, even in periods of short-term economic stress.

The region has an abundance of high quality natural resources and world-class outdoor tourism experiences. The challenge will be to optimize the use of these resources, while retaining the intrinsic beauty of the region, which is an important factor to the tourism potential. Continuing to build regional collaboration and capacity will be vital. This will include the ability to own the regional vision, and be willing to reach across traditional barriers and territorial lines to form partnerships, share resources and build critical scale.

Next Steps in the action planning process

This report lays the foundation for discussion about a progressive regional tourism action plan. The preferred future 'VESTED' outlines the basis of a shared vision for the region. The scenario framework helps identify and focus on areas of action that will begin to see this vision become a reality.

During the Rural Tourism Studio, regional stakeholders will continue to have the opportunity to work together to define the future vision and product mix for the region. Key steps will include:

- Continuing to build collaboration across the region
- Finding creative and innovative ways to leverage the unique tourism potential for this region
- Define the unique selling point of the region, and what defines the region within the tourism destinations across the world.

The following page summarizes the workshop participant's first responses to what uniquely defines the region, from a tourism perspective.

Defining the Unique Identity for the South Coast Region

- Wild Rivers and the Coast "Wild Rivers Coast"
- Hwy 101 and the ocean being visible/accessible on 101 the entire distance
- Pacific Coast Highway, Scenic Byway
- Moving landscape, like a postcard
- Every corner you go around you see something different
- Its more about the journey than the destination
- Rugged coastline
- 101 different ways to rediscover yourself
- A place to explore (self or outdoors)
- Bandon to Brookings bucket list
- 101 things to do
- Where the fish outnumber the people
- Isolated, human footprint is smaller so nature speaks more loudly
- Easy ocean access
- We all have a unique connection with water; its present everywhere – ocean, wild rivers
- Its wild here; its rugged here
- It's as wild as you want it
- Its developed, but not lost
- Truly unspoiled
- Undiscovered – won't see another person on the beach in the winter
- Rocky coastline w/ haystacks (sea stacks)
- Weather – never a bad day on the south coast
- Quick, easy access to public lands
- Remoteness – "you don't have to fly to get to our island"
- Rich biodiversity in our ecosystem – birds, flora, fauna. Land and sea. Breaking point is Cape Blanco.
- The vast majority of species of sea birds – birding hotspot
- Salt of the earth people from a culture of doing – real
- One of the largest remaining stands of old growth
- Over 90% of the world's wild mushroom species grows here
- Un-crowded beaches
- Numerous opportunities to interact with nature
- Dark skies
- Clean air
- An ancient area
- We preserve what we have so we can enjoy it – a strong ethic of stewardship
- Home to sustainable working landscapes
- Can have a summit to sea stack experience on a number of rivers in the region
- Arts and craftsmanship runs deep through the whole region: cobbler, cheese making, chocolatier.

Report and Scenario Planning workshop author

David Beurle, Future iQ Partners

Future iQ Partners specializes in assisting communities, regions and organizations to plan and prepare for their future. With staff in Australia, USA and Europe, the company develops the tools and approaches to allow regional communities to think about their future in a new way and to respond to a rapidly changing world. Future iQ Partners is a market leader in the field of regional Scenario Planning and has undertaken projects across Australia, USA, Canada and Europe.

About The Author:

David Beurle holds a degree in Agricultural Science from Sydney University and has worked in industry, organizational and regional Scenario Planning projects across USA, Canada, Australia and Europe.

He specializes in creating innovative future planning approaches for use in regional and organizational settings. He developed the groundbreaking Future Game as a widely used planning and workshop tool, which has been successfully used across the world in community, regional, industry, corporate and governmental settings. He pioneered the application of Scenario Planning to regions and rural industries around the world. Having worked in the field of regional and community planning/ revitalization for over 20 years, he is a leader in the field of regional and organizational development.

In 2012, David brought his experience, knowledge and ideas to an even wider audience. He ran a global consultation entitled, 'Building Sustainable Regions in Today's World', at St Georges House, Windsor Castle, UK. This involved 34 experts from 11 countries across the world to discuss the opportunities and challenges we are all going to face in the future.

He has held a position on the Board of the Western Australian Community Foundation, and his work in community and economic development has earned his work international, national and state awards; including twice being awarded the International Community Development Society's 'Innovative Project Award'.

For more information on the Scenario Planning Process, please contact:

David Beurle
Future iQ Partners
Tel: +1 715 559 5046
david@future-iq.com
www.future-iq.com

WORKSHOP #2, COMMUNITY TOURISM PLANNING
October 9, 2013
Port Orford Community Building, Port Orford, Oregon

PARTICIPANTS

Suzanne Adams, Ford Fellow

Jim Auborn, City of Port Orford

Karen Auborn, Port Orford Main Street Revitalization Association

Dan Barnett, Billy Smoothboars

Emma Barene-Jones, E.B. Photography

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Maryann Holcomb, One Lump or Two?

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Annette Klinefelter, AK Consulting

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PARTICIPANTS CONTINUED...

Gary Robertson

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Nic McNair, Jerry's Rogue Jets

Scott McNair, Jerry's Rogue Jets

Jessica Mercado, Del Norte Economic Development

Sherri Merritt, Merritt Lavender Farm

Julie Miller, Bandon Chamber of Commerce

Georgia Nowlin, Brandy Peak Distillery

Karen Phipps, Wildland Properties

Margaret Pounder, Bandon Coffee Café

Tyson Rasor, Redfish Rocks Community Team

WHAT RESONATED FROM LAST NIGHT'S VISIONING SESSION?
- NO DOOM scenario
- Consolidating efforts to save time and money and build momentum
- Opportunity to build better communication across region - for example to not compete on dates for events etc. - need some combined calendar
- Now know what kind of future we want - what scenario - now how do we want to get there.
- Hopeful about what we might look like in 15 years
- By connecting we can build momentum and connect things better together
- Need to avoid stepping on people's toes and moving on to work together as a larger region
- Nobody is going to push this for us - this is our vision and each person need to be responsibility to carrying it forward - it is up to all of us to make it a reality
- Some funders do not necessarily like funding tourism - useful data from Day One - can help build a case for funders to support tourism in region, as it is a really important economic development for the region.
- Tourism on the South Coast is a very experience based tourism and is much more community based than 'main-stream' tourism.

TIME MAGAZINE COVERS
What are the major headlines of 2032? 20 Years from now:
- **TITLE: The New Lewis and Clark: Rediscover Oregon's South Coast** (Stick figures holding Brandy Peak Distillery and Arch Rock with wilderness behind them)
- **TITLE: Get Lost and Found… on the Wild Rivers Coast of Southern Oregon** (Sea Stack)
- **TITLE: Southern Oregon's Plan for Sustainability Pays off. It's working….** (fishing industry to sustainable practices, buy local – stay local, pristine wilderness for all to enjoy, energy alternatives break oils stronghold on Oregon)
- **TITLE: Into the Dark. How Southern Oregon Coast retains its Wild Beauty and Historic Farms** (stars and moon)
- **TITLE: The Miraculous Salmon Recovery on Oregon's Wild Rivers Coast** (stick figure catching a salmon)
- **TITLE: South Coast Oregon Voted most likely to Survive Collapse** (pillars of smoke – world destruction)
- **TITLE: New Wildflower discovered on the "Wild Coast" of Southern Oregon.** (meet the no hurry Lily)
- **TITLE: Having it All. Wild Rivers Coast** (Bird with wings open and forest and ocean in background)
- **TITLE: "Off the Beaten Path" Discover Oregon's Wild and Untamed Coastline** (beef, bogs, berries, surf, site seeing, salmon, chocolate, cheese and chowder, whales, beavers, wilderness, art, animals, antiques
- **TITLE: Paradise Found! Living with the "Blue End" and Sustainability on the Oregon Coast** (scenic view of the ocean, rocks, water)

- **TITLE: "Balancing for Success" How the South Coast Reshaped their Future Page 8** (shows a scale with Gold Beach, Port Orford, Brookings and Bandon on the left side and on the right, Economic, social and environment and in the middle, "gem of the gem")
- **TITLE: The Miraculous Salmon Recovery on Oregon's Wild Rivers Coast** (Salmon on a fishing line)
- **TITLE: Preserving the Wild. Harness the Wild. Last of the Frontiers. Beats, Bikes, Brews.** (lavender boom hits the Southern Oregon Coast, kite surfing, camping)
- **TITLE: "Gem of the Gem"** (open space, wildlife, fishing, ocean, sunshine, forest, nature)
- **TITLE: Time Stands Still.** (ocean, forest)
- **TITLE: Oregon's South Coast. "Wild as you want it"** (How the Wild West Coast won over women….)
- **TITLE: Americas Wild Rivers Coast.** (W-Wet, I-Isolated, L-Landscapes, D-Diversity, R-Recreation, I-Imagine, V-Versatile, E-Experience, R-Remember, S-Surf, hike, bike, fish, C-Camping, O-Oregon, A-Art, S-Sanctuary, T-Thriving community

ACTION IDEAS FOR THE NEXT 1-5 YEARS

Participants were asked, what are the most important things we (as South Coast communities) need to accomplish over the next 1-5 years to start moving towards our desired future scenario??

Group #1
Notes from Angie Smith

1. Marketing
   - Develop Marketing Plan
   - Create Regional Maps/Guides
   - Develop Regional Quarterly Newsletter
   - Tell Story Through Built Environment
   - Create Regional Icons for Services Offered
   - Generate Materials for Media Coverage-ALL Seasons
   - Highlight Specific Sites

2. Steering Committee/Infrastructure
   - Feasibility Study
   - Get Community Buy-In
   - Regional Collaboration
   - Sub Committees-Marketing, Funding, Events
   - Regional Calendar

3. Funding
   - Lending Circles

4. Education
   - Educate Locals
   - Entrepreneurial Incubators
   - Engage Youth
   - Regional Education

5. Stewardship

- Revitalize Hwy 101

6. Projects
- Plan Sustainability Projects
- Develop Regional Trail System/Canopy Trail-Zip Line

GROUP #2

Notes from Janice Scanlon

- Create a marketing co-op, nonprofit organization charged with marketing the entire region
- Produce collective marketing materials, vehicles, messages, etc.
- Use Wild Rivers Connect for nonprofit collaboration activities and to engage this significant group of community devotees
- Enlist the support and volunteer power of the area's nonprofit organizations
- Create a regional board of directors, with representatives from all affected communities, to oversee the promotional activities of the region, keep us on track, ensure efficient and effective use of limited resources, Etc.
- Create and maintain a dynamic regional communication vehicle, web-based, but include a media piece as well
- Identify all stakeholders who stand to benefit from this regional approach to marketing, contact them, reach out with a message--how this will benefit their own organization, their business, their individual vision for their own efforts
- Cross training conducted for all, what this is about, why it is being done, etc. -- front-line training offered to all service, retail customer service and management throughout the entire region
- Off season activities included to boost the lower sales and activity months, sustain the momentum throughout the entire year, continue the strong effort and sustain small business in the "lean" months
- I.E. Storm-watching (name the storms--give them personality and market the concept that "wildness abounds" here)
- Address regional transportation issues, daytime, night time and weekends--when bicyclists arrive, tired and get off their bikes at the park, they may not want to get back on and ride in the dark back to town for a beer and dinner, provide transportation--coordinated specifically for the visitors and guests (Coastal Express is the current provider for the region -- 541-412-8806)
- Celebrate successful completion of tasks, action items, small steps, mileposts, projects that lead up to the overall vision of regional promotion (party -- continue the awareness-building, passion and momentum,. emphasize the fun factor of cooperation and enlist more and more dedicated people along the way.)
- Use political powers and people when and where needed, enlist their support, endorsements, and clout to achieve the overall objectives of the vision for the entire region

GROUP #3
Notes from Marie Simonds

Visioning Committee
Front line staff training
      We speak
      Stakeholder 'pull'
      'Q' care training Travel Oregon
      Develop a needs list from the business section

DEVELOP A BRAND
     Something accepted by all towns from Bandon to Brookings

Regional Web Presence
     Market the brand
     Brand consistently used by marketing organizations within our area
     Asset recognition is what holds us back

Human Infrastructure for the region
     Staff and volunteers
     Coordinate regional projects
     Facilitate regional coordination so we don't overlap or compete with each other
     Timeline for actions
     Develop better connections with welcome/visitor centers
     Increased communication between cities

Regional Printed Materials
     SOOOO much printed material
     Coordinate printing for lack of duplication and better use of resources

Signage
     Improved signage to entice visitors to stop and stay longer

GROUP #4

- Lavender Economy
- Infrastructure – building trails, signage, hostels (lodging)
- Roads, land use planning, public safety
- Creating positive relationships to industries
- Obtaining grants for projects
- Identify season & off-season opportunities
- Regional art walks to connect communities
- Educating & training frontline people
- Land use – preserving public access
- Regional Events – music, food, art
- Facilitate business ops
- Urban renewal – storefront aesthetics
- Develop festivals
- Have Bike ride – regional & charity support
- Individual actions groups by community – coordinate/communicate
- Committee Reps
- Involve youth (coercion by curriculum)
- Carrying capacity for ecosystems – human impact
- Agree to region-wide brand

GROUP #5
Notes from Angela Cardas

- Develop one regional website that contains one guide, one map, one event calendar
- Inventory community skills
- Communication. Leaders and front line staff. Yes answers for tourists.

- Eco tourism. Agri tourism.
- Encourage leaders to use economic/social/economy decision making chart.

CONCENSUS: WHAT WE NEED TO ACCOMPLISH IN THE NEXT 1-5 YEARS

Table groups developed consensus around key concepts of what the region should focus on over the next 1-5 years and shared them with the larger group. Key concepts were organized into categories and like-ideas were combined to show areas of strong agreement.

LEVERAGE OUR HUMAN CAPACITY

Develop regional infrastructure to foster regional coordination and communication (4)

Education and training (5)
- Business owner/community education on tourism importance
- Training for frontline and business owners
- Neighbor to neighbor education of resources and assets and frontline
- Stakeholders – cross training
- Training education

- Create Individual community action groups
- Plan
- Inventory of community skills/people /resources
- Involve youth
- Celebrate success/document process
- Communication (US: business, government, tourism groups. Visitors: Teaching our folks to communicate the "yes" answer)
- Infuse values of economic, social and environmental in decision making processes
- Use political collaboration

DEVELOP & EXECUTE A REGIONAL MARKETING STRATEGY
- Develop a regional marketing strategy including one website, one guide, map, inventory community guide, calendar
- Develop a regional brand (2)
- Marketing co-op
- Collective marketing

DEVELOP REGIONAL TOURISM INFRASTRUCTURE

Trails (3)
- Projects (trail systems, regional linked to local trails signage)
- Inventory trails etc. and prioritize
- Build trails and signage
  - Develop/enhance trails

Transportation and other infrastructure
- Identify needs and develop regional transportation (2)
- Support infrastructure (roads, public safety and land use planning, departments to function)

OFF-SEASON BUSINESS DEVELOPMENT – SPECIFICALLY, NEW EVENTS
- Coordinated region-wide events (art, rec, food)
- Develop new events
- Off-season development (like storm watching)
- Identify shoulder and off-season opportunities

DEVELOP NEW TOURISM 'PRODUCT' (EXPERIENCES) ON THE SOUTH COAST
- Develop our tourism assets
- Develop eco-tourism
- Develop agri-tourism (regional specialties/food)
- Use the built environment to tell stories
- Develop local, sustainable funding source to support tourism development opportunities

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

GROUP #1: Regional Marketing
Needed: Notes from Angela Cardas

GROUP #2: Developing Trails
Notes from Cathy Boden

Considerations:
- Maps – unified & color coded by region
- Routes – on streets in communities to encourage use of businesses and attractions
- Back roads
- Wilderness trails
- Signage – uniform in our communities
- Establish a place to get info with maps, picnic tables, WIFI, tools (bikes)
- Trail Guides – People who can lead hikes for those not wanting self-guided
- Multi Use – Hike, bike, horse;   ATV??? Please use Coos County trail system
- Shuttles – for hike throughs or drop off and return to town (biking)
- Build more wilderness trails

Steps:
- Regrouping of existing volunteers for trail maintenance
- Enlist new/younger volunteers
- Tool Inventory and storage
- Identify existing trails
- Regional collaboration on Maps for consistency
- Contact authorities for trail use and maintenance
- Create maps for each community & in between

Who should be involved?
- ODOT

- Oregon State Parks
- BLM
- Forest Service
- Visitor Centers
- Cities
- Recreation Clubs
- South Coast Bicycle
- Conservation Groups – Watershed Councils, Audubon Society, Friends of Elk River etc.
- Parks Commissions

Who should lead the effort?
- Parks Commissions – representatives from each community.

Group #3: Education and Training Frontline Staff
Notes by Angie Smith

Action Area:
- Training and educating front-line staff and community at large regarding our area's assets/businesses and other tourism experiences

What Should It Entail?
- Investment in community individuals to increase their understanding of the value they bring, and their connection to tourism

What Should the Initial Steps Be?
- Identify and understand successful programs
- Schedule additional meetings
- Identify stakeholders
- Develop materials/tool kit

Who Should Be Involved?
- Area Chamber of Commerce
- City Officials
- Business Organizations
- Wild River Connect
- Educational Institutions

What Individual or Organization Might Be Best Suited To Lead?
- Chamber of Commerce

GROUP #4: Develop Shoulder Season Events
Notes from Frank Burris

- Birding
- Storm watching all winter
- Photography
- Whale watching (fall/spring)

- Mushrooms
- Tidal events (king tides
- Art walks
- Food/music/relax

GROUP #5: Develop a Regional 'Backbone' for the South Coast
Notes from Leila Cassel

GOAL/ACTION:

To manage the other action teams, providing/coordinating info, etc.

To communicate w/other partners including:

- Various Chambers of Commerce
- Non-profits
- America's Wild Rivers Coast

To get the "arrows" working the same direction.

To facilitate the bringing together of pre-existing individual efforts.

WHAT DOES IT ENTAIL?

Face time as a subgroup; Inventory of existing systems; Data system/Google Docs

WHO IS INVOLVED?

State, Fed employees, and already formed entities

VISITOR ITINERARIES EXERCISE

#1
Female women /girlfriends
Rent a car in North Bend

Option A.
Golfing – Bandon Dunes
Provisions at Facerock Creamery

Option B.
Port Orford. Fishing on the Elk River. Hay Stack Rock
Gold Beach – Tutu Lodge

Option C.
South to Brookings. Natural bridges, sea kayak with Dave Lacey Stay at the Chetco River Inn. Salmon Fishing

Option D.
Drive back to N Bend midway stop dinner at Red Fish

#2
Bandon – Old town

Port Orford – Coast Guard Museum
Gold Beach – N Arch Rock
Brookings – Beach front, bomb site trail

#3
Medford – Brew Fest
Ponchos in Brookings
2 nights Pacific Reef
Double Rees
Magda Druzdel
Brew and art fest – buy stuff and beer
Indian Creek Café, Hike Cape Sebastian?
Lunch in Brookings

#4
Overnight at Bandon Inn
Breakfast at Minute Café
Hot cocoa to go at Coastal Mist
Horseback riding in Port Orford
Lunch at Chowder House in Gold Beach
Fly a kite in Brookings
Bird watching at beach
Brandy Distillery
Dinner at Beach Front Inn

#5
Day 1
Bandon to Lavender Farms Tour eat at Billy Smoothboar's. Port Orford Kayak Tours, eat Port Starboard
Restaurant, stay at Castaway Motel

Day 2
Gold Beach – Jet Boat Tours. Eat at Barnacle Bistro
Brookings – windsurfing – Pistol Rivers, Super Fly Distillery and Restaurant, stay at Whales Head Cabins

#6
Birders
Day One
Bandon Marsh Birding
Lunch and shopping in Old Town Bandon
Travel to Port Orford (make a side trip to Cape Blanco) Dinner at Red Fish (Port Orford) Overnight at Wild Spring
Resort (Port Orford in the woods)

Day Two
Birding at Port of Port Orford (Sea Birds) Lunch at Crazy Norwegians or Griffs on the Dock (Port Orford) Walks on
Beach (Battle Rock) Travel to Gold Beach Beer at Arch Rock Dinner and overnight at TuTu Tun Lodge

Day three
Rogue River Trip (Osprey, eagles, wildlife) with lunch up River Travel to Brookings - take in Cape Sebastian, other
sites along Highway 101 Dinner at Superfly Overnight ?

#7
Fishing charter (river and ocean)
Porthole Café lunch at Gold Beach
Arch Rock Brewery

Flores Lake – Port Orford
Billy Smoothboar's – Bandon

Windermere - Brookings