

# **2017 REGIONAL TOURISM STAKEHOLDER SURVEY**

## **EASTERN OREGON**

This report summarizes findings from a February, 2017 survey of tourism industry stakeholders in Oregon. The survey sought feedback from stakeholders to provide guidance and perspective on priorities for future investments from Regional Destination Management Organizations. Findings are presented for respondents from Eastern Oregon with additional statewide results for context.

# 2017 REGIONAL TOURISM STAKEHOLDER SURVEY

## EASTERN OREGON

### SURVEY GOALS

The 2017 Oregon Tourism Stakeholder Survey was designed on behalf of Travel Oregon and regional tourism partners to elicit feedback from individuals and organizations linked to the tourism industry. The goal of the study was to obtain feedback and direction for Regional Destination Management Organizations (RDMOs). The survey built on a framework of past stakeholder surveys and was developed collaboratively by Driftline Consulting, Travel Oregon, and RDMOs.

### METHODOLOGY

The survey was conducted online and was distributed in February, 2017, via emails and an open URL to Travel Oregon databases with additional distribution from RDMOs. A total of 1,007 valid responses were collected. Results presented in this report are segmented by the region in which the respondent indicated they live or work. That is, this report aggregates responses from Eastern Oregon to provide relevant insights to the Eastern Oregon RDMO. In addition, questions were asked in a way (prioritization ratings) such that it is possible to compare across tactical opportunity categories. In the report the terms respondent and stakeholder are used interchangeably.

### SIGNIFICANCE

Because this survey was not conducted from a random sample it is not appropriate to perform typical statistical tests on the data. Therefore, confidence bands are not presented. The survey results should be viewed as an aggregation of relevant and thoughtful feedback from constituents. The applicability of findings to real life circumstances may depend on whether the feedback is from a broad enough (or representative) swath of stakeholders and whether individual RDMOs believe they have engaged with enough stakeholders to have a good gauge of the stakeholders' priorities. An assessment of the industries represented and the overall response numbers suggest that for all regions a diverse and appropriately sized cross-section of stakeholders responded, adding confidence to the applicability of results.

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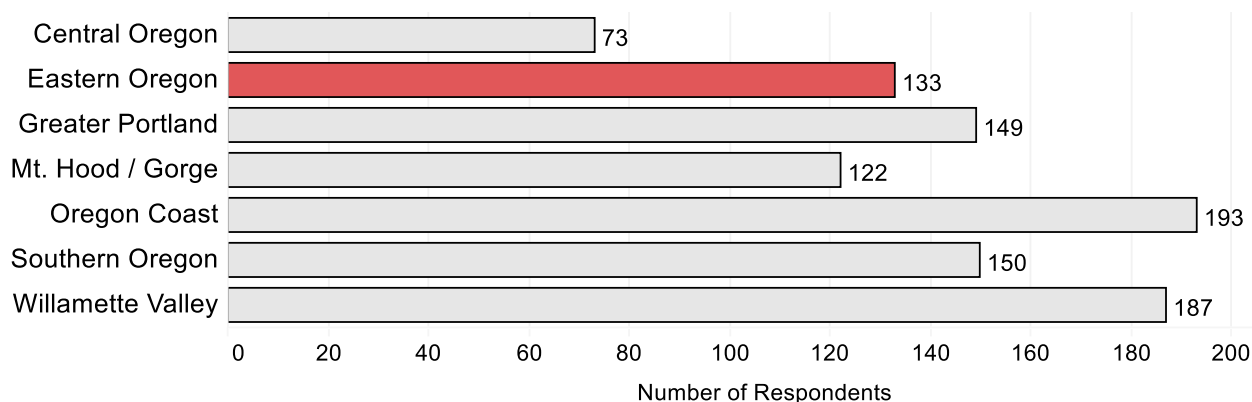
## KEY FINDINGS

- **Positive Views on Tourism with Some Reluctance About How Communities Value Tourism:** Stakeholders view the direction of tourism positively in the state and the region but were less likely than respondents elsewhere in the state to agree with the statement that, “overall my community understands the value of tourism.” A moderate percentage (30%) of respondents disagreed at some level with that statement (page 4).
- **Wide Variety of Objectives but Product Development Remains a Standout Issue:** In open-ended comments where respondents were asked to describe a specific outcome they would like the region to achieve, there was a wide variety of responses. However, one of the more common themes was the need for product development: events, agritourism and other amenities to serve as reasons for tourists to visit or to enhance the experience of current visitors (pages 7, 19, 20).
- **Tactics Identified by Over 2/3 of Respondents as High or Very High Priority:** There were a handful of tactics across all categories (Marketing, Development, Management, Capacity Building, Industry Services, Global Sales) that stood out for their importance to stakeholders.
  - Marketing: Leveraging marketing opportunities with Travel Oregon and other tourism organizations (82%)
  - Marketing: Website – developing or enhancing current regional destination website (72%)
  - Marketing: Social – enhancing non-paid social media presence for regional social media channels (71%)
  - Planning/Management: Increase visitation to the region during off-peak seasons (69%)
  - Development: Develop/expand trail systems important for outdoor recreation or multimodal transport (68%)
  - Marketing: Content – creation of more region-specific stories (66%)
- **Relatively Lower Priority and Value Placed on Global Sales:** In the Eastern Oregon Custom Questions respondents were asked to rate the importance of continued pursuit of four core initiatives. Forty-six percent of respondents indicated that it was “very important” or “extremely important” to continue Global Sales/Packaged Travel. In comparison, the other three initiatives had significantly higher percentages of respondents indicating that it is “very important” or “extremely important” to continue their product development: Cultural/Heritage/Arts (89%), Cycling Tourism (82%), Agritourism (74%) (page 14). This finding coincides with the finding that respondents are least familiar with the Global Sales efforts of the RDMO and suggests that continued Global Sales efforts need enhanced explanation and communication (page 7).
- **High Satisfaction with EOVA but Low Ability to Track Business Back to EOVA Efforts:** A high percentage of respondents (65%) indicated that they “agree” or “strongly agree” with the statement, “Overall, I am satisfied with the past efforts of EOVA.” It is interesting to note that a similar percentage (62%) indicated that their entity did not directly track business as a result of EOVA marketing efforts.

## RESPONDENT PROFILE

The figures below present the overall number of respondents as well as the industries in which respondents work. The question for Organization Type was a multiple response question, allowing respondents to select more than one industry or organization type. Thus, percentages will not sum to 100%. Relative to other regions, respondents from Eastern Oregon were more likely to be in “Public Agencies/Government,” “Arts and Cultural Heritage” or “Farm/Ranch Based Agritourism” and less likely to be in a “Restaurant, Brewery, or Winery.” Additional details can be found in the charts below.

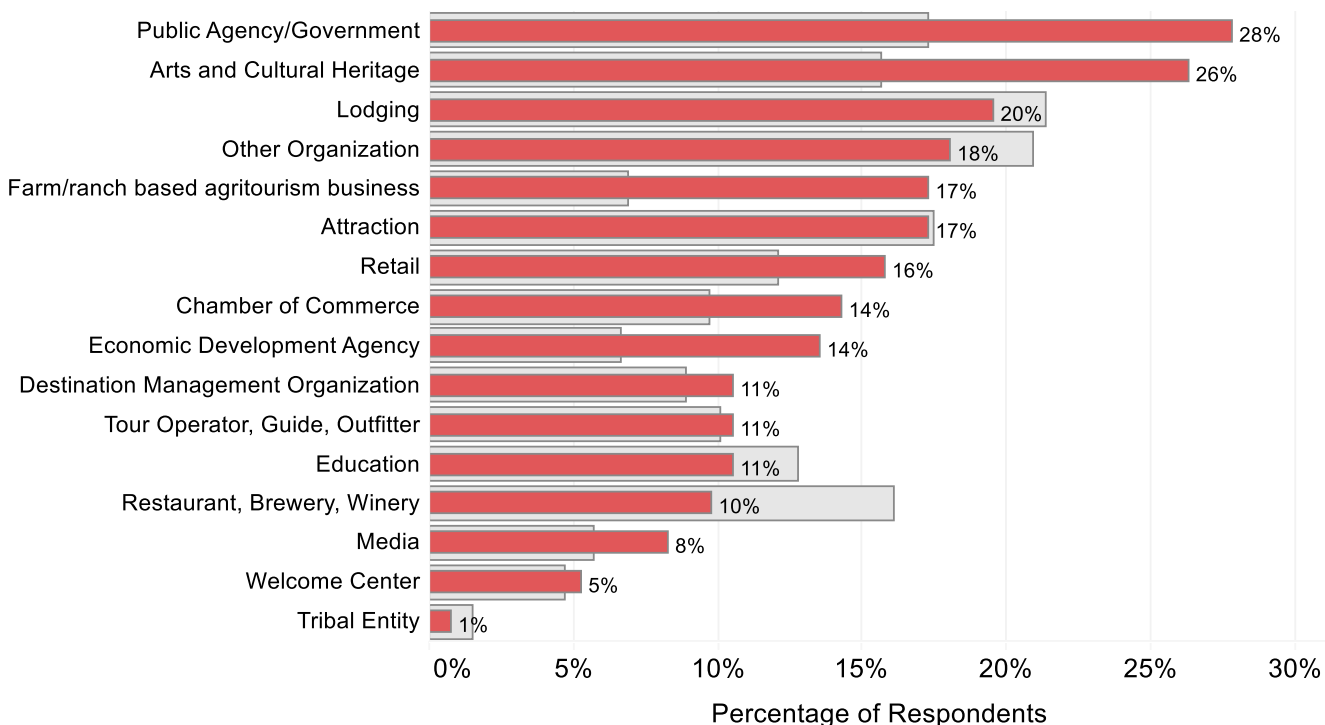
### Number of Respondents



### Organization Type of Respondents

■ Eastern Oregon  
 ■ All Other Regions Combined

Q. Your responses will be aggregated and analyzed by region, helping to inform strategies and investments for one specific region. In which region do you work or in which region is your business/organization/attraction located?

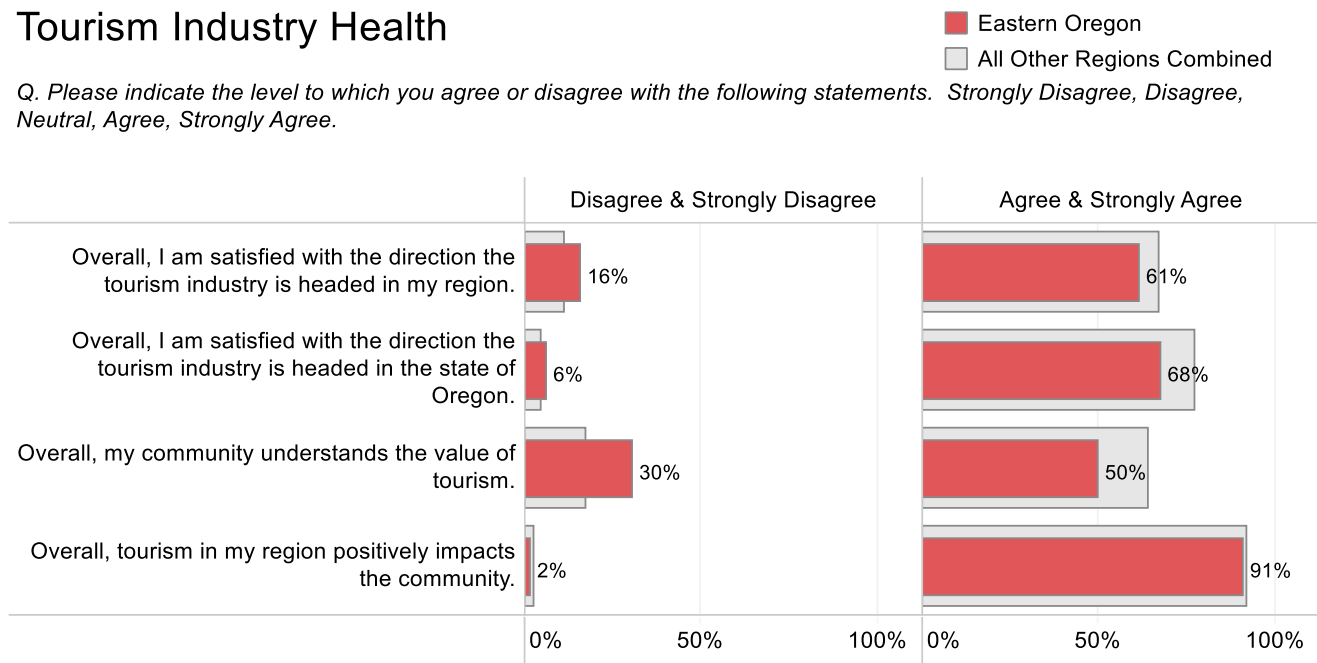


## INDUSTRY HEALTH MEASURES

On measures of overall industry health, respondents from Eastern Oregon indicate high levels of satisfaction, though satisfaction is slightly lower than the overall average from the rest of Oregon. In addition, and relative to the rest of the state, respondents from Eastern Oregon are more likely to “disagree” or “strongly disagree” with the statement, “Overall, my community understands the value of tourism.”

### Tourism Industry Health

Q. Please indicate the level to which you agree or disagree with the following statements. Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.



In addition to the structured question on the state of the tourism industry, respondents were asked an open-ended question about the overall health of the tourism industry. These responses have been included on the following pages for Eastern Oregon along with the overall ratings for additional context. There are a few prominent themes from the responses:

- Need for continued destination development to draw tourists and enhance the experience of those who do visit.
- Challenges getting communities to understand the value tourism provides.
- Recognition of the progress that has been made in recent years while also acknowledging that there remains room for improvement in promotion and engagement.
- Concern about the distribution of promotion within the state and within the region – and a desire to see more promotion of specific areas of Eastern Oregon.

Question: Is there anything else you would like to share about the overall health of the tourism industry in Oregon?

	My community understands the value of tourism.	Satisfied w/ direction of tourism industry in my region.	Satisfied w/ direction of tourism industry in Oregon.	Tourism in my region positively impacts the community.
• A lot of energy is spent marketing rural areas for tourism and outdoor recreation, but not enough funding focused on helping to develop small businesses to support visitors	Agree	Agree	Agree	Agree
• Am concerned about the impact of the President's Muslim Ban and other policies, on international travel. While this is a small portion of our visitor base International travelers tend to stay much longer and spend much more	Agree	Agree	Neutral	Strongly Agree
• At least in Eastern Oregon, this winter has been the poorest health season I've seen in 20 years here.	Strongly Disagree	Disagree	Agree	Strongly Agree
• Community understanding of the value of eco-tourism in Eastern OR is a mixed bag. There are plenty of folks STRONGLY in support of tourism, however, there are also those who strongly and LOUDLY oppose anything outside of the status quo.	Agree	Agree	Strongly Agree	Strongly Agree
• Eastern Baker County is mostly ignored/by-passed in the literature.	Neutral	Strongly Disagree	Disagree	Neutral
• Good job. 'Walk the walk, talk the talk!	Neutral	Agree	Strongly Agree	Strongly Agree
• Good Progress is being made to get the broader community on board with the value of tourism - more room to grow.	Neutral	Agree	Agree	Strongly Agree
• I am concerned about marijuana tourism. It seems like a slippery slope, and may discourage some from coming to Oregon if it is heavily pursued.	Agree	Neutral	Neutral	Agree
• I am too new to it to have a basis for commenting. I do know that La Grande is not very pro-tourism.	Strongly Disagree	Neutral	Neutral	Agree
• I can't speak to tourism in all of Oregon. I can speak to tourism in general for Pendleton. For tourists to come to Pendleton and have fun/enjoy themselves to a greater degree, there needs to be a stronger reason to visit. Example: Pendleton has brown plastic trash cans all over the city with a white moniker spray painted on the sides: "Pendleton - the real West." You've got to be kidding?, I hear you saying. Exactly. If I was a tourist I would be looking for some visual evidence of 'The West' besides just the inside of Pendleton Underground Tours and the Rodeo Museum. Where are any covered wagons? Where are any wagon wheels? Where is a Cowboy Saloon? Where are any horses? Buffalo? Trapper tools? Where are any Western dressed people? So here you are, a town visitor and you decide to take yourself and family to the Underground. Cool. The tour guides are in shorts, spaghetti strap blouses, T-shirts, and torn Levis. No cowboy hats. No cowboy belts. No cowboy boots. No cowboy vests. No cowboy (The Real West) anything. No gun fights. No bank robberies. No grizzly bears (okay, no brown bears). It's sad. But we have brown plastic trash cans with 'Pendleton - The real West' spray painted on them. Something for you to think about. If a town wants to participate with you in promoting tourism, how about there be some guidelines that would make a better impression? At least have some tour guides that dress the part. Otherwise people visit, go home. Friends and neighbors ask, What did you do this weekend? Reply: We went to Pendleton. Don't bother!	Strongly Disagree	Strongly Disagree	Disagree	Agree
• I feel like there's a focus on certain areas (ie., Portland, Ashland) and a lack of focus on rural areas which really need the attention and the income.	Strongly Disagree	Strongly Disagree	Strongly Disagree	Agree
• I like the interest in bicycling in the quiet roads of NE OR and encourage its promotion	Neutral	Agree	Agree	Strongly Agree
• I think that most people understand how much tourism has helped Wallowa County, but I am puzzled why Joseph has chosen to not allow Airbnb. Therefore, I marked neutral for our community understandings the value of tourism.	Neutral	Strongly Agree	Strongly Agree	Strongly Agree
• I think the overall health of the tourism industry in NE Oregon is okay, but I think there is still work to be done. However, I totally appreciate all that has been done. I know it is a big coverage area will not a lot of people playing an active role. The overall health of tourism in Oregon is gaining ground and I think it is great.	Agree	Neutral	Agree	Agree
• I think the tourism industry in our state is very healthy and TO has done a great job. I hope they keep looking "outside the box" for ideas to attract visitors to the state and ALSO get more creative about working with its partners, i.e. regions, destinations, etc., inside the state.	Strongly Agree	Disagree	Agree	Strongly Agree
• I think tourism in Eastern Oregon has room to grow.	Neutral	Agree	Agree	Agree
• I wish local residents would better understand, appreciate, and have a positive outlook concerning welcoming visitors and the benefits of tourist dollars in our region.	Neutral	Neutral	Neutral	Strongly Agree
• I would like to see a strategic plan for Oregon Tourism. If one has not been developed, it should.	Agree	Agree	Neutral	Strongly Agree
• I would like to see more investment/focus on the sustainable aspects of tourism development, the cumulative impacts and the interrelationships between tourism and other community factors such as workforce housing. I think funding mechanism have been strengthened and investment in product development and collaboration within the industry. There could be more investment in cross sector relationships between tourism and other areas of development.	Agree	Disagree	Disagree	Neutral
• I'm rather new to the tourism industry (starting tours next summer), and so my insights are based on living in Eastern Oregon, rather than on working in tourism here. Likewise, I'm yet not completely informed as to the direction of the industry. Though I do believe it will be increasingly important here and there is much potential for growth.	Disagree	Neutral	Neutral	Agree
• It feels like there is a ton of potential for Baker County Tourism - but the action seems to be slower than what I see in Central Oregon and the Willamette Valley. I utilize trade groups in other areas as often as possible.	Disagree	Disagree	Strongly Agree	Strongly Agree
• It focuses a lot on the coast and central and does not promote the eastern (especially south eastern) part of the state as well as it could.	Disagree	Disagree	Agree	Agree
• It is growing and Travel Oregon deserves all of the credit for the growth! The partnerships with the RDMO's and Travel Oregon is essential! The Eastern side of the state greatly appreciates Travel Oregon and their work on so many levels! Particularly the investment/level funding to all RDMO's!!!	Neutral	Agree	Agree	Strongly Agree
• more needs to be done to promote opportunities and career opportunities.	Disagree	Neutral	Neutral	Strongly Agree

Question: Is there anything else you would like to share about the overall health of the tourism industry in Oregon?

	My community understands the value of tourism.	Satisfied w/ direction of tourism industry in my region.	Satisfied w/ direction of tourism industry in Oregon.	Tourism in my region positively impacts the community.
• our experience is also an education program for ranching today	Disagree	Agree	Neutral	Strongly Agree
• Our region should be more proactive about promoting quiet recreation and muscle powered sports on our public lands. There is a perception the only thing that will boost our rural economies is logging trees.	Disagree	Neutral	Agree	Agree
• Our town is just starting to understand tourism. EOVA and Umatilla County Tourism have been great partners in providing education to our board.	Disagree	Agree	Agree	Strongly Agree
• Pendleton specifically has a huge tourist draw for the Round-Up, but needs work diversifying for year-round visitors. Personally, I would like to see some expansion beyond just being a seen as a rodeo town.	Agree	Neutral	Agree	Agree
• Rural communities have a hard time with the concept of tourism. They live here, I live here, because we like being isolated and having miles and miles of view uncluttered by people. We also have a hard time with visitors who have a poor grasp of rural standards of behavior, private property and trespass, the politeness necessary when driving in a county with no stop lights, limited offerings with regard to foods served, etc. Visitors would benefit from a tiny bit of education along with their "welcome to our county." They are coming here to "get away" and in getting away they leave behind some conveniences. Travel Oregon has been doing an excellent job, in my opinion.	Disagree	Agree	Agree	Strongly Agree
• Scenic Bikeways are a huge benefit to the tourism industry. See opportunity for more promotion and accessibility.	Agree	Agree	Agree	Agree
• Seems to be heavily focused on Portland/upper Willamette Valley. Disproportionate focus on wine/brewery/distillery/drinking experience. Do appreciate that it seems to be moving away from a "numbers served" preference to understanding economic impact and value, no matter what the tourism numbers or community size.	Neutral	Agree	Neutral	Strongly Agree
• Summer 2017 is our first season. So I will be more informed next year about tourism impact.	Disagree	Neutral	Neutral	Neutral
• Teamwork is very important, regional strategy	Neutral		Agree	Strongly Agree
• The biggest concern I have is for the stability of the tourism industry as it relates to public lands. The attempt to change ownership and otherwise damage public lands affects access, raises costs to the state, decreases property values, and introduces uncertainty. Public lands are the most important element of tourism in our area. Please work to have State AND Federal legislators leave them alone!	Agree	Neutral	Strongly Disagree	Strongly Agree
• The Eastern Oregon region is to large and administration is to concentrated in one location resulting in very poor face to face interaction with the regional administration. One shoe fits all does not work in this large and diverse region leaving many of our locale needs neglected. The EOVA organization is primarily run by a board that lacks actual industry executives and out of touch with our needs as operators. Regional boards should be restructured and Travel Oregon should be more involved in seeing that actual industry leaders are present on regional Board. Core marketing practice are being neglected in favor of politically popular projects which produce questionable benefits.	Agree	Disagree	Agree	Strongly Agree
• The entire reason we are building this resort in Eastern Oregon is to bring new money and new People to our region, there is no other major tourism magnet for eastern Oregon. The community of Burns understands this and is excited and with us. while the community of Johnday could show some more support.	Disagree	Strongly Disagree	Neutral	Strongly Agree
• The North Eastern section has minimal promotion. IF there is promotion, it is the FAR Eastern side of Oregon. Umatilla, MORROW and Gilliam counties are not represented fairly	Disagree	Strongly Disagree	Strongly Disagree	Disagree
• There are marketable asset in each region. We, by region are not adequately promoting those assets to the outside world to stimulate the related economic benefits.	Disagree	Disagree	Disagree	Agree
• There is concern in our community about too much emphasis on tourism. We need balance for economic security and don't want the land we love to be over-touched.	Agree	Agree	Agree	Agree
• There is some hostility towards tourism in our rural community. Some see a dollar earned or a job supported by tourism as worth less than one from an extractive or historic industry. However tourism is sustainable and one of the few industries that has growth potential. The tourism industry - when acting responsibly - need not apologize for its existence and efforts. Unfortunately it does so at times.	Disagree	Neutral	Agree	Strongly Agree
• They need to quit closing are camp grounds around here. Keep are money here that we collect from are camp grounds instead of putting it in a big pool and then we only get a portion of it back.	Disagree	Agree	Neutral	Strongly Agree
• to many pot stores.	Neutral	Agree	Neutral	Neutral
• To much focus on valley and coast	Neutral	Neutral	Neutral	Strongly Agree
• Tourism for our region could be tripled in my opinion through a destination designation since we are an end of the road community..we need more tourism based events, tours and non federal govt. Land opportunities such as community centers, trail systems, parks with updated features..	Strongly Disagree	Disagree	Neutral	Strongly Agree
• Tourism is very important to rural Oregon. It can replace outdated economic drivers.	Disagree	Agree	Agree	Strongly Agree
• Very concerned about road closures and public access to public lands. Forty years ago with much less resources the Forest Service was able to maintain roads and trails. Not sure why this is a problem or excuse now!	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
• wages, gas prices, and motel costs are all contributing factors to the tourism industry. Unfortunately those less fortunate are unable to tour the state. If there was a way to discount travel once in a while and offer the opportunity to those less fortunate I think it would boost the tourism industry immensely.	Neutral	Disagree	Agree	Strongly Agree
• We need more crossover connection with the urban areas for promotion and project creation	Agree	Agree	Agree	Strongly Agree
• We need to make sure every part of Oregon gets to bite from the Tourism Industry apple in Oregon. There are clearly some favorites the US Track and Field/Increase in transist Lodge tax across the state for a Eugene event left a bad taste in people's mouth.	Strongly Agree	Agree	Neutral	Strongly Agree
• Would like to see more investment in eastern or.	Disagree	Agree	Neutral	Agree

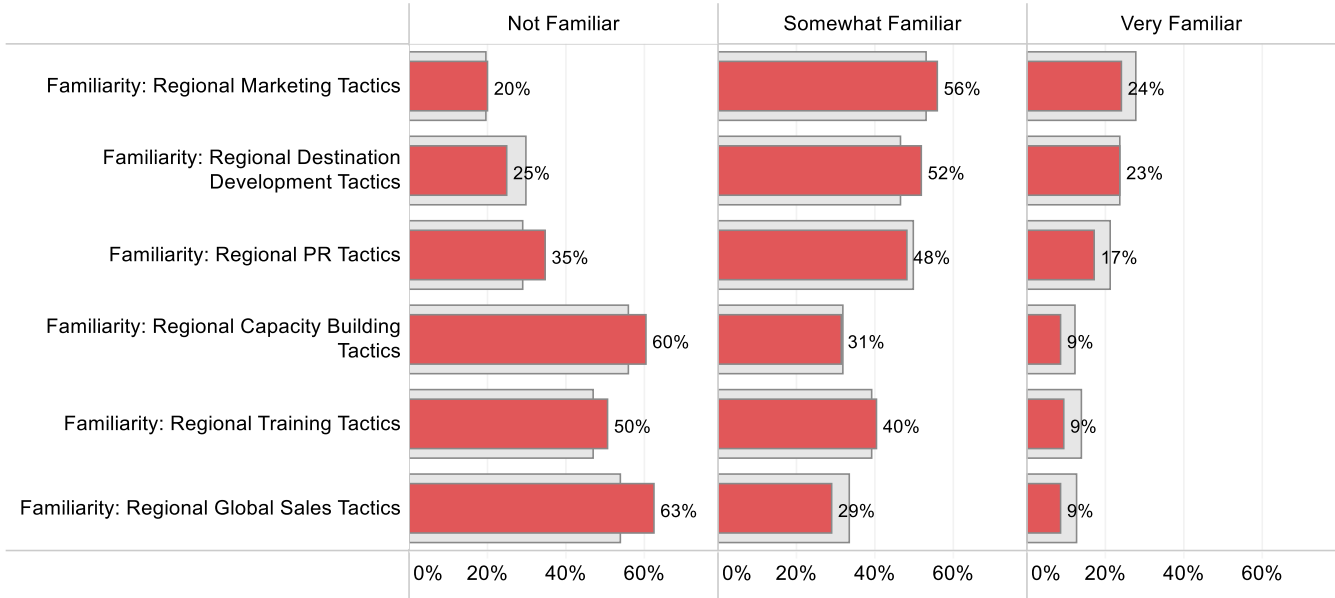


Respondents were asked to indicate their familiarity with regional initiatives engaged in by the RDMO over the past 12 months. Eastern Oregon respondents were, overall, slightly less familiar with the activities of the RDMO, relative to respondents from elsewhere in the state (and their respective RDMOs). Respondents were most familiar with the marketing and development initiatives of the RDMO. This result may be a reflection of the priorities of the RDMO or it may reflect the priorities of the constituents.

## Familiarity with Regional Initiatives

■ Eastern Oregon  
■ All Other Regions Combined

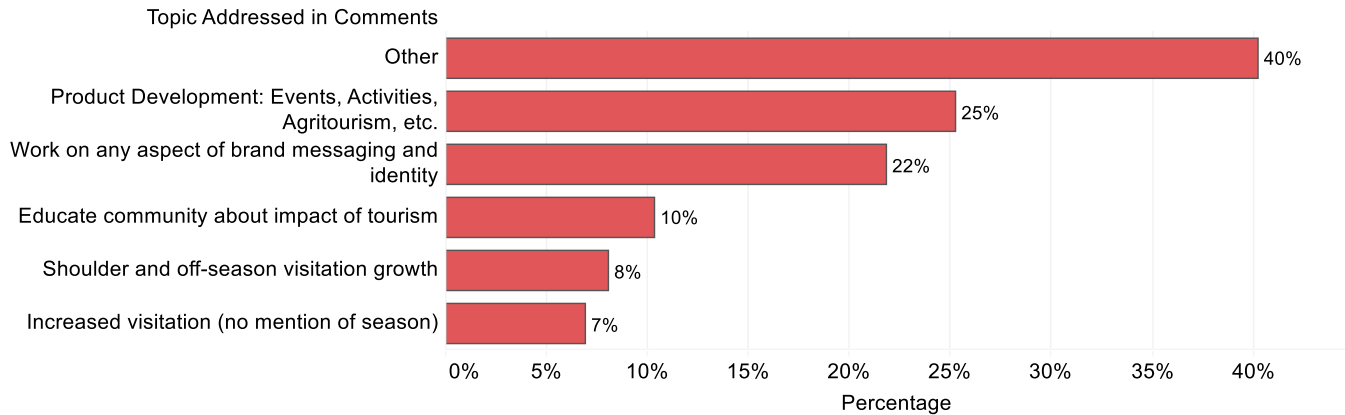
*Q. Please indicate how familiar you are with the initiatives undertaken by your regional destination management organization in the following areas in the past 12 months:*



Lastly, respondents were asked to describe a specific outcome they would like the region to achieve in the next three to five years that would increase the economic impact of tourism or enhance the vitality and sustainability of the destination. The table below summarizes the comments (presented in their entirety in the Appendix on page 19). The comments span a wide range, though many focused on the development of product (events, activities, agritourism and more) that would serve to draw visitors.

## Open Ended Regional Goals: Comments Categorized for Analysis

*In a sentence or two, please describe a specific outcome you would like your region to achieve in the next three to five years that would increase the economic impact of tourism or enhance the vitality and sustainability of your destination.*





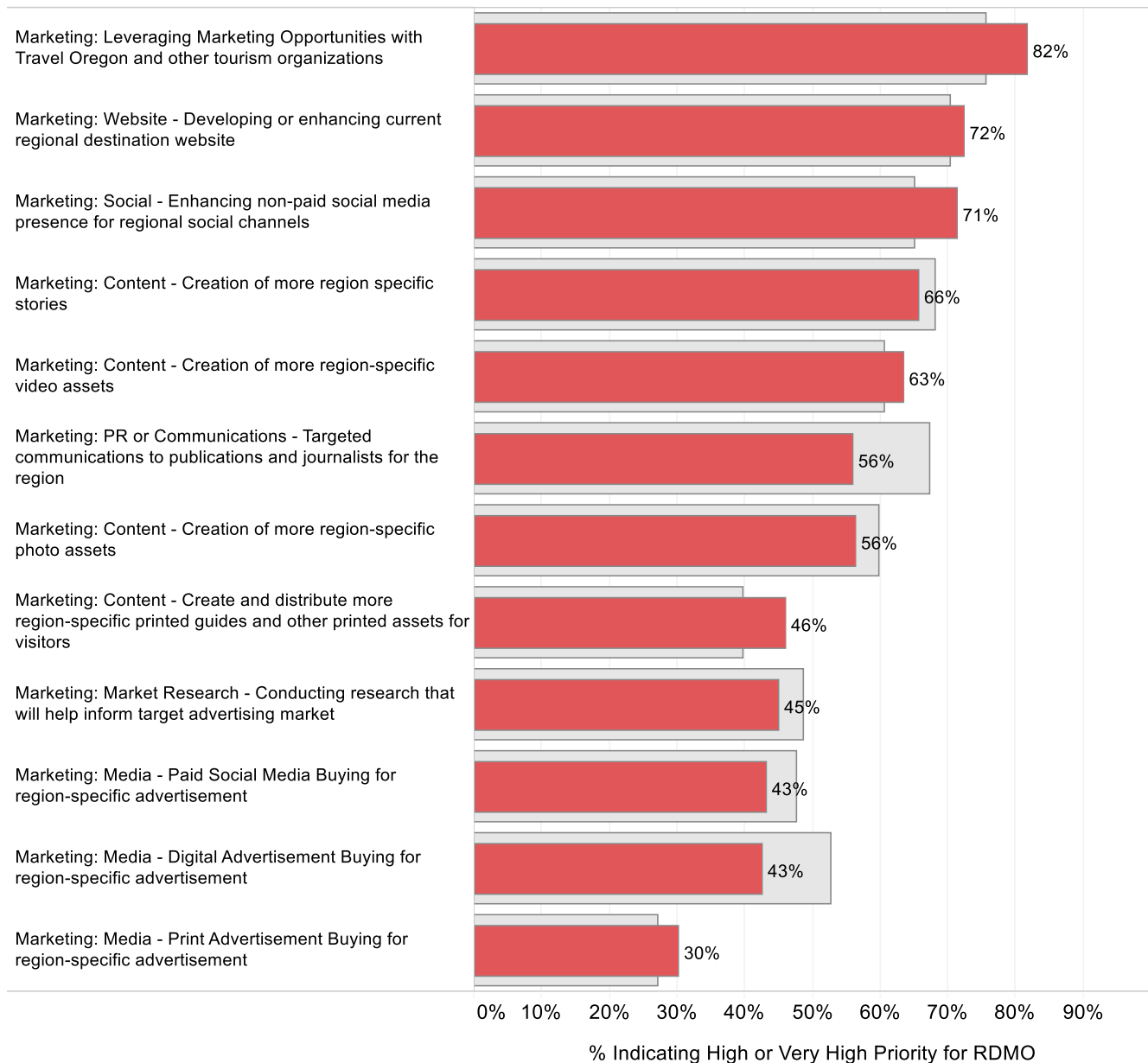
## MARKETING AND PUBLIC RELATIONS

Respondents were asked to prioritize a variety of marketing tactics for their region. Respondents could select from a scale of responses, including: “not a priority,” “low priority,” “moderate priority,” “high priority,” and “very high priority.” The figure below reflects responses for Eastern Oregon. The standout priorities (those with more than two-thirds of respondents indicating a high or very high priority) are: leveraging opportunities with Travel Oregon, developing or enhancing the current regional website, organic social media, and region-specific content creation.

### Marketing Questions

■ Eastern Oregon  
■ All Other Regions Combined

*Q. Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical MARKETING OPPORTUNITIES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years. With limited resources available not all items should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



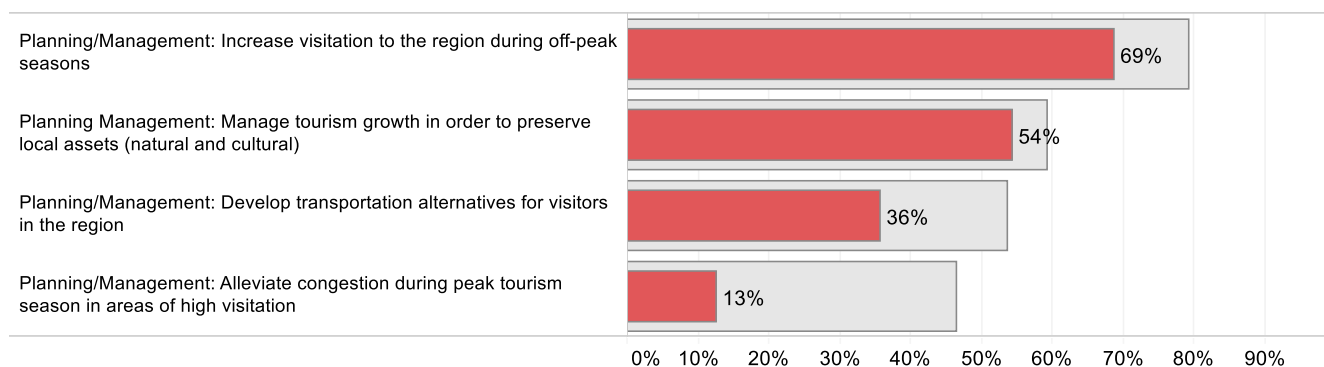
## DESTINATION DEVELOPMENT AND MANAGEMENT

Stakeholders in Eastern Oregon were asked to prioritize destination development opportunities from an exhaustive list which included destination management, destination development and capacity building. Across those three categories (management, development, and capacity), there are five priorities which more than 66% of respondents identified as a “very high priority” or a “high priority.” These five are: “working to increase off-season visitation,” “increase capacity for tourism marketing,” “increase capacity for local grant writing,” “develop tourism management capacity,” and “develop/expand trail systems.” It should be noted that for few other regions was capacity building as high of a priority as in Eastern Oregon.

### Management - percentage indicating high or very high priority for RDMO

■ Eastern Oregon  
■ All Other Regions Combined

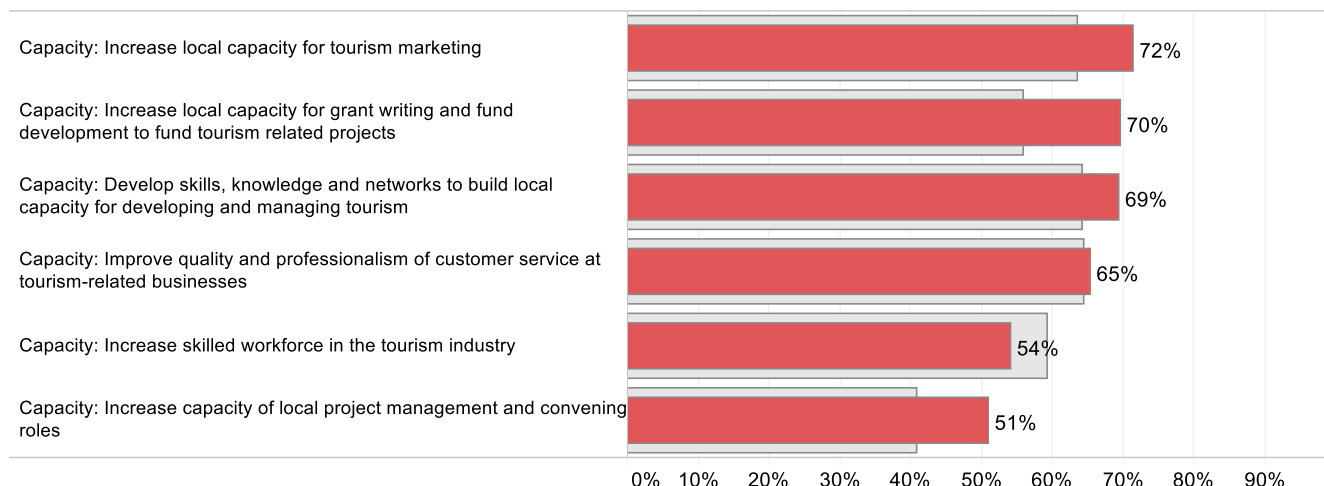
*Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical PLANNING and MANAGEMENT OPPORTUNITIES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years: With limited resources available not all areas should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



### Capacity - percentage indicating high or very high priority for RDMO

■ Eastern Oregon  
■ All Other Regions Combined

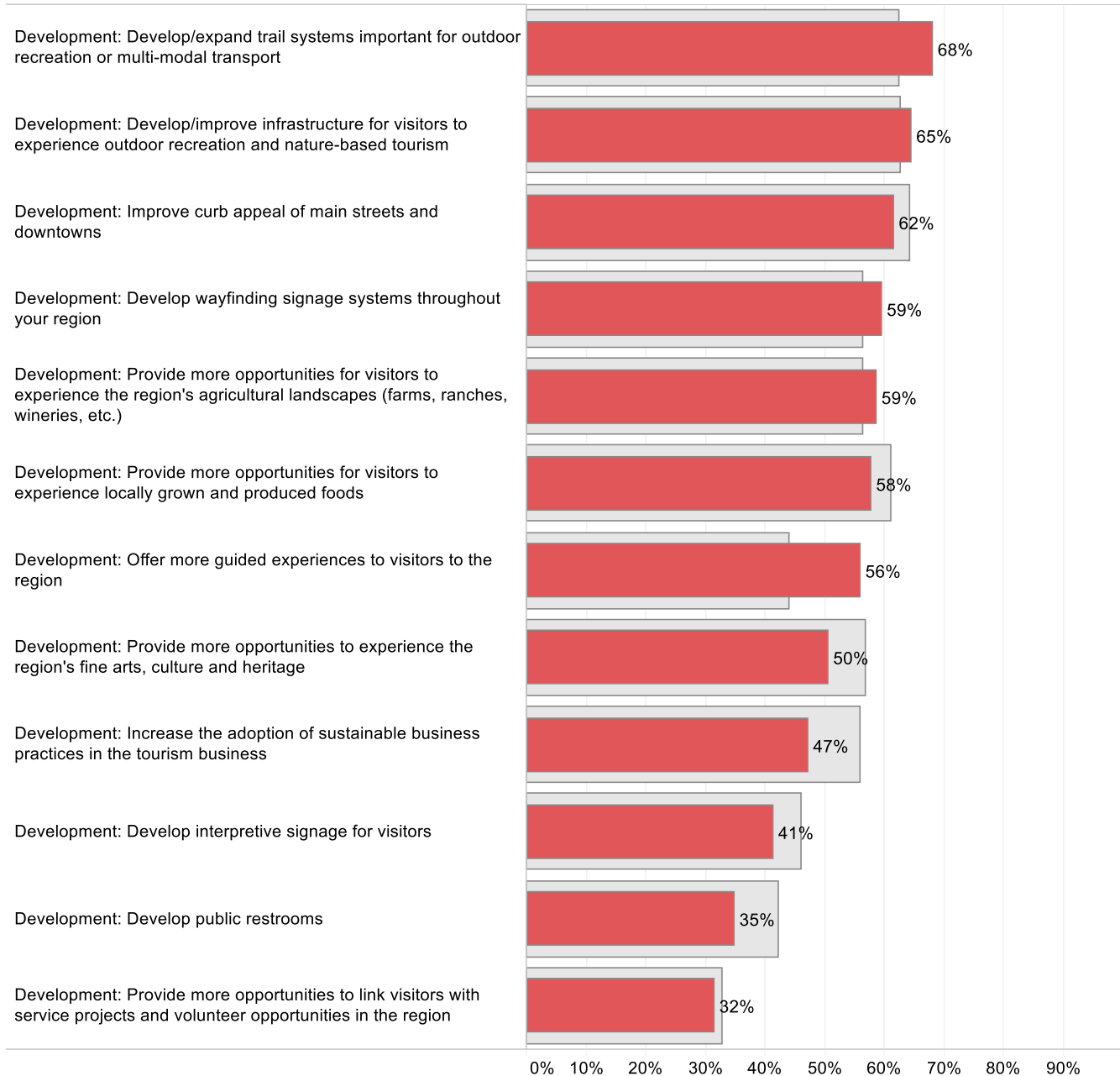
*Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical TRAINING and CAPACITY BUILDING OPPORTUNITIES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years: With limited resources available not all areas should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



## Development - percentage indicating high or very high priority for RDMO

■ Eastern Oregon  
■ All Other Regions Combined

*Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical PRODUCT DEVELOPMENT OPPORTUNITIES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years. With limited resources available not all areas should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



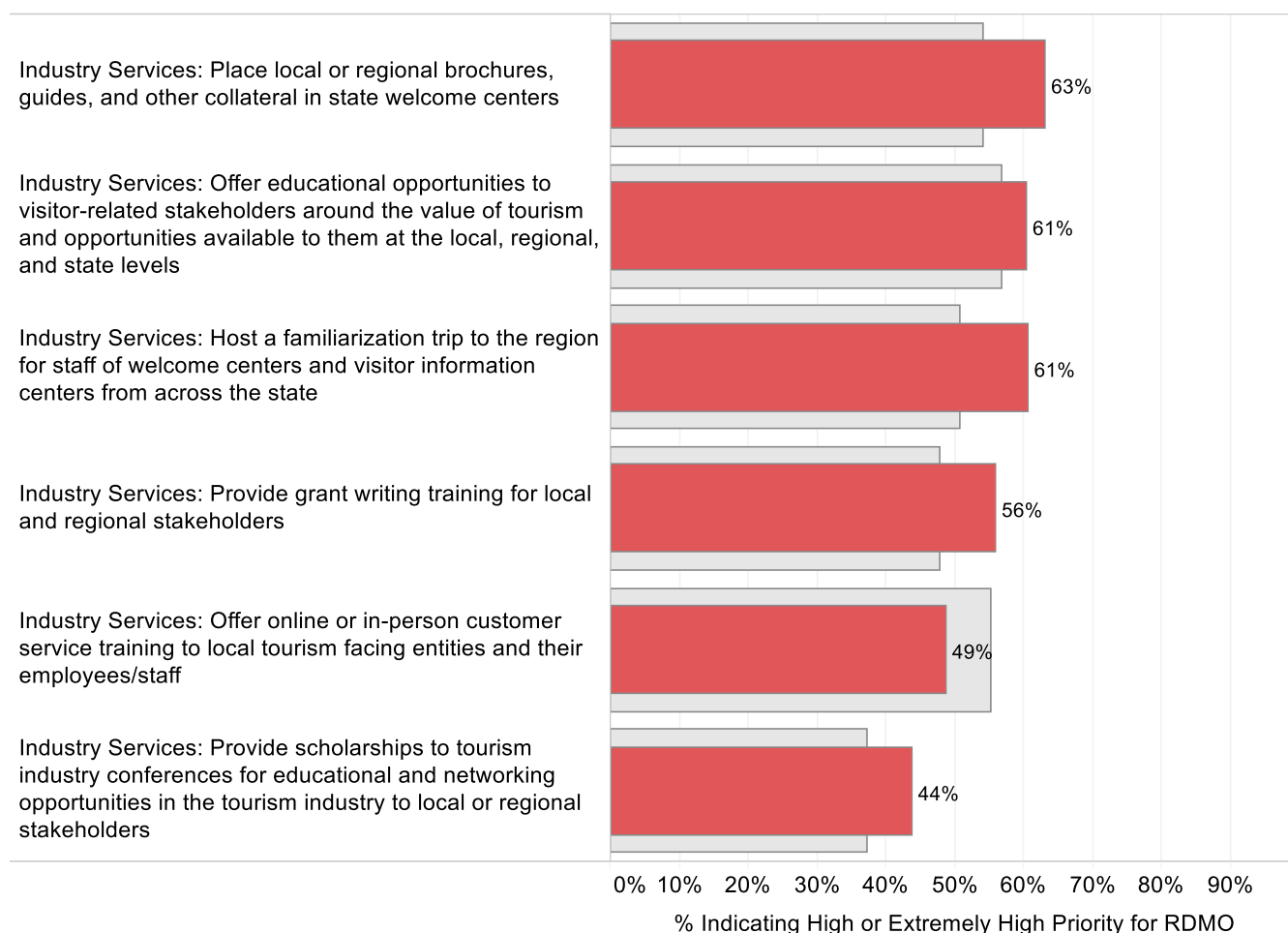
## INDUSTRY SERVICES

Stakeholders used the same rating system as in previous sections to prioritize specific industry and visitor services initiatives. Though no specific activities were considered to be a “very high priority” or a “high priority” by more than two-thirds of respondents (as in other sections), there are still clear initiatives which stakeholders have identified as relatively higher priorities. “Placement of brochures and collateral,” “educational opportunities to stakeholders,” “familiarization trips to the region for welcome center staff,” and “grant writing training,” were all rated as a “very high priority” or a “high priority” by more than half of Eastern Oregon stakeholders.

### Industry Services

■ Eastern Oregon  
■ All Other Regions Combined

*Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical INDUSTRY & VISITOR SERVICES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years. With limited resources available not all areas should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



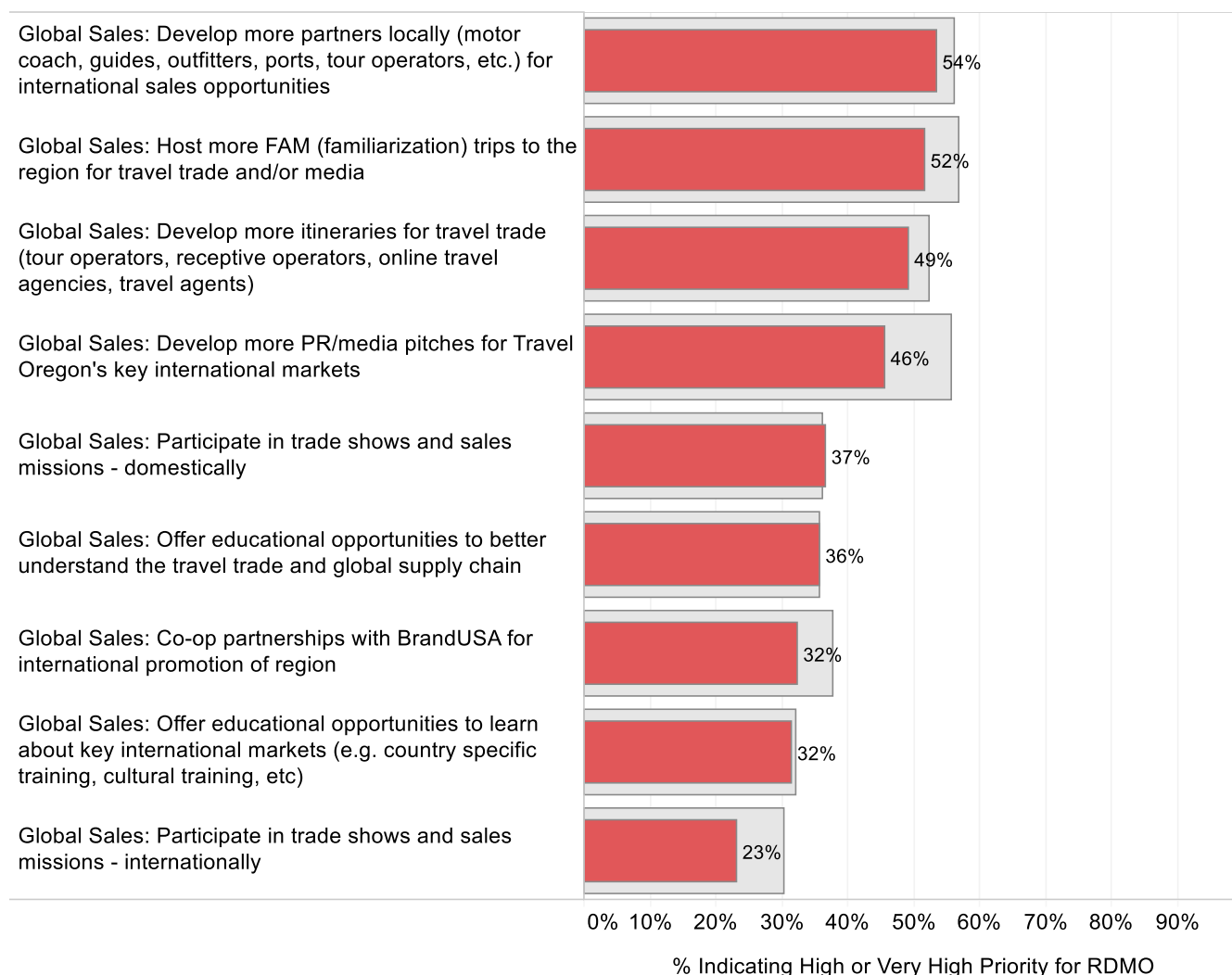
## GLOBAL SALES

Using the same rating scale as in previous sections, Eastern Oregon stakeholders evaluated several tactics related to international sales, development of international markets, international public relations, international marketing and travel trade. Respondents from Eastern Oregon prioritized developing local partners highest. Two other areas also were rated as a “very high priority” or a “high priority” by approximately half of respondents: FAM trip hosting and itinerary development. Participation in international tradeshows, provision of educational opportunities and BrandUSA partnerships were the lowest priorities to respondents from Eastern Oregon. It is also worth noting that respondents from Eastern Oregon prioritized all Global Sales tactics slightly lower than respondents from the rest of Oregon.

### Global Sales

■ Eastern Oregon  
■ All Other Regions Combined

*Thinking from the perspective of your regional tourism marketing/management organization, please indicate how you would prioritize the following tactical INTERNATIONAL SALES, PR, MEDIA, & MARKETING OPPORTUNITIES to advance the economic impact of tourism and ensure the vitality and sustainability of your region over the next 3-5 years: With limited resources available not all areas should be considered to be an extremely high priority and some may not even be feasible given budget realities. Please differentiate between tactics which you believe deserve new/continued investment and those areas which you believe to be less important for your region. The goal of your prioritization is to provide guidance to your regional destination marketing/management entity.*



## CUSTOM REGIONAL QUESTIONS

Each region had the opportunity to ask a series of custom questions of specific interest to their stakeholders, challenges, and opportunities. Findings from these custom questions are presented below. These questions were not required and may therefore have slightly lower respondent totals.

### Eastern Oregon: Importance of 5 Objectives to Stakeholders

*Eastern Oregon: EOVA has five primary objectives as an organization. Please rank the importance of these objectives to you personally for your business/attraction/event.*

	Not Important	Low Importance	Moderately Important	Very Important	Extremely Important
Eastern Oregon: Core Objectives - Priorities to You Personally - Information Exchange/Public Relations	2%	4%	22%	41%	31%
Eastern Oregon: Core Objectives - Priorities to You Personally - Marketing	4%	5%	9%	38%	45%
Eastern Oregon: Core Objectives - Priorities to You Personally - Product Development	10%	15%	24%	24%	28%
Eastern Oregon: Core Objectives - Priorities to You Personally - Tourism Advocacy	1%	6%	18%	42%	33%
Eastern Oregon: Core Objectives - Priorities to You Personally - Training and Education	6%	13%	26%	37%	18%

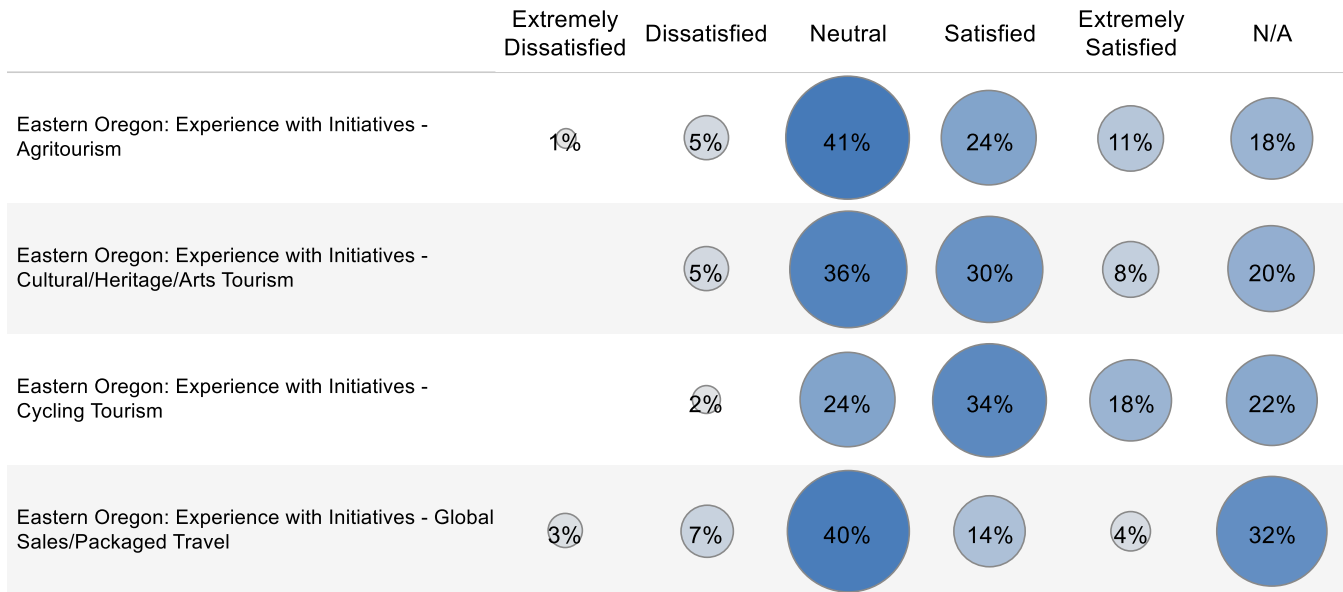
### Eastern Oregon: Importance of 5 Objectives to Sub-Region

*Eastern Oregon: EOVA has five primary objectives as an organization. Please rank the importance of these objectives to your area/sub-region/Eastern Oregon (the 11-county region)*

	Not Important	Low Importance	Moderately Important	Very Important	Extremely Important
Eastern Oregon: Core Objectives - Priorities to Your Sub-Region - Information Exchange/Public Relations	1%	5%	22%	39%	33%
Eastern Oregon: Core Objectives - Priorities to Your Sub-Region - Marketing	1%	1%	14%	39%	44%
Eastern Oregon: Core Objectives - Priorities to Your Sub-Region - Product Development	3%	17%	19%	29%	32%
Eastern Oregon: Core Objectives - Priorities to Your Sub-Region - Tourism Advocacy	1%	6%	18%	39%	36%
Eastern Oregon: Core Objectives - Priorities to Your Sub-Region - Training and Education	2%	13%	28%	39%	18%

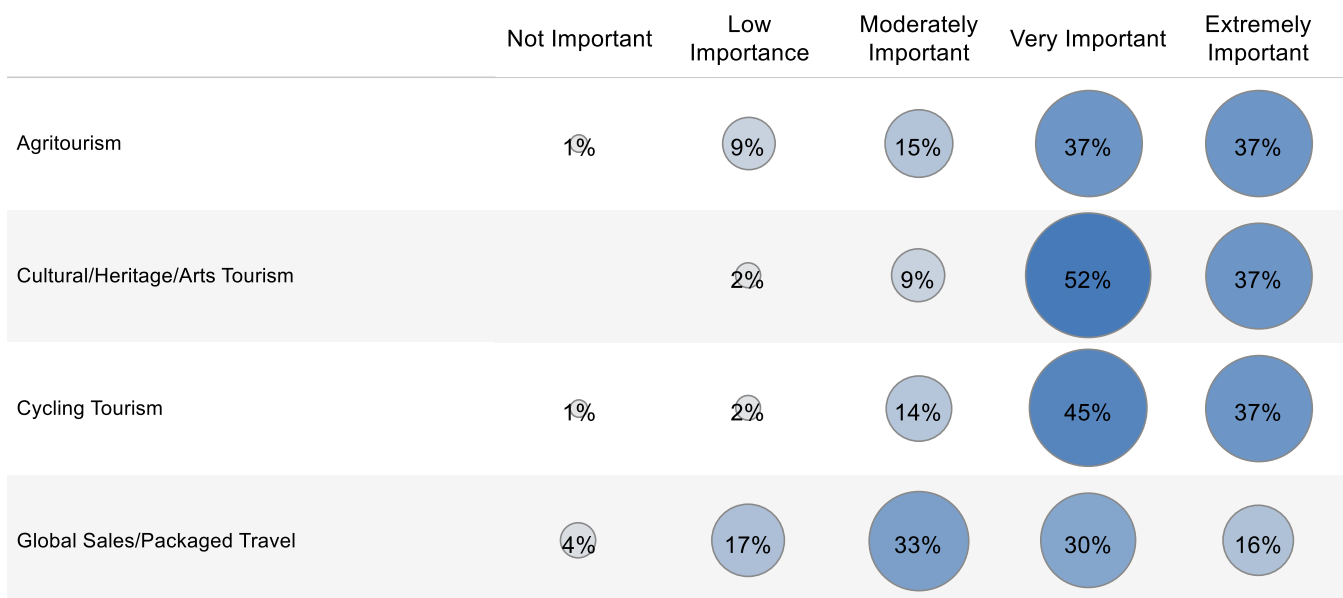
## Eastern Oregon: Experience with 4 Core Initiatives

Eastern Oregon: EOVA has pursued four core initiatives within the area of product development. Within each of these initiatives, EOVA has conducted specific strategies and activities to assist new and existing suppliers in developing or enhancing their business. Please rate your experience with the workshops, cooperative grants and follow-up administration of each of the core initiatives.



## Eastern Oregon: Importance of Continued Pursuit of 4 Core Initiatives

Eastern Oregon: Please rank the importance of continued pursuit of these core product development initiatives.





	<i>Eastern Oregon: Please describe any product development areas you see as important for the entire region or sub-region to pursue:</i>
	<ul style="list-style-type: none"> <li>• International marketing especially in Asia which is just discovering our area. Marketing for group tours and developing a marketing plan to promote the area in WINTER. Also developing a plan to promote the exceptional hiking possibilities including developing trails, hiking maps for easy, moderate, and challenging trails, Promoting our special activities such as stargazing, birdwatching etc.</li> <li>• Agritourism and Bicycle Tourism - including trails, signage, loop maps</li> <li>• Alternative lodging information and training</li> <li>• Arts and Culture</li> <li>• Arts tours using minibuses (such as the ones that connect John Day and Bend, etc. See the tripcheck.com site)</li> <li>• As a region I believe we need to offer as many tourist opportunities as possible. The more we can offer, the greater reason for visitors to come and stay awhile.</li> <li>• As a vast geographical region more emphasis on itinerary building to tie in all areas to give the consumer a better idea of how to spend their time in the region.</li> <li>• Being a small populated area we need to acknowledge and embrace all segments of our potential market</li> <li>• Bike tourism &amp; Agritourism are imperative for our area. A product that combined the two would be fun!</li> <li>• Biking and hiking trail development.</li> <li>• Continue to provide information of our interesting history of first People, early settlers, grazing wars, early commerce as well as landmarks.</li> <li>• Culture, heritage, arts</li> <li>• Cycling....Mt. Biking and event creation</li> <li>• Geology education.</li> <li>• Go beyond the scenery-focus that a million other destinations share and promote/develop experiences that differentiate us from our competitors.</li> <li>• Housing and business incentive plans throughout the county, promoting residency and continued business growth in Morrow County Tourism: An abundance of activities throughout Morrow County includes camping amongst the Blue Mountain Range and the Columbia River, guided and personal fishing, hunting, bicycle or hiking routes, ATV/offroad areas as well as recreational water activities Outdoor sportsman activities Local museums as well as an interactive center. Historical Oregon Trail landmarks</li> <li>• Hunting Camping Fishing</li> <li>• I think Agri Tourism is a big draw for our area and the more we could do to promote and develop, the better.</li> <li>• I think we need to look into alternative transportation for the Eastern Oregon area (Bike rentals, shuttling companies, van tours). I think we need to have an itinerary that includes transportation from start to finish. Start in Boise, travel the Hells Canyon Scenic Byway, and return to Boise (involve multiple modes of transportation options).</li> <li>• I'm not sure what you mean by "Products", I think focus in northeastern Oregon should include: Mining history, Pendleton Round-up, western culture, developed heritage sites, scenic routes, Hot Lake Springs Historical hotel, Elgin, etc.</li> <li>• Infrastructure continues to be a limitation to our area. Examples include broadband and roads.</li> <li>• Local, natural foods. Expand Farmers' Market hours to enable more people to come. Even if they would stay from 9 to 2 it would be an improvement, and I think it would boost their sales as well. A win-win.</li> <li>• More recreational focus, less hunting.</li> <li>• Motorcycle tourism and other classic road trip experiences Eastern Oregon is a huge region and cross promoting any attractions regionwide is challenging. (Imagine trying to cross promote the Portland Rose Theater, the Albany Civic Theater and, the Ross Ragland Theater in a single marketing campaign). Any visit to Eastern Oregon is going to be a long drive and we need to do a better job of marketing to visitors who see the drive as part of the experience. A renewed emphasis on Oregon's Scenic Byways would be helpful throughout Eastern Oregon and much of rural Oregon</li> <li>• Other adventure tourism...hiking, camping, backpacking</li> <li>• Outdoor recreation. Family and multi-generational activities and interests.</li> <li>• Outfitter and Guides</li> <li>• Packaged Travel</li> <li>• Places to stay and package adventures. There are a lot of wonderful things to do but I see tourists come here and not have a good time because they are used to more amenities.</li> <li>• Rails to Trails: The replacing of the defunct timber economy's rail infrastructure with cycling infrastructure. FYI, the nearest bike shop to Joseph Oregon is 75 miles away.</li> <li>• Recognition: most of the world does not know that eastern Oregon exists.</li> <li>• The Eastern Oregon has a dynamic product in the high mountain areas of the region which has many hiking (Trekking) climbing and photography recreational prospects. With proper support from the USFS and other state and federal agencies this product with its natural beauty could be one Oregon's most prestigious tourism brands. We need support from state and local organizations which can help developing this product throughout our region.</li> <li>• The targeted areas are right on point.</li> <li>• There are a lot of BLM mustangs in our area and we have a large holding facility here. A lot of the world is interested in them. Seems like we could use this situation more to our advantage</li> <li>• Unique nature of eastern Baker County -- "Wilder Side of Oregon"</li> <li>• Wallowa County Barn Tours</li> <li>• We have our hands full.</li> <li>• WE NEED BED AND BREAKFASTS PLACES OUT HERE!!! Our commissioners are tough to work with. We need support.</li> <li>• With such a vast area it's important to have a variety of experiences available to encourage repeat travel.</li> <li>• Within cycling - Bikepacking is very important to our region with robust opportunities to participate in multi-day backcountry self-supported tours. These kind of activities help visitors stay longer and spend more \$\$\$.</li> </ul>

## Eastern Oregon: Importance of EOVA Marketing Activities

Eastern Oregon: Marketing the experiences of Eastern Oregon has been the primary mission of EOVA. Within this objective there have been several types of targeted marketing activities. Please indicate the importance of the following EOVA marketing activities for your business/attraction/event:

	Not Important	Low Importance	Moderately Important	Very Important	Extremely Important
Fulfillment (distribution of visitor guide and other materials)	2%	10%	27%	40%	21%
Non-Paid Media - Public Relations (familiarization tours, influencers, story kit development)	2%	5%	22%	35%	36%
Print and Digital Media Advertising	2%	9%	23%	40%	26%
Social and Interactive Media (website, Facebook, Instagram, e-newsletters, etc.)	2%	3%	11%	39%	45%
Visitor Guide Production	4%	9%	23%	37%	27%

<i>Eastern Oregon: Are there other marketing activities that you would like the region to consider?</i>
• Artistic and cultural events.
• Bicycle tours and rides
• By far the largest problem is coordinating marketing activities across the area.
• developing a catalog of short videos that the consumer has made while they were visiting the region.
• Direct marketing flyers to each area's specific, "Did you know this exists?"
• Events
• Get our local economic development organizations on board. I think they totally overlook tourism as a viable economic driver.
• I don't know. Do travel agencies know about EO? Do they refer travelers? How about the AAA magazine, Ruralite, newspaper inserts, and such?
• I would like to see lodging combined with another activity. I am particularly interested in providing not just lodging but an experience that will draw people to come. I am also active in the natural handmade beauty and bath products. I would love to develop classes to teach these things and be able to provide lodging as a part of that experience. I have lots of enthusiasm and ideas to pursue new lodging opportunities in Wallowa County but would need help with grant writing, etc. So, these things are important to me.
• Looking into outside sources for funding to improve trails and important sites as well as public information.
• Marketing closer to home, e.g. Seattle, border provinces in Canada, Portland. I know the goal is to bring in outside dollars to the state but ignoring Eastern Oregon's largest groups of visitors is unwise at best.
• Maybe market to educational institutions by utilizing interns? By establishing contacts with and engaging interns from colleges in Oregon with Tourism/Marketing/Graphics/etc. departments, you could get more work done, help students gain experience, and extend your organization to include those teaching and learning the most current trends and methods in the tourism industry.
• Morrow County - we are here
• Not really an issue of what as it is of where
• Our leadership from EOVA leverages every possible opportunity with the limited dollars available. It is a huge resource to the partners.
• Professional social video production series... Such as the Youtube Scenic Bikeway youtube production.
• Utilize social media more for marketing.
• Visitor and industry tradeshow when appropriate and affordable
• We are not a business so the marketing doesn't impact us directly. That is why I ranked all these low. I would have chosen NA but that wasn't an option.
• Work with local guides and institutions to help visitors from Portland have destinations/centers/events in mind before they arrive. Exploring is great, but it is difficult to get a full experience from many events without some preparation. It bugs me to see young families wandering around Joseph when they could have planned to hike, or visit an arts center, or booked a float trip, for example.

## Eastern Oregon: Engagement with EOVA

Please indicate the level to which you agree or disagree with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Eastern Oregon: Overall, I am engaged with EOVA	5%	14%	34%	34%	13%
Eastern Oregon: Overall, I am satisfied with my level of engagement with EOVA	1%	13%	30%	42%	14%
Eastern Oregon: Overall, I am satisfied with the direction of tourism in Eastern Oregon	3%	11%	21%	43%	21%
Eastern Oregon: Overall, I am satisfied with the past efforts of EOVA	2%	6%	28%	43%	22%

## Eastern Oregon: Engagement with EOVA - Specific Actions

Eastern Oregon: Please indicate whether your business/attraction/event had engagement with EOVA in the past year in the following areas:

	No	Unsure	Yes
Eastern Oregon: My entity directly tracked business as a result of EOVA Marketing Efforts	62%	19%	20%
Eastern Oregon: My entity directly tracked business as a result of the EOVA Visitor Guide	58%	21%	20%
Eastern Oregon: My entity was a contributor to a Travel Oregon/EOVA Familiarization Tour	62%	15%	23%
Eastern Oregon: My entity was discussed in a Travel Oregon/EOVA story, news article, Facebook or Instagram post	39%	20%	41%
Eastern Oregon: My entity was included in an itinerary for FIT or Packaged Travel experience	53%	30%	18%

	<i>Eastern Oregon: How can EOVA better connect with your business/attraction/event to enable you to meet your goals?</i>
	<ul style="list-style-type: none"> <li>• advertise .....</li> <li>• Again, we are not a business, but in general I think continued investment in capacity and relationship development is a good foundation.</li> <li>• Although EOVA may include some of the trails that are located in Eastern Oregon, it has little understanding of what is actually available. Could speak to the Forest Service in the local areas or the Chamber of Commerce, local city managers, etc. to get a better understand of what is coming up rather than just what they have.</li> <li>• As a new business connecting in anyway right now is important, and knowing the options for engagement available to me.</li> <li>• Continued assistance with advertising opportunities.</li> <li>• Covering the Eclipse in August 2017 covers my intentions business wise.</li> <li>• EOVA does a great job in generating stories, leads, influencers, and overall awareness of ALMR.</li> <li>• EOVA does well with the limited staff and resources available.</li> <li>• EOVA is an unknown entity for the city of La Grande, Chamber of commerce and the down town development agency. There seem to be no communications.</li> <li>• Expand the focus from visiting the "scenery" to other experiential visitor attractions/destinations.</li> <li>• Government Agency involved as needed</li> <li>• Help us advertise our Buckaroo Festival &amp; Harvest Auction 2nd annual event held September 23, 2017 held at the Monument Senior Center. We are a non profit organization, 100 percent of donated funds go to the operation of the Senior Center which also serves all community activities. Any help would be very appreciated.</li> <li>• I am new to this position (Oct. 2016) However, previous/present EOVA material does not focus on the counties along the Columbia River. I would encourage a stronger focus on what these counties provide for Oregon. It is disappointing that many tourists are not aware of our strengths. EOVA Travel guide is distributed and viewed throughout the state, as well as outside Oregon's borders. Stronger recognition/promotion for Morrow County's attributes in this travel guide would be beneficial</li> <li>• I am targeting people passing through en route to another distination, AND those with horses which need to be cared for en route. Also, I would like some guests who bring their own horses and spend a few days riding in new environs. As an unintended effect, I've had people coming to bird watch, to mountain bike and to hike/picnic/camp. I'm not sure how you could connect with me better, other than invite me to your meetings and events for face time with your staff and volunteers.</li> <li>• I get better communication from Travel Oregon than the EOVA. A board member JUST TODAY brought me the EOVA visitor guide, and I emailed them to get an ad kit as my organization is not a part of the guide in any form. We are a bit off the radar in some ways (very specific to the art market), but as a destination we bring artists in from around the state and even internationally.</li> <li>• Keep coming with the industry promoters.</li> <li>• Keep up the good work</li> <li>• Listen to the individuals not always the groups</li> <li>• More coordinated efforts and follow-up directly related to bringing in business and/or editorial writers for public relations.</li> <li>• My business/attraction is still in the development phases. When we are ready to launch, I trust that EOVA will be there to partner with us.</li> <li>• Since we have sold the RimRock we are not as active though I do have a lovely flat on Airbnb and very much want to be more connected. Though I am a small player I do know what it takes to run a successful lodging/destination business. I would love to be more involved and see more inclusion of those properties that have nightly lodging or use Airbnb. If there was any niche or volunteer work I could do for EOVA, I would be happy to help.</li> <li>• The EOVA can't do it FOR someone. It is the responsibility of the individual to get involved and actively engaged in the work being done and opportunities offered. As an organization, we need to do more outreach to ensure business people know what is being created and done for them and encourage them to make regional engagement in activities a priority in their busy days. That said, I know people are very busy, just making a living. We need to find ways to make their involvement as easy and fulfilling as possible.</li> <li>• They are doing a good job, but there are huge expectations and needs from the number of attractions, businesses and communities they serve. We need about 3 Alice Trindles.</li> <li>• We are just getting in the game. Leadership from EOVA has helped us get there.</li> <li>• We're still in the very early stages of setting up our business activities.</li> <li>• Work with legislatively groups to help financially support tourism. In our case, I work for the federal government and we can't lobby for funding. However, our recreation program is unsustainable and we have no recourse except to reduce/eliminate recreational services. Each recreational service and visitor attraction supports the whole. When we start to lose any recreational service it adversely affects others around it and reduces their viability as well.</li> <li>• Zee above comments</li> </ul>



## **APPENDIX – OPEN ENDED RESPONSES**

	Product Development	Increased Visitation	Shoulder and Off Season	Educate Re: Tourism Impact	Marketing and Messaging	Other
Q. In a sentence or two, please describe a specific outcome you would like your region to achieve in the next three to five years that would increase the economic impact of tourism or enhance the vitality and sustainability of your destination.						
Eastern Oregon						
• 1. Creation of "western" products: day rides, wild west show, etc. Pendleton and the Eastern Oregon has events and a lifestyle with horse and cowboy interaction. People come from around the world to experience it here and unless they turn up during a special event it can't be experienced.						
• A region, additional private sector industry investment is critically needed both in the form of renovation, and upgrading of existing attractions and lodging but also investment in new facilities particularly lodging.						
• Almost every town in eastern Oregon could use some improved curb appeal (fixing and cleaning up of Main streets). The government agency's in our area need to shift away from trying to squeeze new businesses for every dollar they can and allow them to function.						
• Ample networking and resources to allow local tourism businesses to be sustainable.						
• Bring Union County up to speed with their downtown development to that it will be an appealing place for tourist to become visitors.						
• Build an awareness of our region and what it offers. Increase tourist visits and tourist jobs.						
• Continue to build agritourism, cultural and heritage efforts to help our small communities build tourism product. Continue rural tourism studios in areas that need that extra effort. Build upon industry development opportunities spearheaded by Travel Oregon.						
• Continue to grow and promote both the agritourism and biking tours for our region, domestically and to international tour groups.						
• Continued revenue stream through shoulder seasons, Grow shoulder seasons.						
• Create events during the winter months in Wallowa County.						
• Creation and full time employment of a tourism employee within our county.						
• Destination						
• Developing a regional transportation system, shuttle system.						
• Development of a small community regional self-guided tour with brochures and signage that might focus on 3-5 communities in an area such as suggested by the Epa funded visioning program...more marketing and promotion of Eastern Oregon Wine industry. Our wineries in Echo have not only brought visitors but have restored historic buildings and brought art and culture to our town						
• eco tourism education tourism volunteerism tourism						
• Educate the public and business owners of the impact of tourism in our region.						
• Establish a marketable identity that will draw them in.						
• Further expand the messaging to include tourist activities that reach beyond the targeted outdoor enthusiasts.						
• Get service oriented businesses off of Main Street. Have weekly/weekend Main Street extracurricular activities. (Think Leavenworth, WA). Where's the Winter Festival? Ice Carving? Where's Spring and Fall activities? Memorial Day parade? Labor Day parade? Where's the Christmas parade? Where is the Easter Egg Hunt? Where's the rides in an old stagecoach?						
• Go from negative population growth in most rural Eastern OR towns to positive growth. Transition local mentality from a strictly resource extraction based economy to a service and eco-tourism integrated economy. Develop rural economic resiliency!						
• Greater extension of the visitor season to reap positive benefits over a longer period of time. Stability of tourism-related businesses.						
• Have in place a strong website making opportunities in the region known, and make that access seamless and easy to find/navigate.						
• Have more businesses open on Sundays and Holidays, and in the evenings when tourists (including local residents) are moving around the community and are more available to be patrons.						
• Highlight the diversity of industry and connection to regional markets						
• housing for workers; more camping, life-on-the-farm housing for visitors.						
• I believe there is still a lot of room to develop agritourism in the region.						
• I feel more participation from DMOs and from businesses in the efforts of the EOVA is very important. Too many don't understand the excellent work being done by the RDMO and how they can leverage, learn and capitalize from it. Working together is what works, not entrenching and believing the neighboring county, community or business is the competition. Particularly in rural areas, it is grassroots, locally driven actions that get the best results and support. But support and assistance from up the ladder is the only way to fund and manage such efforts. Again, it takes all of us working together to have an impact. If we can assist and educate the businesses to help them reach their goals, the economic impact goals of the communities, regions and state will follow.						
• I have over 25 years working in destination resorts...with that being said I believe a viable open ski resort would be an increase in winter tourism along with snowmobiling, xc skiing and snow shoeing and with sleigh rides and events. Summer wise cycling is one of the fast growing segments of tourism today...I believe in creating mt. bike offerings along with cycling routes will help use our local resources...						
• I know the businesses would like to see more tourist in our area, but how to achieve that I personally am not sure.						
• I think aagri-tourism and adventure tourism should be promoted more in the Region.						

Q. In a sentence or two, please describe a specific outcome you would like your region to achieve in the next three to five years that would increase the economic impact of tourism or enhance the vitality and sustainability of your destination.	Product Development	Increased Visitation	Shoulder and Off Season	Educate Re: Tourism Impact	Marketing and Messaging	Other
Eastern Oregon						
• I think there is a real future for active/adventure tourists if we developed more accessible trail systems.						
• I think we need to be an option for people planning trips from Portland/Boise and for travelers to Oregon from other states/internationally. Providing incentives for them to continue their trip past Portland/Bend.						
• I want to be able to refer customers to nearly every motel and restaurant in my community and be assured that they receive high quality service. In turn I want travel industry folks to get off there butts and support the larger community and to get there employees to events to be trained.						
• I would like our local/regional economic development organizations and local residents to embrace the opportunities offered by tourism. I would like to see rural Oregon market itself as a great place to live, work and play.						
• I would like to see a more cohesive program put together that highlights what visitors are interested in. This could include farm loops, heritage tours, beer or wine trails, etc. for Eastern Oregon.						
• I would like to see a written plan developed that would ensure the protection of the place and culture that we have which is why people enjoy visiting.						
• I would like to see an international FAM Trip come to the area. Where we can entertain and host international travel and tour operators and show them the incredible area that we live in.						
• I would like to see each individual small town in my region have marketing material at visitor centers across the state. I would love it if there were a budget set aside each year for each small town to make this happen.						
• I would like to see Eastern Oregon grow its brand(s) consistently, creatively, aggressively, and without any behind the scenes agendas by reviewing market and media research, adapting to market trends, and utilizing the most productive means of communication.						
• I would like to see local residents, as well as tourism professionals, understand and promote our region, and welcome visitors. A supportive, informed regional population could improve economic conditions, share our heritage and resources, and engender a level of charisma and charm that would draw visitors here and send them away with positive memories and a desire to return.						
• I would like to see more collaborations across industries to promote the region's assets ("ruralness," natural resources, arts & culture, Eastern Oregon University, for example).						
• I would like to see the Joseph Branch Railroad Project completed bringing bicycle tourism to the Wallowa Valley. I would like to see a Farm Loop/FarmStand/Agritourism Loop map developed for the Wallowa Valley.						
• I would like to see Trump out of office before he and his administration ruin our relationships with countries whose people normally travel here. Not possible? Then we have to convince foreigners we are not our government. Tricky, I know.						
• I would love to see Hells Canyon become a major destination for the State of Oregon. At this time Idaho owns Hells Canyon and Oregon needs to show more ownership.						
• I'd like to see some focus on the wine industry in the Milton-Freewater area. Maybe do something like a fruit-loop that would include stops at orchards and vineyards.						
• Improve and expand hiking trails. Add tourism oriented services and guided outdoor experiences						
• Increase bike tourism. including wayfinding, signage and overall awareness of biking in Eastern Oregon.						
• Increase methods of transportation to our region. Increase communication from local growers as to what is available year around.						
• Increase the number of pass throughs that stop and shop or stop to recreate						
• Increase tourist head count by 300% intrastate and 500% internationally and USA. Increase tourist dollars (all sources) by 1,000% (all sources); all over next 3-4 years						
• Increased capacity to provide professional administration and management of tourism development / marketing projects. Investment in lodging facilities to meet demand.						
• Increased unique agritourism opportunities and education for the agricultural communities.						
• It would be good to attract those that enjoy the outdoor activities (hiking, skiing, biking etc.) but are willing to spend money in town.						
• John Day is an economically depressed area. Understandably past employment is not returning. Adding to tourism will enhance the local economy but not worth it to be over ran with bus loads of bored humans! This area has lots to offer on a person interest perspective.						
• Make local organizations aware of what we have, how to promote it and tools to sell tourism as a resource to the region. Describe what it will do economically and benefit.						
• Making people aware that eastern Oregon is a destination in and of itself, not a day-trip from Portland.						
• Mindful, steady, growth with products that represent the culture of the region, and respect the values of our regional citizens.						
• More activities for visitors to participate in when they're here, and that those would draw more people in.						
• More collaboration between county, city, Chamber, and local groups so that they work together rather than small groups making minimal progress and becoming frustrated.						
• More focus on the western part of Eastern Oregon (east end of the gorge, wineries, parks).						
• More local community support for programs. More investment in local communities.						
• More silent sports opportunities such as mTN biking hiking x country skiing						



	Product Development	Increased Visitation	Shoulder and Off Season	Educate Re: Tourism Impact	Marketing and Messaging	Other
<p><i>Q. In a sentence or two, please describe a specific outcome you would like your region to achieve in the next three to five years that would increase the economic impact of tourism or enhance the vitality and sustainability of your destination.</i></p>						
Eastern Oregon						
• More visibility, more visitors, more overseas visitors.						
• Our region needs more infrastructure and services to give the visitors a better experience. This includes road repair for safer bike group travels, camp site development, shuttle services, tour guides, strategically placed info booths along travel routes, etc.						
• Pendleton is working from within to develop tourism hospitality, but we are willing to be an onsite training location for Travel Oregon's hospitality training due to our volume of lodging, restaurants, attractions and meeting spaces and location in the region!						
• Primarily I would like to see more diversity in Pendleton/Eastern Oregon's tourism--more winery/culinary trips, more bicycle trails/events, and development of itineraries that feature arts and culture. The Disjecta Biennial last year made a map of participating art organizations across Oregon and a surprising number of people made the trek to Crow's Shadow, and to many of the other satellite galleries/studios. It was a good motivator for many people to independently make a cultural road trip and I think it really highlighted some under-seen assets from around the state.						
• Promote the ecological, cultural and historical values of my rural area.						
• Provide information that would better inform the public about recreational opportunities on National Forest System lands.						
• Public engagement regarding the goals for tourism development, education on managing tourism impacts, strategies to address lack of workforce housing which impacts tourism workforce and community stability.						
• recognize the impact of tourism in the region. Better networking with the different types of suppliers in the region led by the DMOs.						
• See my previous comments. I supervise the recreation program on the Umatilla National Forest and would be overjoyed to be part of state leadership to help with eastern Oregon tourism. Communities such as Granite, Ukiah, Sumpter Pendleton, John Day, and others really need new economy since traditional livelihoods are no longer viable. Wynn Avocette, Operations Staff Officer, Umatilla National Forest 541-278-3848						
• See rural communities respect the positive impact of a responsible tourism industry without the tourism industry apologizing for facilitating connection to the outside world and different values.						
• Somehow instill in local citizens the necessity and benefit of encouraging tourism and develop a grassroots interest in seeing that grow.						
• Something to increase the off season tourism such as the winter months.						
• Successful programs that increase awareness of Eastern Oregon. I think our regional partners are doing a good job.						
• Three rocking festivals. Music, Beer, Food						
• Throughout the Morrow County we provide a variety of avenues for tourism via outdoor activities, instrumental history and strong economic development. Our outcome- we need to be KNOWN. Morrow County is part of Oregon and needs to be recognized for all we have						
• To develop an program that has the infrastructure that can be sustained and improved as needed and as changed to accommodate the changes in recreation uses.						
• Tourism conference in Pendleton.						
• Tourism is not seen as having economic impact in Union County. I would like that to change. There are places for jobs to be formed and lively hoods to be earned.						
• We are a very small community, every dollar counts, advertisement for events is of utmost importance to bring people in, we appreciate all that is being done to advertise Oregon.						
• We need to increase lodging opportunities during peak season and we need to bring in more out of area tourists during off season.						
• Well i don't like the idea of our tax dollars going to help Portland get ready for some event and then telling us we will benefit from it. That will not happen for our area! With no air service to our area and it being 7-10 hrs. away by vehicle, people are not going to come this far on a day or two experience.						
• Winter travel alternatives. There have been many more frequent closures of the interstate and feeder highways through eastern Oregon last year, and a growing perception that this is a difficult, hostile environment for travel or tourists in winter. It's difficult for some businesses to run a short season summer only operation and stay open, so training on how to successfully run a seasonal business might also be good.						
• Work towards a longer season for tourism in our area. See our county become more "user friendly" to those in the tourism industry.						
• Work with and support the National Forest Service to improve trail maintenance and Ranger staffing in the Wallowa Mountains.						
• Would like out-of-state visitors to know that more than half of the state is past the Portland-Metro/Willamette Valley area						

	<u>Global Sales Open-Ended Tactical Comments: Eastern Oregon</u>
Q.	<i>Please indicate any other areas of global sales and international travel trade and media which you believe should be an extremely high priority for your regional destination management organization in order to advance the economic impact of tourism in your region:</i>
	<ul style="list-style-type: none"> <li>• As a gateway to Eastern Washington and Idaho leverage opportunities for gateway itineraries and tours.</li> <li>• Breakdown prospective markets within each country and create marketing programs that target each.</li> <li>• Company - Corporate partnership and planning. i.e. large corporations have large numbers of international employees living here, and looking for travel opportunities. Develop relationships with them to promote travel opportunities in our region inside their companies.</li> <li>• continuing capitalization of cycling as a revenue maker...tours, lodging, eateries, etc.</li> <li>• Don't need tour groups busing through our small town. This unique area can be promoted for the specific sites with less expense via marketing thru things like Travel Oregon.</li> <li>• Educate the local businesses involved in tourism with opportunities that are available internationally.</li> <li>• I don't know.</li> <li>• I rate this a poor economic product as our region is largely ignored by Local and State ventures, I can't imagine we would get any return on investment using our dollars.</li> <li>• I think that cultural tourism is a huge economic driver for Eastern Oregon (as well as everywhere), however, I don't think very many people around here share that opinion. As an Arts organization I've seen metrics for the financial impact of cultural tourism in Portland, but haven't seen anything like that for Pendleton/Eastern Oregon. I'm not sure if you guys can help with this, or if something similar already exists, but having hard numbers to point to makes a difference when pitching the importance expanding tourism opportunities.</li> <li>• Identify opportunities within regional budget capacity. Get really tired of seeing Travel Oregon "Opportunities" that are absurdly out of budget range for any DMO, RDMO or corporate partner outside the Portland Metro Area. This is an ongoing issue and I'm hopeful that Travel Oregon will eventually hear this message</li> <li>• In our area, there are limited lodging and dining facilities, so tour groups and bus loads of people are not currently our target market.</li> <li>• internationally, I would rely on the internet to make those opportunities available, not much different what is desired nationally and locally. Internet seems to be a catch all in today's world.</li> <li>• Itineraries and wayfinding assistance for travelers (using a variety of formats). Support for translations of visitor information materials, maps, historical/cultural features.</li> <li>• Local theatre promotion. The Liberty Theater is a grand venue for groups wishing to stage productions here. Sadly, it is in need of renovation. In fact, the Shakespeare group is now using Earth and Books as a performance venue. Very small, limited place for plays. Due to EOU's successful music and drama departments, La Grande has a wealth of talent wanting sources for performing arts following graduation. Locals and guests would come if they had someplace similar to the Elgin Opera House in which to perform. People come for all over to go to the Opera House, and it's actually turning a bit of a profit, if rumors can be trusted. EOU</li> <li>• Market public lands as a resource for all.</li> <li>• There's lots of undeveloped opportunities in Eastern Oregon. For example, there's lots of mining history and an entire scenic drive with informational signs could be created to attract auto tours/buses to such areas. But right now, no one has the "vision" or money to make these types of opportunities happen. There's plenty of small communities which could really benefit from some staff funded focus and attention.</li> <li>• This seems beyond our needs at this point.</li> <li>• We need to make all promotional organizations aware of what is being done and what can be done in order to craft a plan to effectively promote the various regions growth</li> <li>• Where promotions go more broadly, it's helpful to demonstrate that there's more to Oregon than Portland, Crater Lake, and the coast. Keep it local. Smaller outfits maximize the benefits of tourism. If dollars are spent at international hotel chains and the like, less of those dollars stay here. Prioritize outfitters and tour operators who help and support small local businesses rather than send most of their profits to a corporate headquarters and/or benefit just a few businesses. Doing so will help increase the perception of the value of tourism locally. Travel itineraries are a mixed bag for those of us in the tourism industry. Mix it up! In our area (Wallowa County) the focusing is too often on recycling the same 2 restaurants, 2 inn recommendations, and 2 local hikes. That means the attention and benefits aren't spread around to other worthy businesses. Visitors may not get the best experiences for them, and could perceive that there's just not all that much to do or see.</li> </ul>

	<u>Marketing Open-Ended Tactical Comments: Eastern Oregon</u>
Q.	<i>Please indicate any other areas of marketing which you believe should be an extremely high priority for your regional destination management organization in order to advance the economic impact of tourism in your region:</i>
	<ul style="list-style-type: none"> <li>• Access to professional photographs of each area. Such as outdoor scenery and main streets or area attractions, activities. Thinking specifically things that could be used for print promo/advertising, but also postcards etc. done by a professional with professional equipment that is perhaps under contract to the regions.</li> <li>• All of these are great ideas but most are too expensive for small non-profits to buy into</li> <li>• Any social media or online marketing that will connect businesses in the smaller communities that shows the traveler all that is available is very important.</li> <li>• Columbia River Recreation -Fishing, outdoor water activities. Surrounding area hunting</li> <li>• Creating content and concepts with translations targeted to individual international markets.</li> <li>• Direct offers for those mentioning that they found their destination through travel oregon, in one form or another.</li> <li>• Educate businesses on how to use and benefit from social media marketing.</li> <li>• I personally would love it if Travel Oregon would partner with my company and advertise within my Northeast Oregon Business News paper as well as my Gorge Business News paper. I do place a Travel Oregon press release in almost every issue I print, but would love the support as one of my main goals is to push the economic dial of these regions in a positive direction.</li> <li>• I would like to see more pitches geared towards urban millennials, which means thinking beyond the typical Eastern Oregon cowboys/rodeo shtick.</li> <li>• Leverage grant opportunities to enable our region to participate in more paid media.</li> <li>• My response to the above survey is based entirely on my position as a reporter in the county. I am committed to building up the community while informing them of how things actually work and how to make programs work for them.</li> <li>• My votes for paid advertising reflect my lack of knowledge on what is the best use of advertising dollars and my high vote for market research is my hope that an expenditure in that area would inform where other funds are spent.</li> <li>• networking experiences</li> <li>• Our regional guide is a high priority, itself, a few few support print pieces re important, but I don't necessarily feel we need to develop more than what is already being published or is planned - such as topical maps.</li> <li>• Quite frankly if you are business owner and or tourism partner in Oregon and you aren't using social media effective you should not be given any cooperative advertising. Organic social media is the best buy. We need more help in developoing the content and video development.</li> <li>• Recognize the existence of eastern Baker County, e.g. Cornucopia, Hells Canyon, Halfway, etc.</li> <li>• Several of the items in this questionnaire are worded in ways that I either don't understand or are on issues I'm unfamiliar with. For this reason, I've used the comment boxes simply as space in which to write, not as responses to your questions. As for taking 10 minutes? Yeah, right, Alice!</li> <li>• Speaking for ourselves (a small lodging outfit in Eastern Oregon) most of our business comes from urban centers within driving distance (primarily the I-5 corridor). Focusing on those places and the values those people have makes the most sense. Where promotions go further afield, simply using places that may be less well known to market the state/region and opening the eyes of people considering traveling here to the fact that there's more in Oregon than Portland, the Coast, Crater Lake, and Bend is helpful. Our biggest asset is our natural beauty. Photos and videos!</li> <li>• Supporting the local Chamber of Commerce keeps our area enhanced.</li> <li>• This is all important but it does little good for rural regions, RDMO's and DMOs if the cost to buy in is sometime 1/4 to 1/2 of the RDMO or DMO's annual budget. It is imperative that Travel Oregon begin to better understand the budgetary constraints of DMO's and RDMO's.</li> <li>• Training and education for rural communities (targeting economic development staff, communities colleges, government employees (city, county, federal), private enterprise), teaching about: basic skills to promote their local areas, support for each other, value of tourism, grant writing, etc.</li> <li>• We maybe the wild west in eastern Oregon but we don't need to live in that time period still...updated tactics and offerings are what will bring in the the younger money spending crowds that will become repeat customers...</li> </ul>

## Industry Services Open-Ended Tactical Comments: Eastern Oregon

Q. Please indicate any other areas of industry services which you believe should be an extremely high priority for your regional destination management organization in order to advance the economic impact of tourism in your region:

- # 2, #2, #2-- No cooperative advertising for business owners who do not send at least 80-90% of their employees. Investing in hiring a mystery guest to go into establishment and ask questions and get services. We need them with hidden cameras so the owners will believe it.
- Continue to be the "voice" of Eastern Oregon tourism.
- Help organizing and announcing events. One place to find reliable information.
- Licensing, insurance & applicable laws
- Many of your prompts are phrased in industry terminology with which I am unfamiliar. If I needed to paraphrase them into plain English, I'd get an F!
- More robust and effective marketing. We already offer high quality experience, dont need more capacity, need to fill what we have.
- Not sure who is included in "Stakeholders"
- Offer training in Customer Service and Ethics for local entities that interact with the public and local businesses as their clients.
- Online & Social Media campaigns
- Promote tourism as a viable economic development strategy to local economic development organizations, constantly. They are drawn to traditional and out dated modes of economic development. They need help thinking outside the box.
- Provide cutting edge examples of other successes to show potential of what "tourism" is.
- Provide more regional data on the economic benefits of tourism. Help local organizations inspire volunteering and participation.
- SAGE Center Boardman Park and Rec Camp Grounds O'Doherty Outfitter Guided Fishing Tours
- The industry is facing close to a crisis with regards to a both a permanent and seasonal tourism labor force which can sustain preferred service level community services. How can TO help the industry mitigate this most serious rapidly growing situation.
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- The reason I put a low priority on customer service training is because I feel that should be a high priority for the LOCAL DMOs, with some assistance from the RDMO. I also feel there are plenty of other entities that offer grant writing instruction and therefore it should not be a priority for the RDMO.
- Touring Vans for farm loops?
- Travel in our area is autos, motorcycles, and bikes - bus, train, air service not relevant. We provide a huge amount of travel advice, printed maps, route or travel time information in response to visitor questions at our site. I'd like to see tourism organization working with ODOT to continue providing practical road travel advice - and people still want printed maps or brochures with information on attractions along routes.
- video to help inform visitor related stakeholders about the value of tourism in our specific region. Small business owners can't / won't spend a day at meeting 50 miles away
- We are doing a lot of this at the DMO and RDMO level already. Would like to see Travel Oregon staff become more familiar with the far flung regions of the state as a whole.

	<u>Destination Development Open-Ended Tactical Comments: Eastern Oregon</u>
Q.	<i>Please indicate any other areas of planning, management, development, training, or capacity building which you believe should be an extremely high priority for your regional destination management organization in order to advance the economic impact of tourism in your region:</i>
	<ul style="list-style-type: none"> <li>• Build your destination that people will drive to the end of Oregon to see</li> <li>• Capacity building for all-volunteer tourism marketing groups working in remote/rural areas.</li> <li>• Creating local trails would be a huge boon to Baker City</li> <li>• Designating already in existence features here in rural Eastern OR is key as we struggle to have the capacities to develop and MAINTAIN new programs. Programs such as the scenic bikeways have really helped to promote our region. Promoting "scenic gravelways" or "backcountry bikeways" may be an even better marketing strategy to showcase the opportunities Eastern OR has to offer while not binding the communities to uphold programs they are incapable of maintaining/overseeing. Additionally a hut-to-hut program utilizing pre-existing forest/BLM/private cabins, historic structures, and lookout towers may also be worth pursuing.</li> <li>• Finding ways to include community members, to get them "on board" in appreciating and sharing local resources, to increase their familiarity and support of local tourism options</li> <li>• First need to get the local communities to understand the importance, or have buy-in, of the importance of recreation and what it can bring to creating a sustainable community. While upgrading the existing systems to be more visible and usable for the recreationists.</li> <li>• Have Travel Oregon do another Tourism 101 to our area. Still not getting the whole picture.</li> <li>• I think that educational and tourism spending are similar in a sense. In impoverished areas or where there is high unemployment or low wages, educational opportunities are the way to secure a better future. In rural areas that are economically challenged, tourism creates opportunities that industry cannot. Generally, rural areas don't understand they importance of tourism and opportunities it creates.</li> <li>• I think we are well on our way to advancing the economic impact. I'm concerned about managing the impact and sustaining the benefits while retaining community relationships and the social fabric.</li> <li>• Increase skilled workforce in the tourism industry!!!!!!!!!!!!</li> <li>• Laws concerning overnight accommodations, easement sharing, and usage rights, event restrictions or operating guidelines. Legal advice.</li> <li>• Local retail requires stronger knowledge of local area to help promote</li> <li>• Our RDMO has a long and exceptional record of managing projects and leveraging funds to benefit the region. I would like to see partnerships with them increased, but the organization should remain recognized as in the leadership role. Many of the items you list are being done by other entities. The EOVA should be at the table in those instances and able to give input, but leave funding and leadership of those items to other sources and concentrate on those most closely associated with tourism. That goes for downtown development, trails and facilities and the like.</li> <li>• Programs for private landowners to develop tourism opportunities needs to be developed.</li> <li>• Really need a strong volunteer base!</li> <li>• Rural communities are extremely disorganized right now in helping themselves. That being said, I don't agree with one or two organizations being in charge. There's too much politics at local levels. Best idea is a number of small groups working toward their purposes with the ability to connect with a larger support network, but without feeling like other local groups can sabotage them. In other words, the larger support network (state or contracted experts) is accessed one-on-one rather than in larger meetings. Of course larger meetings could be a good option for some groups, but it's important to be able to provide private tutoring/ mentoring/ coaching for each entity.</li> <li>• Sell the concept of tourism as a sustainable economic option that would develop business and add jobs in the rural areas. Successful small businesses will create opportunities for youth to live and work in or near their home town.</li> <li>• Thinking of increasing tourism in the Eastern Oregon area during the off season is complicated serious weather and by the fact that Museums and other sites are only open May-October.</li> <li>• Training on using the very competitive and numerous outfits that claim to maximize a business's exposure on the internet. I'm learning from the school of hard knocks that some of these are worthless. I am only learning to speak the language of internet promotion/advertising. Meanwhile, the sales people can really snow the novice prospect!</li> <li>• Transportation to Wallowa County is limited by small airports and narrow winding roads that can be difficult to navigate in winter. Tourism in rural Oregon is primarily based on natural beauty. Protection of those assets is important. Ensuring areas are protected and not spoiled can get political, but it's critically important. Clearcuts, overgrazing, poaching, and other environmental degradation that harms the landscape and our reputation also harms our bottom line. It's important that cultural traditions and assets be respected. However, the world is changing and that's ok. A responsible tourism industry need not reflexively apologize for its role and should not give in to those afraid of outsiders, different values, and a changing world.</li> <li>• WAYFINDING!!!! WAYFINDING!!! WAYFINDING!!!</li> <li>• We are lacking people with organizational skills - the skills listed in your final bullet above - to develop and realize tourism projects and goals. The same few people are always called on to do this work - and are getting exhausted. Developing those skills at all generational levels is hugely important for us to maintain current activities, events, festivals, etc. that appeal to tourists.</li> <li>• We have a very big problem with not enough housing for workers in the tourism industry and not enough hotel/motel/camping for visitors.</li> <li>• Would like to see plan to interconnect bikeways, trails, bike lanes and sidewalks, i.e. rivers, towns and ridges to provide tourist with a network of opportunities provided by local, state and federal agencies through out the Region. Currently working with Walla Walla Valley MPO to put this type of plan together in the Milton-Freewater and northeast Umatilla County that includes Walla Walla and Columbia County.</li> </ul>