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TRAVEL



OREGON

RURAL TOURISM STUDIO

VISIONING & PLANNING WORKSHOP – KLAMATH BASIN REGION

Report from regional scenario planning and visioning
activities conducted on October 10 & 11, 2017



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This report summarizes the results of the two day Travel Oregon training session held in Malin, Oregon on October 10 & 11, 2017. Approximately 40 stakeholders from the Klamath Basin Region participated in the workshop and developed the scenarios presented in this report.

Travel 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.

PREPARED BY:

future→iQ

WORKSHOP HOSTED BY:



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1.0 INTRODUCTION

The regional planning work presented in this report was conducted as part of the Rural Tourism Studio conducted by Travel Oregon for the Klamath Basin Region. The program was designed specifically for residents and organizations operating in the Klamath Basin region, including the communities of Klamath Falls, Bonanza, Chiloquin, Malin, Merrill, Dorris, Tulelake and the greater Klamath Basin communities.

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

- **Regional Stakeholder Surveys** – A survey was sent to key stakeholders and registered participants of the scenario- planning workshop, and helped guide the workshop discussions.
- **Future Think-Tank Workshop** – The scenario-based planning workshop held on October 10 & 11, 2017, provided an important opportunity to engage local and regional leadership in a critical dialogue about the future of tourism in the region.

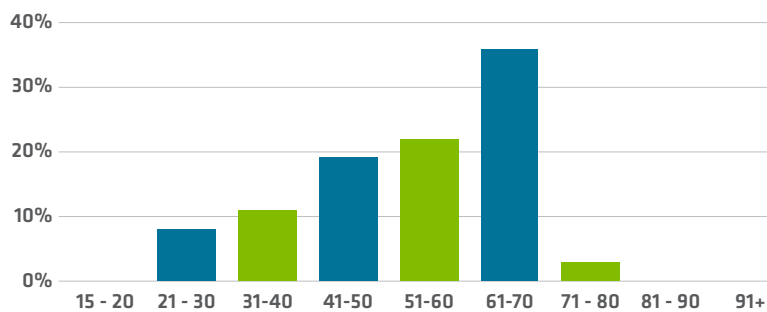




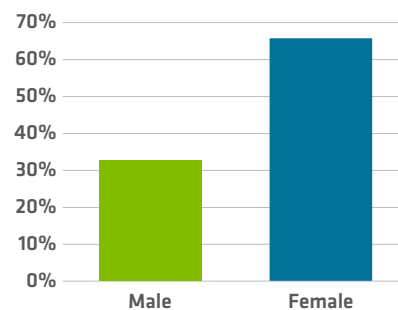
2.0 REGIONAL SURVEYS

Prior to the planning workshop, surveys were conducted. The 36 survey respondents were primarily women in the 41-70 age range.

Age (Years old / Young)

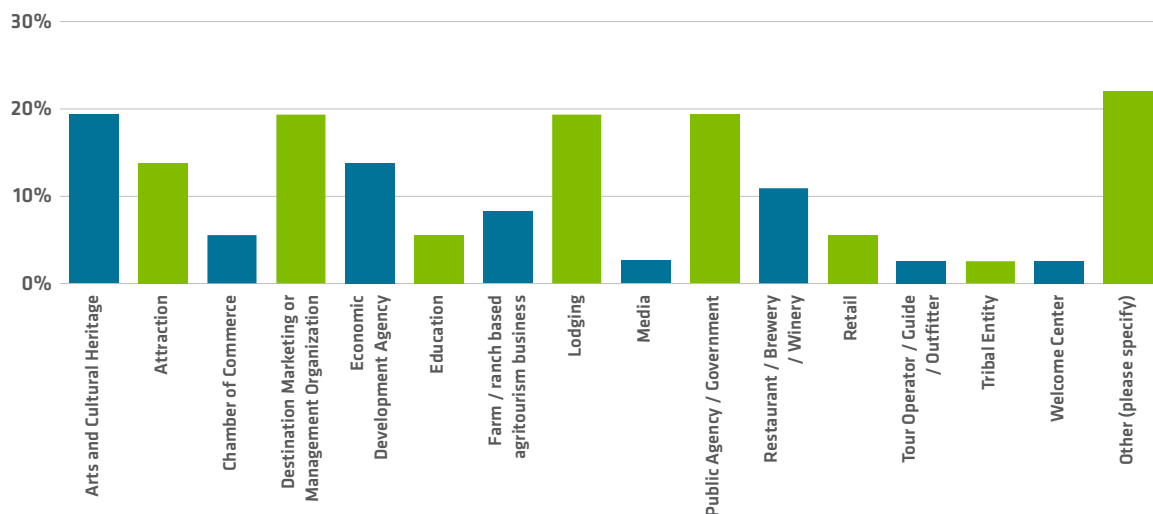


What is your gender?



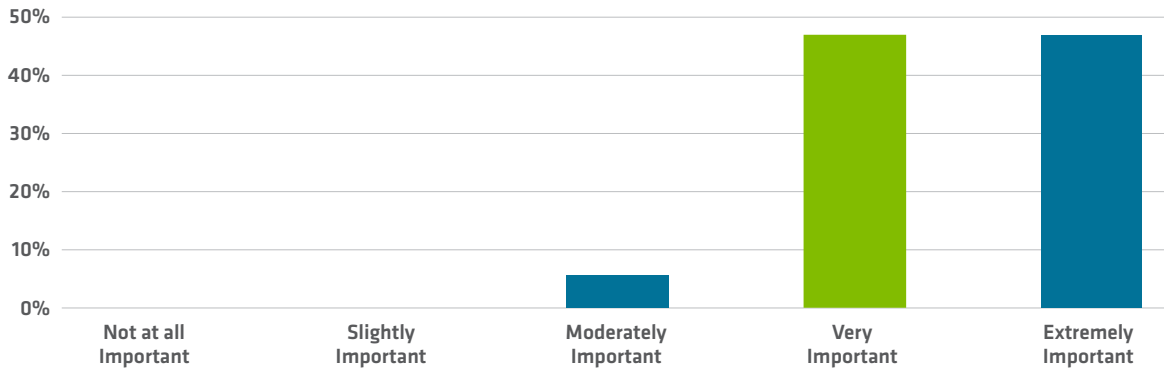
The respondents work in a diverse range of sectors within the tourism industry, as indicated in the following chart. Of those that identified as 'other' (22%), they listed the following as the sector that they work in: small business development (2), community center/service club (2), golf and spa (1), Christian ministry (1), Rural Klamath Connects community building network (1), small business owner (1), tourism grants program (1), volcanic legacy scenic byway (1).

Sector of the tourism industry to survey respondents belong:

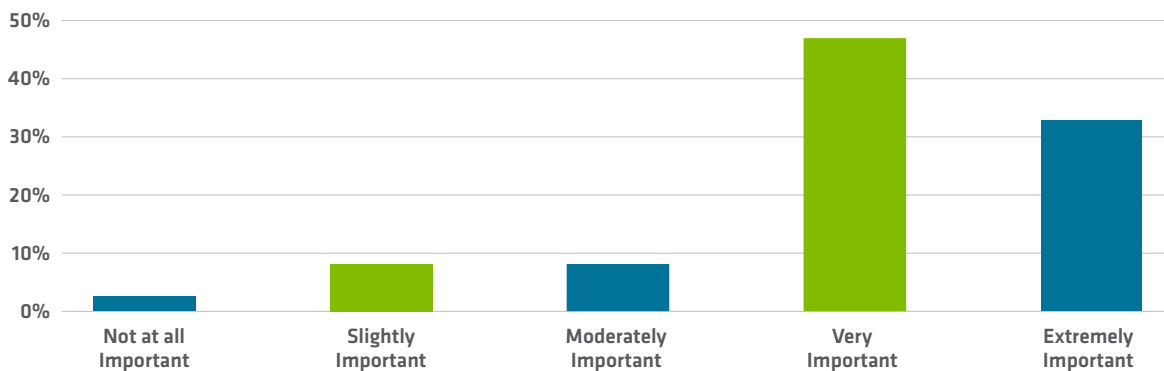


The workshop participants were also asked about their views on having a shared vision for the region. The following graphs show a high level of importance placed on the concept of a shared tourism vision, and the level of importance of using the vision in decision-making is almost as strong.

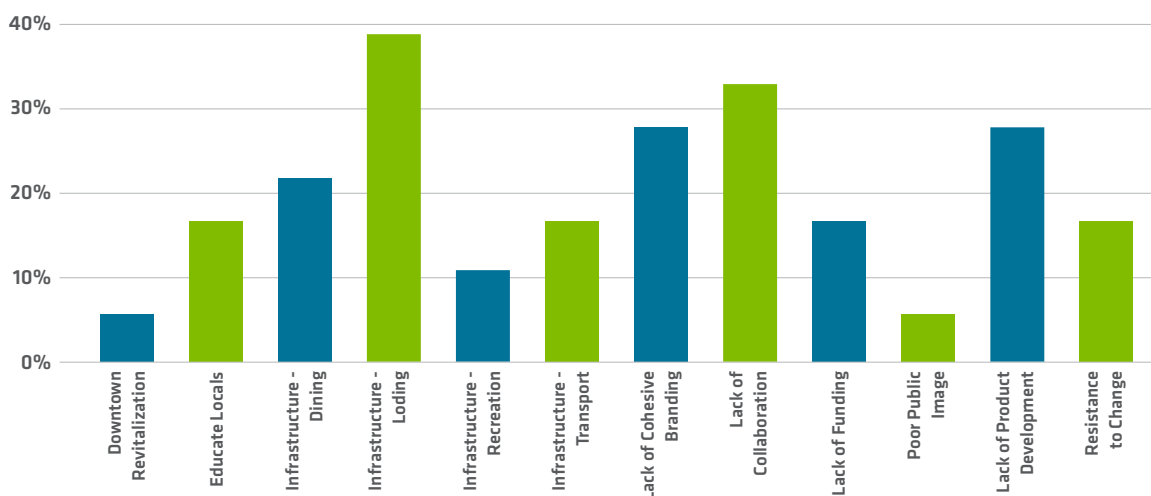
How important is it to have a shared vision for tourism in the region?



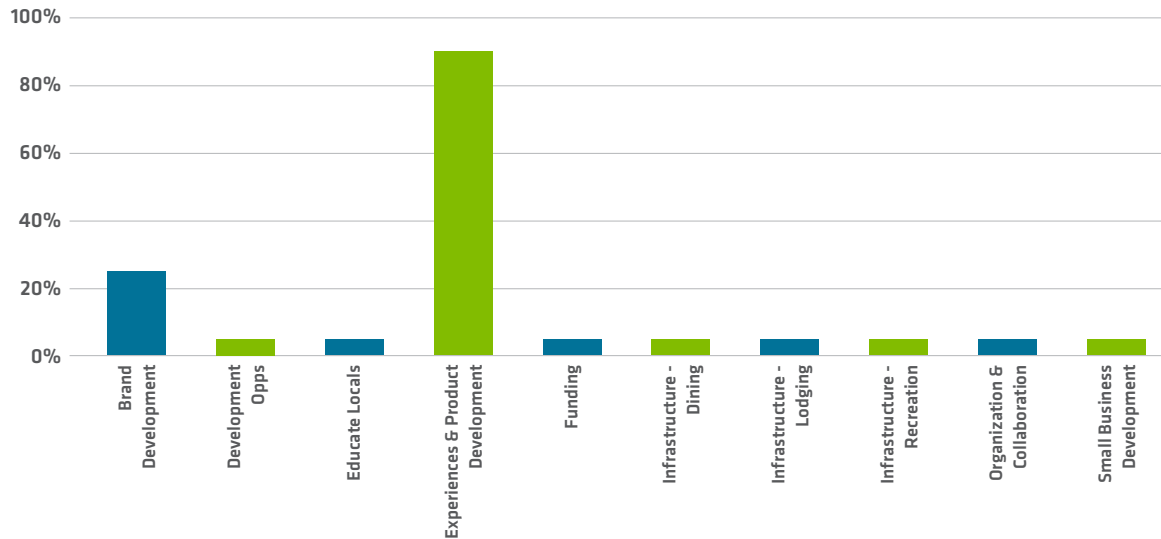
How important is it to have a shared vision for tourism in the region when making decisions in your work?



Respondents were asked to describe what they believe to be the biggest local and regional challenges that should be addressed in a tourism action plan. These responses have been grouped into the following categories, with Lodging and Dining Infrastructure, Lack of Collaboration, Lack of Cohesive Branding, and Lack of Product Development identified as the biggest challenges.



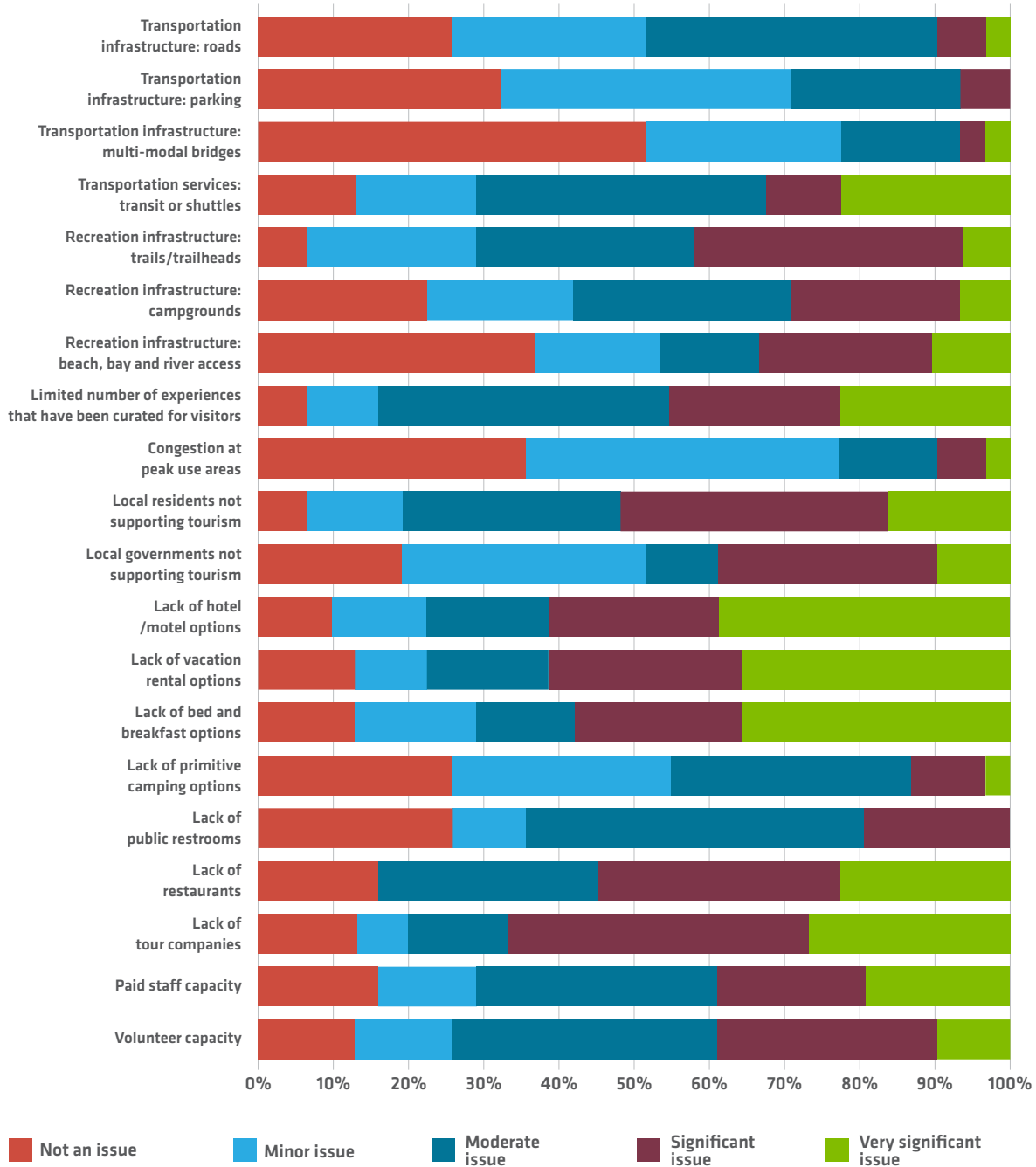
Respondents were asked to describe what they believe to be the best local and regional opportunities that should be leveraged in a regional tourism action plan, these responses have been grouped into the following categories, with Experiences & Product Development and Brand Development identified as the biggest opportunities.



Participants identified the following as the top 5 constraints (% identifying the topic as a moderate, significant or very significant issue) facing the development of the tourism industry in the region over the next 3-5 years:

- Lack of accommodations:
 - Lack of hotel/motel options (81%)
 - Lack of vacation rental options (77%)
 - Lack of bed and breakfast options (71%)
- Lack of tour companies (80%)
- Limited number of experiences that have been curated for visitors (85%)
- Lack of restaurants (84%)
- Local residents not supporting tourism (80%)

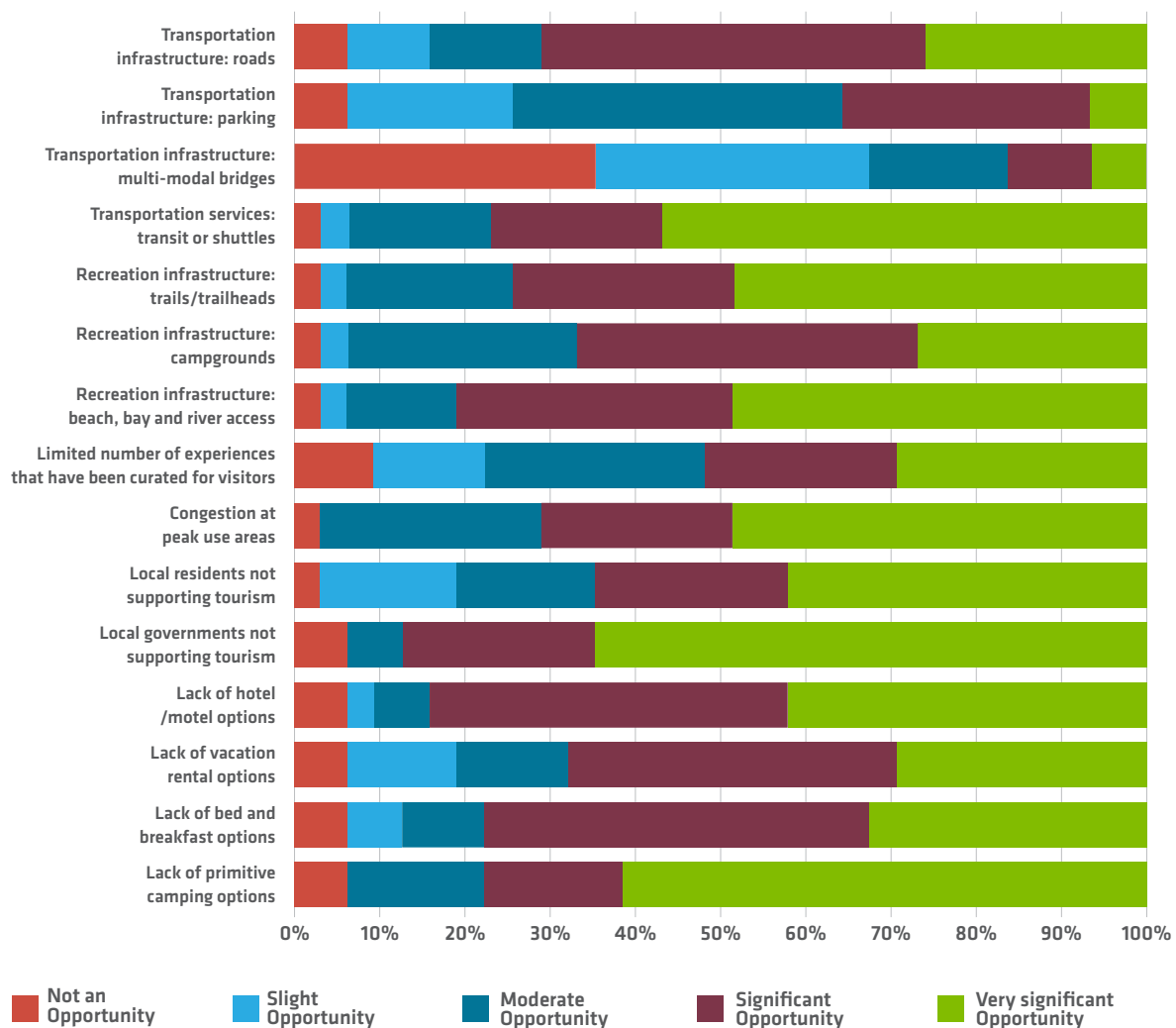
What are the critical constraints facing the development of the tourism industry in the region over the next 3-5 years?



Additionally, greater than 70% of respondents identified the following as significant or very significant opportunities to increase tourism in the region in the next 3-5 years:

- Encourage longer stays (88%)
- Encourage visitation to the region in shoulder seasons (84%)
- Provide more opportunities to experience the region's cultural heritage (80%)
- Provide more opportunities to experience outdoor recreation in the region (camping, hiking, mountain biking, road cycling, fishing, hunting, sea kayaking, surfing, windsurfing, whitewater rafting, etc. (77%)
- Provide a comprehensive online resource for trip planning (77%)
- Develop a unified brand (77%)
- Provide more opportunities to experience the region's agricultural and aquacultural landscape (farms, wineries, fisheries, etc.) and locally produced food/wine/beer (74%)
- Offer more guided experiences to visitors (71%)

What are the best tactical opportunities to advance the economic impact of tourism in the region over the next 3-5 years?





3.0 SCENARIO PLANNING

The scenario planning work was conducted with Travel Oregon and stakeholders from the Klamath Basin Region in Malin, OR on October 10 & 11, 2017. This workshop was attended by approximately 40 stakeholders from across the region. This workshop was part of the Rural Tourism Studio program provided by Travel Oregon.

3.1 SCENARIO-BASED FUTURE THINK-TANK

Travel Oregon contracted Future iQ to design and deliver a future-oriented 'Think-Tank' workshop. Future iQ's Scenario Planning process, provides a method to explore plausible futures, and consider the implications of various future scenarios. This workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape tourism in the Klamath Basin Region over the next 10 to 20 years
- Create and describe four plausible long-term scenarios for the region
- Begin exploring alignment around a shared future vision

The scenarios developed during this Scenario Planning process, and outlined in this report are important to provide a framework to discuss future possible outcomes and implications. In addition, the workshop deliberations aimed to identify key actions for Travel Oregon and the regional stakeholders, and how various groups might best contribute to future developments. The design of the workshop included a presentation and discussion about key forces shaping the future, at a global and local level. These exercises and work were designed to build a robust basis for the scenario formulation. The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of the State. The process, involved exploration and discussion of global, regional, and local trends and forces of change; 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, selection of a preferred scenario and determining the strategic actions required to create the preferred scenario.

3.2 DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

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

3.2.1 DRIVERS SHAPING THE FUTURE

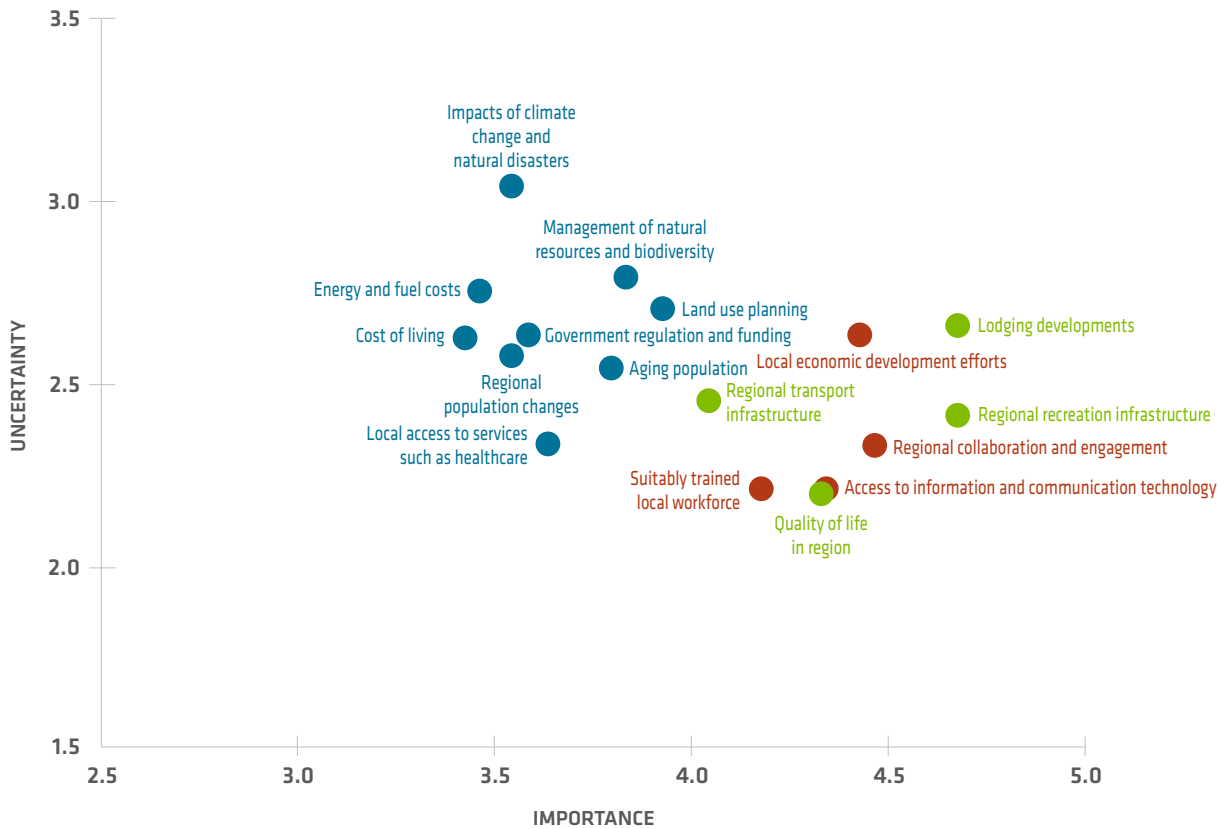
With the background of the global, national, and regional forces and how they relate to the region, the participants were invited to participate in a survey prior to the workshop. They were presented with 18 key drivers that are considered most likely to shape the future of the region.

Key drivers shaping the future of the Region:

- Global economic volatility
- Local economic development efforts
- Energy and fuel costs
- Cost of living
- Suitably trained local workforce
- Regional population changes
- Aging population
- Regional collaboration and engagement
- Local access to services such as Health Care
- Quality of life in the region
- Regional transport infrastructure
- Government regulation and funding
- Impacts of climate change and natural disasters
- Management of natural resources and biodiversity
- Land use planning
- Lodging developments
- Access to information and communication technology
- 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."



Creating scenario spaces – four plausible scenarios for the future

The process involves grouping similar drivers in two categories, then adding a name that represents a general theme linking the drivers in the clusters. 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.

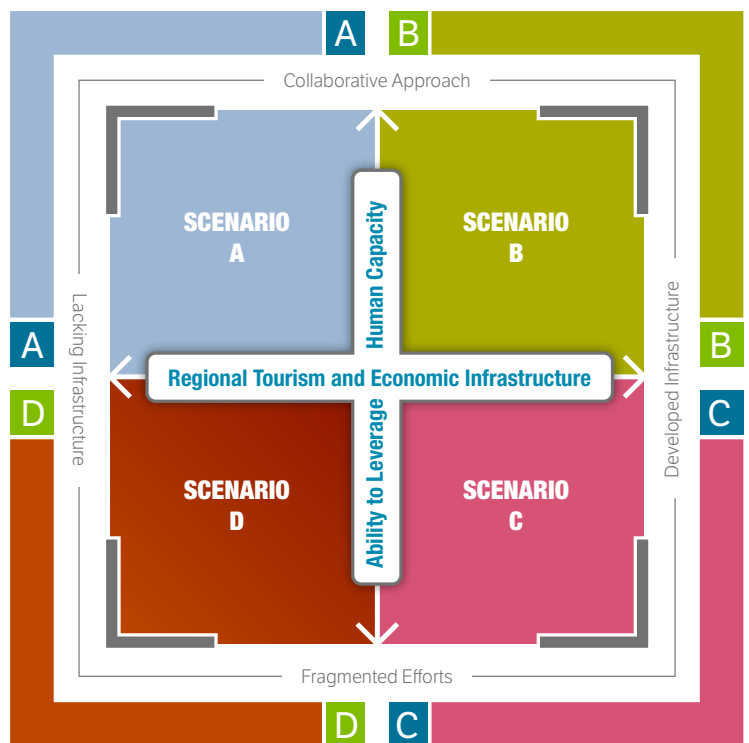
Ability to leverage our human capacity

- Regional collaboration and engagement
- Local economic development efforts
- Quality of life in the region
- Suitably trained local workforce

Regional tourism and economic infrastructure

- Lodging developments
- Regional recreation infrastructure
- Access to information and communication technology
- Regional transport infrastructure

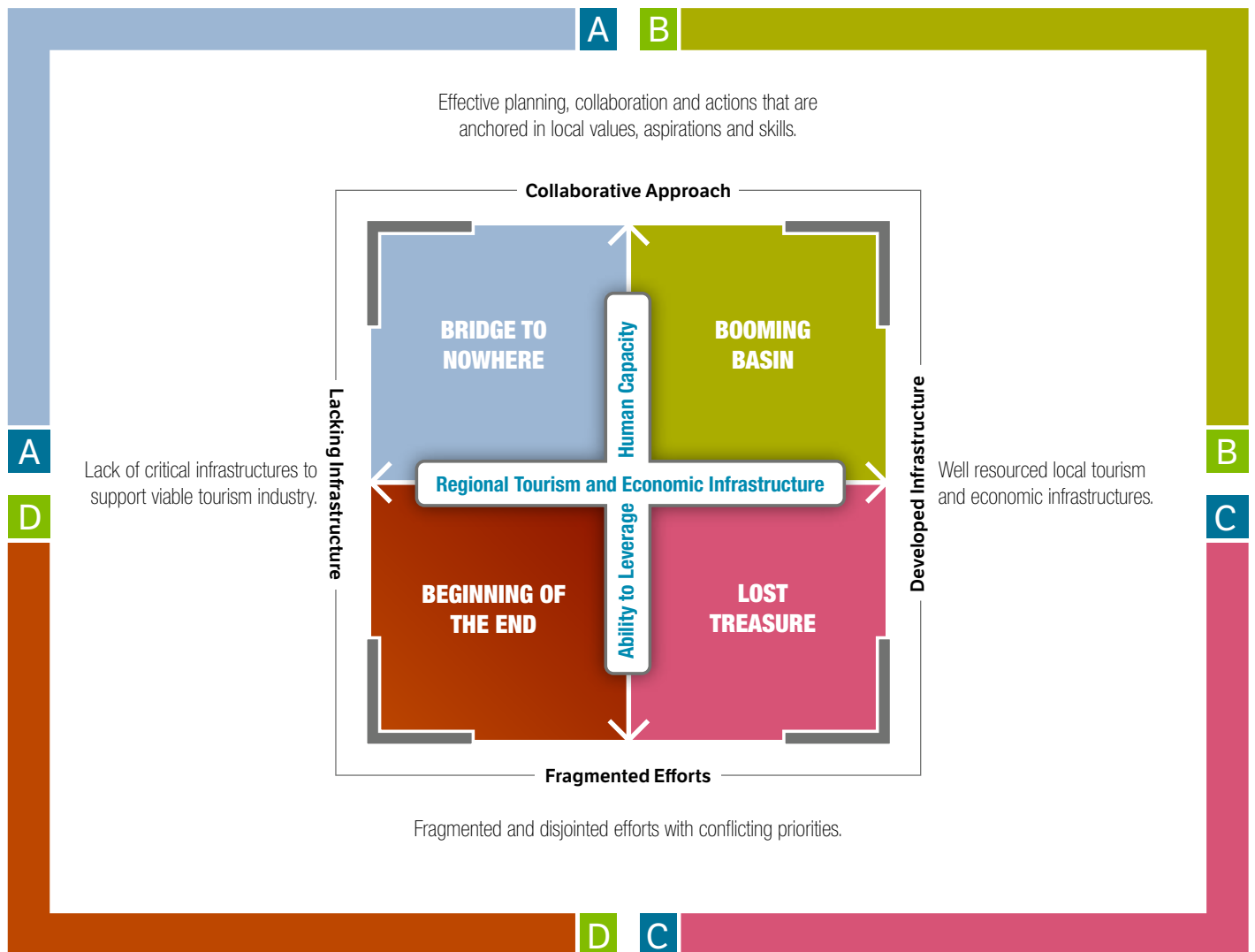
Workshop participants were presented with the scenario matrix, defined by the two major axes of 'Regional tourism and economic infrastructure' and 'Ability to leverage human capacity'. Brief descriptions were also attached to the end points of each driver axes. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these drivers, 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 tourism on the Southern Oregon Coast would look in a future based on each of the quadrants.



3.2.2 SCENARIO MATRIX – VIEWS OF THE FUTURE

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group described Klamath Basin 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.

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario. Below is the scenario matrix showing the names of each scenario as described by the workshop participants.

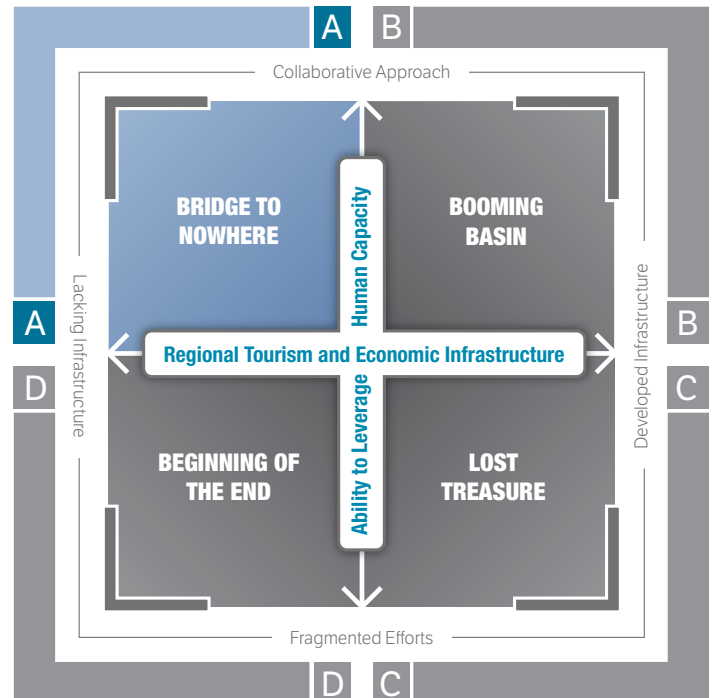


These four scenarios paint very different plausible futures for tourism in the Klamath Basin Region. The workshop participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts on the fabric of the Klamath Basin – impacting the community, economy, organizational fabric 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.



3.3 SCENARIO A – BRIDGE TO NOWHERE

The people and groups in the Klamath Basin are increasingly collaborative, the region has excellent assets, and desires increased tourism. However, a lack of critical infrastructure means that successes are disjointed, and there are many missed opportunities. Civic leaders have focused on developing other economic sectors, which have unfortunately not brought the successes hoped for. The community is well-intentioned, but frustrated by the lack of investment in the region's infrastructure, and the effects this has on the visitor experience.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Locals mean well and are seeking improvements
- Shared Vision – moving towards economic revitalization
- Realizing the economic benefits of tourism
- Hopeful
- Need to put vision into action

Economic Characteristics

- Reliant on internal resources, need to consider external resources
- Experiencing change
- Need to invest in workforce
- Need to invest in infrastructure
- Invest in long-term solutions
- Missing tourism as an economic contributor

Environmental Characteristics

- Infrastructure needs to be maintained to ensure environmental sustainability
- Need to consider big picture and externalities
- Need infrastructure planning to prepare for high visitation
- Smart management of public lands and tourist attractions



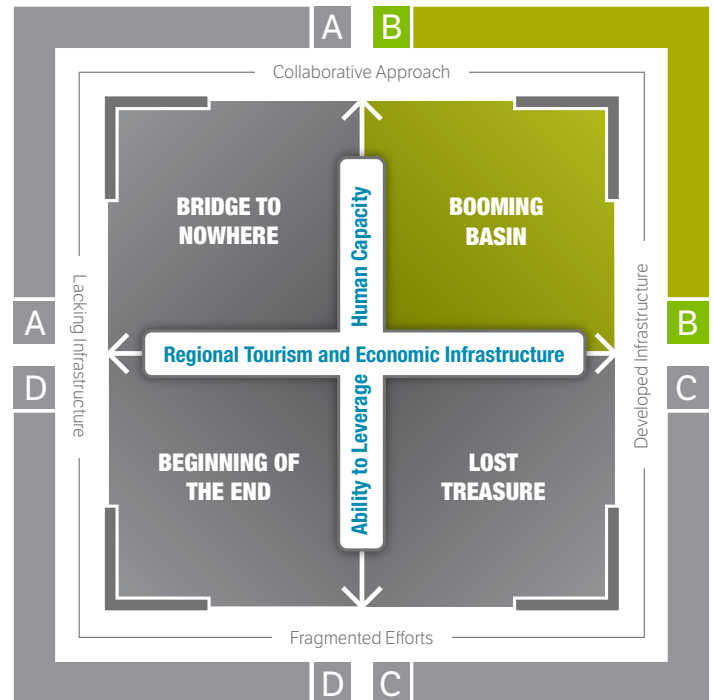
BRIDGE TO NOWHERE - HEADLINE NEWS

2020	2025	2030
<i>Community leaders are proud of visioning U-Turn</i>	<i>Klamath Call Centre enhances local technology sector</i>	<i>Tourism dollars passing us by</i>
<i>Breaking: City officials approve call centre. 200K jobs to come</i>	<i>Lack of hotel rooms leads to cancellation of Bike Oregon event</i>	<i>Re-evaluating tourism investments</i>



3.4 SCENARIO B – BOOMING BASIN

The Klamath Basin attracts visitors and residents to its natural experiences, including lakes, lava beds and world-class parks. The visitor experience focuses year-round on abundant outdoor recreation opportunities and charming rural towns with thriving, revitalized downtowns. Adding to the attractiveness of the area is its rich history, and partnerships with diverse cultures. The entrepreneurial spirit of the region supports a diverse population, robust economy, and vibrant social connections, and has given youth opportunities to remain in or return to the region. Infrastructure has developed in the region to support growth in tourism. The community has improved the quality of life in the region by implementing critical infrastructure, and creating opportunities for local people.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Positive, engaged community
- Welcoming
- Highly educated and skilled
- Quality dining experiences
- High quality of life
- Supportive / collaborative tourism information
- Visitors demand engagement with diverse populations
- Diversity of visitors
- Youth stay in the community
- Attractive location and amenities
- Collaboration with public agencies

Economic Characteristics

- Business characteristics that cater to visitor needs (e.g. shuttles for bikes)
- Year-round tourism
- Expansion in shoulder and off season activities
- Adapting to economic changes and accommodating growth in visitation through use of public lands
- Sustainable destination management and growth
- Wifi / Broadband
- Varied good and services
- Family wage jobs
- Entrepreneurial spirit
- Adequate funding
- Local food systems
- Consistent airport service
- Connections amount transportation services

Environmental Characteristics

- Sustainable practices
- Resources to manage public lands for both recreation and conservation
- Trails and recreational opportunities
- Endless recreation
- Compromise over water rights



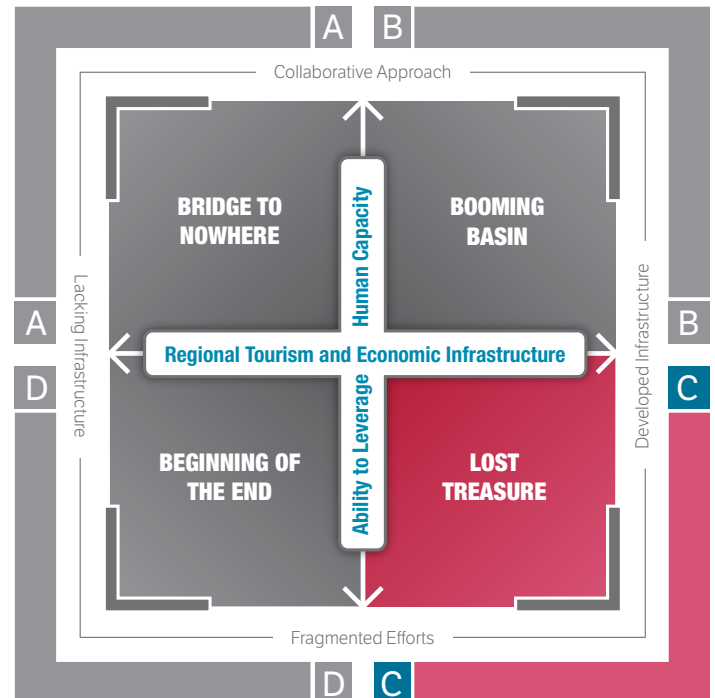
BOOMING BASIN - HEADLINE NEWS

2020	2025	2030
<i>New state of the art RV Resort</i>	<i>Casino expansion includes Native Arts Centre</i>	<i>Hotel revenue PAR exceeds \$150/night</i>
<i>TriCity Coop Grand Opening</i>	<i>Downtown tourism revitalization complete – Weekend Celebration</i>	<i>Pneumatic tunnel through Lava Lands</i>
<i>Community planning process sets up Bi-State Tourism Council</i>	<i>Klamath Falls air service expansion</i>	<i>Final agreement for equitable distribution of TLT</i>



3.5 SCENARIO C – LOST TREASURE

There is economic investment in infrastructure to develop tourism. However, a lack of focused effort results in gaps in marketing, and under-performing, failing businesses, leaving small business owners feeling frustrated. Opportunities are missed in some areas, while over-use results in degradation of public space in other areas. Fragmented efforts result in declining competitiveness and untapped markets.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Noisy
- Non-cohesive
- Conflict / Cliquish
- Competition for resources
- Lack of vision
- Young people leaving
- Population stagnant

Economic Characteristics

- Lack of focussed effort
- Under-performing
- Gaps in marketing
- Untapped markets
- Businesses slowly fail

Environmental Characteristics

- Lack of planning and sustainability
- Overuse
- Consumption
- Destruction of property / public space



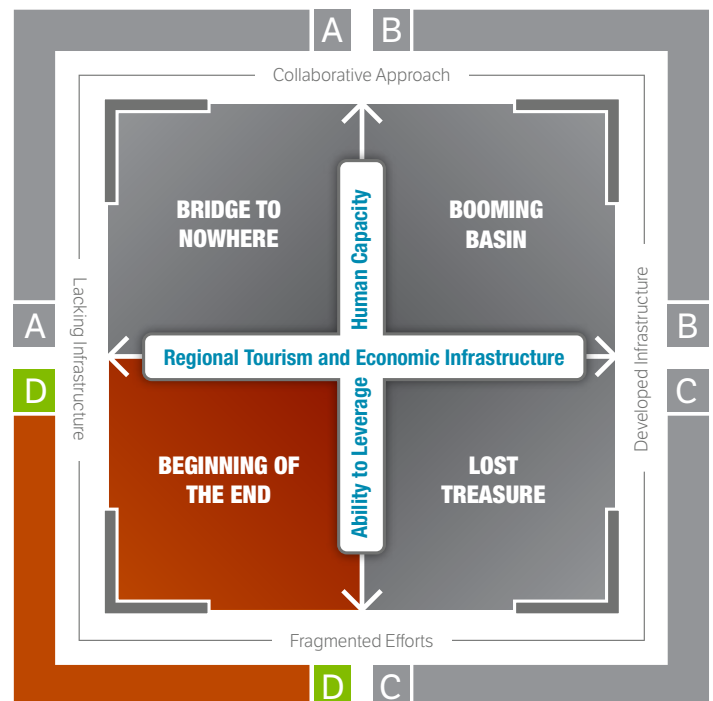
LOST TREASURE - HEADLINE NEWS

2020	2025	2030
<i>Event draws 500, 2 are from out of town</i>	<i>Public spaces close due to safety concerns from lack of maintenance</i>	<i>Best [insert any resource] nobody knows about</i>
<i>Federal government designates national park</i>	<i>Downtown renovation proposed, loses steam due to lack of focus</i>	<i>Park closes due to lack of visitors</i>
<i>Best Kept Secret</i>	<i>Businesses slowly failing</i>	<i>Social interaction reaches all time low</i>



3.6 SCENARIO D – BEGINNING OF THE END

Dilapidated infrastructure and disjointed communities result in few resources for building a strong tourism economy. There is little trust between stakeholder groups and no cohesive vision. Towns in the region wither, with aging populations, declining industry and no incentives for businesses to come to or stay in the region. Declines in tourism and other economies leave few jobs available and young people leave the region. Lack of oversight and organizational cooperation results in environmental degradation, leading to further declines in visits to the region.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Sense of hopelessness (cross-generational)
- Crime
- Ghost town
- Closing schools
- Loss of public services
- Assisted living
- Older population (people can't afford to retire)
- Hygiene decline
- Closing schools
- No youth
- No pride
- Depressing
- Vandalism / graffiti
- Teen pregnancy
- Declining health
- Abuse – multiple types
- Gang engagement
- Drug and alcohol abuse

Economic Characteristics

- Unemployment
- Stores closing
- Must travel for basic needs
- No downtown core
- No consumer traffic
- Limited tax base
- Needs for government services
- Abandoned housing
- Loss of education
- Sub-disposable income
- Declining medical services
- Fewer resources
- Sale of land
- Declining home values
- Generational poverty

Environmental Characteristics

- Sale of land / transference
- Contamination
- Dump sites
- Forest fires
- Poaching
- Stray animals
- Contamination
- Poor air quality



BEGINNING OF THE END - HEADLINE NEWS

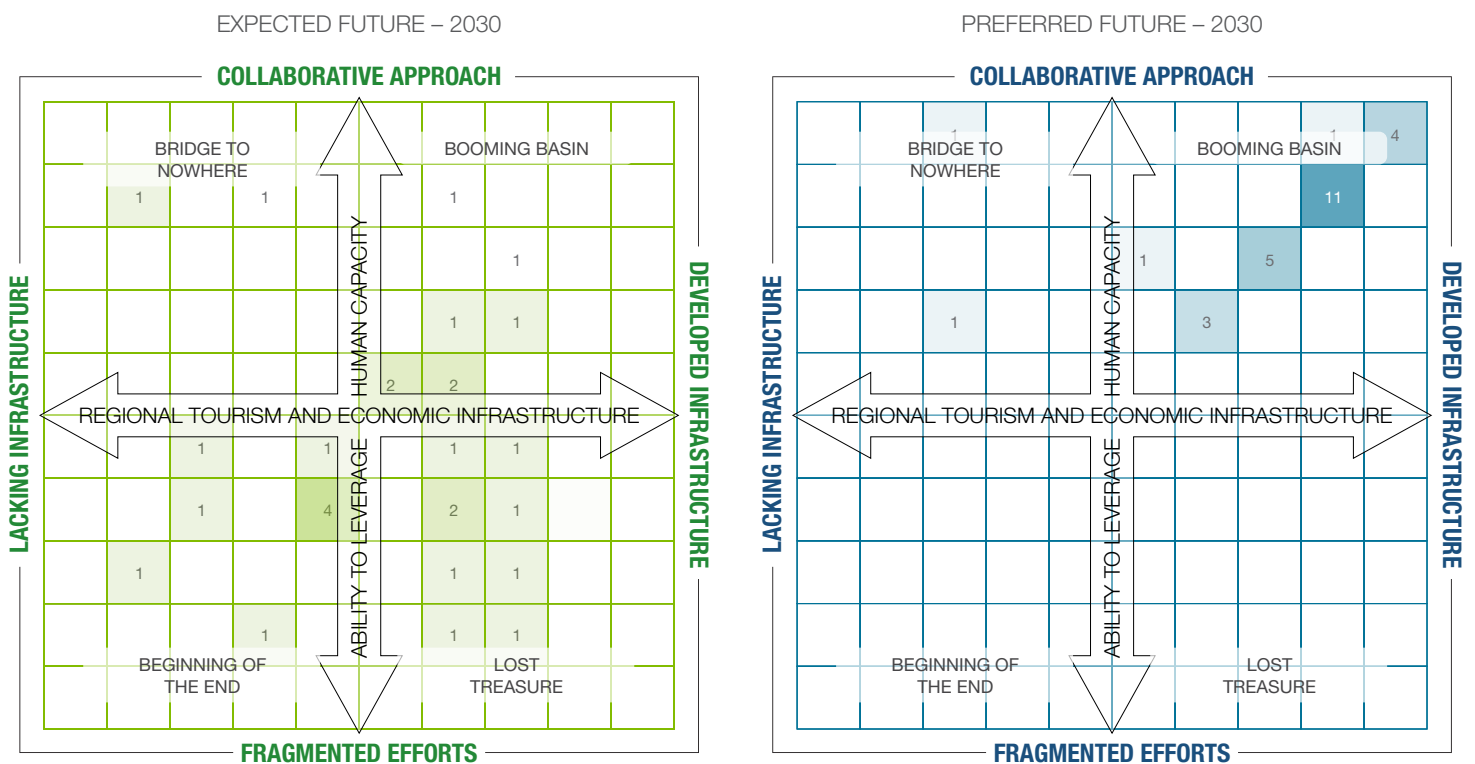
2020	2025	2030
<i>Water shut off to agricultural producers due to endangered Basin Badger</i>	<i>Forest fire takes out wildlife refuge</i>	<i>Klamath Basin hits all time social, economic and environmental low</i>
<i>Local mill and cities officially broke</i>	<i>Klamath Basin unemployment reaches highest in state</i>	<i>Derelict downtowns become ghost towns</i>
<i>Loss of police force in Klamath Basin causes skyrocketing crime</i>	<i>Schools, grocery stores, and banks, oh my! Key resources close as population declines</i>	<i>Public lands sold to fund city operations</i>



4.0 PREFERRED AND EXPECTED FUTURES

The four scenarios presented represent a range of plausible outcomes for the Klamath Basin Region. Think-Tank participants were asked a series of questions regarding their views of the preferred and expected future. The expected future is the one they deemed most likely to eventuate if there is no change in the current trajectory. The workshop participants indicated that Scenario C – Lost Treasure and Scenario D – The Beginning of the End are the scenarios they believed most represented the current direction of the region.

While each of these scenarios were viewed as plausible, Think-Tank participants expressed a clear preference for one of the presented outcomes, being Scenario C – Booming Basin.





5.0 DRAFT VISION – KLAMATH BASIN 'BOOMING BASIN'

The Klamath Basin is a nationally recognized destination that attracts visitors and residents to its natural experiences, including lakes, lava beds and world-class parks. The visitor experience focuses year-round on abundant ecotourism and outdoor recreation opportunities (birding, fishing, mountain biking, hiking, canoeing, snowshoeing, skiing, golfing, etc.). Visitors also enjoy exploring charming rural towns with thriving, revitalized downtowns, unique shopping and dining opportunities, and lively arts, culture and entertainment opportunities. A strong connection has developed between the culinary and agriculture sectors. Adding to the attractiveness of the area is its rich history, and partnerships that have developed with diverse cultures, including local tribes, hispanic communities, and a range of socio-economic and age groups, to provide a variety of sensitive cultural experiences. The entrepreneurial spirit of the region supports a diverse population, robust economy, and vibrant social connections, and has given youth opportunities to remain in or return to the region. Infrastructure has developed in the region to support growth in tourism, including consistent airport service and collaboration between transportation services. Businesses have incorporated sustainable production and harvesting practices to protect, restore and utilize natural resources. Resources are available to manage public lands for both recreation and conservation.

The people in the region have collaborated to make their shared vision a reality. The community has improved the quality of life in the region by implementing critical infrastructure, and creating opportunities for local people.



6.0 NEXT STEPS

The workshop participants discussed the ramifications and implications of failing to achieve the preferred future. There was a very strong alignment of people that 'Booming Basin represented the preferred future scenario, however very few people thought that was the current trajectory. The preferred future 'Booming Basin' outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will be needed for this vision become a reality. The workshop participants discussed what it believed the next steps should be, and how they could move forward.

The axes that shape this future are increasing '**Regional 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.
- Travel Southern Oregon, Discover Klamath, Discover Siskiyou, Rural Klamath Connects, South Central Oregon Economic Development District, Klamath Community College Small Business Development Center, and their work to support tourism development and business growth in the Klamath Basin.
- Various community based groups that are building community cohesion and recognition for the quality of the tourism experience on the Klamath Basin.
- 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, world-class outdoor tourism and historical experiences. The challenge will be to optimize the use of these resources, while retaining the natural resources, intrinsic beauty, and unique character of the region, which are important factors for 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.

6.1 STRATEGIC ACTIONS

This report lays the foundation for creating a progressive regional tourism action plan. The preferred future 'Booming Basin 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 workshop participants were tasked with identifying actions that would be necessary to begin to bring the vision into reality. These actions were grouped into 9 categories. The participants then prioritized the strategic actions that should be initiated within the next two years. Each participant was given 5 votes to identify the priorities.

1. Thematic Maps and Itineraries – 22 votes

- Framework for developing a network of tours, with highlights including agricultural, recreational, cultural, culinary, etc.
- Itineraries for 1, 2, 3 days, including points of interest
- Thematic maps – e.g. Farm Trail, Barn Quilt Trail

2. Formalize Collaboration Structure – 21 votes

- “Go Slow To Go Fast” – Establish L.T. Steering Committee with the right people, funding and plan
- De-fragment distinct tourism locations – networking
- Gather and engage all tourism interested parties, including Tribes
- Communication and collaboration with Tribes and Hispanic community
- Identify target projects and funding

3. Wayfinding & Signage - 21 votes

- Develop a regional roadside signage plan
- Both wayfinding and interpretive signage
- Interactive information tool online, eg. www.ruralklamathconnects.org
- Initial infrastructure – online and hardcopy maps
- 1 and 2 day tour routes

4. Branding and communications - 17 votes

- Unified and clear branding
- Community education, e.g. We Speak program

5. Youth Engagement – 13 votes

- Community Centers for youth / community activity
- Developing youth volunteers

6. Product Development – 9 votes

- Cultivate businesses along the Circle of Discovery route
- Contact the agricultural community to find a partner(s) to create an agricultural experience for tourism

7. Asset Inventory and Mapping – 11 votes

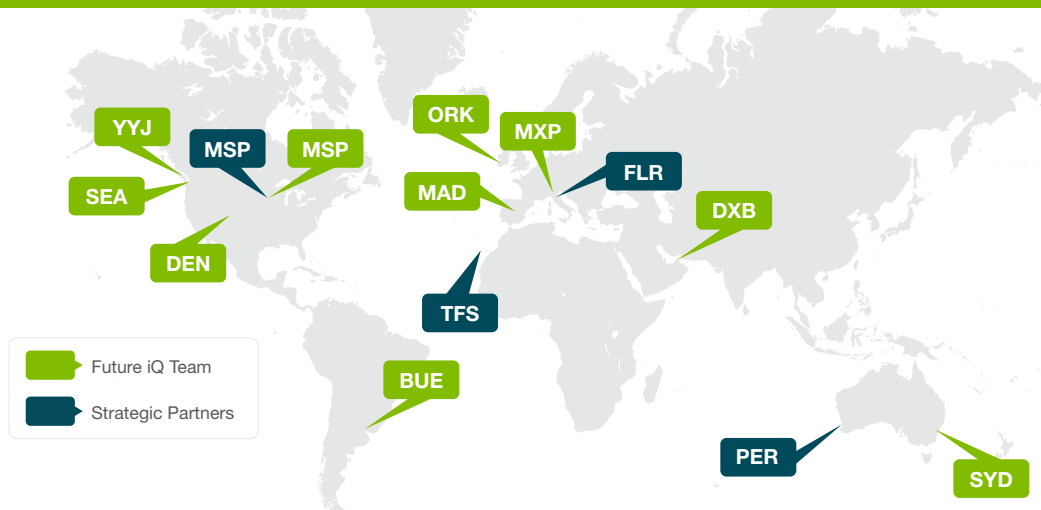
- Map our assets and gather stories
- Actions List – use already developed organizations, e.g. Discover Klamath
- Possibilities List – educate locals about what we have here

8. Downtown Integration – 2 votes

- Work with downtown associations to improve downtown tourist engagement

9. Transportation

- Basin operated Bus/Transportation – 2 votes.



7.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. It takes a practical, hands-on approach to working with groups and communities. With over a decade of business experience, the company has grown to have a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

Report and Scenario Planning workshop prepared by:



DAVID BEURLE, CEO, FUTURE IQ PARTNERS

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.



LEHNA MALMKVIST, MANAGING DIRECTOR, FUTURE IQ CANADA

Lehna works within multi-disciplinary teams across a wide range of projects, and uses her skills to ensure that innovative, whole-system approaches are integrated into projects. Lehna is an accomplished facilitator who uses her expertise to guide planning processes to develop a common understanding of fundamental issues and create solutions as a unified team.



8.0 TRAVEL OREGON'S RURAL TOURISM STUDIO PROGRAM

Travel Oregon's Rural Tourism Studio program is designed to assist rural communities interested in sustainable tourism development. As a result of the program, Travel Oregon and community organizers hope to see an increase in high-value, authentic experiences for travelers across the state. In turn, this will contribute to community livability and a healthy environment, thereby strengthening Oregon's position as a premier tourism destination in North America.

For more information on the Rural Tourism Studio, please contact:

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TRAVEL



OREGON