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SOUTHERN OREGON COAST REGION

RURAL TOURISM STUDIO VISIONING & PLANNING WORKSHOP

Report from regional scenario planning and visioning activities
conducted on January 24 and 25, 2017



RURAL TOURISM STUDIO

VISIONING & PLANNING WORKSHOP SOUTHERN OREGON COAST REGION

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This report summarizes the deliberations of the two-day Travel Oregon training session held in North Bend, Oregon on January 24 and 25, 2017. Approximately 70 stakeholders from Southern Oregon Coast Region participated in the workshop and developed the scenarios presented in this report.

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.

REPORT PREPARED BY:

future→iQ

WORKSHOP HOSTED BY:



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INTRODUCTION

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 Southern Oregon Coast Region.

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

- **Surveys** – A survey was sent to key stakeholders and registered participants of the scenario planning workshop, and helped guide the workshop discussions.
- **Future Think-Tank Workshop** – The scenario-based planning workshop held on January 24 and 25, 2017, provided an important opportunity to engage local and regional leadership in a critical dialogue about the future of tourism in the region.

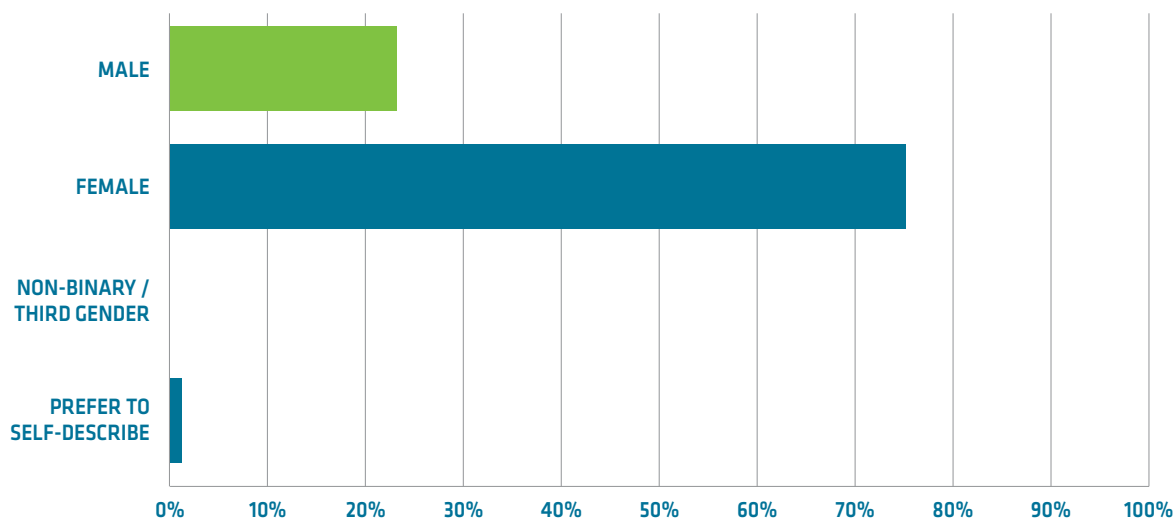




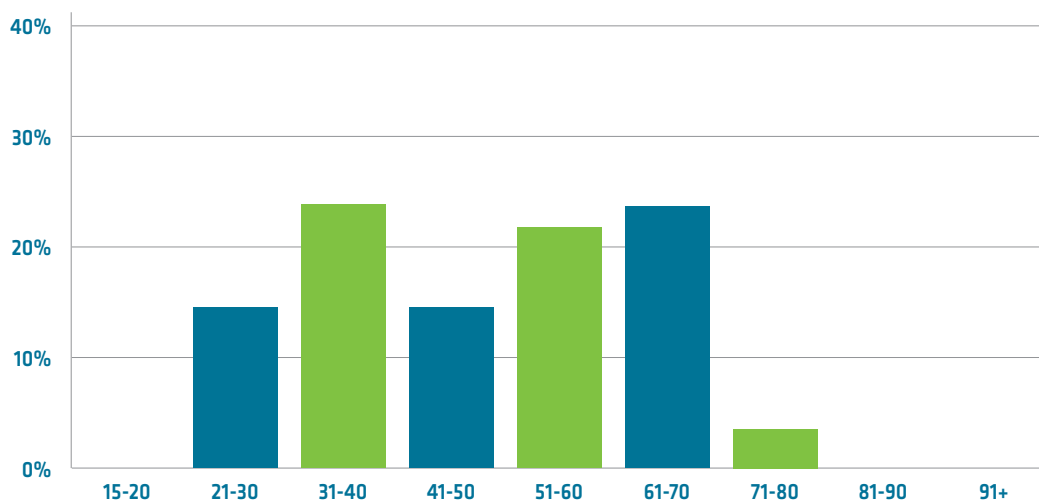
2.0 REGIONAL SURVEYS

Prior to the planning workshop, surveys were conducted. The gender and age profile of survey respondents was as follows.

What is your gender?



Age (years old / young):

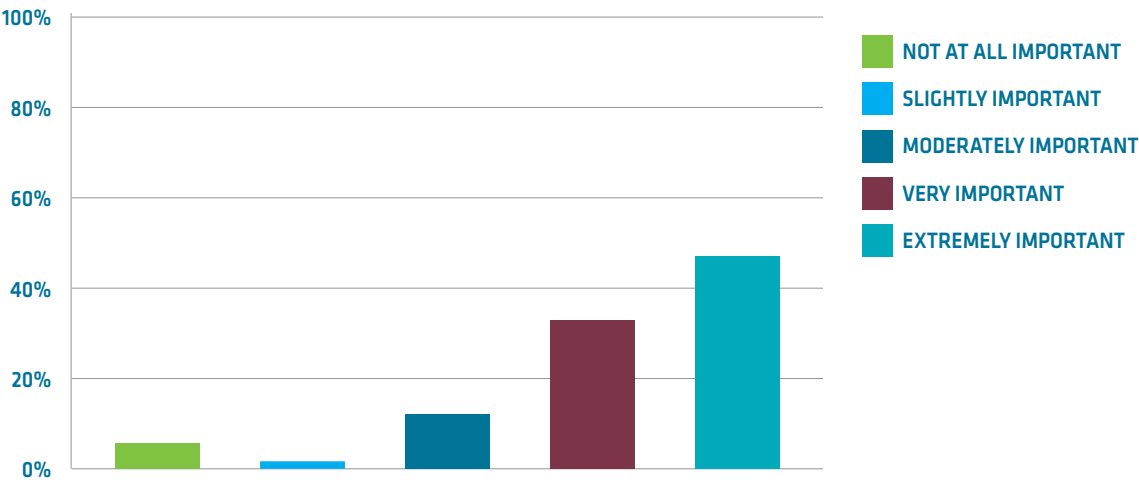




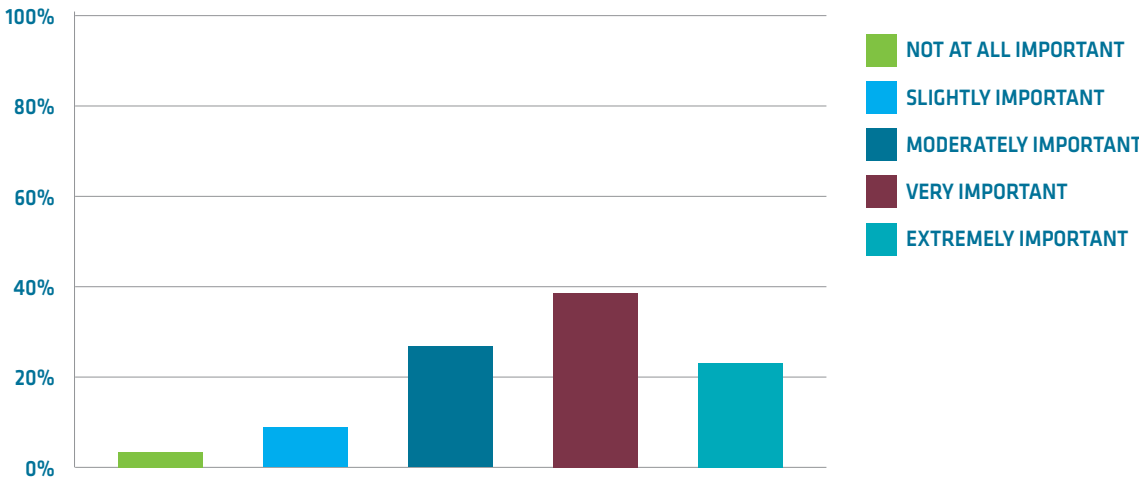
REGIONAL SURVEYS

The workshop participants were also asked about their views on having a shared vision for the region. The following graph shows a high level of importance placed on the concept of a shared tourism vision, and the 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 Southern Oregon Coast region?



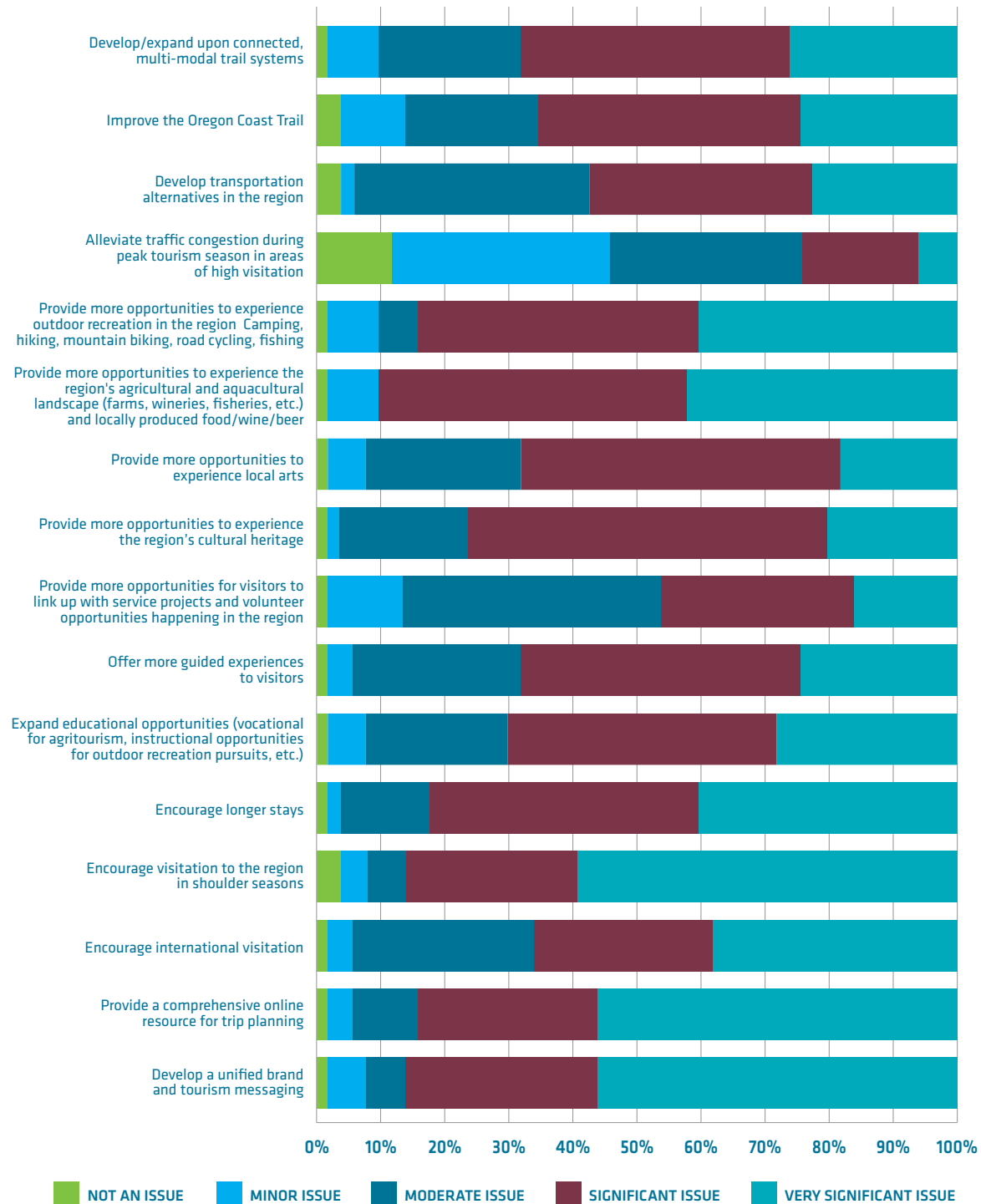
How important is it to have a shared vision for tourism in the Southern Oregon Coast region when making decisions in your work?





REGIONAL SURVEYS

Participants were asked ‘What are the best tactical OPPORTUNITIES to advance the economic impact of tourism in the Southern Oregon Coast region over the next 3-5 years?’

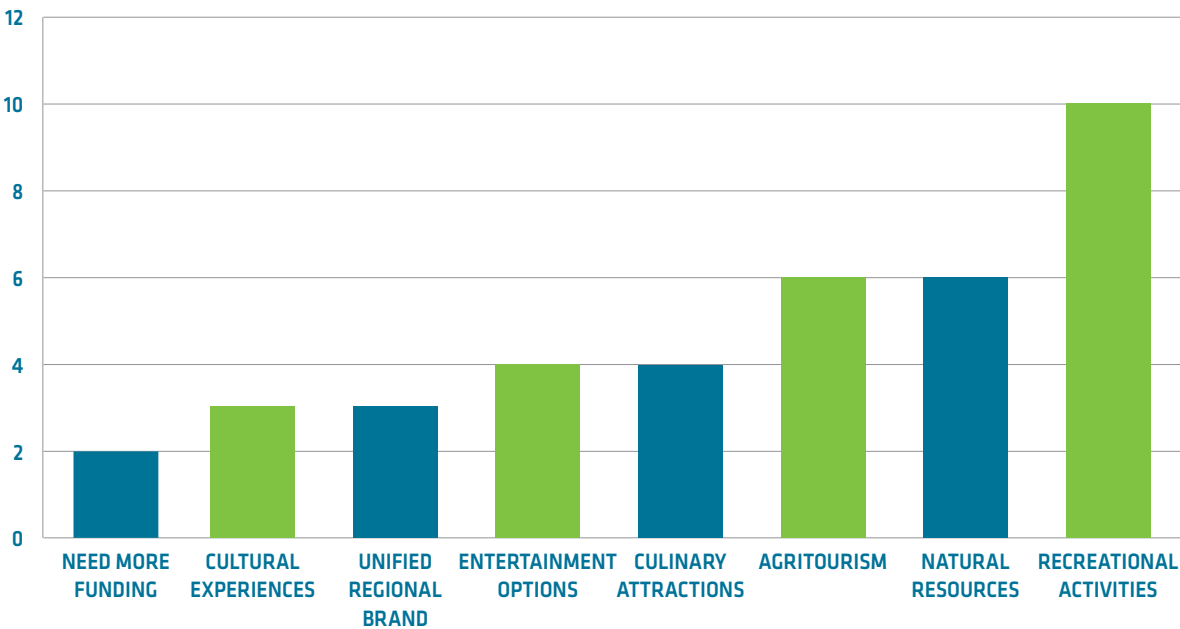




REGIONAL SURVEYS

Additionally, respondents identified recreational activities, natural resources, agritourism and culinary attractions as key opportunities to increase tourism in the region.

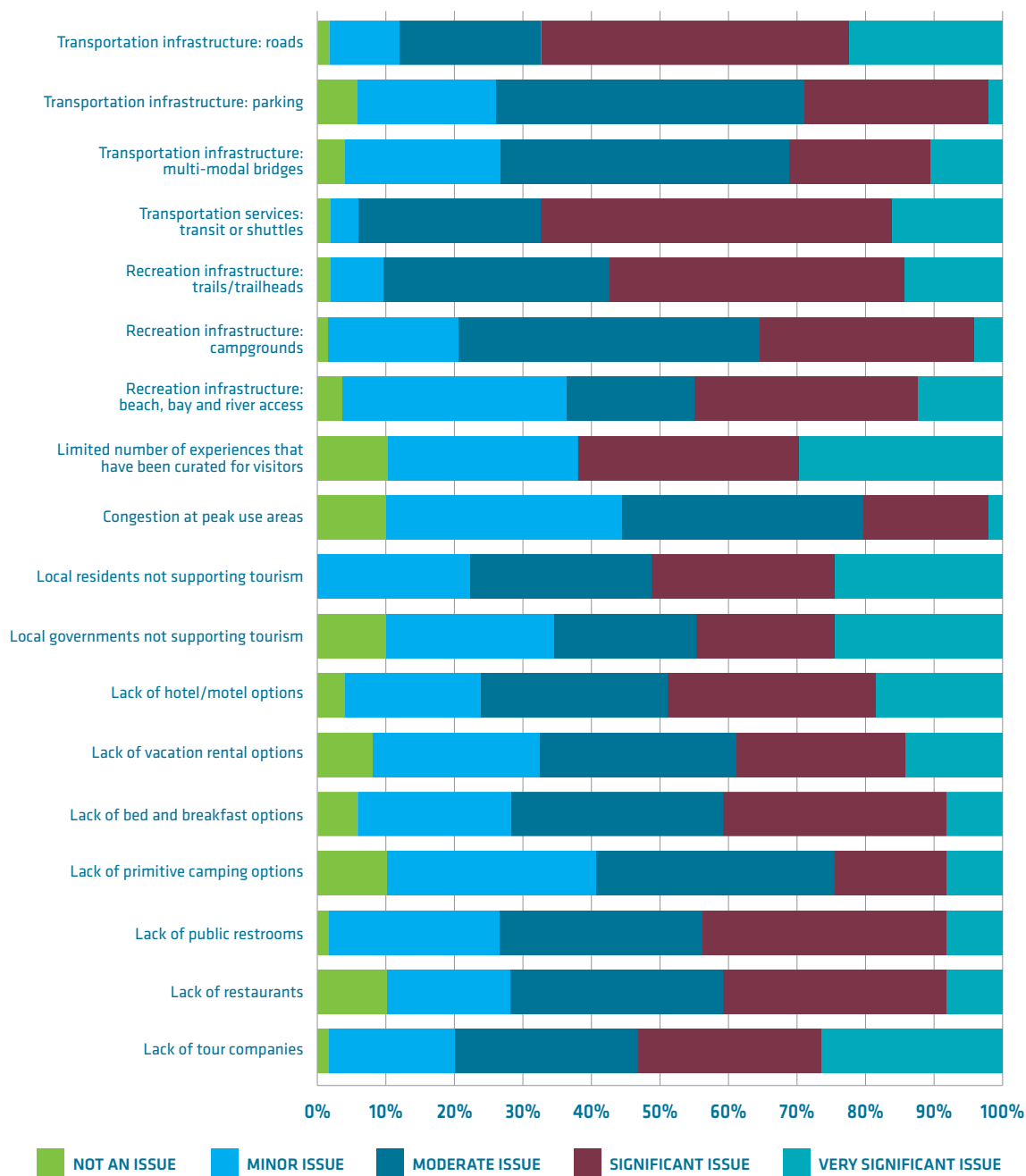
Please describe what you believe to be the best local and regional opportunities that should be leveraged in a regional tourism action plan?





Survey participants were also asked what they saw as the key constraints facing the development of the tourism industry in the region over the next 3-5 years.

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

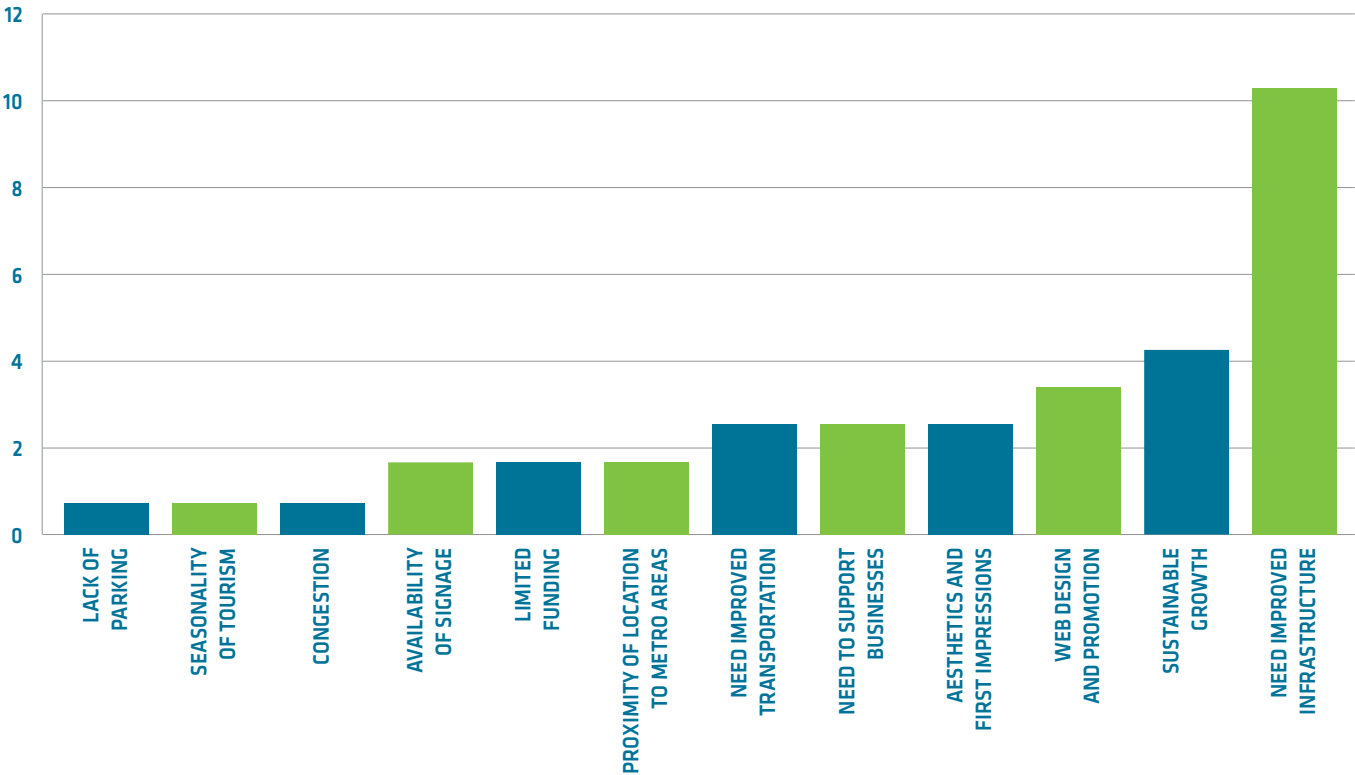




REGIONAL SURVEYS

Respondents were also asked what they believe the biggest challenges are, and lack of infrastructure was identified as a key obstacle to improving tourism opportunities.

Please describe what you believe to be the biggest local and regional challenges that should be addressed in a tourism action plan?





3.0 SCENARIO PLANNING

The scenario planning work and results presented in this report were conducted with Travel Oregon and stakeholders from the Southern Oregon Coast Region in North Bend, Oregon on January 24 and 25, 2017. This two day workshop was attended by approximately 70 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 orientated '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 on the Southern Oregon Coast 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 can assist in identifying key actions for Travel Oregon and the regional stakeholders, and assist in identifying 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 aimed 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 Region. 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 the determining of the strategic actions required to create the preferred scenario.



SCENARIO PLANNING

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, as identified in surveys

- 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
- 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

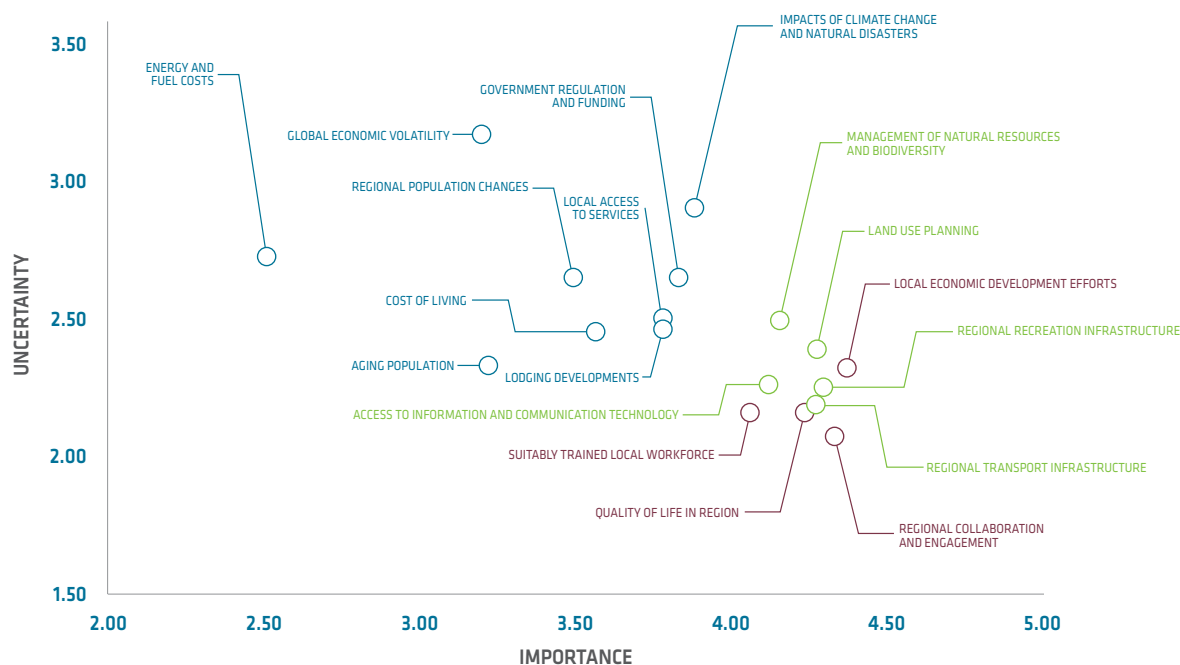
The survey participants rated each of the key drivers for its "Importance" and "Uncertainty." "Importance" refers to how important the participant considers the driver will be in shaping the future of the region. "Uncertainty" refers to the degree of uncertainty associated with the driver in terms of 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



SCENARIO PLANNING

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 represented a general theme linking the drivers in the clusters, identified in the clusters of drivers. These themes became the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

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

- Land use planning
- Regional recreation infrastructure
- Access to information and communication technology
- Regional transport infrastructure
- Management of natural resources and biodiversity



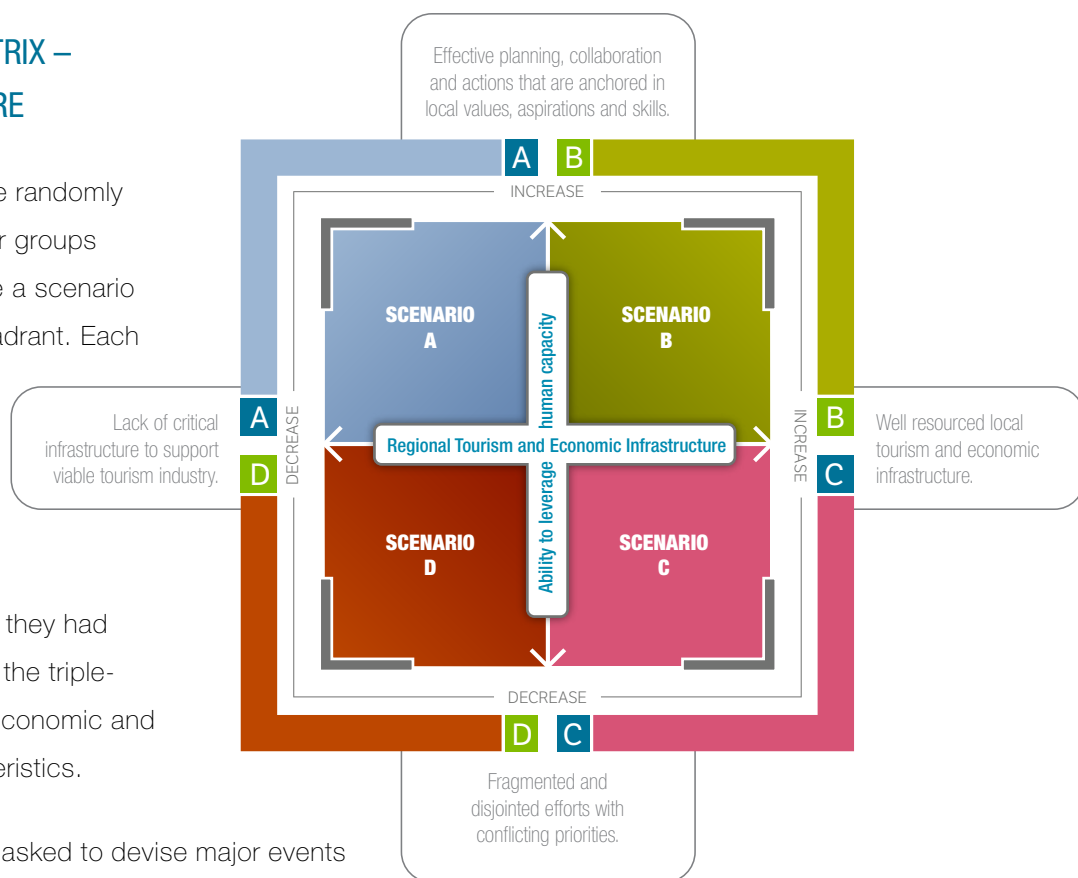
SCENARIO PLANNING

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' (see diagram). 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 Southern Oregon Coast 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





SCENARIO PLANNING

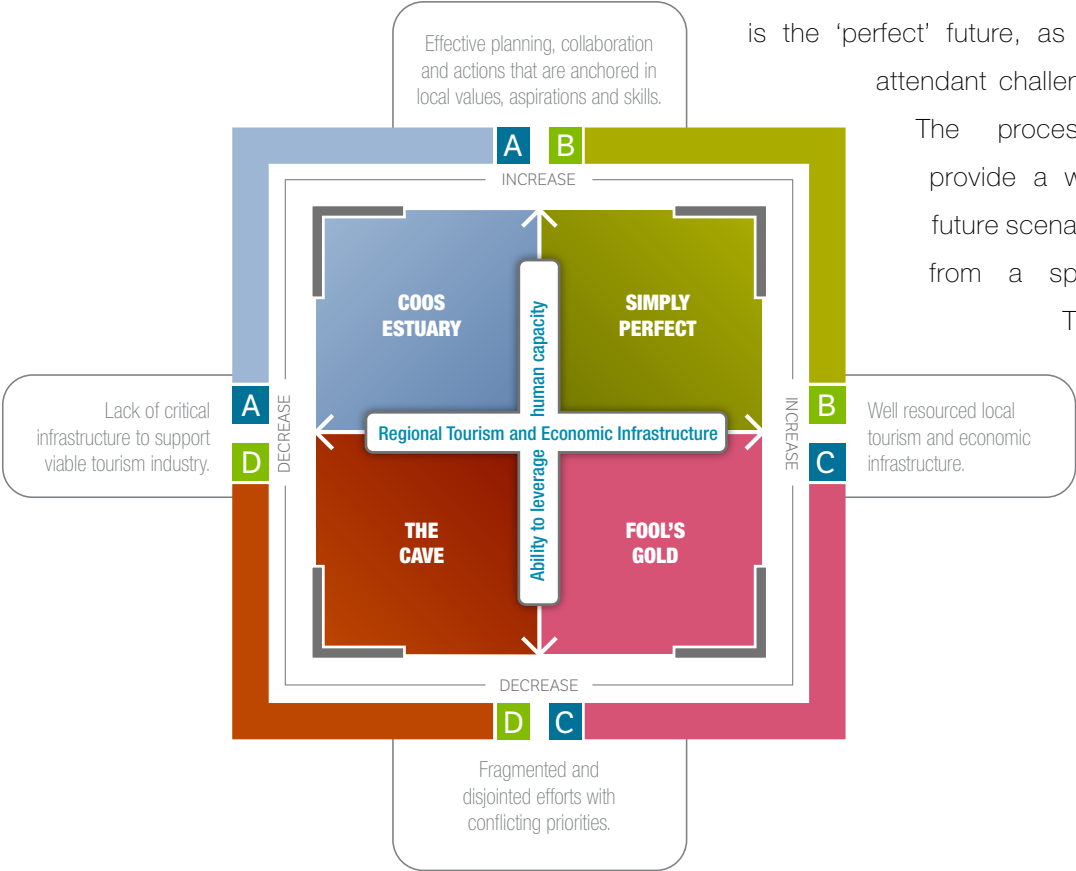
years 2020, 2025, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative 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 Southern Oregon Coast 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 Southern Oregon Coast – 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.

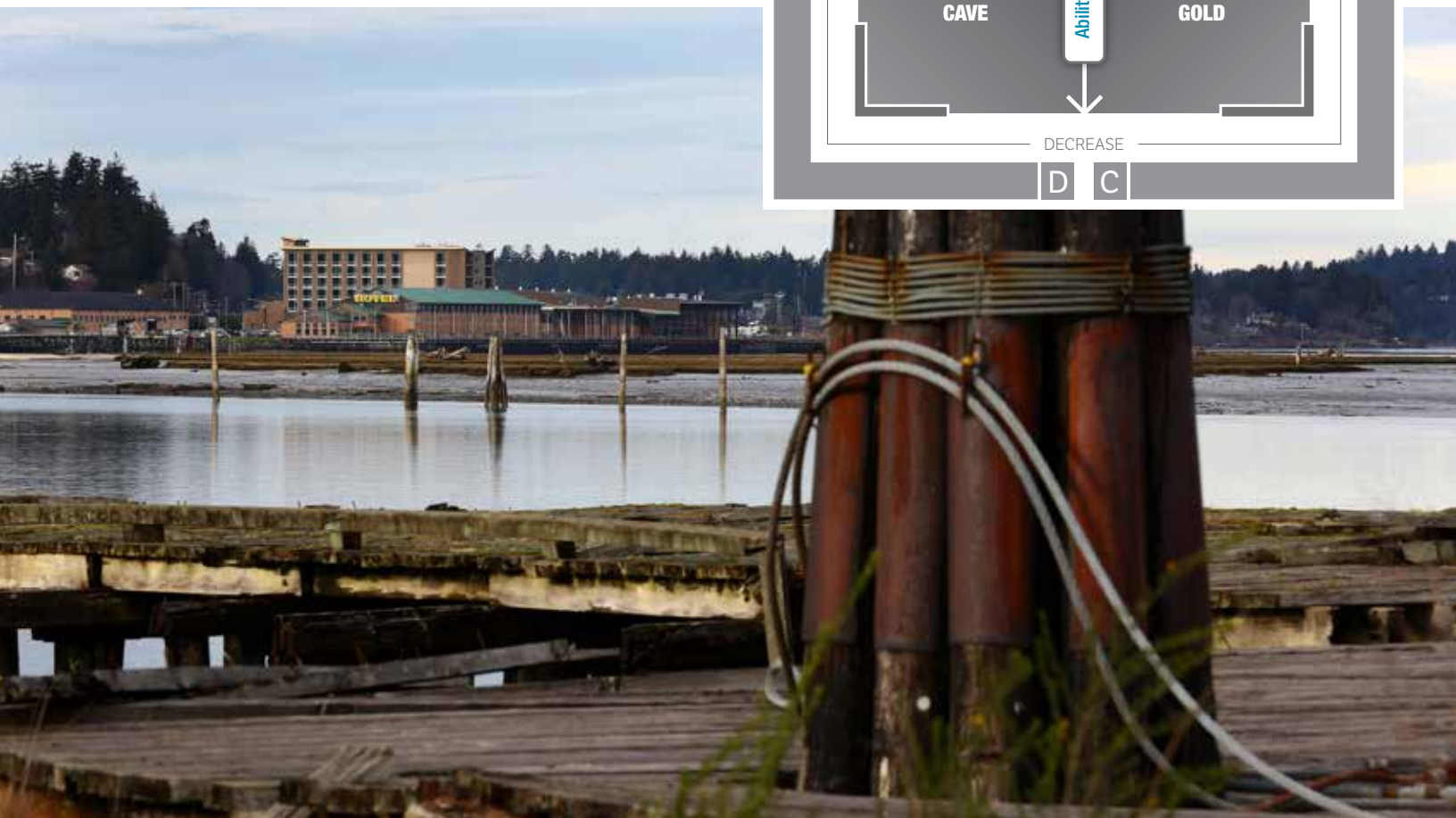
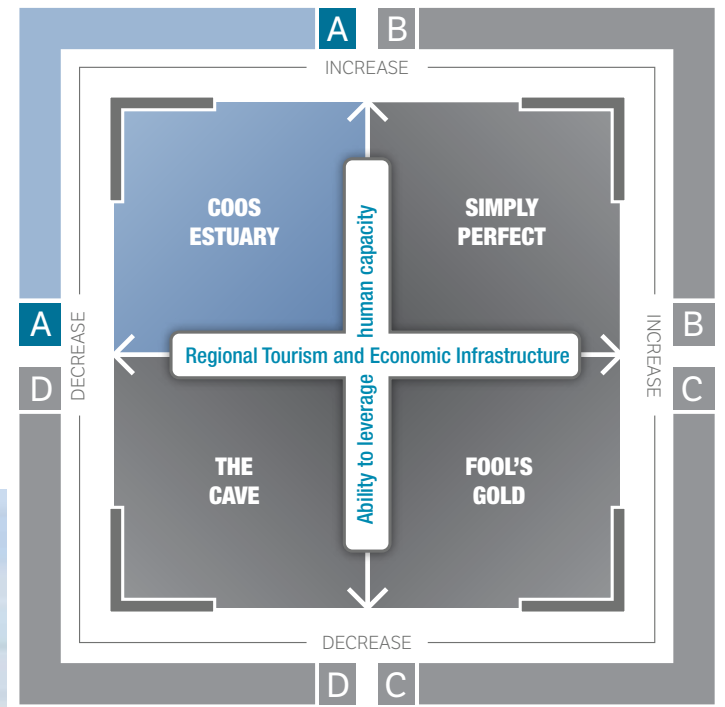




SCENARIO PLANNING

3.3 SCENARIO A – COOS ESTUARY

Through increased collaborative effort, the Southern Oregon Coast succeeds in being a welcoming place, interested in attracting diversity. However, a lack of critical infrastructure means that success stories are isolated, and there are many missed opportunities. The community is collaborative but they are 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

- 25,000 people (50% retired, the rest diverse ages) / 100,000 visitors (mostly white)
- Highly engaged community
- High relative poverty
- Homelessness
- Frustration

Economic Characteristics

- Celebrate early wins
- Shorter stays, less spending
- Missed opportunities
- Isolated success stories

Environmental Characteristics

- Degradation such as ocean acidification, affects other resources such as food
- Some resources are strong (e.g. mushrooms)



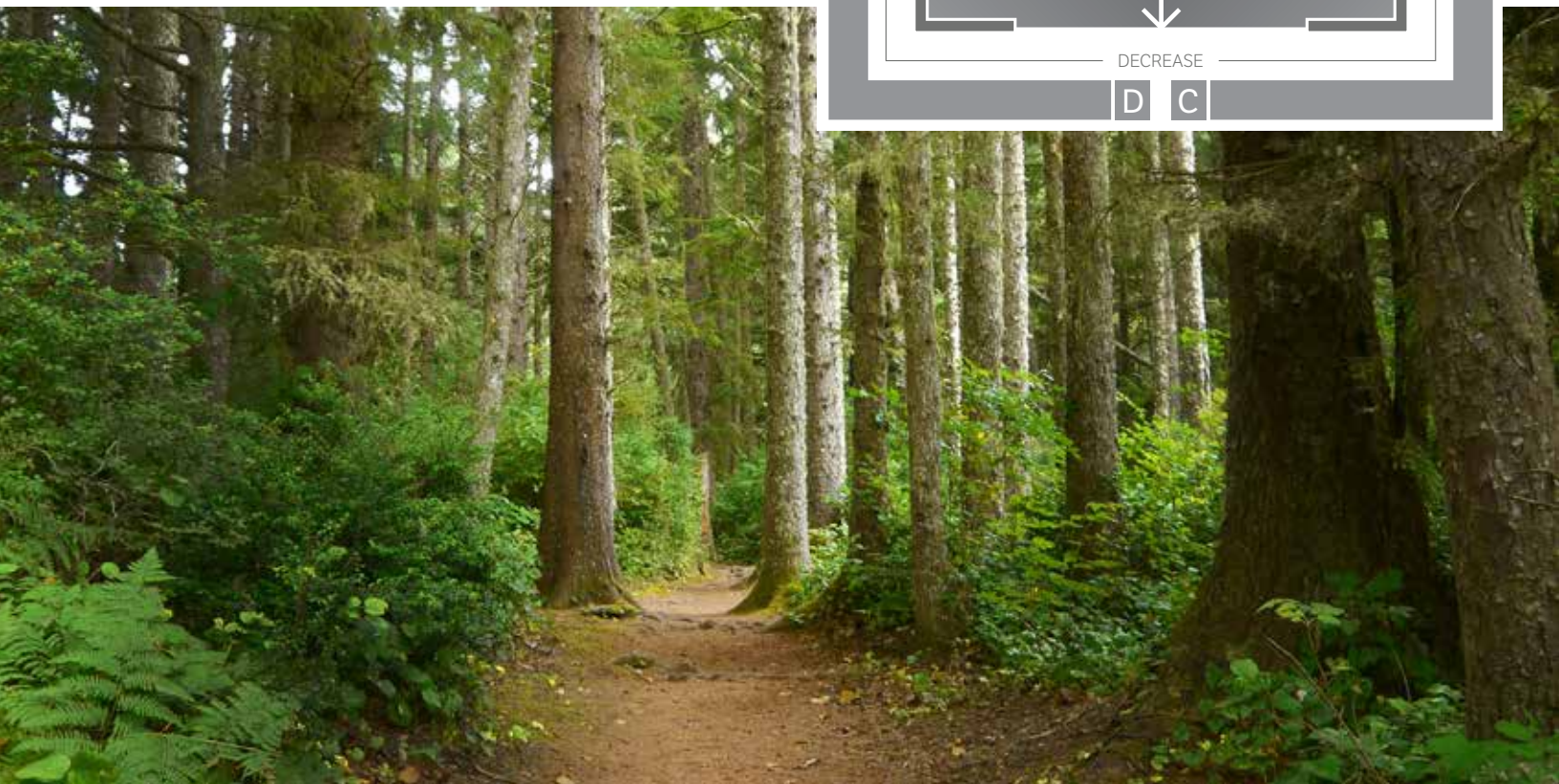
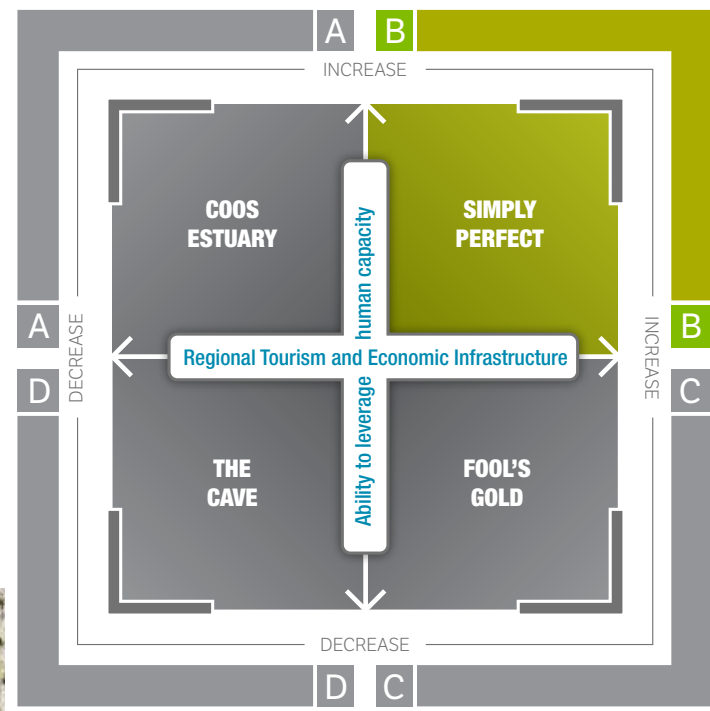
| COOS ESTUARY – HEADLINE NEWS | | |
|---|--|--|
| 2020 | 2025 | 2030 |
| "Cyclist dies due to lack of safety on Hwy 101" | "Kayak convention" | "First Coos Estuary floating classroom" |
| "Tourism cooperative begins with funding" | "Cranberry farm converts to Agritourism" | "Coos Estuary wins Oregon's best city" |
| "Mushroom picking festival" | "No vacancy signs abound from bird festival" | "Park created between Empire and Coos Estuary" |
| "Local fishers take travellers on boats" | | "World class pearl found in Coos Estuary" |



SCENARIO PLANNING

3.4 SCENARIO B – SIMPLY PERFECT

Oregon's South Coast is 'Simply Perfect' from trees to the seas, offering a high quality of life for residents and an outstanding experience for visitors. The region retains its small town charm and has grown its regional infrastructure to provide a range of visitor opportunities. Businesses have incorporated sustainable practices, and committed groups of people from across the community have joined together to build critical regional infrastructure, strengthen the quality of life, and create opportunities for local people to thrive.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Decrease in homelessness
- New Housing
- Good schools
- Good medical facilities
- Fresh local food
- Diverse population
- Retain population (children would stay for jobs)
- Population balance – age and demographics
- Vibrant boards and community participation – privilege
- High quality of life
- Tourism shoulder seasons are strong
- Economic diversity - good mix of tourism and other
- Eco-tourism – birding, kayaking, fishing, mountain biking, hiking, etc.
- Dunes – ATVs and maintaining the dunes (collaborative)
- Intergenerational opportunities – market shift (Rhodes scholar, Elderhostel)
- Marine life center, niche resource development (develop non-tourist jobs) (e.g. seaweed harvest and products)
- Incubate and educate - More skilled workers from community college
- Higher end facilities – destination development (but careful not to become Sun River) – keep community character

Economic Characteristics

- Decrease in unemployment and poverty
- Sustainable businesses and Family wage jobs
- Well managed timber and environment
- Maintain small town charm while expanding (e.g. lodge rather than large resort) - boutique, food + beverage, culture
- Infrastructure investment – buildings are full, walkability, art

Environmental Characteristics

- Towns coordinate to bring visitors to the region and minimize overlap
- Transit on 101
- Sustainable business practices – land, water, forest
- Sound land use planning
- Reduction in wasted (derelict) properties
- Brownfield development
- Manage ocean for land loss and marine live, balancing restoration, conservation and usage
- Sustainable harvesting plans (e.g. oysters, fish, seaweed, timber)



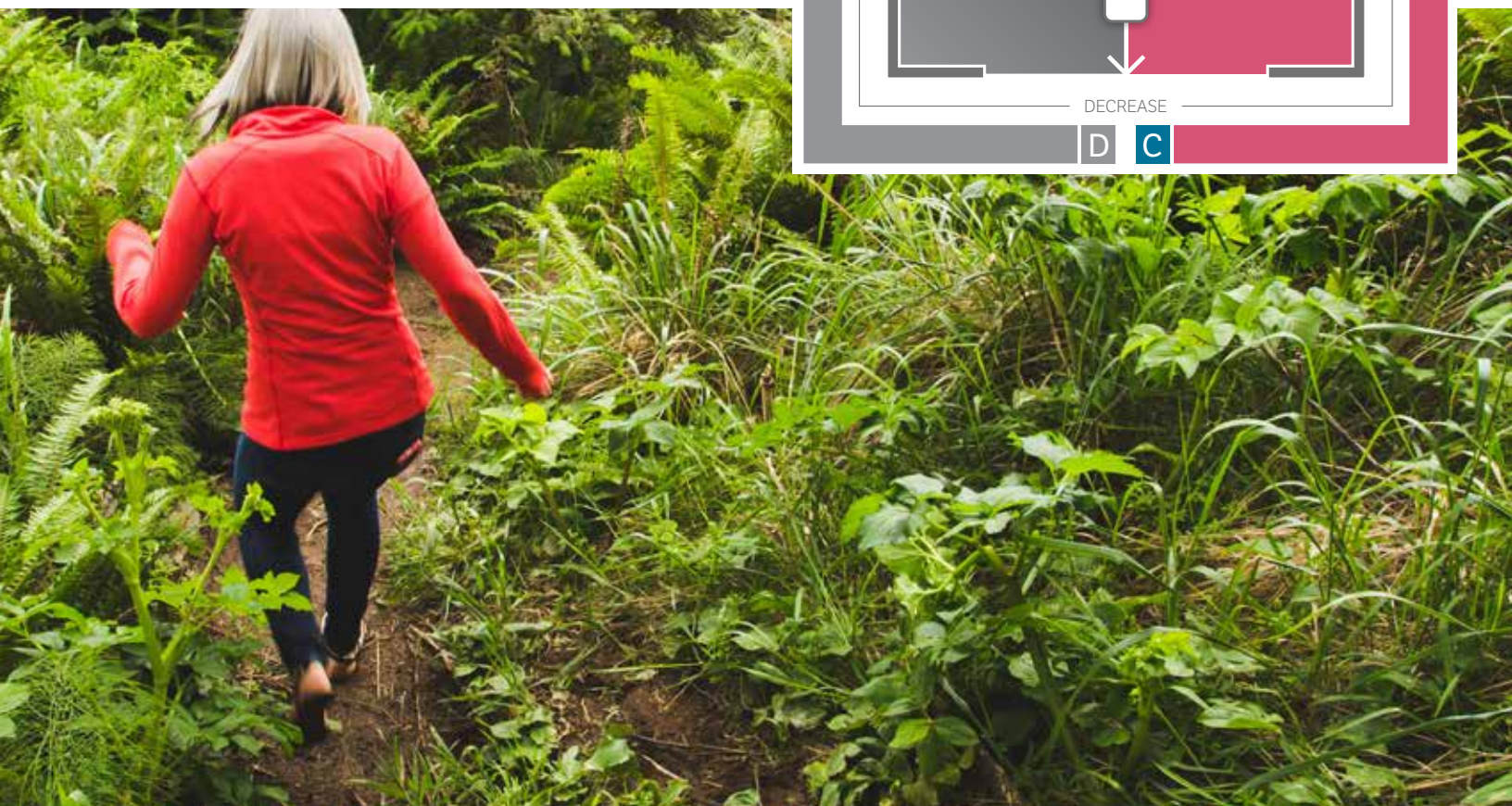
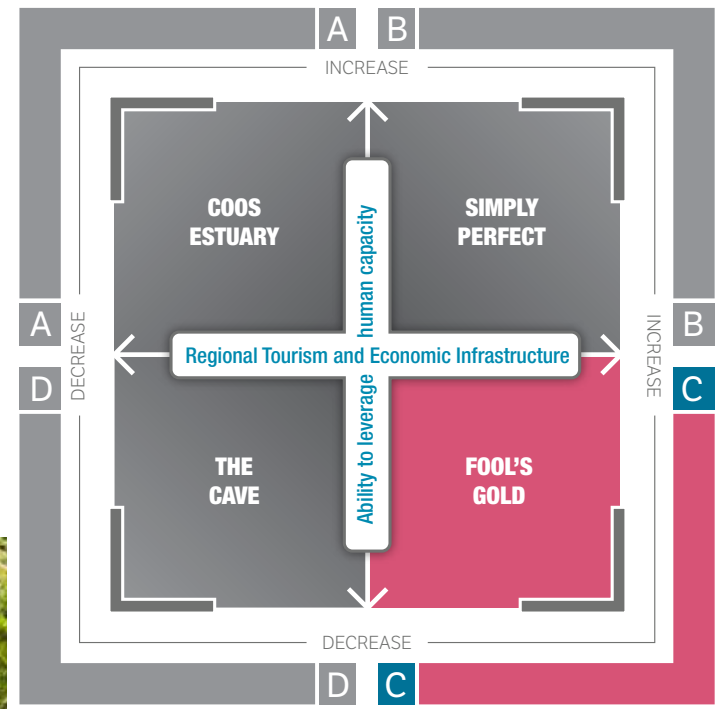
| SIMPLY PERFECT – HEADLINE NEWS | | |
|--|--|--|
| 2020 | 2025 | 2030 |
| "Recreation blossoms on Oregon's South Coast – Outside Magazine" | "Southern Oregon Coast leads the country on diverse economic growth – Wall Street Journal" | "Oregon's South Coast voted best place to live, work and play – Forbes Magazine" |
| "Regional collaboration at all time high" | "New tourism infrastructure opens waterways for eco-tours" | "Environment rated as best condition in 100 years!" |
| "Downtown revitalization begins in earnest" | "Record shoulder season tourism numbers" | "Highway 101 now multimodal transport route" |



SCENARIO PLANNING

3.5 SCENARIO C – FOOL'S GOLD

Infrastructure investment drives the economy toward a tourism focus. However, a lack of collaborative behavior results in uneven distribution of benefits, with no shared identity, a lack of a coordinated visitor experience, and small business owners feel frustrated. Opportunities are missed in some areas, while over development results in natural resource degradation in others. Fragmented efforts to coordinate results in declining competitiveness and a loss of market share.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Every person for themselves
- Competition
- No shared identity
- Good social services
- Clusters of investment
- Lack of planning ethos
- Isolated
- Potentially effect visitor perception – turning away opportunities
- Lack of coordinated visitor experience
- Small businesses feel frustrated
- Potentially private enterprise beats out public interest

Economic Characteristics

- Multiple economic drivers
- Missed opportunity to leverage moving towards future
- Declining infrastructure
- Stagnant growth
- Market share loss

Environmental Characteristics

- Uncontrolled development
- Potential destruction of natural resources
- Potential over protection of natural resources
- Over promotion by particular industry that impacts another (e.g. over harvesting)



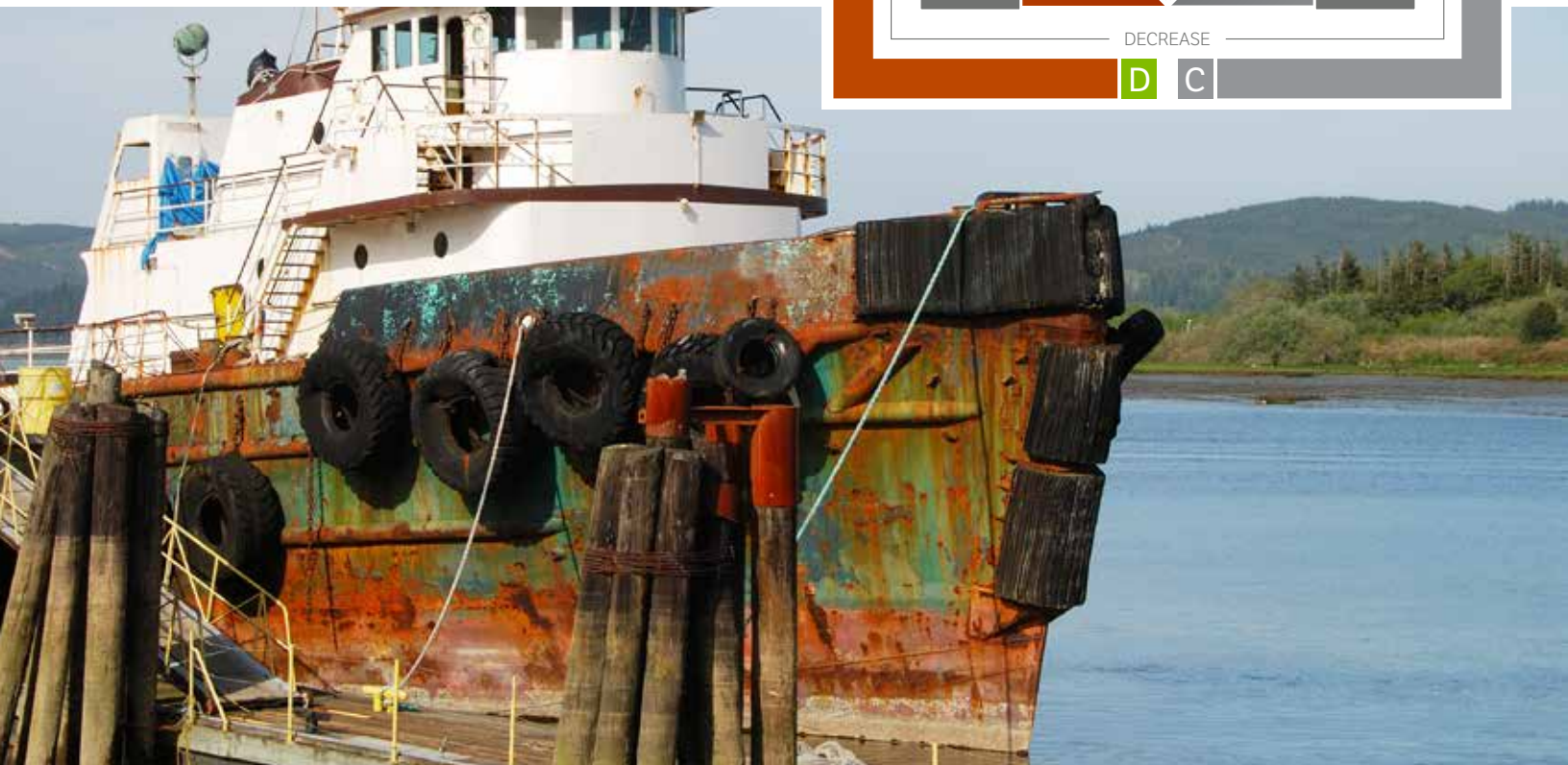
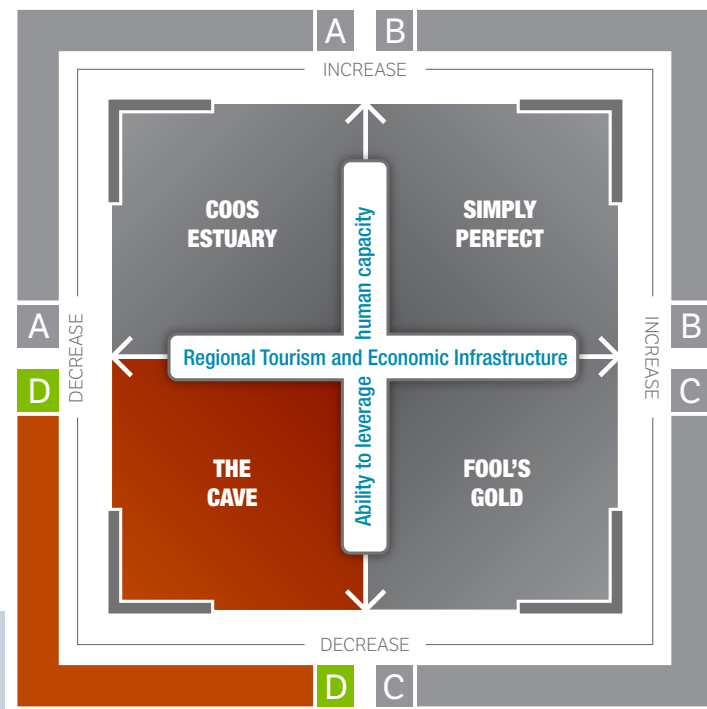
| FOOL'S GOLD – HEADLINE NEWS | | |
|--|---|--|
| 2020 | 2025 | 2030 |
| "Infighting stalls \$20M parks grant" | "OOPS! Competing festivals scheduled for July 15 weekend!" | "Feuding communities chase away tourists – economic loss in millions anticipate" |
| "Tourism on the rise but rest of the community lags" | "Tourism declines and other sectors flail" | "Unemployment rises – community at odds" |
| "Bike trail completed – Where are the cyclists?" | "Tall Ships arrive – merchants and visitor center not open" | "'Connect the boardwalks' scrapped for motocross trails and Coquille Riverwalk morphed into canal" |



SCENARIO PLANNING

3.6 SCENARIO D – THE CAVE

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 visitors to the region.





SCENARIO CHARACTERISTICS - 2030

Social Characteristics

- Aging population
- Gentrification and infighting
- School system issues/failures
- Affordability issues
- Despair around economy
- Disengagement and self sabotage
- Communication issues
- Lack of millennial demographic
- Misinformation
- Issues of transparency
- Lack of sharing and understanding
- Engagement of different perspectives
- NIMBY-ism
- All engagement is lost

Economic Characteristics

- Slow, minimal growth
- Lack of skilled workers
- Withering towns – no youth, jobs, industry, resources, mortality rate
- Disparity in incomes
- No incentives for professionals (medical, entrepreneurs)
- Loss of airport
- No small business support – shriveling
- Reduced TLT due to dilapidated lodging
- Lack of business voice in industry vision and direction
- Lack of infrastructure investment
- Perceptions on tourism industry

Environmental Characteristics

- State park takeovers
- Sell off state lands
- Less resiliency for disasters
- Environmental degradation



THE CAVE – HEADLINE NEWS

| 2020 | 2025 | 2030 |
|--|---|---------------------------------|
| "South coast sees decline in summer visitorship, 3 hotels close their doors" | "OTH (Airport) having 1 route" | "Last dentist leaves town" |
| "REEF project fails, no services for entrepreneurs" | "Crime rate skyrockets" | "Coos Bay rail line shuts down" |
| "Fish hatchery declines, charters, local fisherman and business opportunities decline" | "Community suffers from non-profit closing" | "Museum closing" |

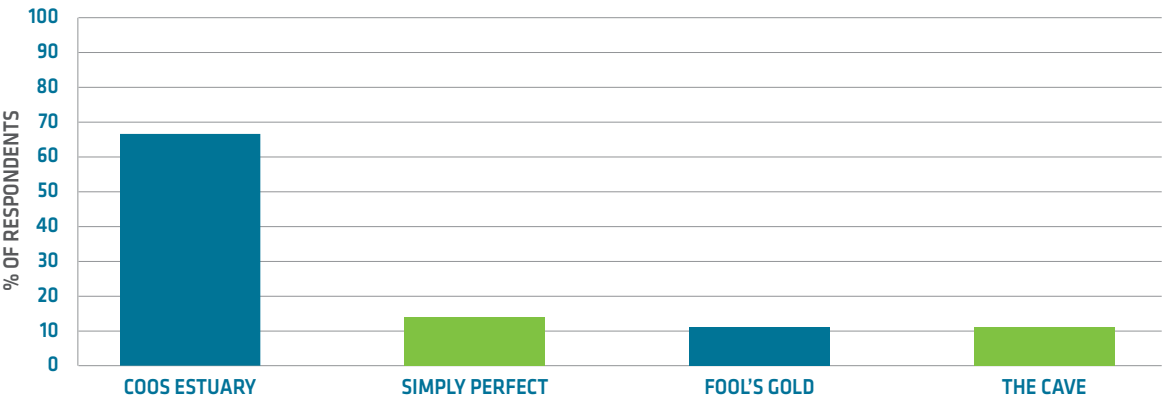


PREFERRED AND EXPECTED FUTURES

4.0 PREFERRED AND EXPECTED FUTURES

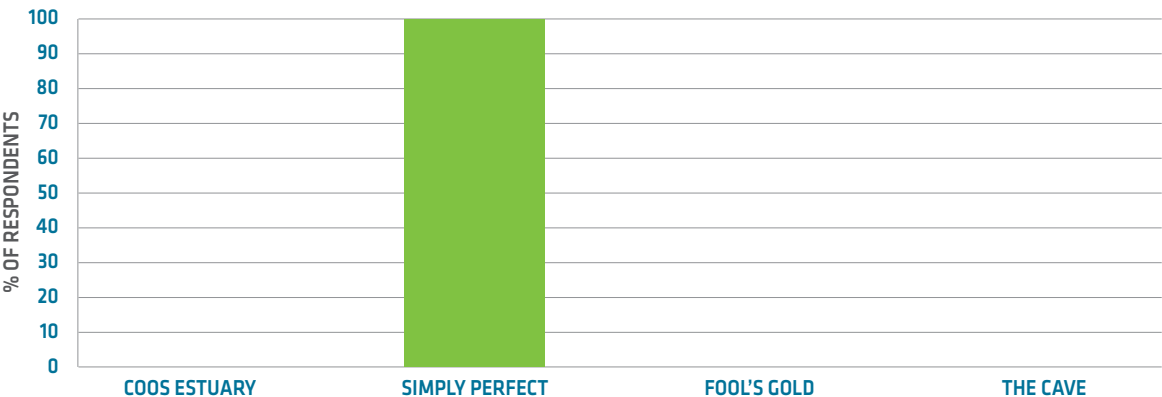
The four scenarios presented represent a range of plausible outcomes for the Southern Oregon Coast Region. Think-Tank participants were asked a series of questions regarding their views of the preferred and expected future. The expected future is the one they deemed most likely to eventuate if there is no change in the current trajectory. The workshop participants indicated that Scenario A – Coos Estuary is the scenario they believed most represented the current direction of the region.

Expected Scenario (assuming current trajectory continues)



While each of these scenarios were viewed as plausible, Think-Tank participants expressed a clear preference for one of the presented outcomes, being ‘Simply Perfect’.

Preferred Scenario





5.0 DRAFT VISION – SOUTHERN OREGON COAST 'SIMPLY PERFECT'

Draft Vision Statement – Southern Oregon Coast

Oregon's South Coast is 'Simply Perfect' from trees to the seas, offering a high quality of life for residents and an outstanding experience for visitors.

The region retains the charms of its rural areas and small towns, and preserves its ecological features. It has grown its regional infrastructure to provide a range of visitor opportunities built around its dunes, bays, beaches, forests, mountains, rivers, and valleys, from high end boutique hotels and restaurants to affordable outdoor family experiences. The visitor experience focuses on abundant ecotourism and outdoor recreation opportunities (birding, kayaking, fishing, mountain biking, hiking, etc.). We have strong culinary and agritourism sectors, highlight our unique industrial history, and provide sensitive cultural experiences in partnership with local tribal members. These activities support a diverse population, with a robust economy and vibrant social connections. Businesses have incorporated sustainable production and harvesting practices to protect, restore and utilize natural resources on land and in the water.

The people in the region have coalesced to make their shared vision a reality. Committed groups of people from across the community have joined together to build critical regional infrastructure, strengthen the quality of life, and create opportunities for local people to thrive. Collaboration is the norm and people from all corners of the region work together to make the south coast of Oregon 'Simply Perfect'.



NEXT STEPS

6.0 NEXT STEPS

The workshop participants discussed the ramifications and implications of failing to achieve the preferred future. There was a unanimous alignment of people that 'Simply Perfect' represented the preferred future scenario, however very few people thought that was the current trajectory. The preferred future 'Simply Perfect' 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 they 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 in the intervening years, and the cumulative positive impacts of change. As an example, some of the existing work in the region is already significantly shaping the future directions and actions.

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

- The Rural Tourism Studio, and the opportunity it represents to leverage the enthusiasm and interest of the local industry and communities.
- The successful work being done in the Wild Rivers Coast region, following their successful Rural Tourism Studio.
- Various community based groups and Tourism Centers that are building community cohesion and recognition for the quality of the tourism experience on the south coast.
- Development of a number of scenic by-ways and tourism products.

The scenario framework also can help guide additional actions to guide the future, especially in the importance of building regional infrastructure, collaboration and capacity. The challenge will be to



NEXT STEPS

connect the region to existing efforts, and harness the depth of research and development already occurring in the broader regional context. This will allow progress, even in periods of short-term economic stress.

The region has an abundance of high quality natural resources and world-class outdoor tourism experiences. The challenge will be to optimize the use of these resources, while retaining the 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 mass.

6.1 STRATEGIC ACTIONS

This report lays the foundation for creating a progressive regional tourism action plan. The preferred future 'Simply Perfect' 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 11 categories. The participants then prioritized the categories that should be initiated within the next two years. Each participant was given 3 votes to identify the priorities.



NEXT STEPS

1. Develop a regional branding and marketing strategy (including shoulder seasons) – 31 votes

- Branding and cross marketing (who we are in one central location)
- Create a sense of ownership through branding
- Developing and promoting a regional brand
- Highlight abundant choices (share the number/quantity of resources such as 8 history museums, 1 art museum, and 3 discovery centers)
- Breaking out of silos and create a common stream of information
- Strong web presence and social media, including video promotions

2. Develop a regional outdoor recreational trails strategy and alliance (waterways, forest, coastlines) – 23 votes

- Create regional trails connection strategy
- Develop river trails in Southern Oregon Coast region
- Develop trails and waterways for recreational use
- Develop a formal trails alliance to inventory, promote, and manage trails, and advocate for new trail development
- Trail development and access – bike, hike, water

3. Develop an online and physical map based destination planning tool - 20 votes

- Partner Maps (hiking, kayaking, walking, crafts, photos, painting, etc.) and apps
- Coordinated site with overlays of ALL types of trail systems
- Visitor information, transportation and content sharing program
- Destination planning tool (3 trips in 18 mo. – communicate concept of creating habits)
- Create and distribute map of region with activities and places to go



4. Develop a food and culinary trail network including farms and sea – 16 votes

- Expanding current farm trail to encompass all of the region – connect restaurants, fishermen, and producers for enhanced experience
- Develop a seafood trail to showcase birth to stomach tourism

5. Develop a wayfinding and signage plan – 13 votes

- Develop a living and inclusive interpretation program for the region that can be delivered through signage, seminars and guides
- Signage and wayfinding plan
- Driving awareness through signage/wayfinding – Digital & Print versions
- Wayfinding signage

6. Develop a local tourism business network to support business development and knowledge sharing, and to create unique products and experiences – 11 votes

- Local small business support – new tourism related businesses (e.g. guide companies) and shop local
- Resource education – education local businesses on regional offerings
- Tour at Home – Staycation Weekend – Best to do/see/eat – Internal tourism exchange
- Locals recommend (Natural Yelp!) – word of mouth marketing
- Develop experiences
- 'Behind the Scenes' tour opportunities in Agritourism
- Curb Appeal – infrastructure maintenance and set up; slow people down, get them to stop
- Develop winter campaign for tourism
- Unique experiences, eg. Kite Station – rent or borrow a kite for the day
- Better internal (local communities) communication



NEXT STEPS

7. Create an inclusive region-wide Tourism Task Force, building off the Coos County Tourism Working Group – 11 votes

- Develop and sustain/support specific regional projects (such as wayfinding, interpretive signage re: timber industry, bike paths, kayak rental support, industry linking tours (seafood, agriculture, timber))
- Complete a SWOT analysis for the region
- Equal representation of ideas within the region – pull together a work group; conduct a needs assessment
- County-wide Tourism Task Force – provides data such as who is coming and what are they buying

8. Create regional calendar of events – 11 votes

- Develop regional calendar of events
- Build stronger regional collaboration. This can manifest through an event calendar that brings people together and expands visitation into shoulder seasons

9. Develop a local 'WeSpeak' program to educate frontline staff and interpret local culture and history – 8 votes

10. Education for locals on the value and impact of tourism - 5 votes

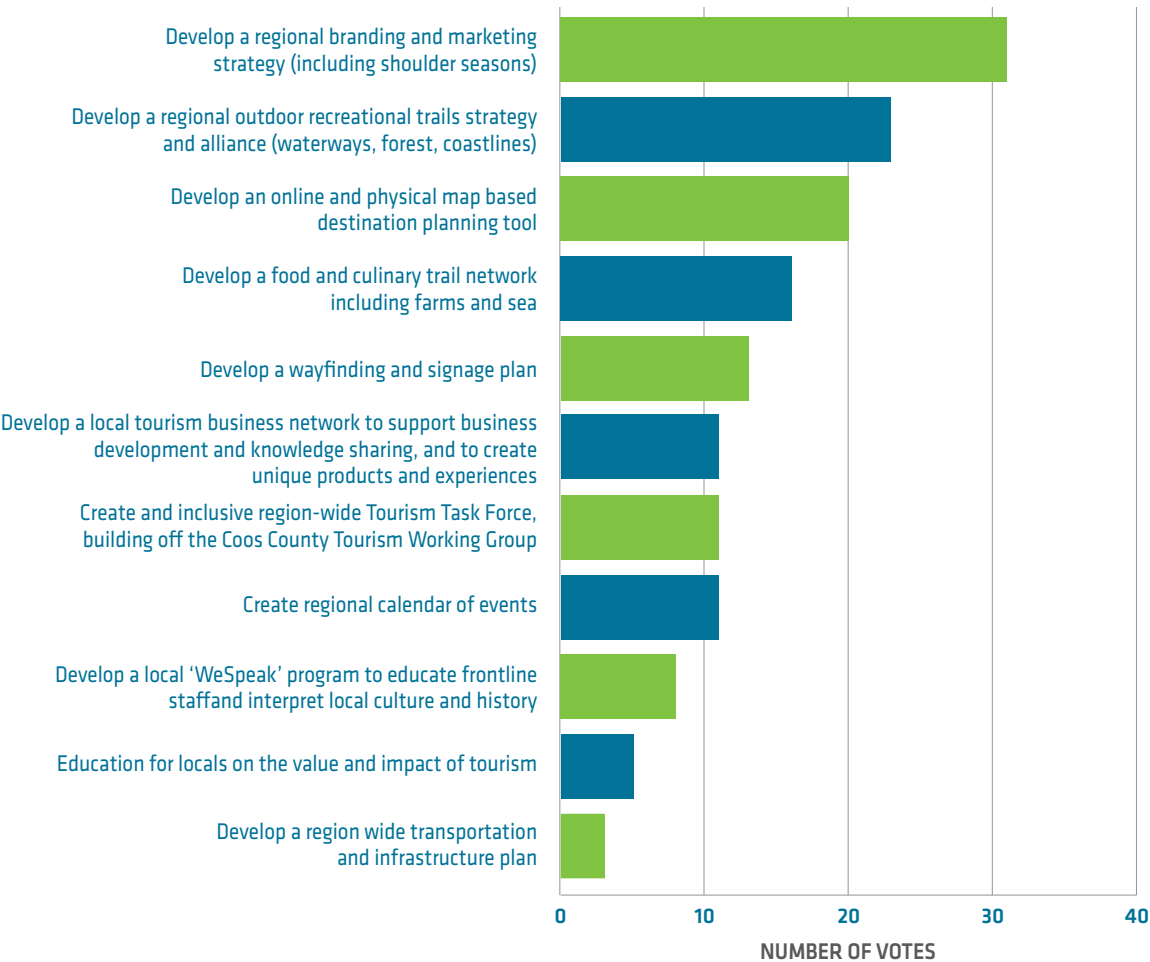
- Local Education/Public Forum



11. Develop a region wide transportation and infrastructure plan – 3 votes

- Create an infrastructure re-investment plan
- Inter-modal transportation opportunities coordinated to travel/visit local highlights ‘Ale Trail’
- Develop and support (\$ and staff) regional visitor industry infrastructure/administration group to sustain collaborative efforts – coordinated by Travel Oregon, etc.
- Plan for inland tourism on the south coast
- Develop and sustain/support regional network to promote local/regional visitor services and opportunities coordinate with Travel Oregon

Priority Strategic Action Items





ABOUT FUTURE IQ

7.0 ABOUT FUTURE IQ

Future iQ has worked collaboratively with Travel Oregon's Destination Development Team for over 8 years. This work has included the developing, refining and co-delivering of the community visioning and planning sessions for the Rural Tourism Studios across the State of Oregon.

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. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. 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

SOUTHERN OREGON COAST REGION RURAL TOURISM STUDIO VISIONING & PLANNING WORKSHOP REPORT PREPARED BY:



DAVID BEURLE

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

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.



TRAVEL OREGON'S RURAL TOURISM STUDIO PROGRAM

8.0 TRAVEL OREGON'S RURAL TOURISM STUDIO PROGRAM

The Rural Tourism Studio is an innovative and unique program developed by Travel Oregon. The program is designed to assist rural communities interested in sustainable tourism development. Because of the program, Travel Oregon and community organizers aim to see an increase in high-value, authentic experiences for travellers across the state. In turn, this will contribute to community liveability 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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KRISTIN DAHL

As Vice President of Travel Oregon's Destination Development Program, Kristin provides leadership to the Destination Development Team which supports the sustainable development of Oregon's tourism economy. In addition to her other leadership and program responsibilities, Kristin lends hands-on design and facilitation expertise to the Rural Tourism Studio. Kristin led the program design for the Southern Oregon Rural Tourism Studio and co-facilitates the Community Visioning and Planning Workshop as well as the Outdoor Recreation and Adventure Travel Workshop. Kristin is closely supported by members of the Destination Development Team.

ACKNOWLEDGMENT

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Thank you to all the workshop participants, who brought such enthusiasm, good humor and robust thinking to the workshop conversation about the future of the regional tourism industry.

