

**OREGON TOURISM STUDIO: COMMUNITY LEADERS BOOT CAMP  
MAY 9 – 10, 2017 | SILVER FALLS LODGE & CONFERENCE CENTER**

**ATTENDEES:**

- Alice Trindle, Eastern Oregon Visitors Association
- Allison Ford McKenzie, GROW-EDC
- Alyssa Brownlee, Horse Creek Lodge & Outfitters
- Brian Kraynik, Prosper Landing
- Carol Tannenbaum, McKenzie River Lavender
- Casey Roeder, Columbia Gorge Tourism Alliance
- Cristie Amaral, Maupin Area Chamber Of Commerce
- Dave Lacey, Oregon Coast Visitors Association
- Donna Quinn, Cannery Pier Hotel & Spa
- Elaina Turpin, GROW-EDC
- Emily Gluckin, Polk County Tourism Alliance
- Gary Carl, Oakridge City Council
- Heidi Beierle, Enroute Transport
- James Good, Good Bike Co.
- Jim Coey, City of Oakridge
- Jon-Paul Bowles, Destination Management Advisors
- Katherine Hoppe, The Mill Casino Hotel & RV Park
- Katie Jameson, RARE AmeriCorps/South Central Oregon Economic Development District
- Lynda Kamerrer, Oakridge Lodge & Uptown Bistro
- Maricela Guerrero, Travel Salem
- Melissa Steinman, Waldport High School
- Miles Phillips, Oregon Sea Grant
- Natalie Inouye, Travel Lane County
- Rachel Weinstein, Gilliam County Oregon
- Sara Mercier, Columbia Gorge Tourism Alliance
- Shawn Irvine, City of Independence
- Teri Myers, La Pine Chamber of Commerce

**TRAVEL OREGON STAFF:**

- Alexa Carey, Specialist, Destination Development
- Elena Vizzini, Coordinator, Destination Development
- Andrew Grossmann, Coordinator, Destination Development
- Scott Bricker, Manager, Destination Development
- Jordan McCauley, Administrative Assistant, Destination Development
- Harry Dalgaard, Manager, Regional Cooperative Tourism Program
- Kate Sappell, Coordinator, Regional Cooperative Tourism Program

The following notes are intended to be supplemental to the presentations and handouts provided during the session. Presentations are posted to <http://industry.traveloregon.com/industry-resources/destination-development/oregon-tourism-studio-gathering/>

**INTRODUCTIONS AND REFLECTIONS:** *Participants were asked to share their regional accomplishments from the past year, these include:*

- **COLUMBIA GORGE**
  - Landing a RARE position to support the Columbia Gorge Tourism Alliance with completing projects from the Rural Tourism Studio grant
  - Towns to Trails video complete to communicate the vision of a signature Trail system to help garner support and funding
  - Launched We Speak Gorge training program for front line staff
- **POLK COUNTY**
  - Launched online presence for Polk County Tourism and YouTube video for bicycle tourism
- **KLAMATH BASIN**
  - Preparing for RTS coming this Fall, created a community webpage for region RuralKlamathConnects.org
- **NEWBERRY COUNTRY**
  - Formed the “Newberry Trail” concept out of the Rural Tourism Studio, which unites seven sister cities in the Newberry crater area, in fundraising mode currently
- **WILD RIVERS COAST/SOUTHERN OREGON COAST**
  - Secured \$500K funding for trail building efforts and engage youth to help with mountain biking trail building
  - Coos County formed a new Tourism Workgroup, privately funded by Bandon Dunes, formed a representative board to steward the funds for greater regional collaboration
  - Starting to revive the efforts of the Coquille Water Trail
- **NORTH SANTIAM**
  - Created River Fusion 22 out of RTS, a multi-day, multi-city event around the Solar Eclipse
  - Starting to collaboration and unity among the towns of the Santiam out of the RTS program
- **OAKRIDGE**
  - Using TLT dollars and created a community block grant to help beautify store fronts
  - Just underwent a Bicycle Tourism Studio, uniting with all communities of East Lane County, showing synergy and collaboration among rural communities with similar product
- **McKENZIE RIVER VALLEY**
  - Signature events program (formed out of the RTS) is now in it’s fourth year and running strong
  - Just underwent a Bicycle Tourism Studio, uniting with all communities of East Lane County
  - Land County helped with developing a year round tourism plan for the area
- **RIVER CANYON COUNTRY**
  - In the final stages of approval for the Crooked River Canyon Scenic Bikeway and Sherars Falls Scenic Bikeway.

## PANEL SESSION: FUNDING SOURCES FOR TOURISM PROJECTS

The following panelists provided information on their grant programs to participants. Details regarding grant programs are available in the presentations posted to <http://industry.traveloregon.com/industry-resources/destination-development/oregon-tourism-studio-qathering/>. Presenters and contact info listed below and responses to participant questions.

### Recreational Trails Program (Oregon Parks and Recreation Department)

Presenter: Harry Dalgaard, Travel Oregon (review committee member)

Website: [www.oregon.gov/oprd/GRANTS/Pages/trails\\_apply.aspx](http://www.oregon.gov/oprd/GRANTS/Pages/trails_apply.aspx)

Contact: [Jodi.bellefeuille@oregon.gov](mailto:Jodi.bellefeuille@oregon.gov)

**Q: Are “Rails to Trails” projects applicable for the Regional Trails Program?**

A: Yes

### Rivers, Trails and Conservation Assistance Program (National Park Service)

Presenter: Dan Miller | [dan\\_miller@nps.gov](mailto:dan_miller@nps.gov)

Website: [www.nps.gov/rtca](http://www.nps.gov/rtca)

**Q: Is this program just for federal lands?**

A: No. If on private land, will require a letter of support from the land owner

**Q: Is this mainly for large scale projects?**

A: No, we see all scales, we've done statewide down to the city/town level

### Regional Solutions

Presenter: James LaBar | [jameslabar@oregon.gov](mailto:jameslabar@oregon.gov)

Website: [www.regionalsolutions.oregon.gov](http://www.regionalsolutions.oregon.gov)

**Q: Can you get back to back Regional Solutions Grants?**

A: TBD. Process has changed so now it mirrors Connect Oregon, depends on budgetary being finalized. Also comes down to the committee in your region

**Q: Can you apply for a Regional Solutions system after an Oregon Solutions project?**

A: Yes, that's how the system is designed, they are our sister agency. Regional solution can help unlock funds from the other state agencies and can be successful in unlocking county funds. Incorporate regional solutions priorities into your grants proposals and projects to show alignment. You should ensure you are connecting with your Regional Solutions coordinators for letters of support.

**Q: We want to do phase 2 and phase 3 for our project that we started with Regional Solutions. What does that look like?**

A: By demonstrating that you've worked with Regional Solutions in the past, when you are going after funding from agencies, you can demonstrate that you have a coalition support your project for Economic Development funds from other agencies.

**Note: (Alice) In Eastern Oregon, most committees typically don't have a person that understands or represents tourism. We'd like to recommend Regional Solutions add a tourism representative to committees in our region.**

A: I will recommend that the new coordinator for Eastern Oregon is presented with that idea. As an example, that request was granted for the Mid Valley region and a Oregon Parks and Recreation Department and Oregon Department of Fish and Wildlife were added.

#### **OREGON MAIN STREET PROGRAM**

Presenter: Sheri Stuart | [sheri.stuart@oregon.gov](mailto:sheri.stuart@oregon.gov)

Website: [www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx](http://www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx)

**Q: For your façade improvement grants, who is the grant recipient? The Business?**

A: No, it's the main street program coordinator that then passes it onto the business owner

**Q: What constitutes a "Downtown Main Street", would a town along the McKenzie River without a traditional main street qualify?**

A: We look at indicators which include a concentration of historic buildings that are pedestrian oriented. Non-traditional areas have participated but often at the affiliate level.

**Q: What are the requirements to participate in the affiliate program?**

A: Need to apply, have a contact, and a representative to attend semi-annual trainings

#### **CYCLE OREGON**

Presenter: Steve Shultz, Director, Cycle Oregon

Website: [www.cycleoregon.com/our-work/our-impact/](http://www.cycleoregon.com/our-work/our-impact/)

Contact: [grants@cycleoregon.com](mailto:grants@cycleoregon.com)

**Q: Can the funds go towards staffing human capacity for the project?**

A: Yes, we've funded that in the past

**Q: Are you focused more on road cycling?**

A: We fund all riding types including off road

## GRANT WRITING FOR TOURISM PROJECTS

### Presenters:

Meredith Howell  
Learn By Doing (Grant Writing Consultant)  
Email: [Meredithleehowell@gmail.com](mailto:Meredithleehowell@gmail.com)

Michelle Woodard  
Travel Oregon, Matching Grants Program Manager  
Email: [Grants@Traveloregon.com](mailto:Grants@Traveloregon.com)  
Website: [Industry.Traveloregon.com/Industry-Resources/Matching-Grants-Program/Oregon-Tourism-Commission-Matching-Grants-Program/](http://Industry.Traveloregon.com/Industry-Resources/Matching-Grants-Program/Oregon-Tourism-Commission-Matching-Grants-Program/)

### Overview (Meredith):

- Travel Oregon has received a sizable budget increase and created a tiered grants program to create ease of access to funds, will give out as many great grants as there are applications.
- Important to get your application in as early as possible to increase chances of receiving funds
- You can apply for more than one grant. You can also use the small grants to help fund a project that will lead up to a medium grants project
- Travel Oregon's Destination Development Department is hoping to have each Rural Tourism Studio community get in at least ONE grant application when they open this July
- Regional Cooperative Tourism Program (RCTP) funds going to the RDMO cannot be used as match for Travel Oregon matching grant
- There is not a lack of funds, rather a lack of well thought out projects that are fundable

### Example projects RTS communities will consider for Travel Oregon Matching Grants:

- Coquille River Trail
- Bike Hub on the Timber Trail
- Cross Collaboration between Polk County and North Santiam River communities
- Waldport Kayak Shack
- North East Oregon Arts Trail

### Questions:

**Q: Can funds go towards an event coordinator for an event?**

A: (Michelle) I will need to check with our operations team to clarify if that use is permissible.

**Q: Is facilitation costs for strategic planning eligible?**

A: Yes!

## EFFECTIVE NETWORK LEADERSHIP AND COLLABORATION

### Presenters:

Nick Viele  
Principal, c3strategy & Converge for Impact  
nick@c3strategy.com  
c3strategy.com

David Sawyer  
Principal, Context & Converge for Impact  
smarthumansystems.com/context  
david@smarthumansystems

### Overview

- Networks are defined as multi stakeholder groups that are coming together to accomplish a common goal (i.e. coalition, alliance, workgroup, etc. )
- No one can do it along to solve complex problems
- Nick and David work with a group of consultants (Converge for Impact) to analyze and develop tools to improve complex collaboration
- Travel Oregon has been working with Converge for Impact to assess the networks that have been set up through each of the Rural Tourism Studio region
- Networks are human endeavors, they require community building and applied “soft skills” to build trust and collaboration. Your network can only move as fast as the trust that’s built among it’s players.

### Tools for Strengthening Networks through Facilitation

- **Tool Number 1 : Stand up Sit Down**
  - Ask a series of questions and have people stand up to see relations among the group. Use a mix of personal and professional question (example: Who’s a parent, Who works for a government agency, Who’s lives in rural area, Who’s written a grant, etc.)
  - Warms people up and is a good substitute to standard “introductions”
  - Great for large group settings for folks that don’t necessary know each other yet
- **Tool 2: Pair and Share**
  - Works best in small groups and helps build group “community”
  - Have people pair off and give them one question to ask each other (example: What’s one thing you hope to get out of our time together today? What’s the hardest part about collaboration? )
  - Important to have a personal question that unlocks the persons internal context, this strengthens the sense of community
  - Give people 3 opportunities to pair off then pull group together to report out

- **Tool 3: Gives and Gets**
  - Have each person in group openly share their self-interest and personal project that has a “need”
  - Use this to calibrate self-interest with shared interest and allows people to openly celebrate their self-interest
  
- **Tool 4: True Stories**
  - Break out in groups of three of people you haven’t gotten to know
  - Everyone share your true story of why what motivates you to do the work you do and what lead you here (example: “Tell us a true story of your life that was transformative?)
  - Allow 3-5 minutes for one person to share their story, other participants must listen only
  - Use this tool to intentionally to get people who normally don’t get along or not connected to communicate with each other
  - Think about the question based on context of what you want to accomplish out of their collaboration
  - This activity is not a “nice to have” but a “need to have” to drive to network outcomes

**Group Discussion: Hardest part of collaborations**

- Communication
- Timing (scheduling a meeting)
- Capacity
- Do we have the right people in the room
- Surrendering ego for the common good
- Trust
- Negotiating through beau acrary

**Group Activity: Assessing your Network**

*Participants paired up with someone not a part of your current network – draw diagram of your current network structure and interconnectivity*

- **Report Out: What did you learn?**
  - Many people are engaged – and they may not all be interconnected
  - There are several hub and spoke components – multiple hubs
  - There are clear gaps and missing pieces
  - Hadn’t considered front/middle/back – need to get the right people engaged rather than just be focused on action team impact areas.
  - There are many gaps in what our actual front/middle/back of house representatives that could be strengthened.
  - If you can’t draw the network, it doesn’t exist

**Group Activity: Network Assessment Ranking Handout**

*Participants received a handout and were asked to rank their current networks based on the “Five Cs of Successful Networks” (clarify, convene, cultivate, coordinate, collaborate)*

- **Report Out: What did you learn?**

- We are not clear about what we have to give and get
- Long term, our structure will end up changing, right now we are focused on completed a specific project.
- It's time for us to reconvene the group and discuss a re-organization

**Group Activity: Critical Conversations**

*Participants were asked to list all the critical conversations that you need to address next in strengthening your network.*

- **Report Out:**
  - How do we accomplish the next step?
  - How do we find long term funding?
  - How do we distinguish levels of involvement?
  - How do we reinforce the value of getting together as the hard skills?
- **Discussion: What's next?**
  - (Polk County) We'll host a re-engagement party to celebrate successes address next steps
  - (East Lane County) We will have the network fill out the first 5 questions of the evaluation and the leadership team complete the rest of the evaluation to assess as a group
  - (North Santiam) We will reconvene the group that went through the RTS after the eclipse to report out on what was accomplished and plan out new projects



## **PRIORITY ACTIONS**

*Participants from each region convened and determined their top three priorities to act as a result of attending the Boot Camp.*

### **Oakridge**

1. Identify and affirm purpose
2. Map regional network
3. Evaluate RARE placement opportunities

### **McKenzie River**

1. Network evaluation with tourism communications
2. Submit a grant for wayfinding planning (work with Meredith for grant writing and follow up with Oakridge and their wayfinding plan)
3. Follow-up with action teams working on bike connectivity

### **Hood River/Gorge**

1. Share network presentation with full alliance
2. Explore Travel Oregon grant projects
3. Convene alliance

### **South Coast**

1. Work on trust building
2. Map regional network
3. Convene meetings

### **River Canyon Country**

1. Map regional network
2. Discuss give and get
3. Build trust

### **John Day River Territory**

1. Share new tools with group
2. Network mapping focused on agritourism
3. Navigate logistics for a possible RARE placement

### **North Santiam**

1. Celebrate successes at all meetings
2. Invite Rural Tourism Studio attendees to River Fusion 22, a collaborative event in June
3. Pursue Jon Paul

### **Newberry**

1. Share training tools with network
2. Celebrate what we've done and refresh next steps
3. Rethink priorities as "we"

### **Polk County**

1. Convene all network meeting to celebrate and plan
2. Bike team planning for grant projects
3. Build trust with Dallas and new steering committee participants

### **Klamath County**

1. Hire a community builder position
2. Invite northern communities to Steering Committee meetings
3. Rural Tourism Studio prep and grant funding

### **South Lincoln County**

1. Meet with Meredith next week
2. Present coverage to state CTE
3. Identify convening dates for next year's grant partners
4. Meet with Miles Phillips by June 20<sup>th</sup> regarding guide curriculum