

EFFECTIVE DESTINATION MANAGEMENT

A CRITICAL IMPERATIVE

10.13.2022





KRISTIN DAHL

CROSSCURRENT COLLECTIVE

- Born and raised in Juneau, Alaska; live in Hood River, Oregon
- Started career in tourism as a glacier guide on the Juneau Icefield for a helicopter sightseeing company; guided whitewater rivers for a decade
- Masters in Urban + Regional Planning (MURP) from Portland State University
- Forged a discipline in community-based, sustainable tourism development serving rural communities in the Pacific Northwest
- Led the formation of the Destination Development Department at Travel Oregon (2007-2015); VP of Destination Development (2015-2020)



DESTINATIONS

LET'S TALK TERMINOLOGY

WHAT IS A DESTINATION?

Explained

Destination: a place where people want to go

There are no definitive standards to what defines a “destination,” other than thinking about how travelers from far away might describe your place and what motivates them to come.

Destinations are sometimes defined by jurisdictional boundaries (city, county, province, state), but not always. In some cases destinations must be considered and crafted by looking at the geography of a place and how it interconnects, as well as how the communities are networked.

For example: You may run a business in a small town adjacent to a National Wild and Scenic River, but that small town might not be the destination in and of itself. The destination is more likely the river – so you might be operating within a destination more aptly named the “John Day River Territory” or “the Rio Grande” – both destinations.

Explanation by Crosscurrent Collective, 2021





A FEW KEY TERMS

Defined

You'll hear me use a few terms that may sound like industry jargon. Here they're defined using the simplest of definitions.

Destination management is the act of coordinating activities across multiple agencies and organizations to manage visitor impacts and improve livability.

Destination development is the act of improving the experience within a destination for visitors and residents.

Destination marketing is the act of raising awareness, attracting visitors and building long-term relationships through branding, communications, and promotion.

Destination stewardship is the act of protecting ecosystems, landscapes and cultures that define a place.

How the terms work together.

DESTINATION MANAGEMENT

- Leadership provided through a collaboration of diverse organizations
- Responsible for creating and implementing a destination strategy
- Focus is on communication, coordination + collaboration

DESTINATION DEVELOPMENT

- Community engagement
- Resident communications
- Experience development
- Visitor management

DESTINATION MARKETING

- Domestic + international
- Earned + paid media
- Visitor communications
- Sales

DESTINATION STEWARDSHIP

- Giving back
- Protecting nature
- Protecting culture
- Investing in innovation

A DESTINATION STRATEGY

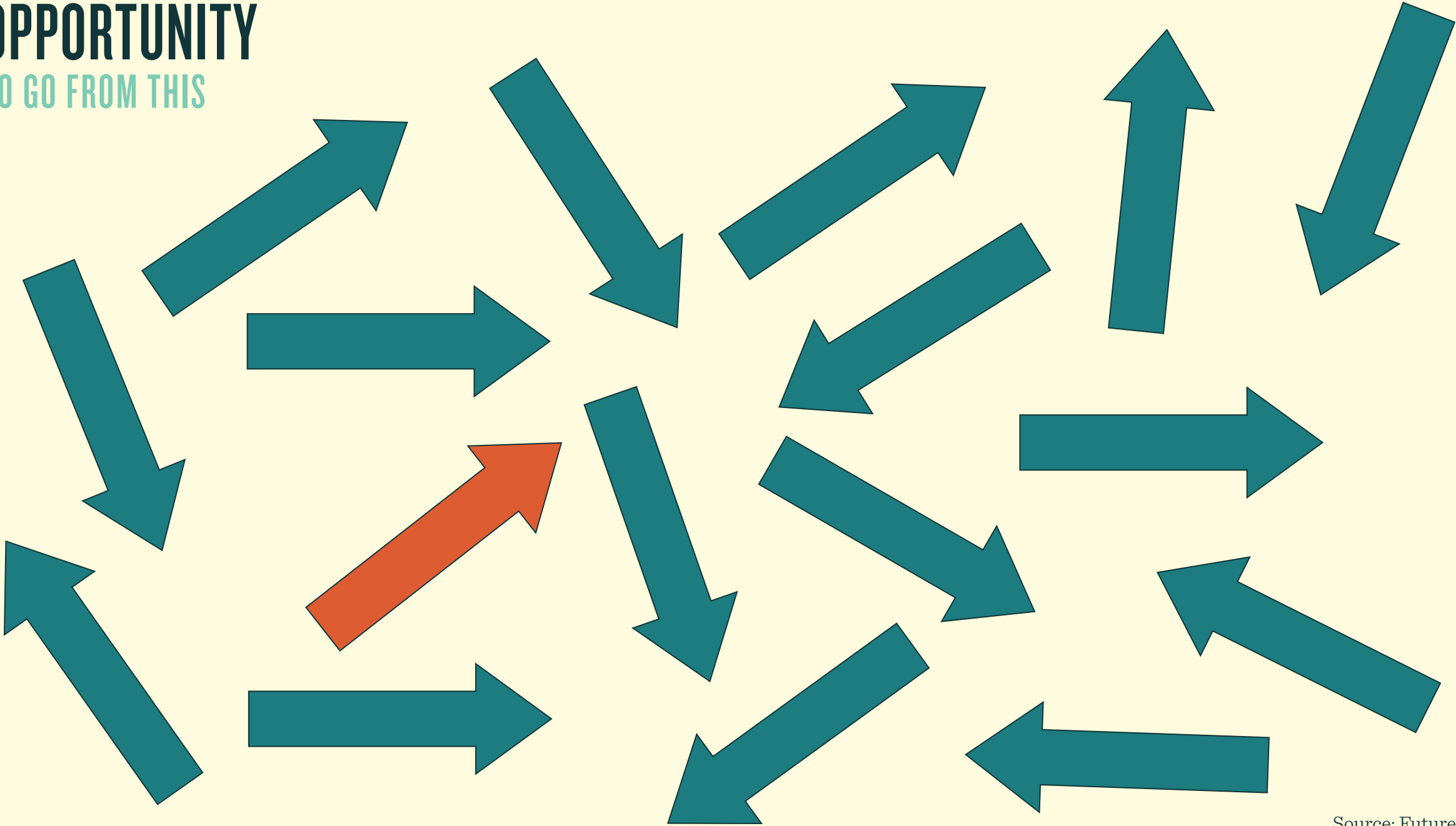
THE ROAD MAP

Managing for sustainable tourism in a destination is a complex activity. A road map is necessary in order to get diverse stakeholders to align for impact. A destination strategy is exactly that – a vision and a road map that clarifies where a community wants to go, and how they're going to get there. A strategy may contain direction on management, development, marketing and stewardship activities.



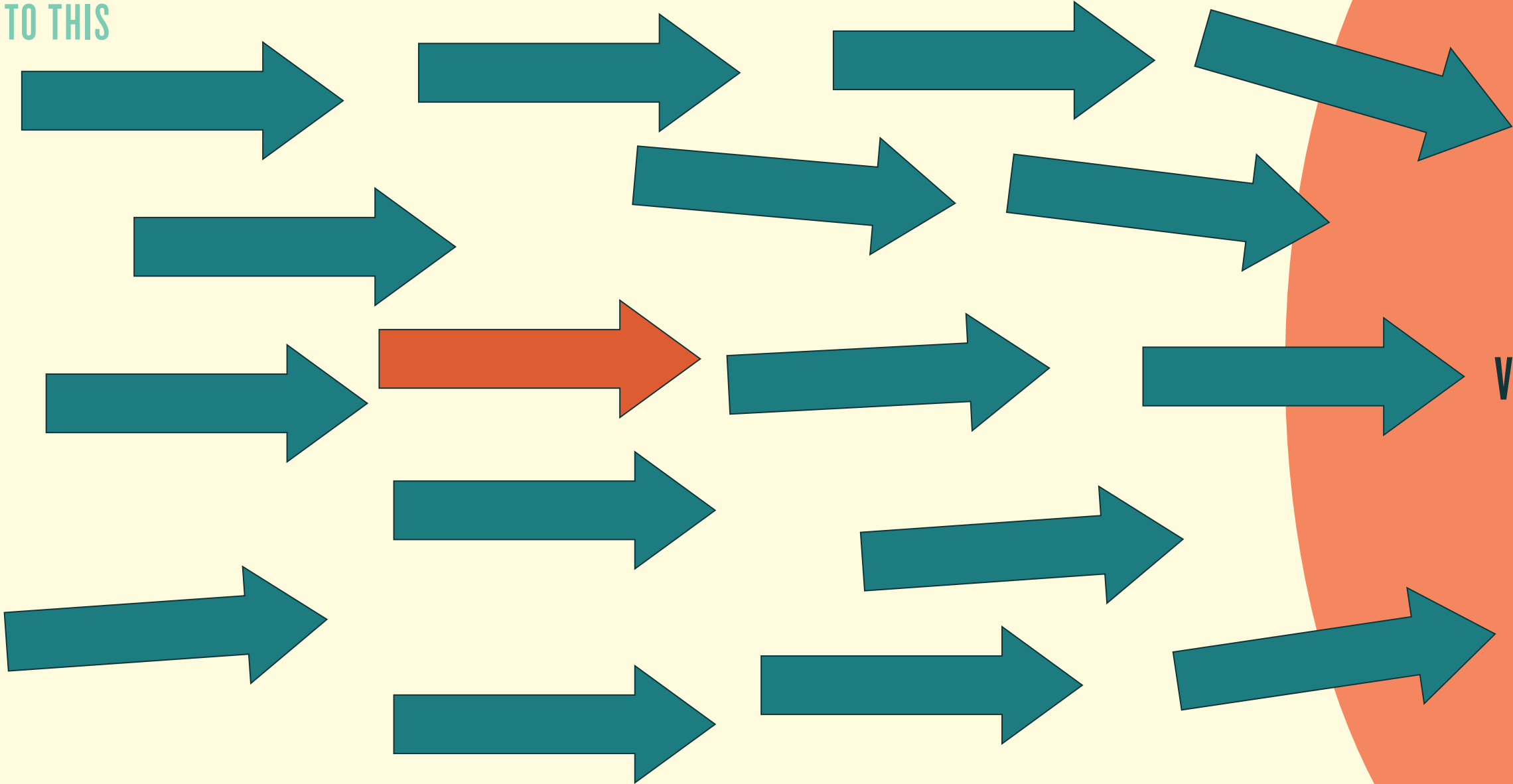
OPPORTUNITY

TO GO FROM THIS



OPPORTUNITY

TO THIS



VISION

COMMUNITY-CENTERED DESTINATION DEV. PROCESS

SAMPLE PROGRAM TIMELINE

PHASE 1: BUILD FOUNDATION

Dec. 2021-Mar. 2022

DESTINATION SCAN
+ PREPARATION

DIVERSE
STEERING COMMITTEE



3.5 MONTHS

PHASE 2: ENGAGE COMMUNITY

Mar. – May 2022

VISIONING +
SCENARIO PLANNING
WORKSHOP

DIVERSE STAKEHOLDERS



2 MONTHS

CONTENT
WORKSHOP
1

CONTENT
WORKSHOP
2

CONTENT
WORKSHOP
3

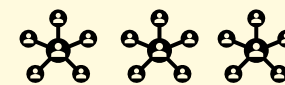


PHASE 3: MOVE INTO ACTION

May-July 2022

PLAN CREATION +
ACTION TEAM
MOBILIZATION

SC + STAKEHOLDERS



2.5 MONTHS

ACTION
TEAM

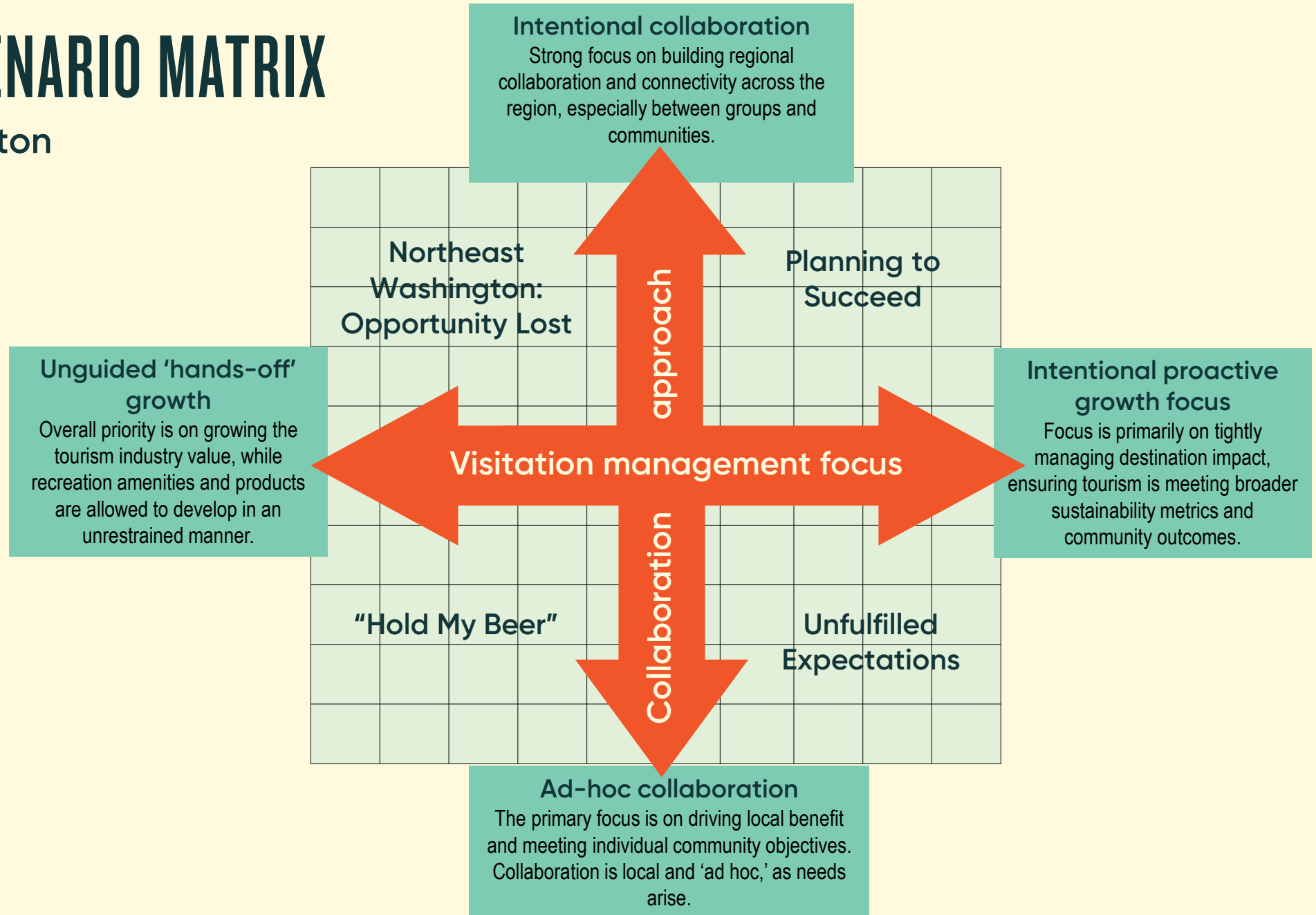
ACTION
TEAM

DESTINATION
LEADERSHIP
TEAM

ACTION
TEAM

PLAUSIBLE SCENARIO MATRIX

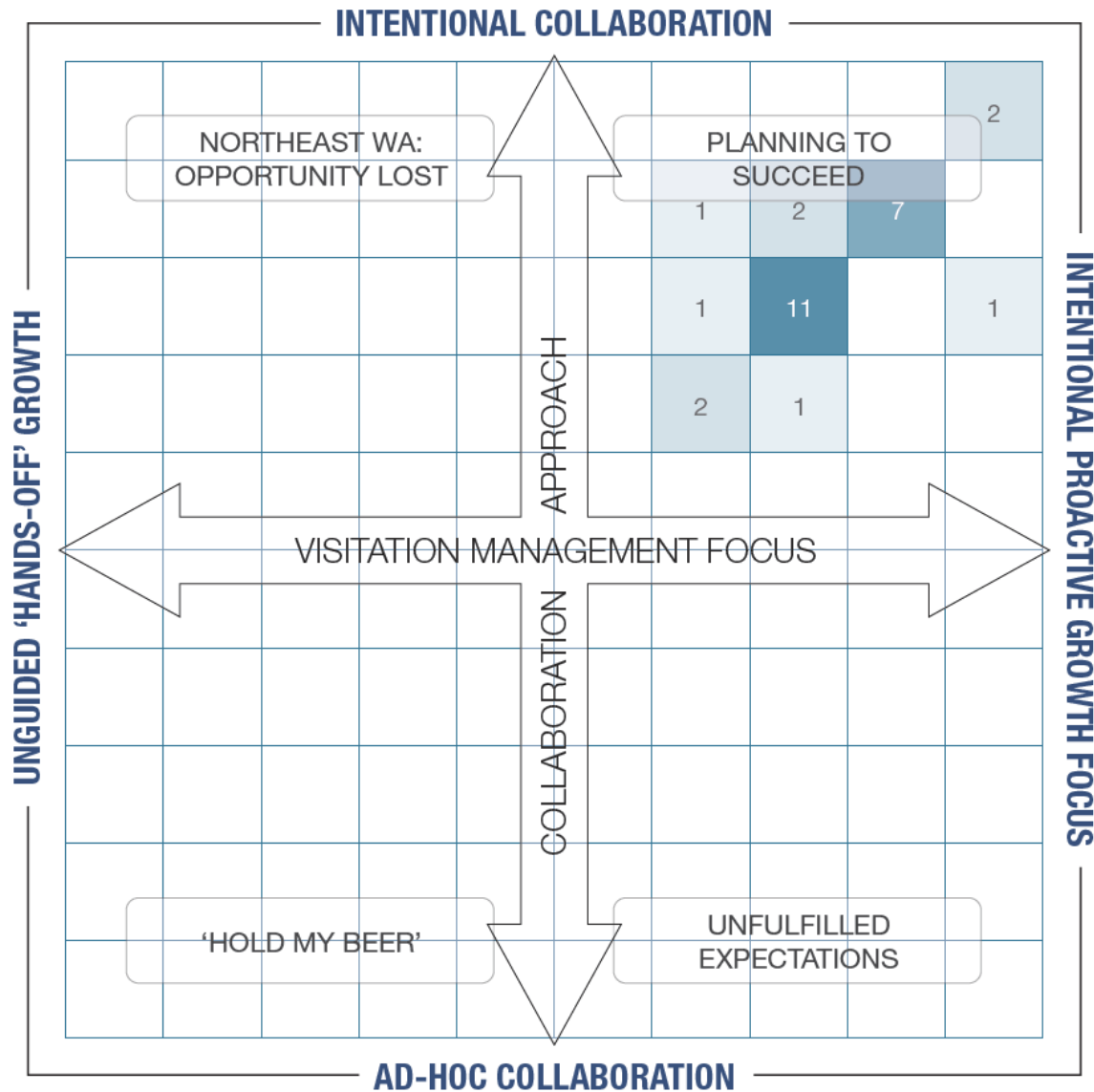
Northeast Washington
2030



Built from
interviews
+ survey
themes

NORTHEAST WASHINGTON

PREFERRED FUTURE – 2030



PREFERRED FUTURE PLAUSIBILITY MATRIX

This grid displays the plausibility level assigned by the workshop participants.

The darker the color, the greater the aggregate weighted plausibility score.

THE 'WHAT' OF SUSTAINABLE TOURISM

PRINCIPLES IN ACTION

Definition of Sustainable Tourism

“Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.”

- U.N. World Tourism Organization, 2002

Our Economy

Sustainable tourism ...

- Ensures visitor-spending contributes to the local economy directly and through taxes
- Encourages visitors to “buy local”
- Supports local food systems directly and indirectly
- Supports local suppliers directly and indirectly
- Means local businesses in a destination are working collaboratively to provide complete experiences
- Enhances local economic prosperity



Image source: Kristin Dahl



Image source: Russ Roca

Our Environment

Sustainable tourism ...

- Requires reducing climate impacts
- Puts a high value on conservation and protection of natural assets
- Requires visitor management systems to ensure protection of natural resources
- Encourages visitors to respect and protect natural areas themselves
- Encourages visitors to 'give back' to destinations
- Means businesses adopt green practices -- green design, waste reduction, energy efficiency

Our Communities, Our Cultures

Sustainable tourism ...

- Improves lives / community livability
- Increases local prosperity
- Improves social justice through diversity, equity and inclusion
- Promotes the sharing of values between cultures
- Creates opportunities for visitors to understand and uplift local values
- Celebrates and preserves culture
- Facilitates learning and sharing of best practices



Image source: Aaron Marineau



Regenerative Travel

- Considering the “whole” in design
- Creating a vision of a future state
- Following nature’s lead – its patterns
- Tapping into indigenous / local wisdom
- Maximizing benefits to all stakeholders, not just a few (residents, visitors, industry)
- Measuring differently – well-being of hosts and visitors
- Leaving a place better than we found it
- Evolving our consciousness

WHY IS THIS IMPORTANT NOW?

VISITOR TRENDS

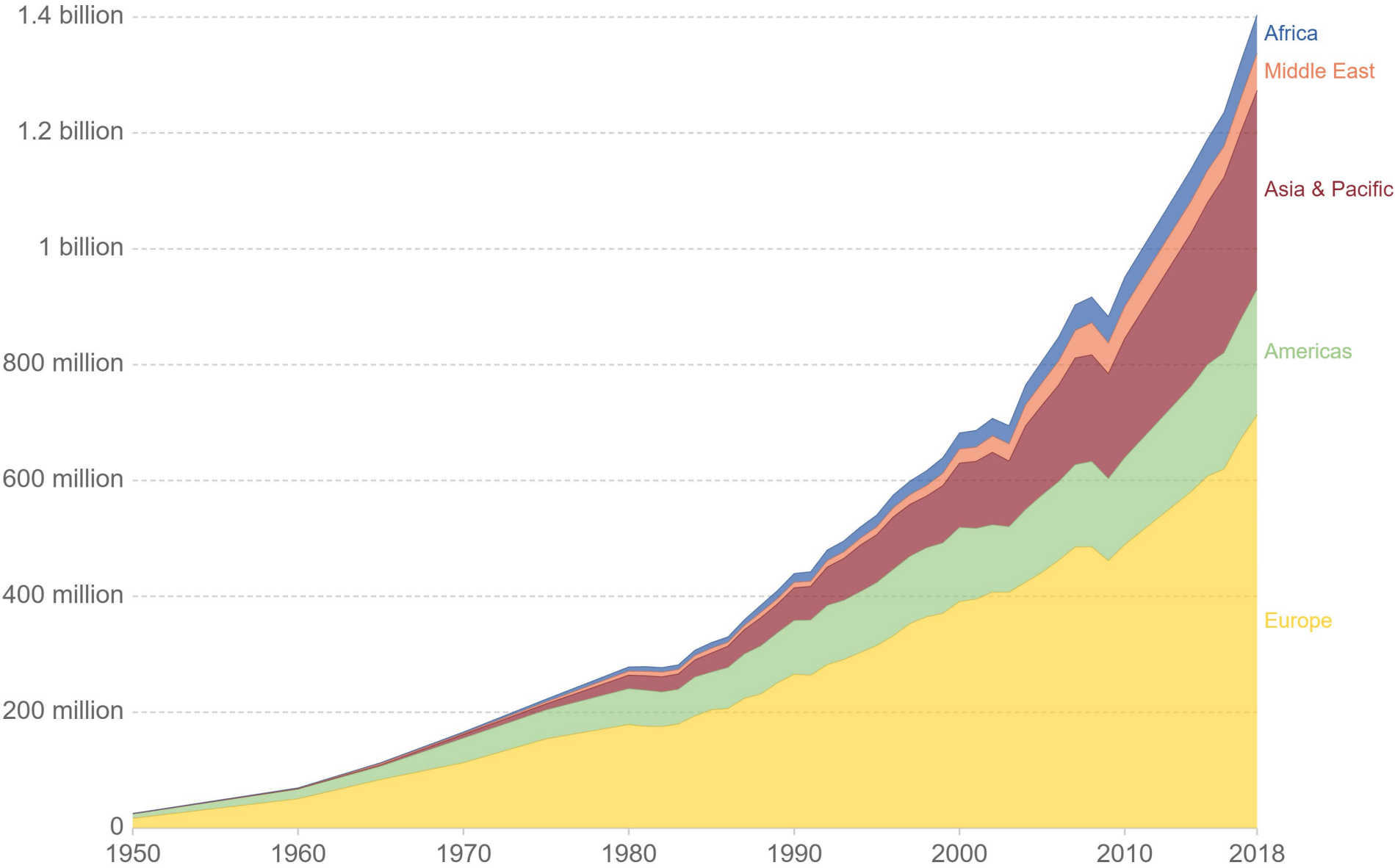
Tourism as a Global Force

2019 by the Numbers

- Tourism direct GDP = \$3.5 Trillion
- Tourism contributed 4% to global GDP
- 12 years of sustained growth
- 1.5 B international tourists arrivals globally
- 330 million people employed around the world – that's 1 in 11 jobs!



International Tourist Arrivals by World Region



Source: United Nations World Tourism Organization - World Tourism Barometer (2019)

The Great Pause



Image credit: World Travel Tourism Council

Tourism as a Global Force

Crushed by the Pandemic in 2020

- Worst year on record for global tourism
- International arrivals dropped by 74%
- Represents a loss of USD 1.3 trillion in export revenues
- Put 100-120 million direct tourism jobs at risk, mostly small + med-sized enterprises

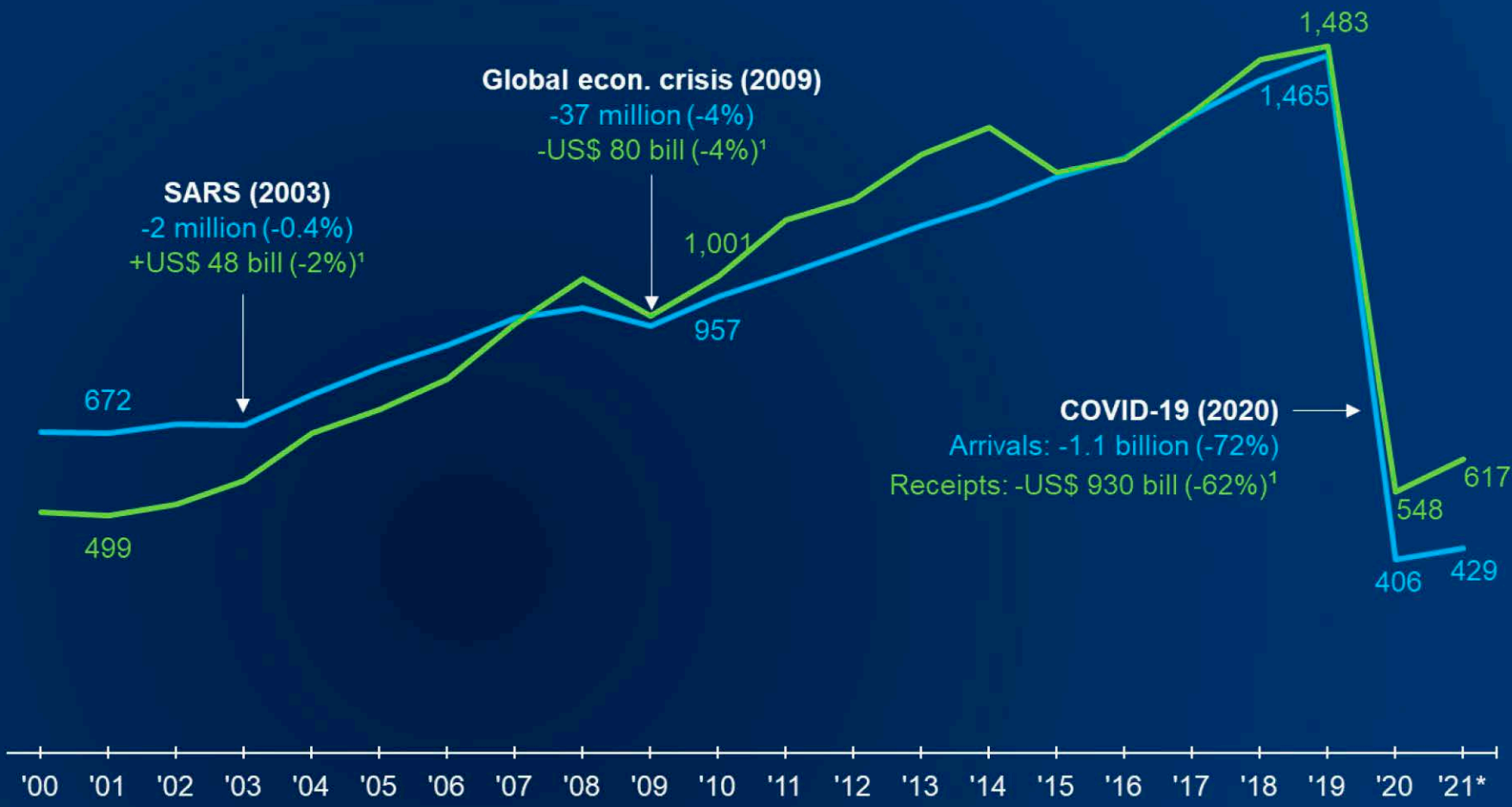


International tourist arrivals and receipts, 2000-2021

(millions, USD billions)

- Arrivals (mill)
- Receipts (USD bill)

Source: UNWTO (May 2022)
 * Provisional data

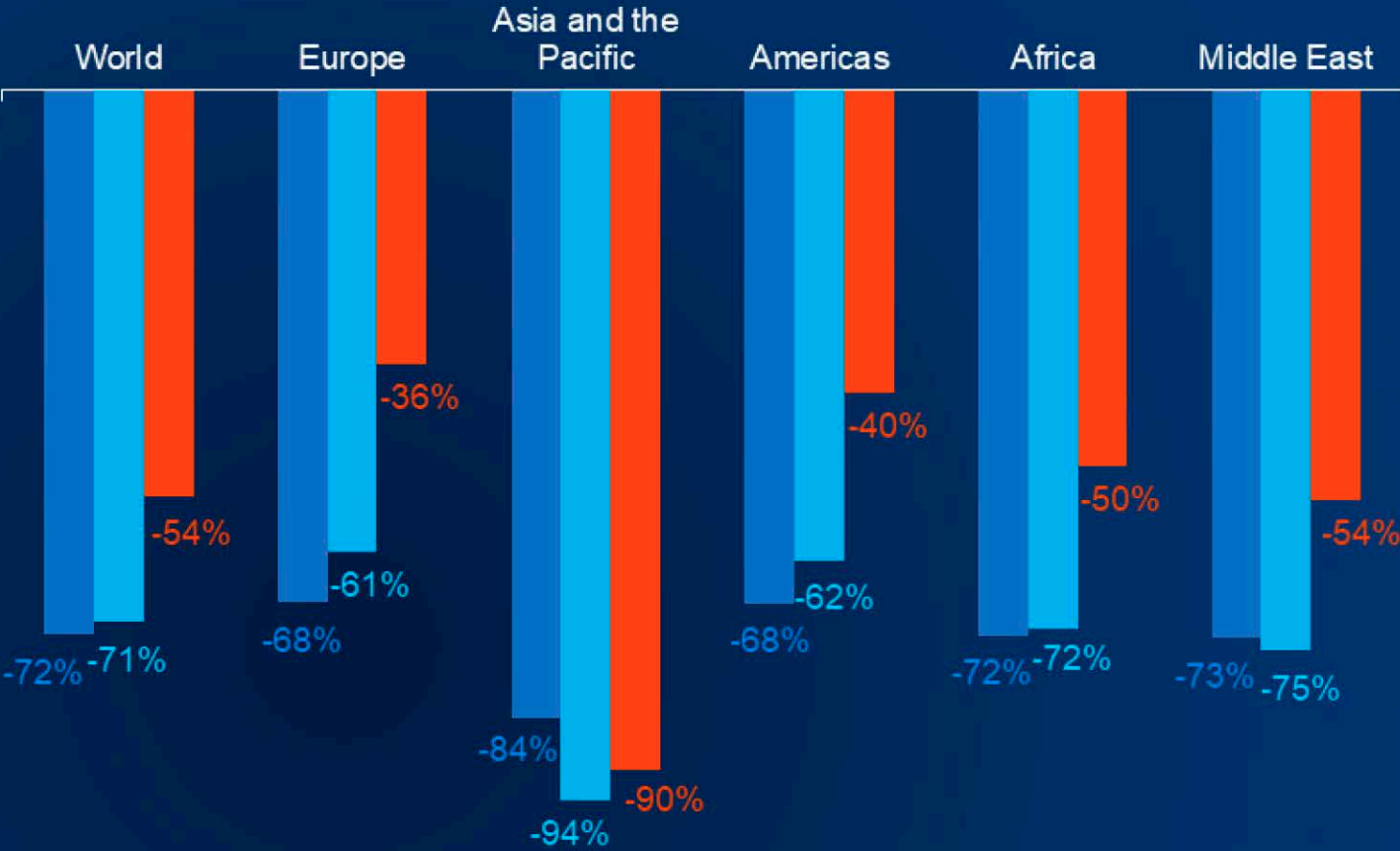


International tourist arrivals: World

(% change vs. 2019)

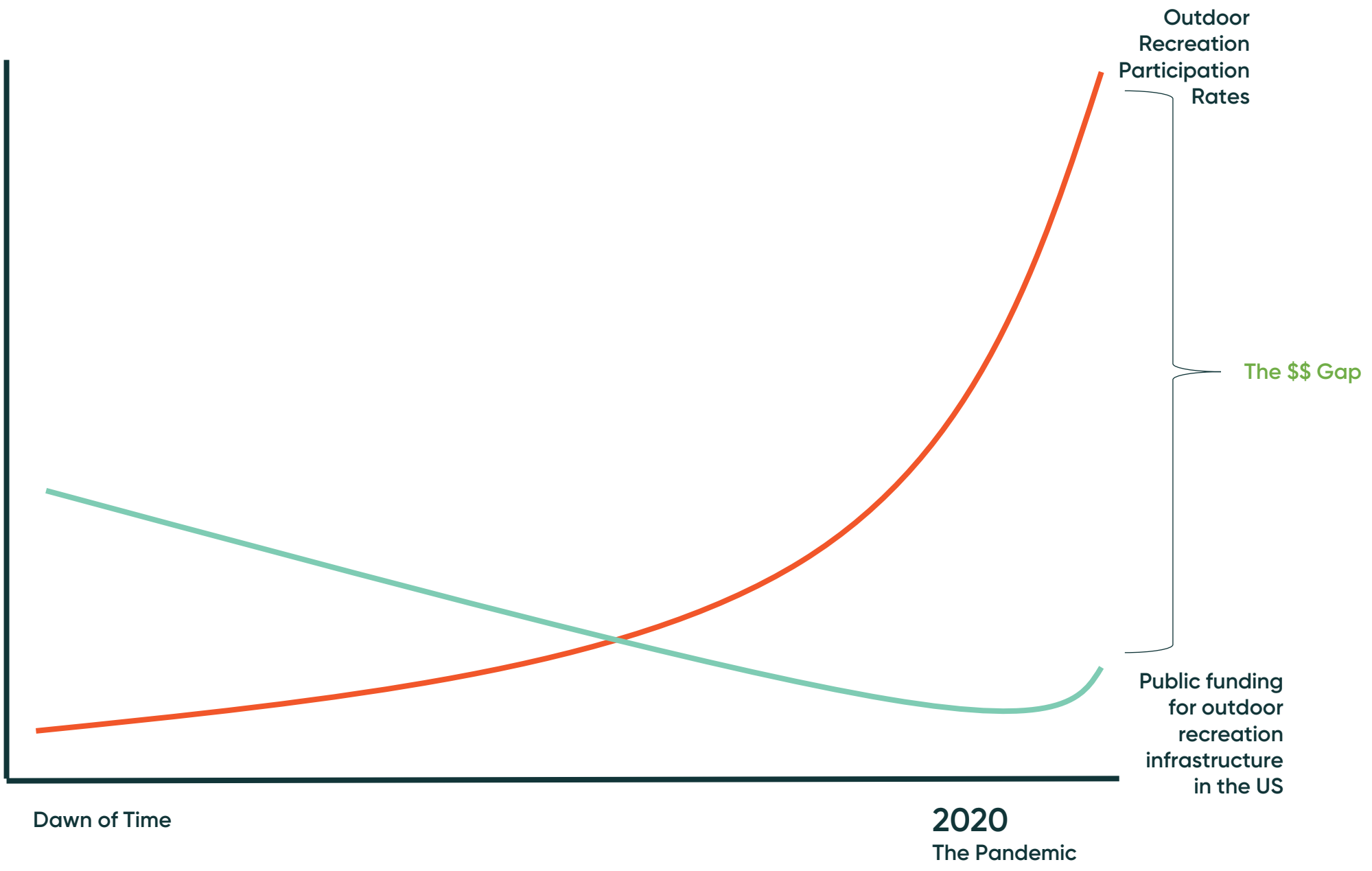
- 2020
- 2021
- Jan-May 2022*

Source: UNWTO (July 2022)
* Provisional data





Photograph: Venezia Autentica/Sebastian Fagarazzi



Outdoor
Recreation
Participation
Rates

The \$\$ Gap

Public funding
for outdoor
recreation
infrastructure
in the US

Dawn of Time

2020
The Pandemic

What Can This Look Like?

- Overwhelm at high use destinations around the globe
 - Particularly iconic locations - “overtourism”
- Visitor infrastructure stressed
- Environmental degradation
- Local values threatened

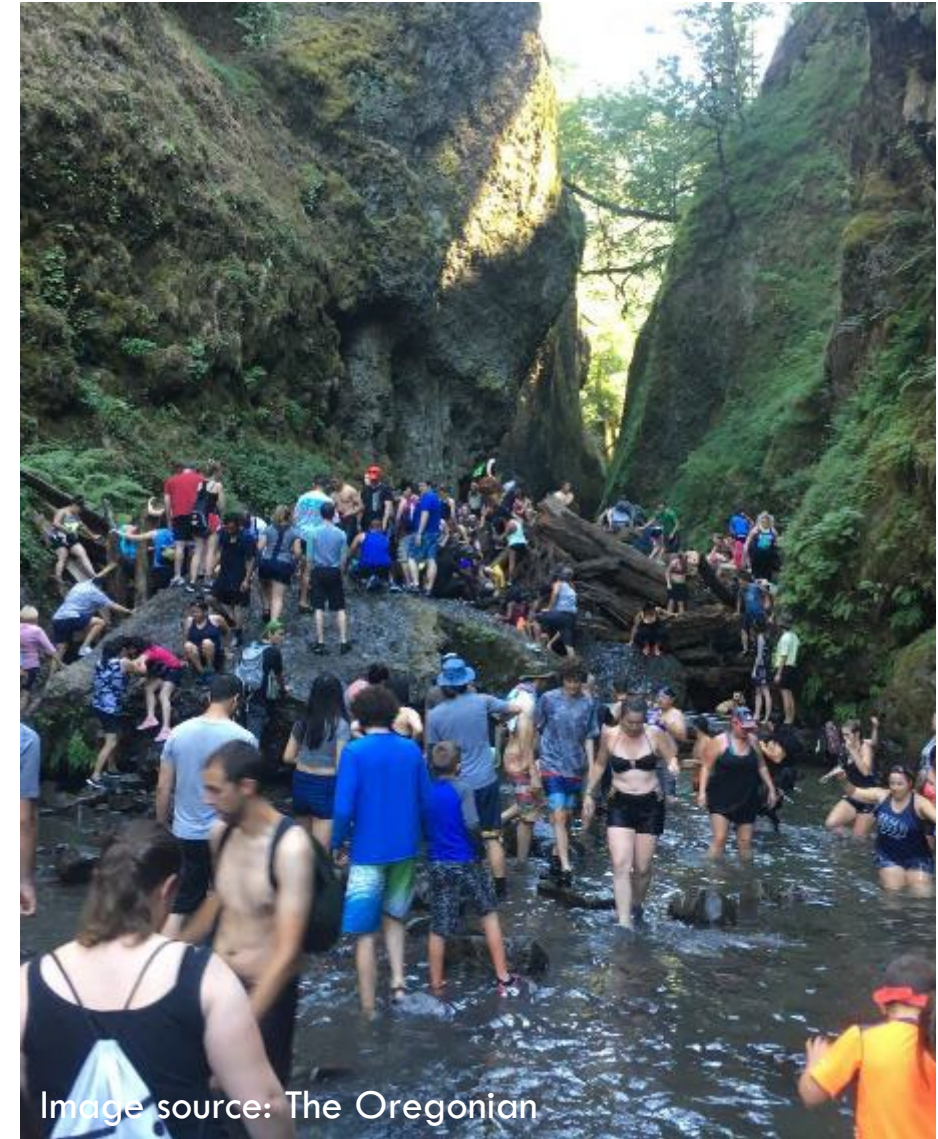


Image source: The Oregonian

What Can This Look Like?

- Uneven distribution
- Quieter rural, off-the-beaten-path locations
- Communities hungry for a slice of the pie
- Poised and ready for growth





Booking.com

Sustainable Travel Report 2022

Sustainability as a Baseline

81% of global travelers confirm that sustainable travel is important to them, with 50% saying that recent news about climate change has influenced them to make more sustainable travel choices.

59% want to leave the places they visit better than when they arrived.

Source: [Booking.com](https://www.booking.com/sustainable-travel-report-2022)
Sustainable Travel Report 2022

Seeking alternative destinations and timing

With 50% of global travelers saying the news about climate change has influenced them to make more sustainable travel choices, there's an emerging consensus of wanting to avoid busy and over-visited destinations to ensure a more even dispersal of the impact and benefits of their visit.

This indicates an opportunity for travel platforms to work with accommodation providers to highlight more sustainable options in busy cities and other popular tourist destinations as well as to help people discover alternate times and places to take their trips - without sacrificing on experience.



Over the last 12 months

To avoid overcrowding, travelers have:



Looking forward to the next 12 months

To mitigate overcrowding and/or ensure the dispersal of tourism, travelers say they would be willing to:



Many are at a loss as to where to find these less crowded locations. Over two in five travelers (42%) struggle to find appealing destinations that are less crowded, while over a third (34%) feel like it's not possible to find sustainable travel options in cities or other popular tourist destinations.

However, 28% say that travel companies proposing alternative destinations to prevent overcrowding would encourage them to make more sustainable travel choices.

This presents opportunity for everyone:

- 1 Giving accommodation providers the incentive to progress their sustainability journeys
- 2 Giving travel platforms the opportunity to highlight more sustainable options
- 3 Ultimately helping travelers discover alternate times and places to take their trips, without sacrificing on experience

Increased connection to culture and local communities



Bringing people and cultures closer together is what travel does best. Research reveals a growing desire amongst global travelers to get closer to culture and community when traveling, with 45% believing that protecting and learning about local cultures is part of sustainable travel.

This regenerative philosophy is influencing decision-making. By creating and offering more sustainable choices, it's possible to create tourism opportunities that drive positive impact and trip satisfaction.



Despite the appetite of global travelers to give back and connect during their travels:



said they don't know how or where to find activities or tours that ensure they are giving back to the local community

think that travelers are responsible for reducing negative impacts of travel and tourism

would like travel companies to suggest things to do and places to visit while on vacation to ensure they are giving back to the local community



Image source: Kristin Dahl

Traveler Awareness Is Shifting

Better | Richer | Deeper

- Give back to the destination
- Make positive contributions to natural landscapes and communities
- Learn about the local culture
- Connect with others
- Travel for health and wellness
- Seek personal transformation

DESTINATION MANAGEMENT STRATEGIES

DESTINATION MANAGEMENT STRATEGIES

CREATE INCLUSIVE COMMUNITY-BASED VISIONS

DIVERSIFY + DEEPEN EXPERIENCES

SHIFT TO REGENERATIVE MINDSET

ENLIGHTEN VISITORS

CREATE MANAGEMENT SYSTEMS

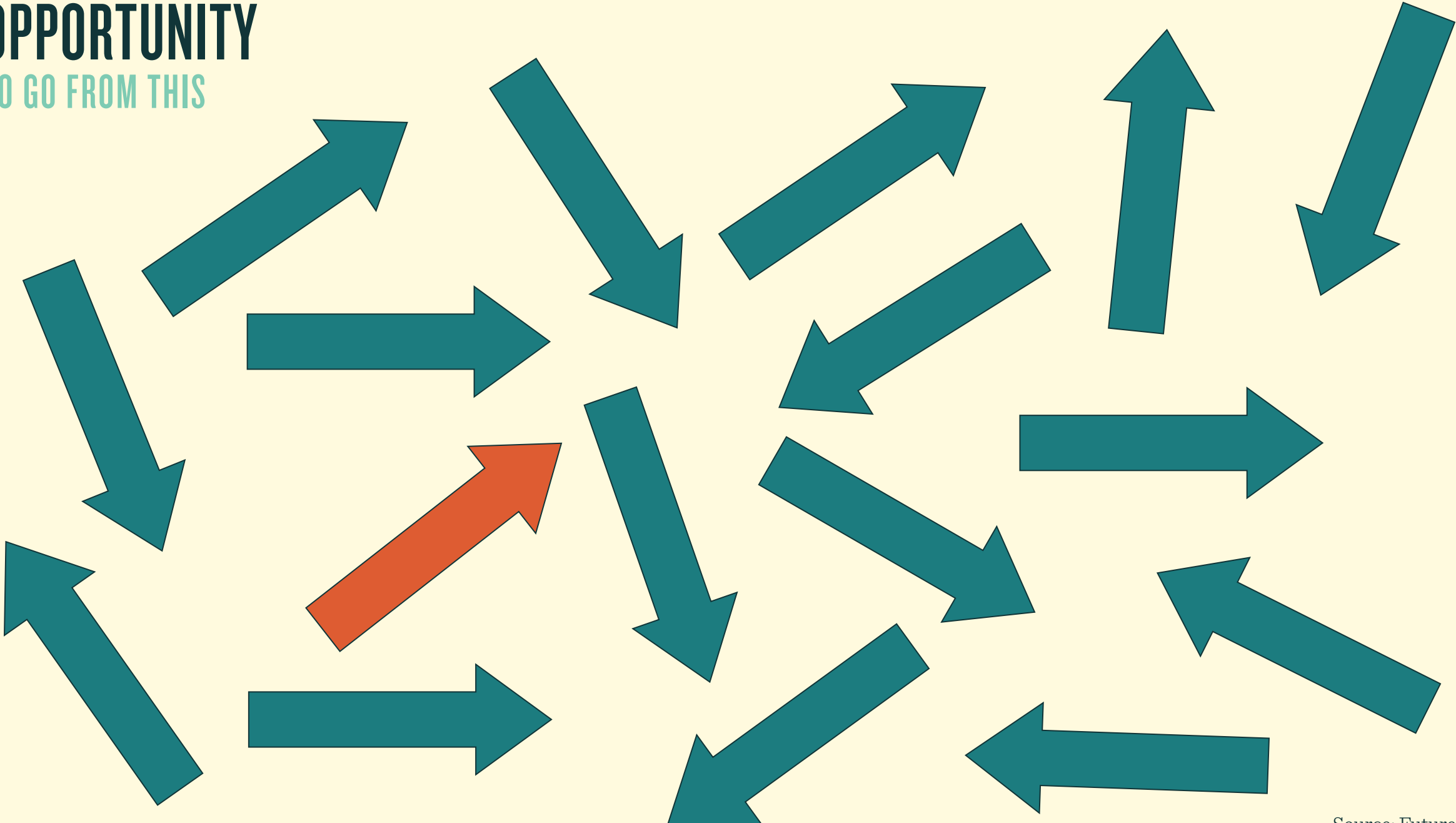
FORM DESTINATION IMPACT NETWORKS

DESTINATION MANAGEMENT STRATEGY #1

CREATE INCLUSIVE COMMUNITY-BASED VISIONS

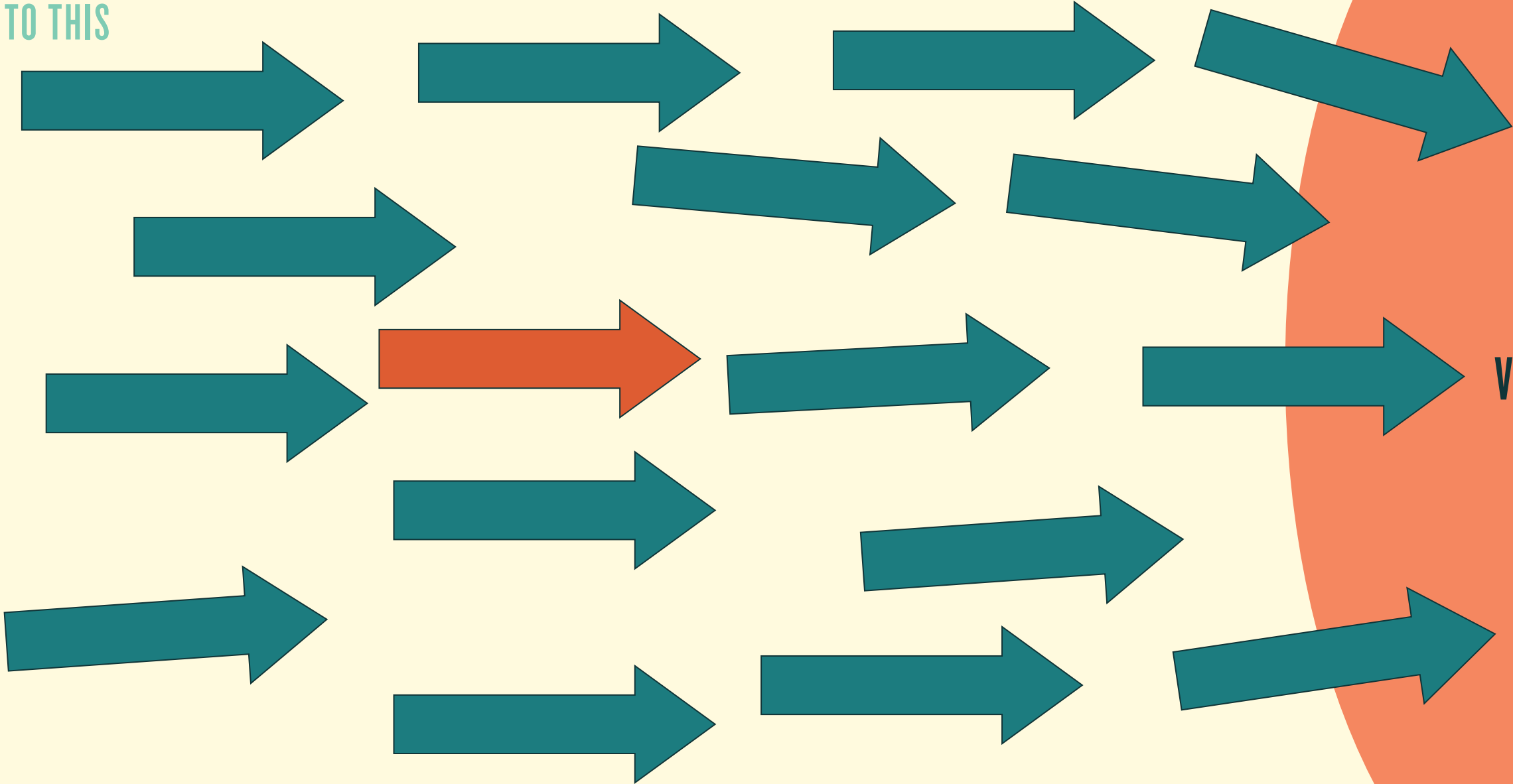
OPPORTUNITY

TO GO FROM THIS



OPPORTUNITY

TO THIS



VISION

ENRICHING AOTEAROA IS OUR VISION.

**Nourishing people
and place. Enlivening
communities and culture.**

WE ARE HERE TO NURTURE THIS PLACE,
ENRICHING GENERATIONS WITH
LIVELIHOODS, EXPERIENCES
AND STORIES TO SHARE. WE MUST
OWN THE IMPACT OF OUR ACTIONS
AND ENABLE AOTEAROA NEW ZEALAND
TO THRIVE BY GIVING BACK MORE
THAN WE TAKE.

The future visitor economy must be regenerative and resilient. It needs to deliver net benefits across all four wellbeings: social, cultural, environmental and economic. In real terms, this means that future tourism experiences in Aotearoa New Zealand must:

- Enrich visitors in ways that show genuine care and enable life-changing experiences
- Contribute to the unique essence, culture and health of local communities and their places
- Provide meaningful work, and opportunities for those working in the industry to develop and grow
- Be enriched by the values of Te Ao Māori
- Improve the health of our natural ecosystems
- Generate durable financial returns and support further regenerative development.

Our future visitor economy will have the wellbeing of communities at its heart. It will be representative of our culture and values, supported by government and brought to life by profitable enterprise that shows a high level of responsibility. Our visitors will remain at the core of the Aotearoa New Zealand experience, whether they have travelled from the neighbouring town or halfway around the world – arriving into our communities as visitors and leaving as whānau. In this future, our visitors will be enriched through their experience, yet they will also contribute value back to Aotearoa New Zealand and to our communities. This is the picture of a healthy visitor economy that we can be proud to leave to those who come after us.

DESTINATION MANAGEMENT STRATEGY #2

DIVERSIFY + DEEPEN EXPERIENCES



OREGON food trails



Wild Rivers Coast
FOOD TRAIL

THE OREGON COAST



**BERRIES, SEAFOOD,
SCENIC LANDSCAPES**



East Gorge
FOOD TRAIL

COLUMBIA RIVER GORGE



**ORCHARD FRUITS
CRAFT CULTURE
CASCADE VOLCANOES**



Great Umpqua
FOOD TRAIL

SOUTHERN OREGON



**FARMERS MARKETS,
RIVERSCAPES, BOUTIQUE WINE**



WILD RIVERS COAST FOOD TRAIL

Your guide to berries, seafood and scenic landscapes.



Pick a fresh catch and Oregon pinot gris along the Wild Rivers Coast Food Trail. (Photo credit: Justin Myers)

Seafood Search

[Gold Beach to Brookings](#)

This culinary treasure trek starts with made-from-scratch bagels and steaming coffee at [First Rise Baking Company](#) in Brookings.

Thus well provisioned, head out for a two-hour exploration by kayak with [South Coast Tours](#). Fish from the boat, forage for mussels and edible seaweeds, or just enjoy bird watching in the refreshing sea breeze. Post paddle lunch options at [Barnacle Bistro](#) in Gold Beach include the Fisherman's Panini-melt with a side of garlic fries or crab cakes made with locally caught Dungeness crab and Oregon bay shrimp. The [Arch Rock Brewing Company](#) tasting room pours seaside sips of lager, pales and porters and growlers to go. Don't miss [Fisherman Direct Seafood](#) with freshly canned albacore tuna and salmon to take home.

In Port Orford, visit the working waterfront to see the unique dolly dock lifting boats in and out of the water by crane. Fish from the beach in the pretty cove around Battle Rock or watch for great grey whales.

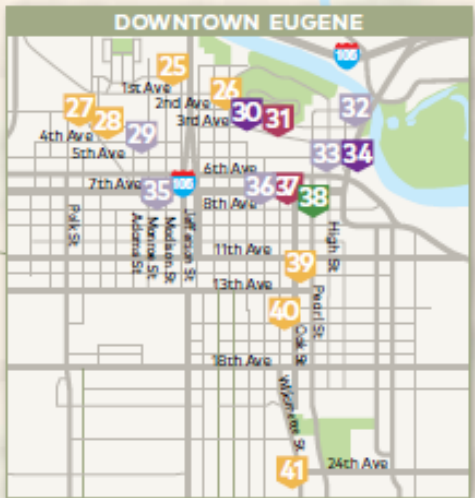
Net your dinner from the dock at [Tony's Crab Shack](#) in Bandon. They'll cook your catch or sell you a variety of fresh items like the wild salmon burger, Diver's Catch pasta, or grilled oysters.



South Willamette Valley FOOD TRAIL



FUN FACT: Rich volcanic soils and abundant rainfall make the Willamette Valley extremely fertile – no wonder it's the top producer of blackberries, boysenberries and hazelnuts in the U.S!



BAKERIES & CAFÉS

- 11 Camas Country Mill Bakery & Store**
91948 Purkerson Rd., Junction City
(541) 225-5640 • camascountrymill.com
Open Jan – Dec | Tues – Sat
Country store, 130-year-old schoolhouse, baking classes and seasonal events
- 22 Our Daily Bread**
88170 Territorial Hwy, Veneta
(541) 935-4921 • ourdailybreadrestaurant.com
Open daily • *Bakery in renovated church offering breakfast, lunch and dinner, local ingredients*
- 24 100 Mile Bakery**
418 A St., Springfield
(541) 603-6354 • 100milebakery.com • Open daily
Sources all ingredients within 100 miles, rotating menu, locally roasted coffee and espresso
- 31 Le Café Maison**
488 Willamette St., Eugene
(541) 221-9008 • lecafemaison.net • Open Mon – Sat
Organic coffee, delicious shortbread, local ingredients, cozy bistro setting
- 37 Noisette Pastry Kitchen**
200 W Broadway, Eugene
(541) 654-5257 • noisettepk.com • Open daily
Handmade sweets and savories, local ingredients, coffee and tea
- 49 Creswell Bakery**
182 S 2nd St., Creswell
(541) 895-5885 • creswellbakery.com • Open daily
Plate-sized cinnamon rolls, local ingredients and fresh from scratch baked goods

EATERIES

- 20 Obsidian Grill at McKenzie General Store**
91837 Taylor Rd., Blue River
(541) 822-3221 • mckenziegeneral.com • Open Thurs – Mon
Restaurant and pub, wood-roasting, local and

- 25 Heritage Distilling Company**
110 Madison St., Eugene
(541) 357-4431 • heritagedistilling.com • Open daily
Full production distillery, a ward-winning spirits, craft cocktails and flights, full retail with specialty merchandise
- 26 WildCraft Cider Works**
232 Lincoln St., Eugene
(541) 735-3506 • wildcraftciderworks.com
Open Tues – Sun
Tasting room, craft cidery, wild-harvested fruits, live music and events
- 27 Thinking Tree Spirits**
88 Jackson St., Eugene
(541) 357-2211 • thinkingtreespirits.com • Open Wed – Sun

- 54 Saginaw Vineyards**
80247 Delight Valley School Rd., Cottage Grove
(541) 942-1364 • saginawvineyard.com • Open daily
Tasting room, u-pick blueberries and marionberries (Jul-Aug), live music and events

FARMS

- 5 Hentze Farm**
30045 Hentze Ln., Junction City
(541) 998-8944 • hentzefarm.com
Open June – Oct | Thurs – Sun
Open Nov – Dec | Fri – Sun
U-pick, farm fresh produce, farm stand, certified century farm, available year-round by appointment

- 47 Oak Song Farm**
84522 Lorane Hwy, Eugene
(541) 683-6055 • oaksongfarm.org • Open daily May – Oct
Farm stand, organic practices, artisan products

- 48 Aragon Alpacas**
33005 Dillard Rd., Eugene
(541) 912-0782 • aragonalpacos.com • Open Fri – Sat
Interactive alpaca farm, tours available, family friendly, available by appointment

FARMERS MARKETS

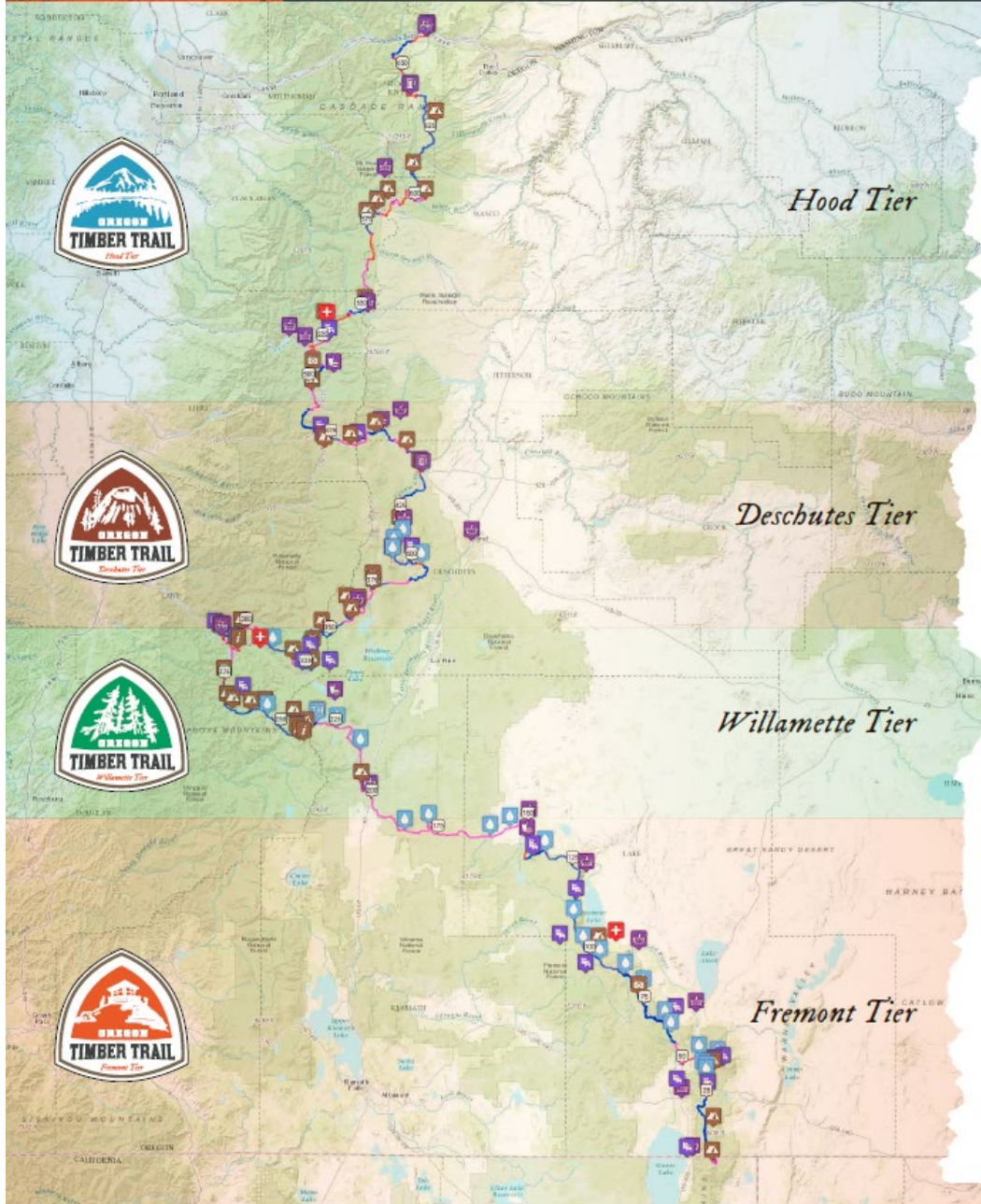
- 21 Veneta's Downtown Farmers Market**
W Broadway & 3rd St., Veneta • (502) 640-9256
facebook.com/venetasdowntownfarmersmarket



Communities on the north coast of Oregon share their culinary delights.

OREGON TIMBER TRAIL

4 TIERS 670 MILES 66K' ELV GAIN 90% UNPAVED 51% SINGLETRACK 20-30 DAYS



OREGON TIMBER TRAIL

- 670 Miles (51% single track)
- Runs border to border north to south
- Aspirational trail conceptualized for mountain bikers
- Four distinct tiers
- Links 9 gateway rural communities



[The Big Island, United States](#) > [Nature and outdoors](#) > [Outdoor activities](#) > [Night sky](#) > [Stargazing](#)

Mauna Kea Stargazing Experience & Photos

★ 4.93 (301) · [Waimea, United States](#)

Gift Share Save



Experience hosted by James

2 hours · Hosted in English



Committed to safety

This host committed to Airbnb's COVID-19 safety guidelines. [Learn more](#)



Up to 10 people

From **\$279** / person

[Show all prices](#)

DATES
Oct 6 - 30



GUESTS
1 guest



Thu, Oct 7

\$299 / person

The Big Island, United States > Art and culture > Art

Paint Orchids w/ local artist

★ 4.80 (40) · [Holualoa, United States](#)

Gift Share Save



Show all 13 photos

Experience hosted by Stephanie “Star”

3 hours · Hosted in English



Committed to safety

This host committed to Airbnb's COVID-19 safety guidelines. [Learn more](#)



Up to 10 people

From \$47 / person

[Show all prices](#)

DATES
Oct 6 - 30



GUESTS
1 guest



Tue, Oct 19

\$58 \$47 / person

[Sedona, United States](#) > [Wellness](#) > [Mindfulness](#) > [Meditation](#)

Shamanic Journey in Sedona Vortex

★ 4.89 (292) · [Sedona, Arizona, United States](#)

Gift Share Saved



Show all 12 photos

Experience hosted by Kathleen

2 hours · Hosted in English



Excellent value

Guests say it's well worth the price.



Super storytelling

Guests say this Host tells great stories.

From \$111 / person

[Show all prices](#)

DATES

Mar 30



GUESTS

1 guest



Wed, Mar 30

3:00 PM - 5:00 PM

Join 1 other guest

\$111 / person

[Choose](#)



Foundation & Commission • Musicians' Aid Fund (PDF)
 Android and iOS App • Blues Trail License Plates • Links
 Map Brochure • Curriculum • Donate • Mailing List

FIND a marker

Search

Search by name or location

[home](#) [blues trail](#) [calendar](#) [museums](#) [films](#) [shop](#) [contact](#)

Experience the Blues

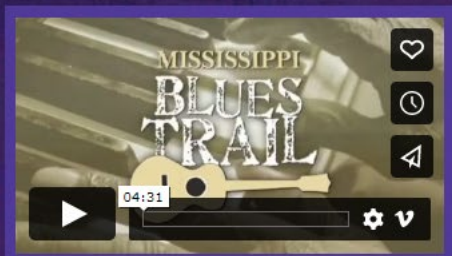
where they were born.

LISTEN TO THE
200 PLAYLIST NOW

MARKER
200



on
Spotify



Welcome to the Mississippi Blues Trail,

your unforgettable journey into the land that spawned the single most important root source of modern popular music. Whether you're a die-hard blues fan or a casual traveler in search of an interesting trip, you'll find facts you didn't know, places you've never seen, and you'll gain a new appreciation for the area that gave birth to the blues.



Give your iPhone®
THE BLUES

Available on the App Store
Get it now or learn more

List of Blues Trail Markers

The Mississippi Blues Trail markers tell stories through words and images of bluesmen and women and how the places where they lived and the times in which they existed—and continue to exist—influenced their music. The sites run the gamut from city streets to cotton fields, train depots to cemeteries, and clubs to churches. We have a lot to share, and it's just down the Mississippi Blues Trail.



NAME:	REGION:	TOWN:	MAP:
100 Men Hall	South	Bay St. Louis	View the Map
61 Highway	Central	Vicksburg	View the Map
Abbey & Leatherman	North	Robinsonville	View the Map
Aberdeen Mississippi Blues	North	Aberdeen	View the Map
Ace Records	Central	Jackson	View the Map
Albert King	North	Indianola	View the Map
Alligator Blues	North	Alligator	View the Map
Amory	North	Amory	View the Map
Arthur Crudup	Central	Forest	View the Map
B.B. King Birthplace	North	Berclair	View the Map



MISSISSIPPI

BLUES
TRAIL





Culture Crawl

Welcome to Visit Bellingham's Culture Crawl quest! We are curating experiences for guests and residents to discover everything Whatcom County has to offer. Our quest itineraries are easy to use, available on your mobile device, and can offer great ideas on where to go while providing amazing deals, promotions, and prizes. Sign up for free and start your quest today! Visit our [quest](#) page to explore more passes!

Engage. Arts. Culture. Heritage.

Start planning your next adventure with the Visit Bellingham | Whatcom County Culture Crawl! No cost to sign up.

How this Pass Works



Step 1 - Get Your Pass

This mobile exclusive passport is a collection of curated cultural spots to view during your visit.



Step 2 - Receive Text

Your passport will be instantly delivered to your phone via text and email and is ready to use immediately! There is no app to download. Your pass can be saved to your phone's home screen for easy one-tap access.



Step 3 - Redeem

When visiting a participating business, simply present your phone to the attendant or staff member to redeem available discounts.

Included Venues



Allied Arts Of Whatcom County

[View Website](#)

Allied Arts has improved the cultural health and vitality of the community through community events involving visual artists and musicians, its sponsorship of exhibits and programs focused on local artists, its extensive arts education in local schools and its public advocacy for the arts.

What's Included

- 5% Off



Bellinghistory Good Time Girls

[View Website](#)

Bellinghistory Good Time Girls

What's Included

- 10% Off



Encogen Mural

[View Website](#)

Located on the side of the Encogen generating station in Downtown Bellingham, this painted mountain range by Bellingham muralist Gretchen Leggit spans the length of two football fields and is believed to be the largest mural in Washington State! See for yourself at 915 Cornwall Avenue in Bellingham.

DESTINATION MANAGEMENT STRATEGY #3

SHIFT TO REGENERATIVE MINDSET

MCKENZIE REGENERATIVE TRAVEL PROJECT

WHERE STEWARDSHIP AND TOURISM MEET.





Build Trails & Shelters

Plant Trees

Remove Noxious Weeds

Distribute Goods

FOSTER STEWARDSHIP & CONNECTION TO NATURE THROUGH VISITOR EXPERIENCES





VOLUNTEERS
CASCADE

NONPROFIT PARTNER OF THE WILLAMETTE NATIONAL FOREST

NON-PROFIT PARTNERSHIP





IDENTIFY NEED

LISTEN TO COMMUNITY

ENGAGE WITH KEY STAKEHOLDERS

COLLABORATE TO BUILD PRODUCT

RELATIONSHIP BUILDER



IMPACT MULTIPLIER



DESTINATION MANAGEMENT STRATEGY #4

ENLIGHTEN VISITORS



[SIGN IN](#)

[HOME](#)

[ABOUT](#)

[GET INVOLVED](#)

[TAKE ACTION](#)

KEEP VIRGINIA COZY



**WE WORK TO CONSERVE OUR LAND THROUGH
OUTREACH, RESTORATION, AND RESEARCH.**

WHO WE ARE AT OUR COZY CORE.

Our values reflect those of a business started by a group of folks wanting to keep the outdoors clean and safe, our local community thriving, and all those who share Virginia with us COZY.

1. **KINDNESS.**

Showing kindness is the easiest thing we can all do to make this world a better place.

2. **INCLUSION.**

Keep Virginia cozy is, has been, and always will be a safe place for everyone. Period. The areas we work to protect are for all of us. This world, Virginia, the mountains, the rivers, the fields, the forests, the parks, and all other places do not belong to one of us...they belong to all of us! Whoever you are, Keep Virginia Cozy exists for and because of you.

3. **ENVIRONMENTAL SUSTAINABILITY.**

We know that our work—using bags to collect litter and recycling—is part of the problem. We are constantly working to change our practices and implement those changes for good!

4. **PROTECTION OF NATURE.**

The challenges society faces require leadership. Once we learn of a new way to give back, we act. We act to protect and restore the stability, integrity and beauty of the natural world.

5. **INGENUITY.**

Our success—and much of the fun—lies in developing new ways to spread the COZY!

BE KIND. SMILE AT STRANGERS. WORK TOGETHER FOR GOOD. PICK UP LITTER.

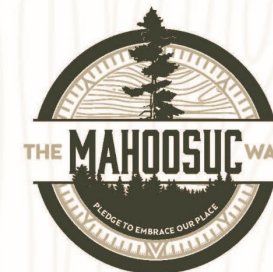
KEEP VIRGINIA COZY!

HONOR THIS LAND

- THE MAHOOSUC WAY -



PLEDGE TO EMBRACE OUR PLACE



HONOR THIS LAND

I PLEDGE TO: Honor this land, respect working forest traditions and local knowledge, and leave this place better than I found it.

EXPLORE WISELY

I PLEDGE TO: Consider my impacts, be careful what I do, and make smart choices about when and where I go.

SHOW RESPECT

I PLEDGE TO: Understand I am one of many people who use these resources, and to be kind and respectful to others.

CULTIVATE COMMUNITY

I PLEDGE TO: Embrace the shared experience of the region, and actively contribute to helping the Mahoosuc communities thrive.

BE CLIMATE CONSCIOUS

I PLEDGE TO: Reduce my unnecessary environmental impacts, reduce my carbon footprint, minimize my waste, and recycle and reuse what I can.

SPECIFICALLY, I COMMIT TO THE FOLLOWING NEW ACTION:

SIGNED: _____ **DATE:** _____



www.MahoosucWay.com

| info@mahoosucway.com

READY, SET, GORGE!

- Ready, Set, GOrge! is a campaign launched in 2016 aimed at improving the visitor experience in the Columbia River Gorge National Scenic Area
- The messaging targets behavior changes to aid in alleviating congestion and improving public safety
- The program contains a breadth of communication assets for partners to distribute



#ReadySetGorge
#TakeCareOutThere
#DotheRightThingNW



MAKE IT FUN. MAKE IT SAFE.

Travel tips for the Columbia River Gorge National Scenic Area



Dog Mountain, courtesy of Friends of the Columbia Gorge



Boot Brush, by Debbie Asakawa



Catherine Creek, by David Dent



GET READY

Avoid crowds and enjoy stunning vistas by following these tips.

- **Go Early** – before 10 a.m.
- **Go East** – beyond the Waterfall Corridor.
- **Go North** – discover Washington.
- **Go Midweek** – Tuesday through Thursday.

GET SET

Plan ahead to have a safe and fun experience.

- Choose trails that meet your group's comfort and fitness level.
- Check road, weather and trail conditions before you leave.
- Tell someone where you are going and when you plan to be home.
- Research recreation fees and bring cash or check to pay them.
- Pack the 10 Essentials.
(Can you name them all? Hint: answers are in this brochure.)

GORGE!

Help protect the Columbia River Gorge National Scenic Area so that future visitors can enjoy it, too.

1. Protect vital habitat by using only authorized trails and campsites.
2. Leave no trace by packing out your trash and picking up litter you find.
3. Stop the spread of invasive species by using a boot brush, available at many trailheads.
4. Protect wildlife by keeping dogs on leash and picking up their waste.
5. Be courteous. Don't block parking spots or private driveways, and don't park in unauthorized spaces.
6. Reduce carbon emissions and congestion by carpooling, taking a shuttle or biking.
7. Respect local cultures, practices and resources.
8. Help Gorge businesses prosper by shopping locally.
9. Donate time and skills to local nonprofits and agencies.
10. Support maintenance and conservation efforts by paying usage fees.

Get more tips at ReadySetGorge.com

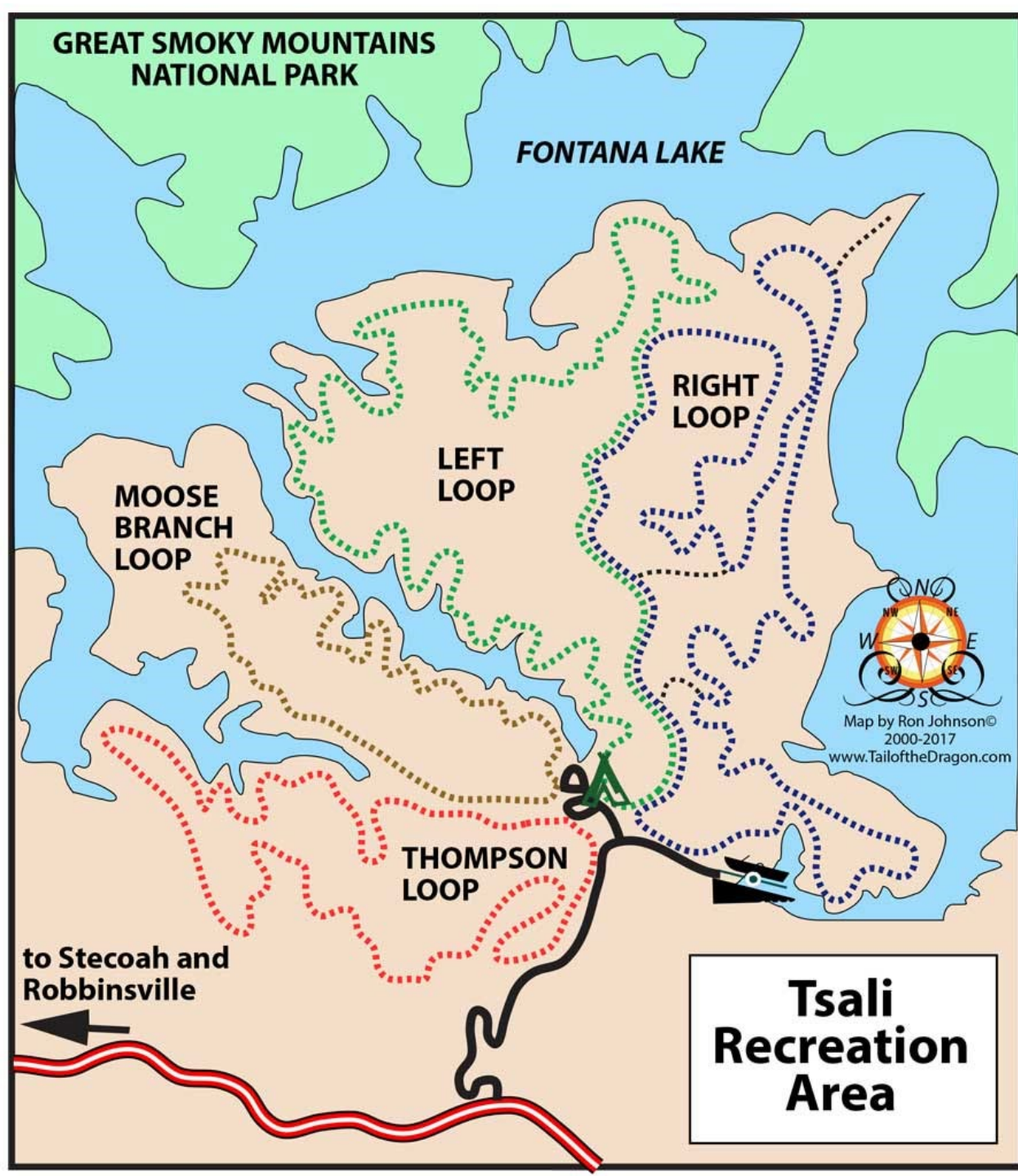
DESTINATION MANAGEMENT STRATEGY #5

CREATE MANAGEMENT SYSTEMS

TSALI RECREATION AREA

Alternating User Groups

- Great Smokey Mountains (North Carolina)
- Four loop trail system
- Long-time equestrian use trails
- Now popular with hikers and mountain bikers
- Instituted a system of alternating use days for horseback riders and mountain bikers
- Have a modernized schedule that allows for equal opportunity and prevents user conflicts



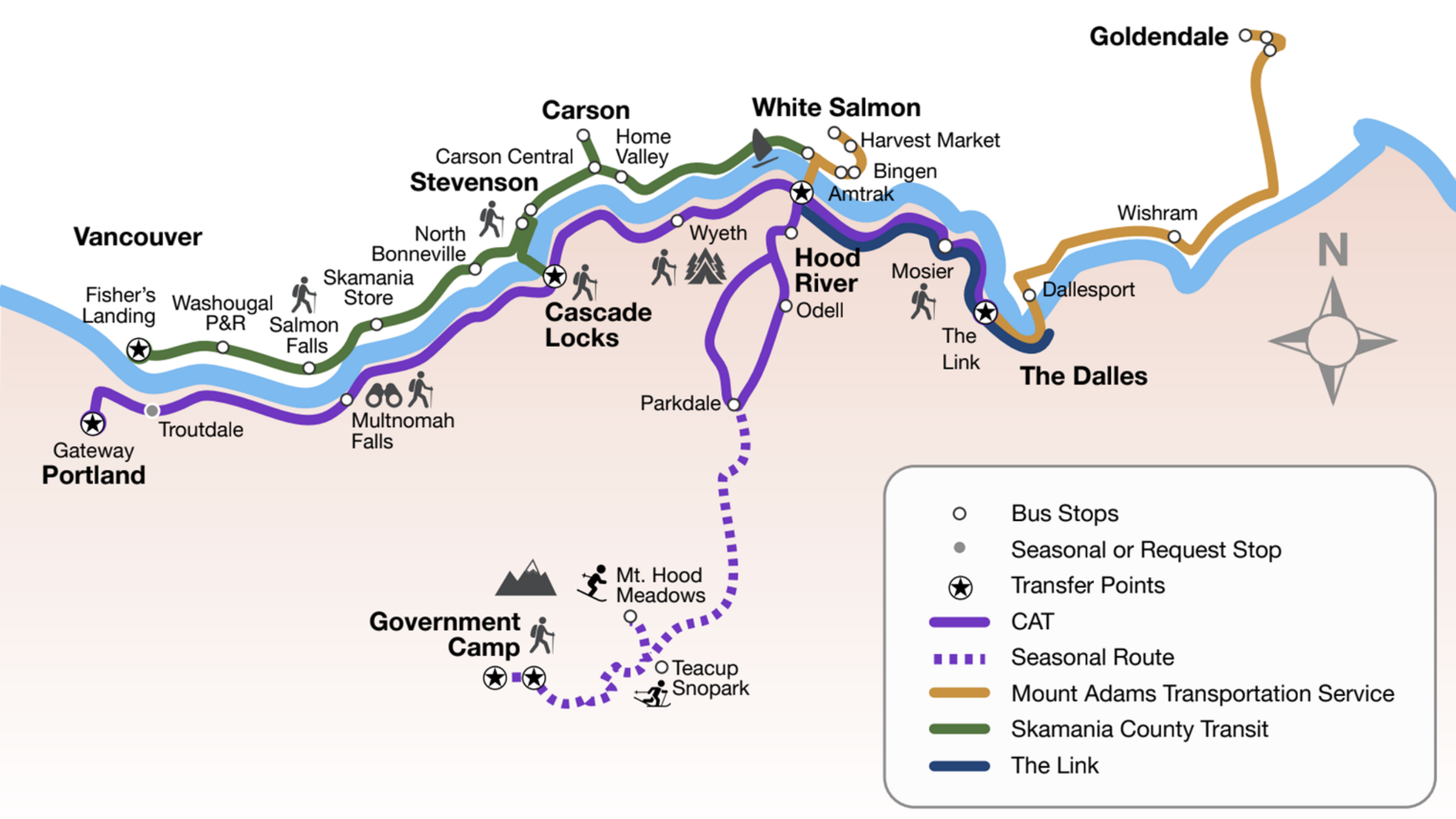


DEVELOP CAR-FREE

Transportation Options

- Columbia River Gorge
- Multi-sectoral action team:
 - State transportation orgs
 - Regional economic dev org
 - Transit providers
 - Bike/ped advocates
 - State park orgs
- Identified options for car-free travel
- Developed itineraries
- Promoted options through local, regional and state DMOs





Vancouver

Goldendale

Carson

White Salmon

Stevenson

Hood River

Fisher's Landing

Washougal P&R

Salmon Falls

Skamania Store

Bonneville

North

Cascade Locks

Wyeth

Amtrak

Harvest Market

Bingen

Mosier

The Link

Wishram

The Dalles

Gateway

Troutdale

Multnomah Falls

Parkdale

Odell

Dallesport

Government Camp

Mt. Hood Meadows

Teacup Snopark



Bus Stops



Seasonal or Request Stop



Transfer Points



CAT



Seasonal Route



Mount Adams Transportation Service



Skamania County Transit



The Link

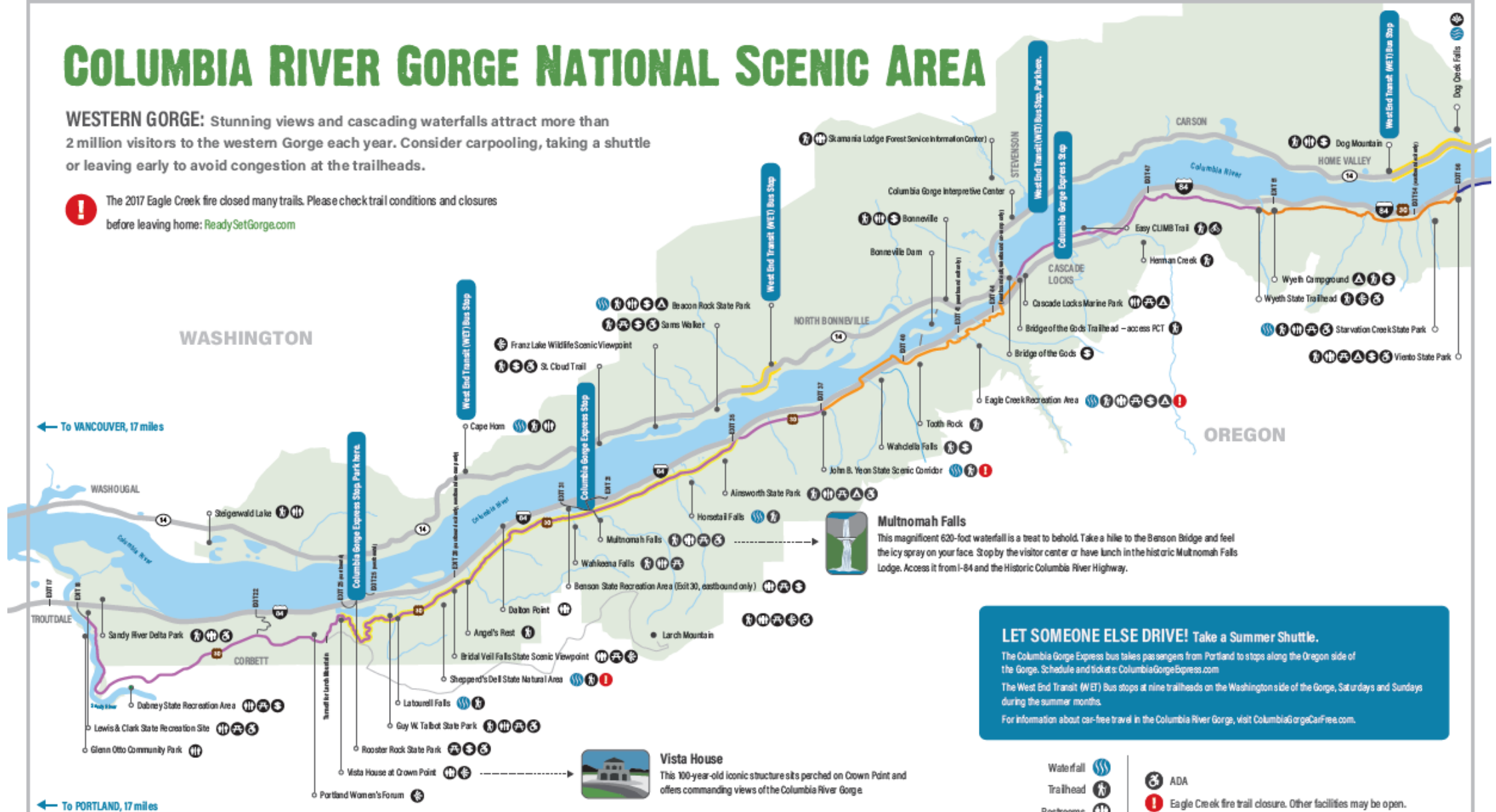
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COLUMBIA RIVER GORGE NATIONAL SCENIC AREA

WESTERN GORGE: Stunning views and cascading waterfalls attract more than 2 million visitors to the western Gorge each year. Consider carpooling, taking a shuttle or leaving early to avoid congestion at the trailheads.

! The 2017 Eagle Creek fire closed many trails. Please check trail conditions and closures before leaving home: ReadySetGorge.com



Multnomah Falls
 This magnificent 620-foot waterfall is a treat to behold. Take a hike to the Benson Bridge and feel the icy spray on your face. Stop by the visitor center or have lunch in the historic Multnomah Falls Lodge. Access it from I-84 and the Historic Columbia River Highway.

LET SOMEONE ELSE DRIVE! Take a Summer Shuttle.
 The Columbia Gorge Express bus takes passengers from Portland to stops along the Oregon side of the Gorge. Schedule and tickets: ColumbiaGorgeExpress.com
 The West End Transit (WET) bus stops at nine trailheads on the Washington side of the Gorge, Saturdays and Sundays during the summer months.
 For information about car-free travel in the Columbia River Gorge, visit ColumbiaGorgeCarFree.com.

Vista House
 This 100-year-old iconic structure sits perched on Crown Point and offers commanding views of the Columbia River Gorge.

- Waterfall
- Trailhead
- Restrooms
- Picnic area
- Fee required
- Overnight camping
- Viewpoint
- ADA
- Eagle Creek fire trail closure. Other facilities may be open.
- Historic Columbia River Highway Route (bike on road)
- Extreme congestion and limited parking available
- Historic Highway State Trail (no motorized vehicles)
- Freeway (bike along shoulder)
- Multi-use path

ReadySetGorge.com
READY, SET, GORGE!

MAKE IT FUN. MAKE IT SAFE. Tips for traveling the Columbia River Gorge National Scenic Area.



TRAILHEAD AMBASSADOR PROGRAM

Columbia River Gorge National Scenic Area

DESTINATION MANAGEMENT STRATEGY #6

FORM DESTINATION IMPACT NETWORKS

DESTINATION NETWORKS

CURRENT:

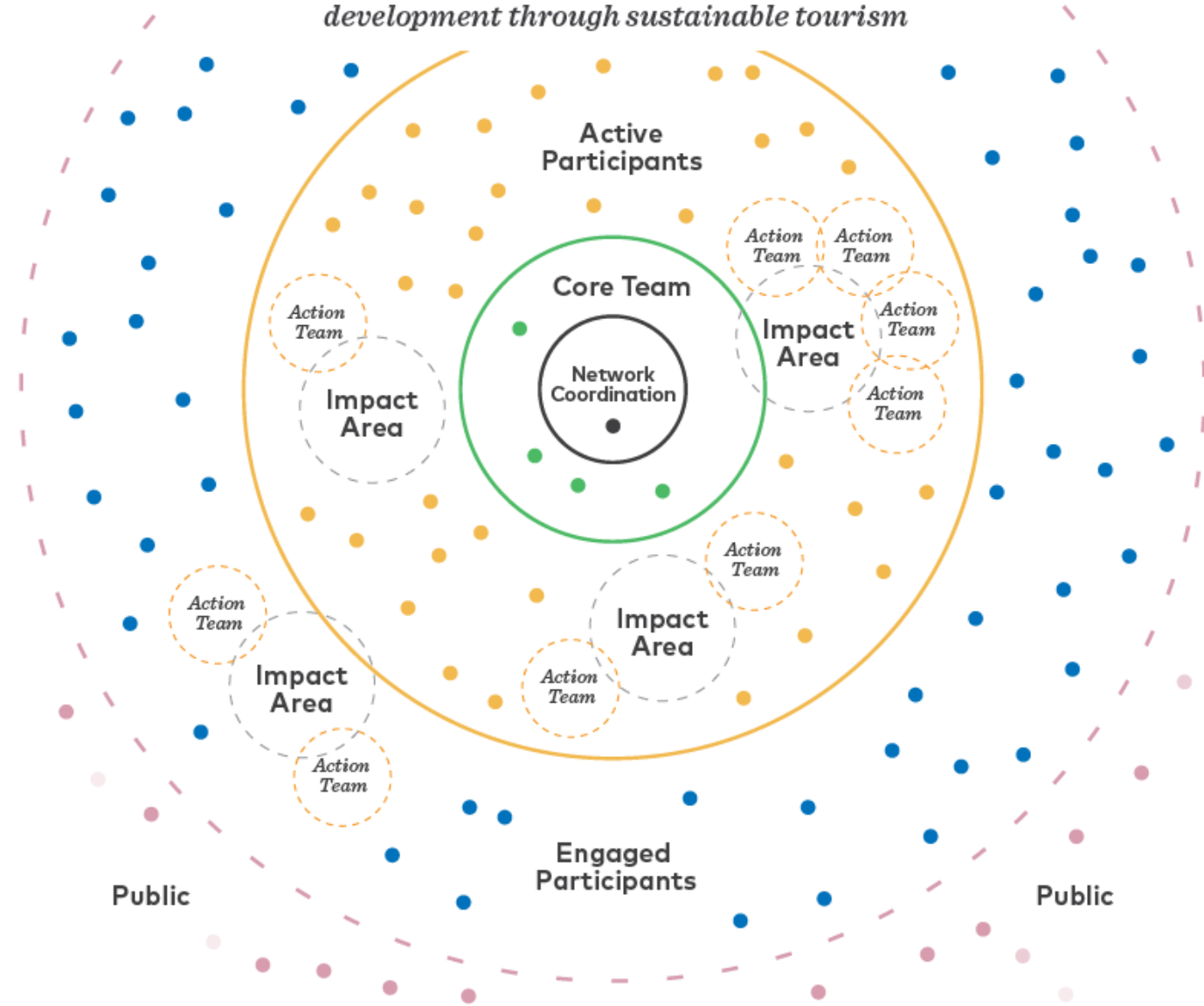
- Oregon South Coast Regional Tourism Network
- North Coast Tourism Management Network
- Columbia Gorge Tourism Alliance

EMERGING:

- Polk County Tourism Alliance
- John Day River Territory
- Klamath Basin

Oregon South Coast Regional Tourism Network

Mission: We collaborate to enhance economic development through sustainable tourism



DESTINATION MANAGEMENT NETWORKS

COMPOSITION

TOURISM INDUSTRY

- Business leaders – lodging, restaurants, tour operators, guides + outfitters, farmers
- Attractions – museums, art galleries
- DMOs / Chambers
- Regional DMOs

LAND MANAGERS

- U.S. Forest Service
- U.S. Bureau of Land Management
- State Parks and Recreation Dept.
- State Dept. of Transportation
- State Dept. of Fish and Wildlife
- Land trusts

ECONOMIC DEVELOPMENT

- Regional + state economic dev orgs
- Chambers

NGOs | COMMUNITY ORGS

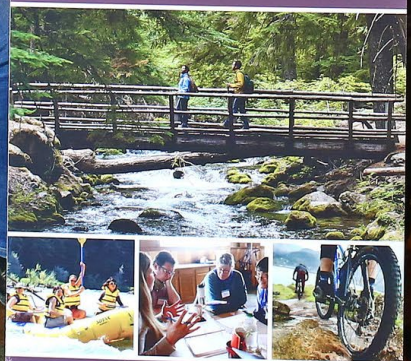
- Watershed enhancements orgs
- Trail collaboratives
- Outdoor rec clubs
- Arts + culture orgs

EDUCATION

- State extension service
- Community colleges



WELCOME TO THE
TRAVEL OREGON **RURAL** TOURISM STUDIO
PRESENTED BY TRAVEL OREGON



MEET NETWORK

Mediterranean Experience of Ecotourism

- Mediterranean
- Network consists of 40 protected areas, conservation organizations and the tourism experience providers across 10 countries
- Work together to create high-quality ecotourism experiences that minimize visitor impacts across the entire region
- Formalized in 2018
- Project has received over €6M from EU programs

MEET Network Overview



The MEET Network is transforming ecotourism into a viable alternative for the Mediterranean region through our 4C Tourism model:

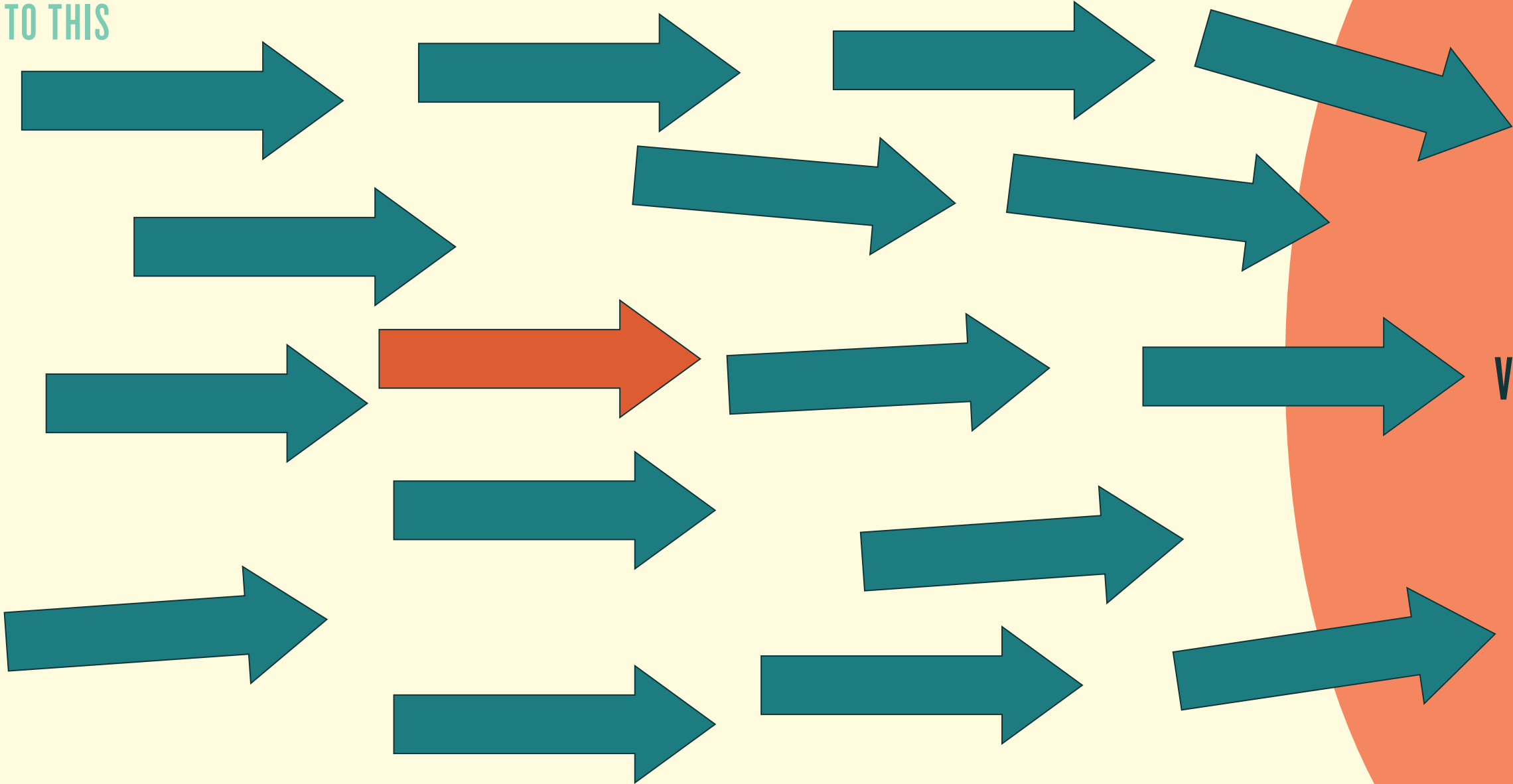


MEET works with protected areas across the region, helping them partner with private sector to develop ecotourism products that benefit conservation and local communities.



OPPORTUNITY

TO THIS



VISION

THANK YOU

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