

## AGENDA

SUNDAY, OCTOBER 22, 2017

Travel from Atlantic Canada to Portland International Airport (PDX).

Options to travel from PDX to [Ace Hotel](#) (1022 SW Stark St, Portland, OR 97205):

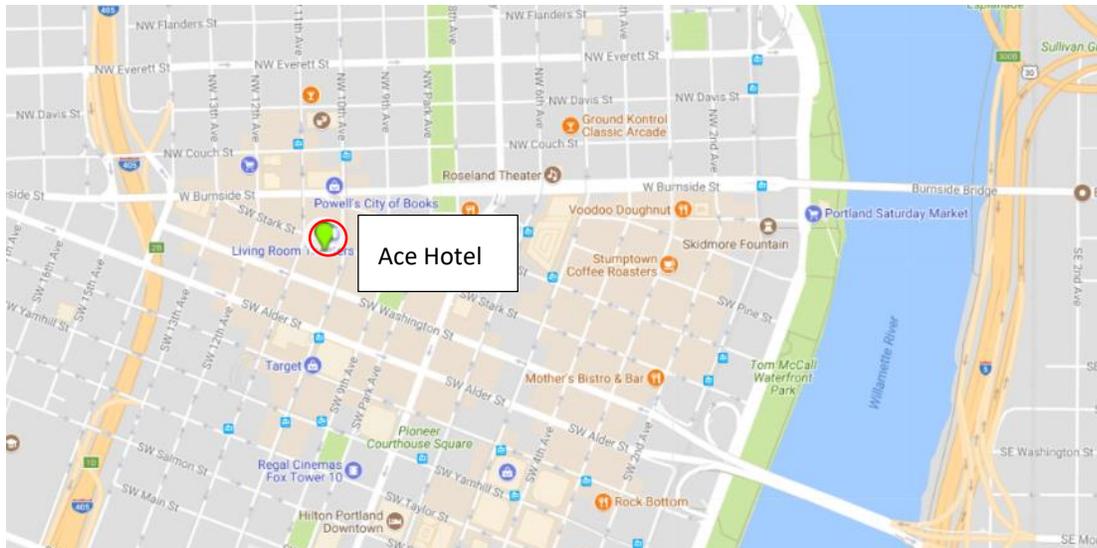
MAX Red Line (public transit, approx 38 mins): \$2.50

Taxi ([Radio Cab](#) has a coupon on website): ~\$35

[Blue Star Bus Shuttle](#) (runs on bio-diesel): \$14 one-way

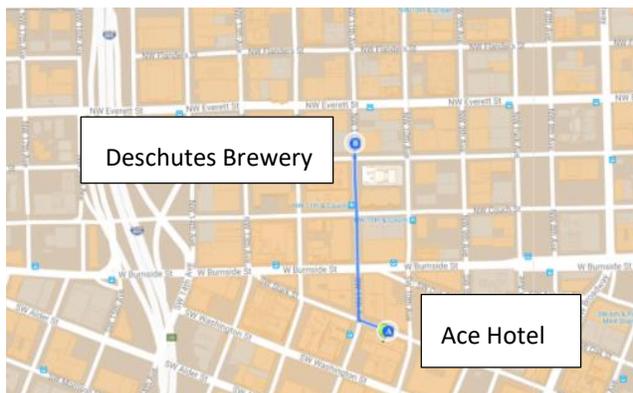
UBER/Lyft: ~\$22

Ace Hotel, one night, \$145 (breakfast not included)



6:00pm

Meet your hosts in the lobby and we'll set the stage for the days to come! We'll walk four blocks to enjoy a casual dinner at [Deschutes Brewery Portland Public House](#).



MONDAY, OCTOBER 23, 2017

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7:30am

Breakfast on your own.

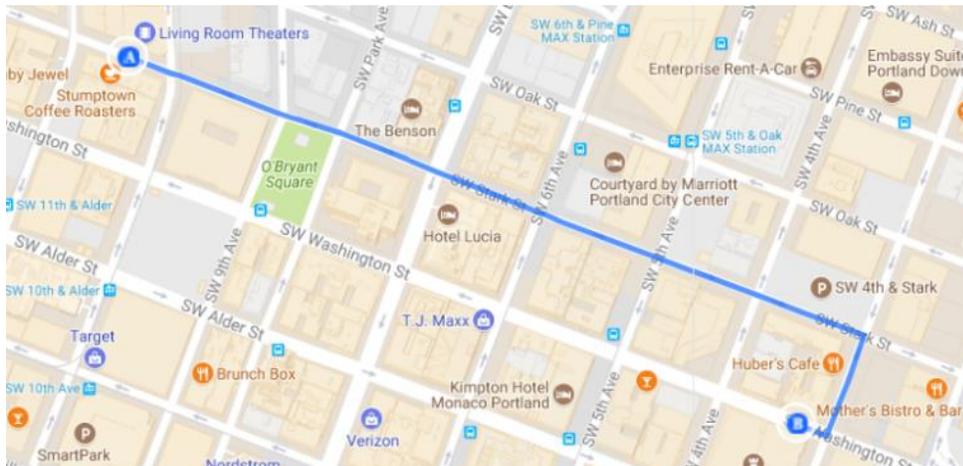
8:30 am

We'll meet in the lobby of our hotel at the [Stumptown Coffee Shop](#). Stumptown, a nickname of Portland that references the early days of timber logging, is a direct fair trade coffee roaster that has taken their delicious coffee nationwide. We'll have a quick introduction to the week's agenda and learning objectives over a coffee shop breakfast.

Mission Session #1: We'll meet with a representative from Ace Hotel to introduce us to what makes Portland's tick, how trendy boutique hotels are thriving in Portland, and how hotels in the city are faring against the rise of AirBnB.

9:45am

After breakfast we'll load our luggage onto the shuttle and walk approximately 12 minutes (8 blocks) from Ace Hotel to the Travel Oregon offices (319 SW Washington St, Suite 700). The shuttle will rejoin us after lunch.



10:00am

Mission Session #2: Travel Oregon's Destination Development Strategy

Oregon is has become one of the most popular destinations in the United States over the last 10 years and Travel Oregon ([www.traveloregon.com](http://www.traveloregon.com)) is responsible for that success. Something unique about Travel Oregon is the fact they have a very active and innovative [destination development program](#) which is helping drive home the Travel Oregon brand message and build vibrant and resilient tourism communities at the same time.

Our mission will have direct access to the destination development team to learn about their revolutionary Rural Tourism Studio and how the outcomes help communities develop a tourism product aligned with the community's values and vision for development while also driving new content to the state's destination marketing sites.

Key ideas and themes we will discuss:

- Learn what makes Travel Oregon's Destination Development program unique
- Learn about the Tourism Studio programs
- Discuss how the state marketing website draws from the studios for new and exciting content
- Learn about community success stories and how the programs continue to evolve
- Discussions on visitor profiles, attracting independent travelers, and working with the travel trade

What's unique about this session?

This will be an informal presentation and our Travel Oregon hosts are excited to take questions about how they plan, implement, and monitor their destination development programs. Travel Oregon is an innovative DMO but still face similar problems as other destinations that struggle to manage a wide variety of impacts.

12:00pm

We'll continue the conversation with the Travel Oregon team over lunch in their office where we can dig into the challenges and opportunities they face and how their experience that might help our mission team.

1:00pm

After lunch, we'll load the shuttle and drive east to Hood River, Oregon via the [Columbia River Gorge Scenic Area](#). The Columbia River Gorge is a spectacular river canyon, 80 miles long and up to 4,000 feet deep, cutting the only sea level route through the Cascade Mountain Range. The river's gentle meanders pass through cliffs, spires, and ridges set against distant peaks shaped by ancient volcanoes and floods, making the Gorge a scenic wonderland. Yet, the Gorge is rich in cultural history, and remains home to 75,000 people, resource dependent communities, farms and schools. due to its geography as a key route through the Cascades, it remains a vital transportation and communication corridor where trains, barges, and highways support an interstate commerce, and natural forces generate wind and hydrologic power.

This summer, the Eagle Creek Fire (#eaglecreekfire) engulfed 48,000 of the Columbia River Gorge and still is only 46% contained. The Cascades had an unusually dry winter and hot summer and this area consists of steep cliffs and canyons making perfect conditions for the fire. The flames burned right along

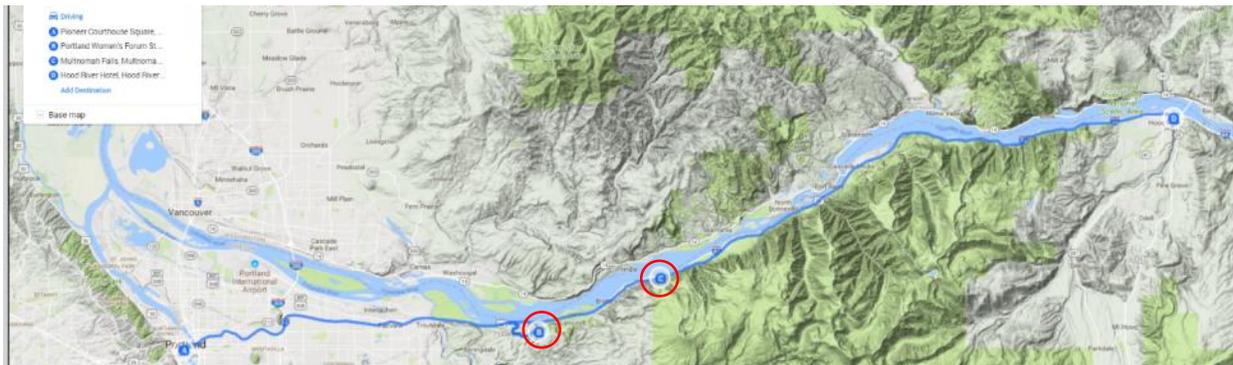


Eagle Creek Fire, photograph courtesy of KATU

the highway closing Interstate 84 and destroying numerous historic features of the Scenic Area. The fire was started by fireworks and has been a devastating blow to Oregonians. The fire burned some of most popular hiking trails and recreation areas which are now closed indefinitely. It also closed access to several small communities in the Gorge during their peak summer season.

Our initial itinerary was planned so the group could soak in the natural beauty of the Gorge at a few of the top attractions and discuss managing this unique designation, social and ecological carrying capacity, dispersing congestion, and natural & cultural history. We now fully expect the main topic of the conversation to revolve around the fire and recovery of the area. This includes safety precautions, rebuilding trails, proposals for salvage logging, and tourism's role in the economic recovery of the region.

We'll make two stops on our way to Hood River: Portland Women's Forum and Multnomah Falls.





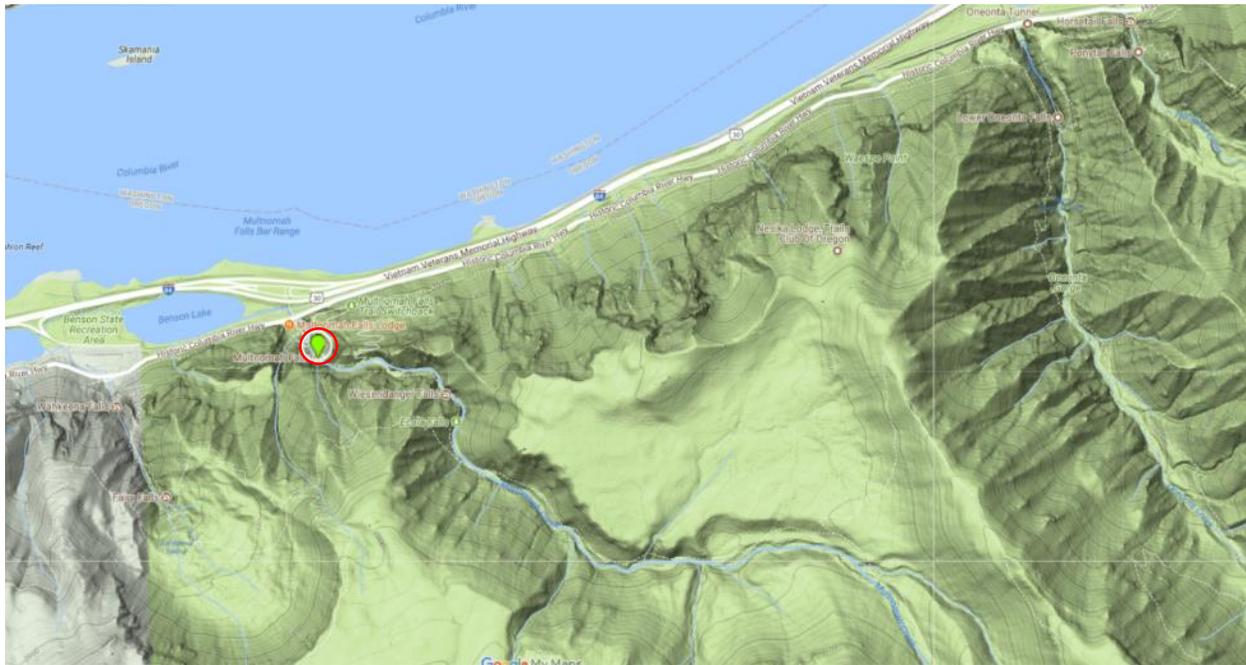
*Portland Women's Forum Overlook, photograph courtesy of Travel Oregon*



*Multnomah Falls, photograph courtesy of Travel Portland*

### Mission Session #3: Columbia River Gorge Scenic Area, Guest Speaker

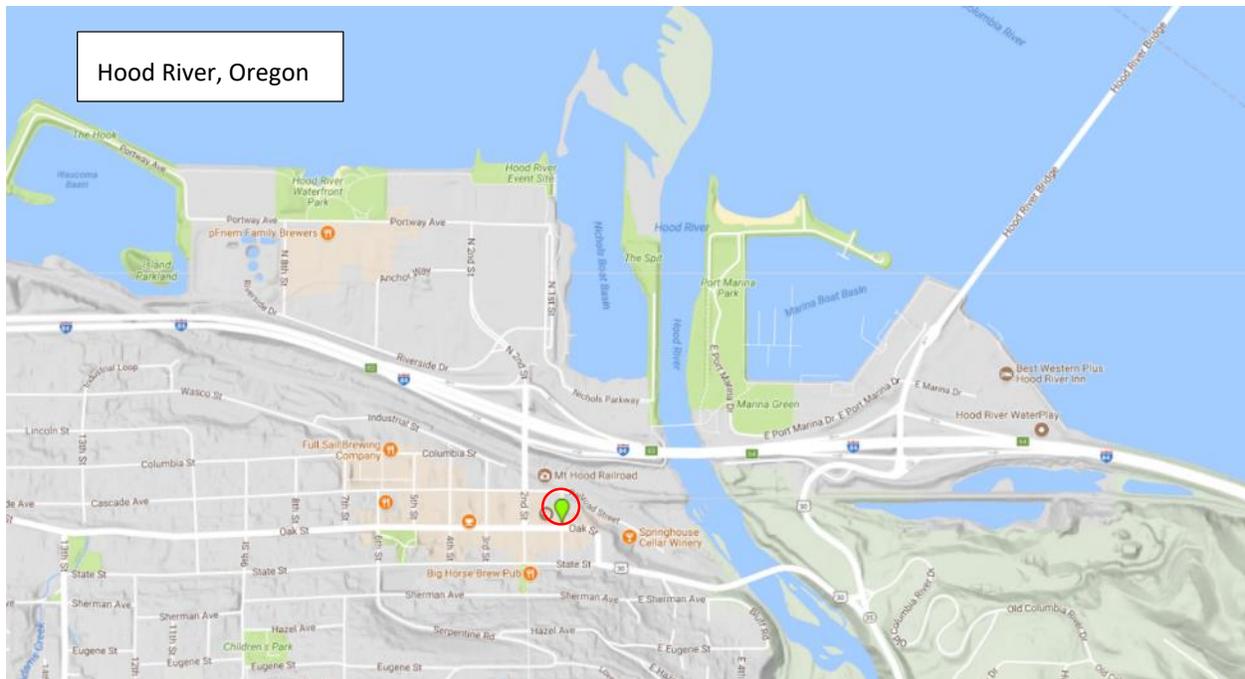
Our first stop is at the Portland Women's Forum Overlook (approximately 23 miles, 30 minutes) ( 39210 Historic Columbia River Hwy, Corbett, OR 97019) followed by the main attraction - [Multnomah Falls](#) (another 12 miles, 20 minutes)( 53000 Historic Columbia River Hwy, Corbett, OR 97019) - where we'll be joined by a regional DMO representative Lizzie Keenan. She will provide us with a brief overview of how their marketing and promotion of the area had changed and what the future might hold.



What's unique about this session?

Multnomah Falls lies within National Forest land, is only 30 miles from Portland, and is the most visited attraction in Oregon. As such, it struggles to manage the high volume of visitors and mitigate the negative social and environmental impacts. So much so, local land managers and DMOs are suggesting people find different spots to visit other than Multnomah Falls. Our guide will give us their perspective on how they *were* learning to adapt to increased visitation and how those plans have been impacted due to natural disaster.

After exploring the falls and Historic Lodge and interpretation center we'll continue eastward to Hood River, Oregon our destination for the next few days (approximately 30 miles, 35 minutes).



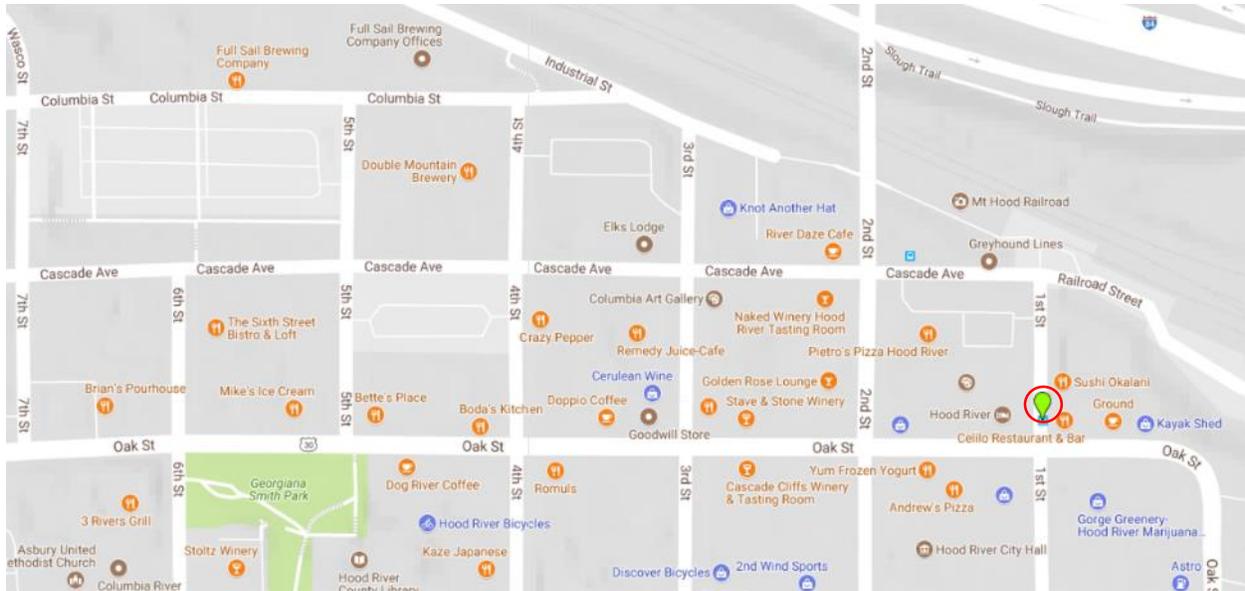
*Hood River, Oregon, photographs courtesy of Blaine Franger*

We should arrive by 5pm to check in and you'll have a couple of hours relax or look around town before dinner.

[Hood River Hotel](#) (102 Oak Street Hood River, OR 97031)

2 nights @ \$155/night

Breakfast is not included



7:00pm

We'll meet in the lobby and walk right across the street for dinner @ Celilo Restaurant and Bar where we'll enjoy a farm to table prex fixe menu.

TUESDAY, OCTOBER 24, 2017

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7:30am

Breakfast on your own. There are plenty of affordable and delicious options in downtown Hood River including small coffee shops, bakeries, and diners.

Hood River Hotel

Freshies Bagels and Juice

Bette's Place

Dog River Coffee

9:30am

We will load the shuttle and drive west back towards the Eagle Creek Fire and town of Cascade Locks and the Gorge Pavilion (21 miles)(395 SW Portage Rd, Cascade Locks, OR 97014). Of note, Cascade Locks suffered more than any other community from the fire because they were completely closed off for weeks during their peak tourism season. As such, they've started a local campaign [Cascade Locks Strong](#) to try and help infuse some dollars back into the economy. Our visit is going to have a direct positive impact for this community and they are thrilled to host us.

10:00am

Mission Session #4: Gorge Tourism Studio

This will be a pinnacle session where we'll meet with several participants of the Gorge Tourism Studio conducted by Travel Oregon and discuss their interpretation of the process, the outcomes, successes and challenges and where there are now.

Key ideas and themes we will discuss:

- Impressions of the RTS experience
- Five action teams that were developed and the projects they are working on
- Development of the Columbia Gorge Tourism Alliance

What's unique about this session?

After hearing Travel Oregon describe how they approach the Rural Tourism Studio, you'll now have the chance to visit a group of participants and learn firsthand about their experience.

12:00pm



*Thunder Island Brewery, photograph courtesy of Here for the Beer*

Mission Session #5: Lunch @ [Thunder Island Brewing](#) w/ brewery tour and meetings with owners.

We'll enjoy a fresh, locally sourced lunch along with tasty craft beer made from local hops and the purest water you can imagine and hear firsthand accounts of how this simple brewery provided meals, drinks, and a place to rest for those fighting the fire.

What's unique about this session?

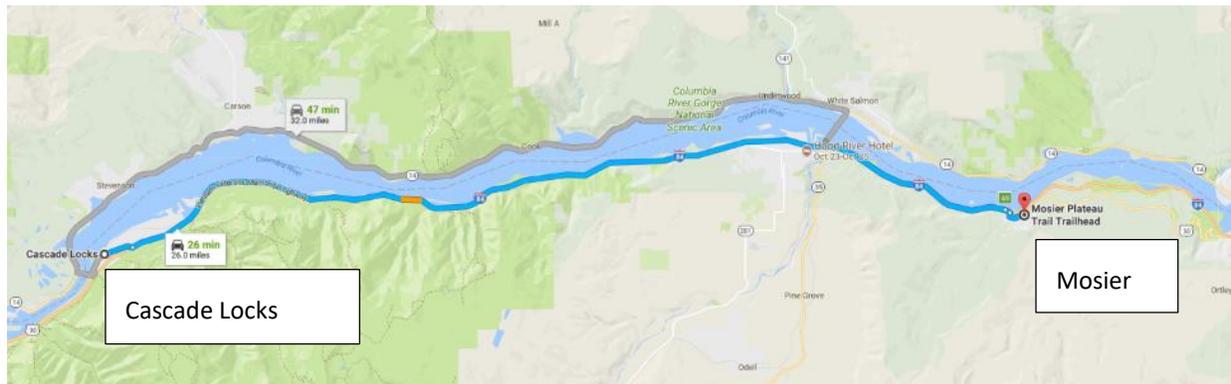
Oregon has been called the "beer capital of the world" in large part to their long history of making craft beers available to the public. In 1985 a state law legalized a breweries ability to sell their beer on site ushering in the brew pub movement. They are also heavily involved with the Columbia Gorge Tourism Alliance and one of the action teams which will allow us to continue the conversation from the earlier session.

1:00pm

Mission Session #6: Mosier Plateau Hike with Friends of the Columbia Gorge

After lunch we'll shuttle to the town of Mosier (26 miles) then do a moderate hike to the Mosier Plateau Trail (4 miles roundtrip) with guides from [Friends of the Columbia Gorge](#). Friends has multiple responsibilities including activating adherence to the Scenic Area Designation Act, lobbying to keep the

transportation of oil off the gorge rail lines, extensive community engagement, guided hikes, and land conservation.



*Mosier Plateau, photograph courtesy of Friends of the Columbia River Gorge*

Key topics we can discuss include:

- History of the Columbia River Gorge Scenic Area
- What initiatives Friends of the Gorge works on
- Deep dive into the [Towns to Trails](#) initiative

What's unique about this session?

Friends of the Columbia Gorge is a busy non-profit. They fight to protect the special scenic area designation, they fight special interest groups to protect the resources of the gorge, they purchase and conserve land, and they lead guided hikes. We'll have full access to one of their key representatives to understand how their organization works, how it's funded, where they are successful, and where they face challenges.

If we're still on schedule, we'll stop for a quick refreshment before shuttling back to Hood River to freshen up before dinner.

6:00pm

Free Time in Hood River

7:00pm

We'll meet at the lobby then shuttle to the [Hood River Waterfront Park](#) - a new development on the banks of the Columbia River. In the summer the waters are crowded with windsurfers and kiteboarders due to the prevailing winds and the waterfront is buzzing with activity. This won't be the case during late October but the views of river, Mt Adams, and Mt Hood will certainly be worthwhile.

We'll have dinner at [Camp 1805](#) (501 Portway Ave #102, Hood River, OR 97031), the first and only Rum and Whiskey distillery in Hood River. They also serve some excellent locally sourced bar fare with a bit of flair.

WEDNESDAY, OCTOBER 25, 2017

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7:30am

Breakfast on your own, check out of hotel, load luggage

8:30am

Mission Session #7: International Tourism Development, Guest Speaker

We'll have an informal but facilitated session with an internationally recognized sustainable tourism development expert, Mr. Brian Mullis in the conference room of our hotel. Mr. Mullis started his career working in the National Park System then went on to run an outbound tour company. In 2002, he founded [Sustainable Travel International](#) which is an international non-profit with a mission to protect people and places through sustainable tourism development. Mr. Mullis is a local who lives in White Salmon, WA (across the river from Hood River) and has spent 15 years in the trenches working in every region of the world on numerous development and conservation projects. He'll provide a candid point of view on the key aspects of successful development projects as well as simple yet important things small scale tour operators need to focus on to be sustainable, profitable, and generate positive impact.

10:00am

Mission Session #8: Hood River Fruit Loop Tour

We'll check out of the hotel, pack up the shuttle bus and head off to meet our tour guides for the next excursion: Biking the Fruit Loop Vineyards (aka wiking).

While most people think Hood River's largest economic driver is tourism, it is in fact agriculture. The Hood River valley is the agricultural heart of Hood River County and home to dozens of peach, apple, and pear orchards, u-pick farms, fields of lavender, vineyards, and plenty of tasting rooms.

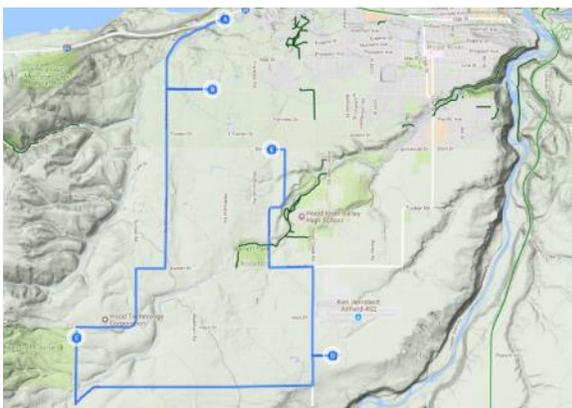
The rural farm roads surrounding the valley are aptly named the Fruit Loop and our bike tour will leisurely roam through the valley stopping at a few tasting rooms and u-pick farms. This excursion will consist of approximately 12 miles of travel on a bicycle on relatively flat roads. We will have standard peddle and electric bikes available.



*Hood River Valley, photograph courtesy of Blaine Franger*

What's unique about this session?

[MountnBarrel](#) bike tours are working to connect the tourism and agricultural industries, specifically the wineries and u-pick farms. At each stop we'll have the opportunity to speak to local business owners and discuss how they are benefiting from the Fruit Loop circuit and the new bike tours.



2:00pm

To cap off the tour, we will take the shuttle to [Phelps Creek Vineyard](#) and enjoy a private tour and catered Farm to Table lunch.

4:00pm

After lunch we'll load the shuttle and travel (about 40 miles, one hour) to [Timberline Lodge](#) (\$165, breakfast not included) high atop Mt. Hood, Oregon's highest peak and one of Oregon's top attractions.

Timberline Lodge is a National Historic Landmark build by the Civilian Conservation Corps (CCC) in 1937. It is filled with hand crafted masonry, iron forged accents, and handmade tapestries. Movie buffs might also recognize the exterior from Stanley Kubrick's film *The Shining*.



*Timberline Lodge in Winter, photograph courtesy of Timberline Lodge*

5:00pm

Free Time to roam the historic Timberline Lodge and soak in the beauty of the surrounding grounds.

7:00pm

We'll meet in the main restaurant of the lodge and enjoy a locally sourced dinner coupled with local wines and craft beer.

THURSDAY, OCTOBER 26, 2017

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7:00am

Breakfast @ Timberline Restaurant, check out of hotel, load luggage on shuttle

9:00am

Mission Session #9: Guided tour of Timberline Lodge, a National Historic Landmark  
or

Mission Session #10: Self-Guided hike on Mt. Hood via Magic Mile ski lift

10:00am

Mission Session #11: Timberline's Community Impact & Oregon's Outdoor Recreation, Guest Speaker

Facilitated discussion with Jon Tullis, Timberline's PR executive. Mr. Tullis has been with the hotel for many years and helped transition the historic site into a sustainable operation – for both the hotel and ski operations. Jon is passionate about keeping the hotel in the hands of the community and he plans numerous events each year focused on the unique cultural, historic, and natural heritage of the area. Jon has also been recently named to the [Oregon Outdoor Recreation Leadership](#) board, another progressive initiative for Oregon that he can introduce to the group.

11:30am

Shuttle back down the mountain to Government Camp (approximately 15 minutes)

12:00pm

Lunch on your own in Government Camp

Glacier Haus Bistro

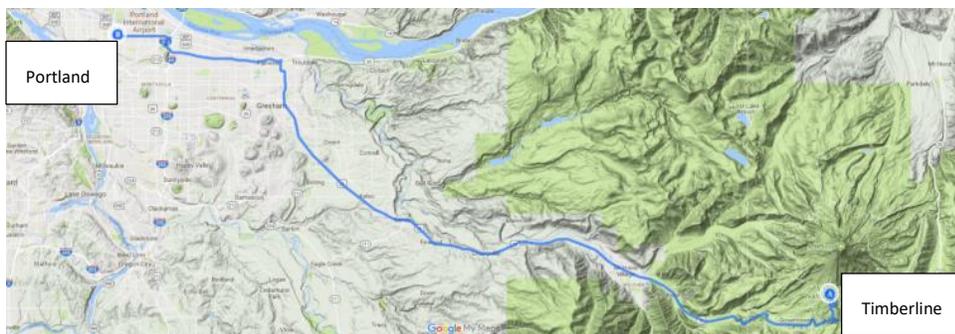
Taco Shoppe

Cobra Dogs

Wabi Sabi Kitchen

1:00pm

Take the shuttle back to PDX (60 miles, approximately 1 hour 45 minutes)

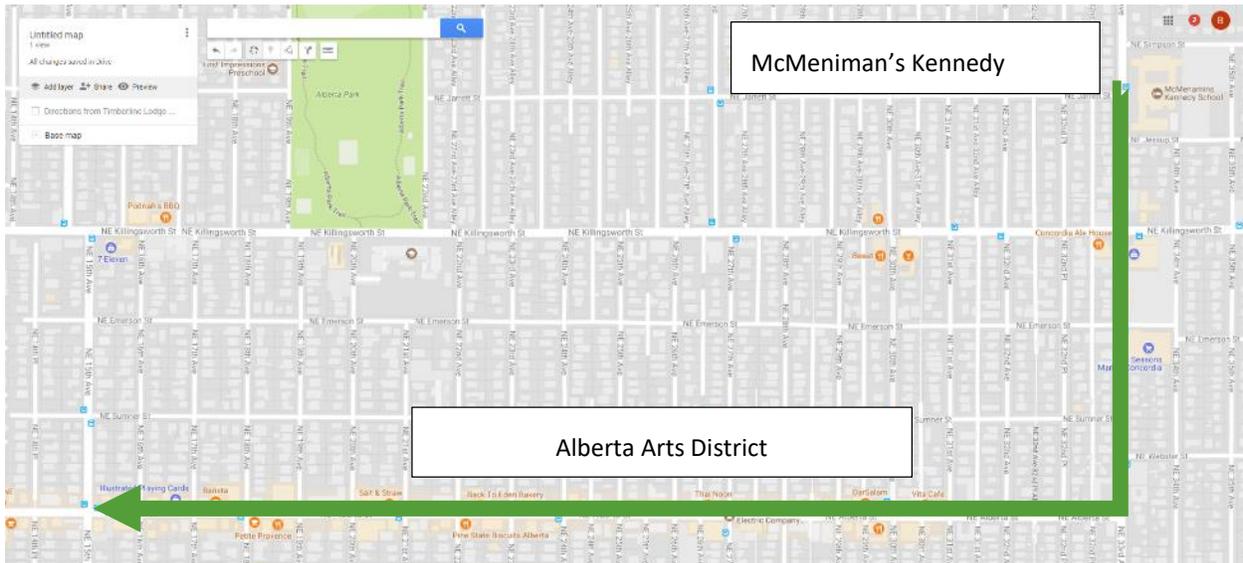


3:00pm

Check into hotel and free time at [McMenamin's Kennedy School](#) and exploring Alberta Arts District.

McMenamin's was another of the first breweries that incorporated in Oregon in the mid 1980's and they opened the first brew pub so a lot of gratitude is given to these innovative pioneers. Flash forward 30+ years and they are still at it. The Kennedy School was once an elementary school scheduled to be torn down until the McMenamin's purchased it and turned it into a hotel, restaurant, bar, and [movie theater](#). They have done similar developments all around the state. They also brew their own beer, roast their own coffee, and produce their own wine.

We are lucky to return to Portland on the last Thursday of the month so we can enjoy the [Alberta Arts District Last Thursday](#) celebration. This event has been going for 19 years! And while it won't be as big as the summer events, there will still be plenty of arts and crafts and generally odd things to view. You'll be able to walk to the event from McMenamin's and stroll the 15 blocks of art.



8:00pm

We'll meet in the main restaurant back at McMenamin's for our last meal and mission debrief before heading home the next day.

FRIDAY, OCTOBER 27, 2017

Depart PDX

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## MEET YOUR MISSION HOST



Bobby Chappell has a background in tourism operations and now implements innovative approaches to sustainable tourism development. Bobby was the Senior Program Director at Sustainable Travel International for over eight years. He continues to work as a senior advisor for STI in addition to working as an independent consultant with a focus on measuring tourism's impact and specialized travel planning.

With his 17+ years' experience in environmental assessment, tourism operations, and sustainability management, Bobby has had the opportunity to lead a number of innovative programs to measure the collective impact tourism has on people, places, and resources. He has developed and installed sustainability standards and certification schemes for Vail, Colorado, Panama, Norway, and Hostelling International. He has deployed global supply line assessments for Royal Caribbean, G Adventures, Rustic Pathways, and Expedia. He has established monitoring programs for dozens of Caribbean destinations, the South Pacific Tourism Organization, and the European Union. Bobby has also developed several database applications to solve complicated analysis for impact reporting and index ratings. He is currently working with IUCN (International Union for the Conservation of Nature), George Washington University, Global Footprint Network, and WWF on a project which, amongst other things, aims to calculate the ecological footprint of tourism packages to Protected Areas of the Mediterranean Region.

Bobby's professional career started as a park ranger and environmental consultant conducting visitor use impact studies, endangered species surveys, and watershed assessments and the protection of public and wild lands remains a passion of his. He has worked in the hospitality industry, has extensive experience in tour guiding, service-learning, and study abroad and was immersed in the ecotourism industry of Costa Rica for over four years.

Bobby lived in Oregon for five years (Hood River and Portland) and still misses the majestic beauty of Cascades, Columbia River Gorge, High Desert, and Coastline. He currently lives in Wilmington, North Carolina, a coastal community with direct access to the intercoastal waterway and Atlantic Ocean. While in Wilmington, he enjoys surfing, paddle boarding and kayaking but his true outdoor cravings is the exploration of wild and rugged mountainous areas. He and his wife Tiffany have two beautiful girls (Luna 4 years old, and Raina 14 months old) who love to travel and who are all jealous they are not in Oregon with him.

I look forward to getting to know everyone on the mission and learning from each of you!

