



Lakeside: Fall & Winter

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Lakeside has promise as vacation destination, with focused organization



Business Overview

The city of Lakeside, Oregon is the proverbial “diamond in the rough” when one considers coastal towns in Oregon. Its unique combination of towering sand dunes, the Tenmile Lake, and close proximity to the Pacific Ocean make it a viable vacation and recreation destination in the Oregon Coast. Despite its limited infrastructure, the small, coastal town has the potential to become one of the premier travel spots in the state. Currently, the town provides a variety of recreational activities for its visitors. However, the tourism aspect of the town has struggled to produce generate sustained and thus to produce consistent revenues to the community as a whole.

Strategic Recommendations

Currently, Lakeside is home to an assortment of attractive outdoor activities, including fishing, boating, bird watching, archery hunting, and off-road vehicle riding. These are all very valuable assets to a town hungry for tourism like Lakeside. Rather than bringing in new attractions, our team feels that it is best to utilize the already-proven assets the town currently has at its disposal. We propose that, during the Fall and Winter months initially, the city of Lakeside implement two tourism focused programs that will sustain year-round economic growth for the town and its constituents. First, using the amenities and activities already offered by the town, Lakeside will implement a corporate retreat program to draw a consistent stream of tourists to the town in hopes that they become frequent visitors. Second, continuing the town’s current efforts to bring large-scale fishing tournaments to Tenmile Lake, Lakeside will form an initiative to bring recreational fishing events to Tenmile Lake on a more frequent basis.



Strategic Payoffs



Implementation

There are very few costs associated with the implementation of these programs, making it an enticing and highly feasible strategy to ensure long-term economic growth for the city. Businesses and personnel already within the Lakeside community will form the groups and organizations that will carry out and sustain these initiatives, bring much needed revenue streams to the city, and eventually establishing it as a viable vacation and recreation destination on the Oregon coast.

Returns

The city of Lakeside can expect steady returns on these programs, especially since they require little investment initially. Additionally, as the programs continue to grow over time, revenues will only grow for each party involved, and the city as a whole. Aside from the long-term financial benefits, Lakeside will see its brand as a town and a tourist destination blossom. Increased word-of-mouth marketing among corporate retreat guests and fishing enthusiasts across the state will turn Lakeside into a well-known locale and a desired visiting place.



Project Issue and Approach



The overarching goal that our team was tasked with was to build recognition of Lakeside as a recreational resort and strengthen the city's tourism-based economy. Lakeside's array of natural resources attracts over 2,000 visitors during the summer months, but relying on these seasonal visitors alone is not a viable option to fuel any sort of sustained growth in the Lakeside economy.

In order to develop the optimal strategic plan for Lakeside, our team researched recreational tourism programs throughout the country. We focused on identifying best practices in the industry Lakeside could duplicate, as well as what segments of the recreational tourism industry were being underserved in Oregon. We also focused on identifying opportunities for the Fall and Winter seasons (footnote). After our initial research, we worked closely with the citizens of Lakeside and various local entities to brainstorm potential solutions options which we then evaluated and chose the top priorities I've believed Lakeside should implement.

Footnote: Other students project teams are assessing feasible options for Spring and Summer seasons as well as cultural and art events year round.



Proposal Strategy



Initially, our team was so enamored with Tenmile Lake and the sand dunes that many of the strategies we examined focused on developing large-scale events solely around these two resources. Tenmile Lake and the sand dunes are fabulous resources, but a strategy must consider more than just one or two existing resources. After carefully examining Lakeside's resources, capabilities, and goals, our group concluded that developing another annual large-scale event would not be the most efficient way to reach Lakeside's primary goal of strengthening its economy.

Our strategic plan is to develop and implement a multi-faceted tourism program for the city of Lakeside, using existing resources to achieve sustainable economic growth. Lakeside doesn't need to make any major capital investments, but should instead focus on how to best organize and leverage existing resources. Lakeside is already well established as a summer tourist destination, and Lakeside's valuable resources are not limited to the town's famed natural resources.

There are many local businesses that can serve as valuable resource in Lakeside's efforts to build a reputation as recreational resort and increase its profile as a tourist destination. Established local businesses such as the Lakeshore Lodge, Ringo's Marina, Spinreel, and Mountain View Farms are just a few places which have all of the amenities and activities tourists look for in a weekend getaway. The town has the natural resources and entertainment options that tourists are looking for; Lakeside just needs to show potential visitors where to look.

By working together to provide potential tourist groups with a selection of travel packages tailored to their interests and needs, our recommendations help Lakeside become the go to city for fun, affordable, and easy to plan outings. This strategy is a very attractive option, because a steady stream of tourists purchasing these travel packages allows Lakeside to maximize the economic impact of every visitor. This will also help shift Lakeside's away from its current Summer season dependence.



Overview



This first proposal is to market Lakeside as a corporate retreat destination. These retreats will bring a substantial number of customers to the city during non-peak weekends when businesses need it most. During the retreats, guests will learn about the many events that Lakeside hosts. The retreat is designed to provide guests with a memorable experience that has the potential to turn retreat guests into frequent visitors and permanent residents throughout the year. There is little competition on the coast for corporate retreats, creating a great opportunity for Lakeside.





Industry forces have little effect on corporate retreats

Political – Some companies that are publicly owned choose not to go on corporate retreats because shareholders feel it is a waste of company money. They don't go to avoid the potential negative PR.

Economic – Corporate retreats are highly influenced by the economy. Companies usually only go on retreats if business is good for that year. Therefore, retreats are one of the first budget items to be cut if companies start to lose money or are pessimistic about future prospects.

Social – Companies love the social aspect of retreats. It gets their employees to bond and work together outside of the office. Businesses use retreats as a way to reward their employees and jumpstart new plans and projects

Technological – All of the activities we are proposing are outdoor related. New technology has little effect on what employees would do on the retreat. However, technology can be used to promote the retreats through social media and email marketing. New technology could possibly make it easier and cheaper to market the retreats in the future.

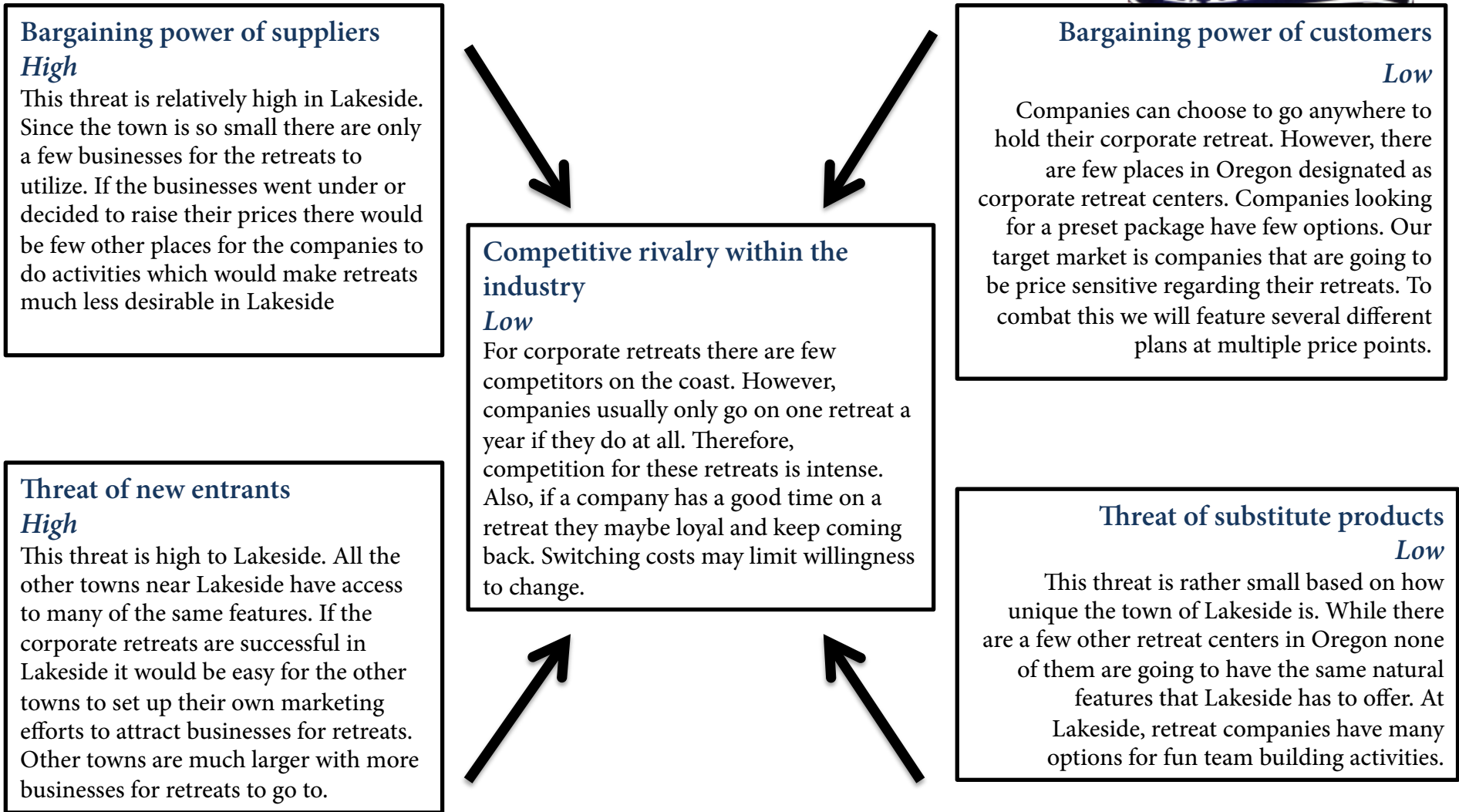
Environmental – Most of the activities in this proposal are environmentally friendly, such as archery and hiking. However, some of the activities involve motorized vehicles such as ATV riding and boating. Environmentally focused companies may be less inclined to participate in a Lakeside retreat due to the pollution from these activities.

Legal – There are no legal issues that effect whether companies go on retreats or not. However, some of the activities in this proposal, such as ATV rides, can be risky. Businesses may be worried about employees getting injured and having to pay for their medical care.





Immediate forces provide favorable market position





Competitor Analysis for Lakeside Corporate Retreats

Competitors

Cedar Ridge retreat center is located 45 minutes west of Portland in Vernonia, OR. It is a major retreat center. Its rates are \$57-\$72 per day for retreats (includes lodging and 3 meals). Activities include a heated pool, a "slip 'n' slide," hiking trails, large grass area for meetings, volleyball, soccer, etc. Lodging options include cabins with bunk beds capable of sleeping up to 61 guests (visitcedarridge.com).

Another large competitor is Salishan resort in Gleneden, OR features a spa, golf and fine dining. Finally, any city with enough resources can jump in and compete with Lakeside for corporate retreat customers.

Disadvantages for Lakeside

Most of Oregon's population and businesses are in Portland. Cedar Ridge is only 45 minutes and Gleneden is 2 hours from Portland, whereas Lakeside is roughly 4 hours away from the state's biggest metropolitan zone. Since there are no activities like ATV riding or boating at Cedar Ridge or Salishan, the retreats there are considerably cheaper than in Lakeside. However, if companies desire a more active outdoor retreat, Lakeside can position itself as an attractive option in the state.

Advantages for Lakeside

Lakeside's biggest advantages are the natural resources it features and the businesses that utilize them to their advantage. Vernonia and Gleneden are similarly sized towns as Lakeside, but without any of Lakeside's natural resources. Therefore, there are few activities that guests can do there outside of the retreat center.





High value, small business customers targeted

Customer Segmentation

A corporate retreat in Lakeside is going to be very active and focused on exciting, outdoor teambuilding activities. The potential customer for these retreats are going to be companies that specialize in outdoor activities. Many of their employees will likely engage in these activities and would enjoy a high-octane experience. See appendix for examples of companies to target

Value Proposition

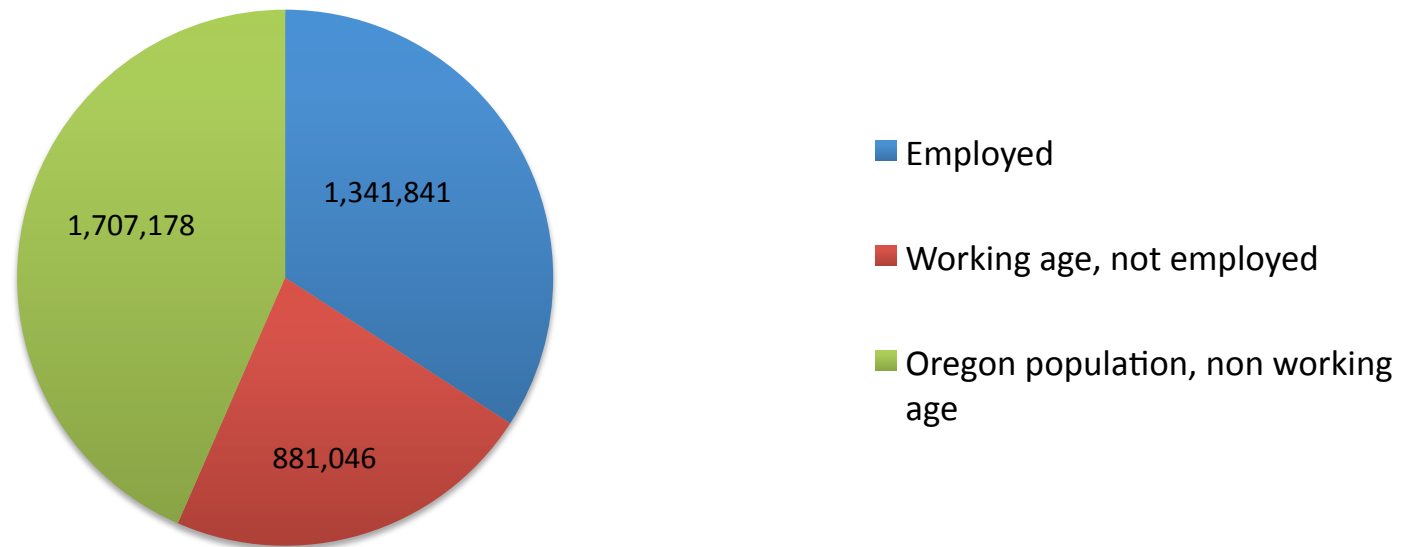
Lakeside's value proposition is its variability in price and the uniqueness of the natural features it has to offer. Since Lakeside will be targeting active firms with potentially smaller budgets lakeside will be offering 3 different price levels for retreats. This allows companies to decide how much they want to spend on retreats and can allow companies to go on retreats even on slim budgets. As part of these retreat packages most of the Lakeside businesses involved said they would give group rate discounts for their services. This retreat is going to be much more entertaining than most other retreats due to the access to Lakeside's natural resources and the natural beauty of the Tenmile lakes and the Oregon Sand Dunes.



A successful program only requires a small number of participants



Oregon Population



Source: U.S. Census

In 2013, Oregon employed 1,341,841 people in 106,340 businesses. In the first year, our goal is to get 12 businesses with 10 people each to retreat in Lakeside or .01% of this population. In the two years following our goal is to get at 18 businesses to attend per year after the first year, or .015% of the total state population (U.S. Census).



Lakeside is positioned to succeed if it leverages its resources



Key Resources

The city of Lakeside boasts the rare geographical combination of sand dunes and a lake within the same area. In the tourism industry, primarily in the Oregon coast, this collection of attractions is unprecedented and should be a focal point for the city's attraction to corporate meeting planners. Additionally, the city has outdoor recreation activities that are staples in coastal towns, positioning Lakeside as a viable meeting option in the Oregon coast.

Key Partnerships

Outside of the community, the city has a decent partnership with the Oregon Coast Visitor Association, which helps to refer potential visitors to the town. However, since Lakeside is one of many member cities in the association, it often doesn't receive the primary publicity, especially among popular cities like Florence, Coos Bay, and Seaside.

Key Activities

Despite its limiting infrastructure, Lakeside manages to operate on its own fairly well. Independently, the businesses of the city function efficiently, serving those who do visit Lakeside effectively and efficiently. However, collectively, the small group of businesses struggles to serve outside visitors as a whole. The city cannot sustain a large-event, as there are not enough restaurants, hotels, shops, and event space to accommodate a large crowd. To make corporate retreats successful all of the businesses will need to work collaboratively.

Strong Inter-business Connection

The close-knit collection of local businesses in Lakeside does an effective job of referring business to each other in an effort to maximize the overall economic impact of a visitor. Moreover, the businesses already offer discounts to patrons who are staying at the Lodge. The framework for sustained economic growth is present, thanks to the strong cooperation between businesses, but there is no organizational program to ensure that this coalition brings in revenues consistently.



Corporate Retreats should emphasize a number of elements



Archery

At Mountain View Farms 3-D Archery, retreat participants will be able to receive archery lessons and instruction from the experienced and knowledgeable staff, and then test out what they've learned at the shooting range. Mountain View Farms boasts three different archery experiences. Varying in difficulty, each is a hunting-style trail where participants can shoot life-like, 3-D targets as they hike through the beautiful Lakeside terrain. This is a great opportunity for retreaters to bond and get to know each other in a relaxed, enjoyable setting.

Boat Tour

Ringo's Marina is the premier marina destination in Lakeside, and is located conveniently at the intersection between downtown Lakeside and the edge of the Tenmile Lake. Ringo's offers a wide array of boat rental services, but its pontoon boats would best suffice for those in a corporate retreat group. Guests would be able to ride a pontoon boat and be led on a tour of Tenmile Lake, where they can enjoy the views and fish for the rare breeds of Coho Salmon and Cutthroat Trout; both staples in the lake. Lakeside is also home to a collection of rare, native bird species that live along the shoreline of Tenmile Lake, which are observable from a boat tour.

Dunes Activities

Corporate retreat guests will get the exciting opportunity to rent All Terrain Vehicles (ATVs) from Spinreel, which is located just outside the Lakeside city limits. Here, guests can take out the ATVs for the day, exploring the massive dunes, or even enjoy a leisurely tour of the dunes with Spinreel personnel. Additionally, 2-person dune buggies are available for hourly rentals. A great option for pairing members within the retreat, the dune buggies provide an exciting opportunity for retreaters to engage with one another while enjoying the dunes for which Lakeside is known.

Lodging/Meals

Because of its central location, the Lodge will handle the organizational and booking tasks for the corporate retreat program, in addition to serving as the headquarters for the corporate retreat program. Here, retreat participants will enjoy lodging, a restaurant, and a meeting room, all under one roof. The Lodge will also provide meals for the groups, primarily breakfast and dinner, across the three-day, two-night stay, allowing other Lakeside businesses to serve as lunch options. As part of the corporate retreat experience, groups will be able to utilize the Lodge's meeting space to host team-building exercises, lectures, and meetings.





To build visitors corporate guests will save 10%

Standard Pricing Model

Activity	Price per Guest, Standard	Total Price per Group (10 people)
Mountain View Farms Archery	\$15	\$150
Spinreel ATVs	\$215	\$2,150
Spinreel Dune Buggies	\$235	\$2,350
Spinreel Truck Tours	\$45	\$450
Ringo's Marina Boats	\$25	\$250
Lakeshore Lodge Lodging	\$75	\$750
Lakeshore Lodge Catering	\$40	\$400

Rich Burkholder, the owner of Spinreel, will offer a 10% discount across all of his activities to groups of at least 10 in the program, with the option of even 20% off depending on the group size. The Lakeshore Lodge will offer four meals to groups over the retreat at \$8/guest. The Lodge will also offer a nightly rate of \$75 per night for five, two-person rooms for two nights.

Almost each Lakeside business represented in the program has agreed to offer a discounted pricing model in comparison to standard rates. By offering discounted pricing, these businesses welcome more long-term, sustained business as a result of the program. Below is a breakdown of the pricing differences between normal customers and those involved in the retreat program.

Discounted Pricing Model

Activity	Price per Guest, Standard	Total Price per Group (10 people)
Mountain View Farms Archery	\$15	\$150
Spinreel ATVs	\$190	\$1900
Spinreel Dune Buggies	\$215	\$2,115
Spinreel Truck Tours	\$40	\$405
Ringo's Marina Boats	\$25	\$250
Lakeshore Lodge Lodging	\$75	\$750
Lakeshore Lodge Catering	\$40	\$400





Bronze Package Overview

The Gold Package is the basic offering in the corporate retreat program. It features the standard lodging and meals, in addition to archery, a dune tour on off-road trucks, and a tour of Tenmile lake on a large pontoon boat.

The Gold Package is the cheapest option offered in the corporate retreat, combining engaging, group-oriented activities with affordable amenities that are perfect for budget-conscious business.

BRONZE PACKAGE	Price per Guest	Total Price (10 guests)
Lodging	\$75	\$750
Meals	\$40	\$400
Archery	\$15	\$150
Truck Tour	\$40.50	\$405
Marina Boats	\$25	\$250
Total	\$195.50	\$1,955





Bronze Package Itinerary

Day/Time	Action
Friday	
5:00pm	Arrive at Lakeside Lodge
5:30pm	Welcome Dinner at Lakeside Lodge
6:45pm	Group Orientation Meeting
Saturday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Mountain View Farms Archery
10:45am	Arrive at Mountain View Farms Archery
11:00am	Archery Activity
1:00pm	Lunch
1:30pm	Depart for Spinreel
1:50pm	Arrive at Spinreel
2:00pm	Take Truck Dunes Tour
4:00pm	Depart for Lakeside Lodge
4:10pm	Arrive at Lakeside Lodge
4:45pm	Group Meeting
5:15pm	Dinner at Lakeside Lodge
6:15pm-9pm	Option for Group Activities

Day/Time	Action
Sunday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Ringo's Lakeside Marina
10:35am	Arrive at Ringo's
10:45am	Take Boat Tour
1:45pm	Lunch downtown
1:50pm	Return to Lakeshore Lodge
2:00pm	Group meeting/closing discussion





Silver Package Overview

The Silver Package is the package that offers the same unique experience as the Gold selection, but with an added amount of excitement. In addition to the standard amenities, this package features the chance for retreat members to rent their own ATVs for up to four hours of enjoyment.

While still offering an affordable price point, the Silver Package presents an exciting opportunity for more active-minded guests. This package is ideal for younger or more lively guests.

SILVER PACKAGE	Price per Guest	Total Price (10 guests)
Lodging	\$75	\$750
Meals	\$40	\$400
Archery	\$15	\$150
Marina Boats	\$25	\$250
ATVs	\$190	\$1,900
Total	\$345	\$3,450





Silver Package Itinerary

Day/Time	Action
Friday	
5:00pm	Arrive at Lakeside Lodge
5:30pm	Welcome Dinner at Lakeside Lodge
6:45pm	Group Orientation Meeting
Saturday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Mountain View Farms Archery
10:45am	Arrive at Mountain View Farms Archery
11:00am	Archery Activity
1:00pm	Lunch
1:30pm	Depart for Ringo's Lakeside Marina
1:50pm	Arrive at Ringo's
2:00pm	Take Boat Tour
5:00pm	Depart for Lakeside Lodge
5:10pm	Arrive at Lakeside Lodge
5:45pm	Group Meeting
6:15pm	Dinner at Lakeside Lodge
7:15pm-9m	Option for Group Activities

Day/Time	Action
Sunday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Spinreel
10:45am	Arrive at Spinreel
10:50am	ATV Activity
2:50pm	Lunch downtown
3:10pm	Return to Lakeshore Lodge
3:40pm	Group meeting/closing discussion





Gold Package Overview

The Gold Package is the premier offering in the corporate retreat program. While still offering standard lodging and meal service, the Gold selection compiles the best activities Lakeside has to offer in an interactive archery lesson and hunting trail, four hours of dune buggy excursion, and a relaxing tour of Tenmile lake.

For a slight difference in price, Gold Package guests will experience the very best Lakeside has to offer, all the while enjoying the standard retreat experience.

GOLD PACKAGE	Price per Guest	Total Price (10 guests)
Lodging	\$75.00	\$750.00
Meals	\$40.00	\$400.00
Archery	\$15.00	\$150.00
Dune Buggies	\$235.00	\$2,350.00
Marina Boats	\$25.00	\$250.00
Total	\$390.00	\$3,900.00





Gold Package Itinerary

Day/Time	Action
Friday	
5:00pm	Arrive at Lakeside Lodge
5:30pm	Welcome Dinner at Lakeside Lodge
6:45pm	Group Orientation Meeting
Saturday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Mountain View Farms Archery
10:45am	Arrive at Mountain View Farms Archery
11:00am	Archery Activity
1:00pm	Lunch
1:30pm	Depart for Spinreel
1:50pm	Arrive at Spinreel
2:00pm	Dune Buggy Activity
6:00pm	Depart for Lakeside Lodge
5:20pm	Arrive at Lakeside Lodge
5:45pm	Group Meeting
6:15pm	Dinner at Lakeside Lodge
7:15pm-9m	Option for Group Activities

Day/Time	Action
Sunday	
9:00am	Breakfast at Lakeside Lodge
10:00am	Group meeting
10:30am	Depart for Ringo's Lakeside Marina
10:35am	Arrive at Ringo's
10:40am	Take Boat Tour
1:50pm	Lunch downtown
2:10pm	Return to Lakeshore Lodge
2:40pm	Group meeting/closing discussion



Economic Impact of Corporate Retreats in Lakeside



Retreats

Each retreat will generate thousands of dollars in revenues for the local businesses during each retreat. These retreats have a long-term sustainable effect. Instead of doing a big event that brings in revenue for one weekend of the year, corporate retreats would consistently bring in revenues across the entire calendar year. Lakeside is known for being a vacation spot in the Summer, yet in the Winter months the town population is half of what it is during the Summer, and the businesses have a hard time creating revenue. Our proposed retreats will bring in business to the town during the off-season. It helps many different types of businesses and would be a boost to the town's economy.

Future Impact

Along with the retreats themselves, when people visit Lakeside they will utilize its natural resources and experience the natural beauty Lakeside has to offer. Guests will get to participate in many of the fun activities that Lakeside offers. After experiencing Lakeside, they are more likely to come back and vacation with their family. These people could bring in thousands of additional dollars to the local businesses if they return to vacation in Lakeside or to participate in one of its many events. This proposal is not necessarily about the revenue from the corporate retreats, but about the potential future revenue it will generate from visitors who come back to Lakeside.





Action Plan for Corporate Retreats in Lakeside

Action	Who Will Implement	When
1. Appoint lead project coordinator	Chamber of Commerce	End of April 2014
2. Establish retreat menus	Project Coordinator	May 2014
3. Create internet site for Lakeside's corporate retreat plans	Lakeside Chamber of Commerce	By June 2014
4. Develop central organization & web ordering plan	Lakeshore Lodge	June 2014
5. Market retreats to potential companies	Lakeside Chamber of Commerce and partners	Start June 2014
6. Schedule retreats	Lakeshore Lodge	Ongoing
7. Conduct retreats	Lakeside businesses	Ongoing
8. Market Lakeside events to retreat visitors	Lakeside businesses	During retreats
9. Follow up with companies via surveys	Lakeside Chamber of Commerce	1 week after each retreat





Examples of marketing materials and initiatives

Corporate Retreat Brochure

One effective marketing technique is email marketing. Lakeside can develop digital brochures for distribution to potential retreat businesses, allowing for a simple, cheap marketing effort that has a wide reach within Oregon. The brochure will outline all of the Corporate Retreat packages and highlights, and even direct potential customers directly to the city of Lakeside's website. The program director only has to design the email in PDF form, then send it out to sales leads across the states. Samples can be found in Appendix M.

Search Engine Optimization

Search Engine Optimization (SEO) is a digital practice that ensures that a website will show up in relevant searches made by target demographics. This can be a big opportunity for Lakeside, especially in attracting new corporate retreat guests. To accomplish this, the Program Director will ensure that the websites for tourism groups like Travel Oregon, Oregon Coast Visitors Association, and Central Oregon Coast Association all have links to the Lakeside webpage and the Corporate Retreat Program to be specific.

Updated Program Website

To avoid additional costs, the Corporate Retreat Program Director should invest in a new section of the Lakeside website solely devoted to the program, instead of purchasing and developing an entirely new website. The webpage should be simple in design, but project an elegant image, much like other corporate retreat websites. The idea here is to make it as easy as possible for potential customers to both learn about the program and book their retreat online. Examples of appealing websites to model are in Appendix N.





Contacting potential Corporate Retreat Customers

Target Geographic Market

Since this program is starting from scratch, it will have a very limited reach until it builds a strong reputation that will be known around the state of Oregon. For this reason, Lakeside should target companies in the immediate geographic regions. The biggest target should be Lane County, as it is prevalent with small businesses and conveniently located just two hours away from Lakeside. Other counties that should be targeted are Lincoln, Benton, Douglas, and Coos counties, as they are local and have small companies that would be most likely to participate. In terms of future expansion, the Program Director should look to target small start-up companies in the greater Portland area.

Company Description

The Lakeside Corporate Retreat Program will have to set its sights on small, local companies, as the city's infrastructure can only handle a certain influx of visitors at a time. The ideal company for the program has anywhere between 10-50 employees, meaning that retreats could serve an entire company of 10-25 employees, or multiple retreats that would serve different departments at a time. The program will offer an affordable yet engaging and active retreat experience, so targeting companies with relatively younger employees makes the most sense. Start-ups are a great target, since they typically have employees that are mostly under 40 years of age. See Appendix K for a list of travel planners in Oregon.





Measuring the success of the Corporate Retreat program

	Objectives	Measurements	Targets	Initiatives
Financial	Increased Revenue	Program Monthly Revenue	\$3450/month	Book Groups Year-Round
	Sustainable, Year-Round Revenue			
Customer	Develop Customer Base	Number of First-Time Visitors/Year	120 New Visitors in Year 1	Personal Selling
	Offer Valuable Retreat Activities	% Inquiries that Become Bookings		Group Discounts
Learning & Growth	Create Retreat Program Tailored to Customer Needs	Customer Satisfaction	80% Satisfaction Rate	Customer Survey System (See Appendix E)
	Become a Viable Retreat Destination	Number of Retreats/Year	20% Return Within 3 Years	Sales Staff
	12 Retreats in Year 1			
Internal	Improved B2B Organization and Collaboration	Number of Shared Customers	120 Total Shared Customers in Year 1	Creation of Retreat Organization
External	Improve Marketing Reach	Website Visits, # Meeting Planners Contacted, # Marketing Materials Produced/ Distributed	100 Visits/month 10 Contacts/month	Social Media Expansion Personal Selling OTA Partnership





Overview

This second proposal is to market Lakeside as a recreational fishing destination. Fishing in Lakeside will bring a substantial number of customers to the city during non-peak weekends when tourists need it most. Lakeside's recreational fishing is designed to provide guests with a memorable experience that has the potential to turn fishing guests into frequent visitors and permanent residents. There is moderate competition along the coast for recreational fishing, creating a great opportunity for Lakeside.





There are favorable conditions in the fishing industry

Political – Overfishing plays a big role in the political aspect of the fishing industry. The Northwest Sportfishing Industry Association (NSIA) is a collection of sport fishing industry business leaders that have a strong voice in the local, state, regional and federal governments. In both Oregon and Washington, the NSIA is an industry lobby group that represents the business interests of many members of the sport of fishing. The NSIA plays a major role in salmon, steelhead, sturgeon and shellfish fishery issues across the region. The NSIA also deals with other related issues, such as fish recovery, seasons, harvest, and future of all fishing interests.

Economical – There are approximately 60 million anglers in the United States. Of those 60 million, 46 million are estimated to fish in a given year. Recreational fishing has a \$115 billion impact on the nation's economy, and more than 828,000 jobs are supported through recreational fishing. Since 2006, angler numbers have grown 11%.

Socio-Cultural – Recreational fishing – both fresh and saltwater combine – ranks higher than bowling, basketball, softball, or soccer participation in the United States. More Americans fish than play golf and tennis combined.

Technology – The constant growth and advancement of technology has led to more fish being caught thanks to the rapidly increasing use of Global Positioning Systems (GPS) and radar technology to catch fish. The problem with this technology is that it can lead to overfishing, a rising issue today. With improved technologies, there is an increase in selectivity of fish caught and a reduction of waste.

Environmental – Right now there is an historic drought in Northern California that could have tremendous impact on salmon and steelhead that won't be able to push upstream. Another environmental factor is water pollution. Power plants create mercury pollution, which gets into bodies of fish. Pesticides, oil, sewage runoff, and trash also lead to water pollution and causes fish to get sick and die.

Legal – To be able to go out and fish in the United States, one needs a fishing license. If an angler fishes without a license he/she can be fined. Also, an angler must know what fish are in season. For instance, Coho Salmon are in season from November to February.



Lakeside is in a favorable position to capture business from the Oregon fishing industry



Threat of New Entrants

Low

Lakeside is in a premier location relative to other towns because of its proximity to a large lake.

Towns in the area who have water inland water access have the ability to host fishing events depending on the fish in season.

Threat of Substitutes

High

People looking for outdoor activities may not be interested in fishing or are looking for a weekend with high intensity activity such as river rafting or skiing.

Essentially all weekend activities can be considered substitutes (movies, reading, board games, etc.).

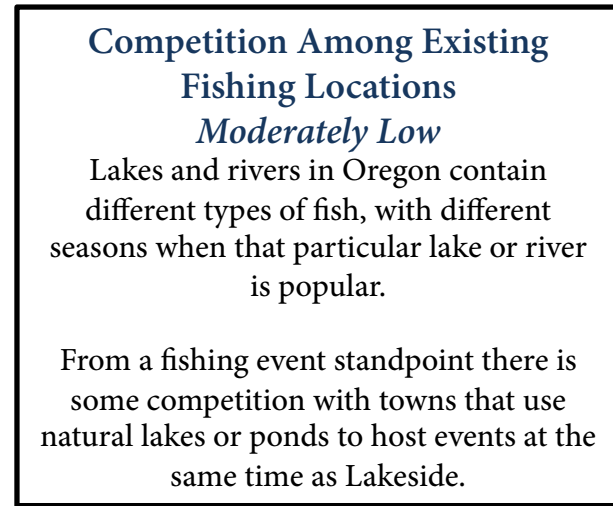


Bargaining power of Customers

Relatively High

If a group visits Lakeside for an event or for leisure fishing, the number of fish caught contributes to customer satisfaction and a contributing factor when deciding whether or not to return.

Price of a leisure weekend also contributes to the attractiveness of a tourist town. How far can one dollar stretch in terms of enjoyment.



Bargaining Power of Suppliers

Low

Fishing hatcheries that stock the lake with different types of fish have the incentive to keep stocking to maintain a balanced ecosystem.



Tenmile Lake offers outstanding stock and access attributes relative to other existing fishing locations



Important Factors	Notable lakes in Oregon	Tenmile Lake
<p>Variety of Fish</p>	<p>Barton Park in Clackamas Oregon features Salmon, Steelhead, and fin-clipped trout</p> <p>Benson Lake is stocked with Rainbow Trout, largemouth bass, crappie, sunfish, and bullhead.</p> <p>Estacada Lake is stocked with Trout, Steelhead, Chinook, and Coho Salmon.</p>	<p>Lakeside stocks Tenmile Lake and also features a natural spawning population of fish. Tenmile Lake has various fish including Largemouth Bass, Black Crappie, Yellow Perch, Catfish, Rainbow Trout, Sea Run Cutthroat Trout, Winter Steelhead, and Coho Salmon. The seasons of the fish differ throughout the year making Tenmile Lake optimal for fishing year round.</p>
<p>Boat Access</p>	<p>Barton Park has a designated boat ramp and also banked access to the river.</p> <p>Benson Lake does not allow for boat access; only non-motorized boats such as rowboats are allowed on the lake.</p> <p>Estacada Lake provides a fishing platform and a boat ramp at the end of the Reservoir at Milo McIver State Park.</p>	<p>Tenmile Lake has two primary boat ramps: one located at Ringo's Marina, and another at the state owned parking area. The downside of boat access to the lake is that there is no signage in the town to direct tourists to the boat ramps.</p>



Tenmile Lake also wins with lodging and overall size of the area



Important Factors	Lakes in Oregon	Tenmile Lake
<p>Lodging around the fishing area</p>	<p>Barton Park provides 102 campsites with water and electrical hook-ups. Barton East is an RV-only site open from May thru October. Day use areas include 7 picnic areas, covered and non covered.</p> <p>Benson Park only provides day use picnic shelters for a small group reservation fee.</p> <p>Estacada Lake only provides day use with picnic tables located at Milo McIver State Park.</p>	<p>The city of Lakeside has three main lodging areas. Lakeshore Lodge provides 40 rooms with twin beds. Osprey Point provides RV spaces with electrical and water hook ups. The county park located next to the boat ramp access also provides RV spaces with electrical hookups.</p>
<p>Size of Fishing Area</p>	<p>Barton Park is located along the Clackamas River owned by Clackamas county. This park is apart of a bigger circuit of parks along the Clackamas River.</p> <p>Benson Park is located right next to the Columbia River and small lakes, Wahkeena Rearing Lake and Multnomah creek surround the park</p> <p>Estacada Lake is a 150-acre reservoir located on the Clackamas River. The reservoir is located behind the River Mill Dam.</p>	<p>Tenmile Lake has over 40 miles of shoreline and is split into north and south portions. Boats can easily navigate through each portion of the lakes through a small canal.</p>





Geographic segmentation of Oregon's fishing locations

In 2011, Oregon ranked seventh among all states for non-resident fishing destinations. There were over 637,000 anglers in the state of Oregon, and about 265,000 of those anglers were non-residential. Because of all of these non-residential anglers, the state of Oregon generated \$241 million, an exciting opportunity for the city of Lakeside.

The Oregon Department of Wildlife and Fishing divides Oregon into 9 primary fishing zones.



- 1. Northwest
- 2. Willamette
- 3. Central
- 4. Northeast
- 5. Southwest
- 6. Southeast
- 7. Marine
- 8. Columbia
- 9. Snake

Lakeside is located in the Southwest fishing zone along (labeled as Fishing Zone number 5) with various reservoirs, lakes, ponds and rivers in the surrounding area. Each listing of major fishing locations in the Southeast on DWF provides the type of fish currently in season and current weather conditions. Currently Tenmile Lake is in the peak of Steelhead fishing, and per that season, DWF provides weekend updates on the fish migrations within the lake system. A possible advantage for Lakeside and Tenmile Lake is the current drought occurring in Northern California. Rivers in Northern California have closed to preserve Coho and Steelhead salmon, meaning Northern California fishermen can come to Tenmile Lake to fish for this fish normally prevalent in their region. Also, Tenmile Lake is the only lake in the state of Oregon that people can fish for Coho in the month of December, which is a huge drawing point for the city, especially in a down season.



Recreational Fishers will be added as Lakeside's target



Premier Fishing Groups in Oregon

- There are hundreds of fishing clubs/groups in the state of Oregon. These fishing groups vary from fly fishing to bass fishing and so on. Only a handful of these clubs use Tenmile Lake to host fishing tournaments.
- The premier fishing groups are more competitive than the recreational fishermen because of tournaments and possible cash prizes.
- The premier fishing groups have their own equipment, so there is usually no need for them to rent or buy anything. In essence, all they would need is a boat and a place to fish.
- However, many of these groups may stay over and provide lodging and restaurant income.

Recreational Fishing Groups in Oregon

- Recreational fishing is one of the most popular activities in the United States. Millions of people fish recreationally, thus causing recreational fishing to be a billion dollar industry.
- The reason the recreational fishing industry is so huge is because of how simple it is. From children to grandparents, fishing is something that anyone can do forever.
- The recreational fisher will most likely not have their own equipment, and therefore will need to rent.



Active fishing groups have events throughout the entire fishing seasons



Premier fishing clubs around the state of Oregon hold a schedule of tournament event yearly roughly from, spring through fall. Overall standings (point system) for the year are posted onto each fishing clubs website. The events are held all over Oregon at various lakes and rivers.

Oregon Fishing Clubs	
Cascade Bass Masters	March-October
Columbia River Bass Masters	April-October
Emerald Bass Club	March-November*
Mid Valley Bass Club	March-September
Oregon Bass Federation	April-August*
Umpqua Valley Bass Masters	March-October*
* Fishing tournaments at Tenmile Lake	



The trend of the club derbies closely mirrors a typical fishing season in the Pacific Northwest. Other fish have a spawning cycle in the winter (steelhead) however the main source of fish for Oregon overall is the spring thru early fall time frame.



Fishing Excursion Proposal

Lakeside has a competitive advantage because the lake is stocked throughout the year



Fish in Tenmile Lake by Month

Best Good Slow	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Winter Steelhead	Best	Best	Best	Good	Good	Good	Good	Good	Good	Good	Good	Good
Rainbow Trout	Good	Good	Best	Best	Best	Best	Good	Good	Good	Good	Good	Good
Sea Run Cutthroat Trout	Good	Good	Best	Best	Best	Good	Good	Good	Good	Good	Good	Good
Yellow Perch	Good	Good	Best	Best	Best	Best	Best	Best	Best	Best	Best	Good
Largemouth Bass	Good	Good	Best	Best	Best	Best	Best	Best	Best	Best	Good	Good
Catfish	Good	Good	Good	Best	Best	Best	Good	Good	Good	Good	Good	Good
Coho Salmon	Slow	Slow	Slow	Slow	Slow	Slow	Slow	Slow	Slow	Best	Best	Best
Black Crappie	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good



Lakeside already gains economic benefit from premier fishing events held on the lake



Tenmile Lake hosts multiple fishing tournaments throughout the year with different fishing groups in Oregon. For instance, the Emerald Bass Club and Osprey Point RV Resort hosted the Frostbite Open & Osprey Point Big Fish Tournament. At the most recent Frostbite Open, there were about 40 boats, with two people in each boat. This tournament is great for drawing non-residential anglers and their families to Lakeside. This also led to the anglers and their families staying at Lakeside Lodge.

Sport Anglers and Osprey Point

Osprey Point, located towards the East of Lakeside, serves the Emerald Bass Club in providing a location for the skilled recreational fishermen. While Osprey has capitalized on the events, other businesses in Lakeside, typically do not receive business from elite sport fishermen.

Premier anglers typically come prepared with fishing equipment, boats, and tackle. Fishermen very rarely need extra bait or replacement parts. On top of that, the events are hosted at Osprey Point that also provides a small array of bait and tackle at the RV Park (Footnote).



Lakeside should market its fishing opportunities throughout the year



Coordination and bundling of different business of the town allow for a streamlined plan to boost the economic strength of the town. This should allow for money to stay primarily within Lakeside.

In this plan, inquiring groups will contact the coordinator to inquire about fishing packages and hotel rates. The coordinator will then use a questionnaire form (provided in Appendix B) to provide rates for the groups. Participating businesses will provide their options into the package. Packages may include:

- Boat Rental at a group rate; the most basic boat is displayed on the right.
- Bait and Tackle, basic and premium packages based on the skill set of the group
- Lodging for groups who are staying for more than a day.
- Group meals option, per person per day.



The following slides provide rates and suggested day packages for recreational fishing groups.





Sample One-Day Recreational Fishing Plan

1-day	Price per Guest	Total Price (12 guests)
Lodging (Per Room)	NA	NA
Meals	\$16.00	\$192.00
Boat Rental	\$70.00 (per boat)	\$210.00
Bait and Tackle (Premium)	\$8.00	\$96.00
Total	\$41.50	\$498.00

The day trip option provides recreational fishermen with the opportunity to drive to Lakeside without having to take the time and effort to tow a boat. This is designed to be a quick fishing trip with minimal planning and effort on behalf of the customer. The ability to drive to Lakeside, with a reservation for boat and tackle, makes getting onto the water simple. This leads to an increased time for fishing. This plan could also be marketed through other resort/lodging facilities up and down the coast.





Sample Two-Day Recreational Fishing Plan

2-day	Price per Guest	Total Price (12 guests)
Lodging (Per Room)	\$75.00 (per room)	\$450.00
Meals	\$32.00	\$384.00
Boat Rental	\$70.00 (per boat)	\$420.00
Bait and Tackle	\$8.00	\$192.00
Total	\$120.50	\$1,446.00

The 2-day package allows groups to experience a premium fishing experience without the premium price. The low cost structure of Lakeside makes a weekend fishing trip financially possible for groups looking for a weekend getaway. Local organizations (i.e. Boy Scouts) will most likely partake in outdoor camping, but other local organizations that purchase the two-day fishing plan might buy lodging.



Value Creation for Lakeside comes from marketing this to many different kinds of tourists



Lakeside will profit by attracting a wide range of groups of people looking for a recreational fishing weekend. Appendix A lists some of the initial target groups; but these groups could include:

- **Fraternal Organizations:** Boy Scouts of America or Girl Scouts
- **Community organizations:** Fishing clubs or college outdoor clubs
- **Families**

Value creation is spurred by the ease of planning and the quality of the fishing. Target customers are not looking for an intimidating fishing experience but a relaxing time with friends and family, with the possibility of a friendly competition.



The marketing and coordination of fishing in Lakeside is relatively straightforward



Ringo's Marina has offered to be the primary coordination point of all bookings. A concrete marketing effort is needed to do the following:

- Appoint lead for project managing efforts
- Contact target groups (refer to Appendix A)
- Provide link on Lakeside website for fishing retreats
- Partner with corporate retreats to create awareness about the fishing potential
- Utilize the Twitter account of Lakeside
- Contact TravelOregon.com to create awareness of fishing at Lakeside
- Develop the webpage listed on Oregon Coast Visitors Association
- Refine booking scripts and forms (Appendix B)



To satisfy potential visitors, Coordination between the lodge and Ringo's is crucial. The marina must be aware of the vacancies at Lakeshore and call to confirm available rooms before confirming a group's reservation. The Lakeshore Lodge also must coordinate with Ringo's to direct fishing tourists to the marina to coordinate the fishing weekends. Other types of marketing can be found in appendices I and J.



Action Plan for weekend fishing in Lakeside

Action	Who Will Implement	When
1. Appoint a key program coordinator	Steering committee	Before end of March 2014
2. Develop centralized plan	Social media sites Websites Booking Listings	April 2014
3. Establish fishing menu	Lakeside group	April 2014
4. Create links on business webpages that open to the fishing weekend menu	Ringo's Marina	April 2014
5. Market fishing weekends to out of the area organizations	Chamber of commerce	April 2014
6. Coordinate the arrival of fishing groups and provide amenities promised	Ringo's Marina	Ongoing
7. Market Lakeside events to retreat visitors	Project Manager	After fishing group has returned fishing boats
8. Evaluate program effectiveness	Project manager	Six months after program has started





Balanced Scorecard for Lakeside fishing weekends

	Objectives	Measurements	Targets	Initiatives
Financial	Increased Revenue	Program Monthly Revenue Goals	\$2232/month	Book Groups Year-Round
	Sustainable, Year-Round Revenue			
Customer	Grow visitors	Number of reservations for fishing weekends made	24 reservations/year	Contact Recreational Organizations
	Increase number of new fishermen to Lakeside	# of participants new to Lakeside		
	Affordable and valuable fishing experience	Customer satisfaction (fishing, amenities, and pricing)	80%	Customer survey (see appendix D for example)
Learning and Growth	Build rental inventory	Size of fishing rental inventory	12 basic rods and reels	Procure fishing rods from wholesalers or second hand stores
Internal	Improved B2B Organization and Collaboration	Number of Shared Customers	144 customers/month	Create a coordinator position between marina and lodge
	Create awareness of fishing event scheduling	# of groups contacted by deadline	15 groups contacted by next fall	Utilize contacts listed in Appendix A





Risks and Assumptions

The proposed plan relies on three core assumptions:

- People will highly value the convenience of being able to plan an entire weekend in Lakeside in a matter of minutes.
- The various local businesses will be able to work together to successfully implement this model of coordinated bookings.
- Lakeside's natural resources and existing entertainment options will appeal to the groups targeted by this plan.

While we are confident that none of these assumptions are woefully inaccurate, that is not what makes our plan so attractive. The biggest reason this proposed strategic plan is one the city of Lakeside should implement is the low cost of failure. There is no such thing as a risk-free strategic plan; unfortunately every plan comes with some sort risks. The key is to mitigate the potential negative impact of these risks. This proposed strategy requires minimal investment and even if it is unsuccessful, neither the city of Lakeside, nor the local business involved will be left with significant sunk costs. Even if implementing this plan failed to attract a single tourist group, the biggest cost associated with it would be the opportunity cost of time. This strategic plan has the potential to generate hundreds of thousands of dollars of revenue within the next three years and bares almost zero financial risk.





Risk of Copycats

The risk that is more likely to come into play is actually what happens if this plan is extremely successful. If this strategy of offering fully loaded, customer targeted travel packages is successful it will likely lead to Lakeside's competitors in the recreational tourism industry offering similar services. This risk of competitors copying this strategy is admittedly unavoidable, but once again is a perfectly acceptable risk. If a competitor deems this strategy worth copying, it means it was successful in attracting tourist groups to Lakeside. While it is never desirable to have a competitor steal your successful strategy, because this strategy has minimal rollout costs this is not a risk to be overly concerned about.

If a competitor were to copy this strategy it would only be after this strategy resulted in economic profit for Lakeside and the local businesses involved. Furthermore, it would mean that Lakeside was successfully in building its brand as a recreational brand.

Competitors copying this strategy in a timely fashion may make it more difficult to reach city's ambitious financial projections; but even failing to reach these projections wouldn't make implementing this strategy a failure. It would simply mean Lakeside generated less of a profit from a strategy that requires no financial investment to implement.





Signage in and around Lakeside is insufficient and is a risk for the plan

From the survey provided by Portland State University regarding signage in Lakeside, it is clear that tourists cannot locate the town from the highway, let alone see one of the most important aspects of the town, the lake. Upon arrival, there are no signs directing tourists to the main businesses or even the boat docks.

This problem is well known and must be addressed by the town before any plans can be successful. Studies have been done and may not need to be updated. However, if they do, a division of the Architecture and Allied Arts Department at the University of Oregon often takes on wayfinding projects and develops signage for municipalities (Appendix L). These projects measure traffic patterns and conduct awareness surveys, then provide the necessary amount of signage at the correct locations to maximize town exposure.

See signage at Tenmile Lake?

c. Arriving?

	No	Yes
% (Count)	74.9% (149)	25.1% (50)

d. Leaving?

	No	Yes
% (Count)	94.5% (188)	5.5% (11)

Did the boat launch clean?

	Yes	No/ vegetation attached	Did not see boat launch
% (Count)	37.7% (75)	1.0% (2)	61.3% (122)



The Columbia Drag Boat race held at Lakeside has been operating at a loss since 2011



Due to the increasing operating loss of the drag boat event held in August at Tenmile Lake, the CDBA has decided that there will be no race in the summer of 2014. This is a result of increasing expenses, that are not matched by increasing attendance. The efforts to try and minimize expenses are visible, see Appendix I, however, it is not enough to offset costs. The event had been more successful when hosted in September however, due to scheduling conflicts had been pushed to August.

By implementing the ideas outlined in the pitch books given to Lakeside, it is our hope that the CDBA will recognize a growing tourism interest to Lakeside and bring back the event in the future. By coordinating events through out the year and building a more sustainable tourist foundation events put on by the CDBA will prove more profitable. The city of Lakeside and the CDBA will both benefit by combining increased marketing efforts (as outlined in the other pitch books) and coordinating an event date that will benefit both parties.

Lakeside Income	2011	2012
	\$8684	\$9405
Lakeside Expense	2011	2012
	\$8856	\$9619



Footnote: This information was gathered from a phone interview with Andy Haavisto of the CDBA



Financial Viability

There are two major reasons why we believe implementing a strategy to attract a steady stream of smaller groups is preferable to attempting to create one or two new major events.

The first reason why we believe our strategy is the more attractive option is the comparative ease of execution and financial viability. Creating a large event would likely require a significant initial investment, as well as bringing in a third party to assist with the planning of the event. In addition to substantial initial funding and assistance in planning such an event, large events would also require bringing an outside police force and other support staff on the day of the event and coordinating with all of the involved parties. All of these necessary steps come with either substantial costs, or potentially revenue sharing in the case of the third party planning company.

The second, and more important reason why we believe a strategy geared towards bringing in a steady stream of visitors is the more attractive option may be surprising. In terms of economic impact on the Lakeside community, this strategy is actually likely to be far more lucrative than a major event would be. A large event would likely bring far more people to Lakeside in a single day, than our plan would in a year.

If the goal were to maximize the people who set foot in Lakeside in a given year, this strategy wouldn't be nearly as attractive. Our goal is to strengthen Lakeside's economy and this strategy is the most effective way to do that. This is because that every dollar spent on one of our proposed packages could be counted towards the economic impact of that groups visit to Lakeside. This is because with the exception of Spinreel, all of the businesses that are included on the itinerary are located in Lakeside. Spinreel owner, Rich Burkholder informed us that although his businesses is technically outside of Lakeside city limits, he considers himself and his business a part of the Lakeside community. Because Lakeside doesn't tax citizens anyways, it is completely appropriate to include money spent with Spinreel in the economic impact analysis for Lakeside.





Economic Impact

Economic impact of event or visitors on the city of Lakeside can be reasonably estimated by simply multiplying the number of visitors by their average spending by a spending multiplier. This multiplier is based on that area's marginal propensity to consume. Compared to most economic impact analysis, we took a conservative approach and assumed Lakeside's MPC to be 0.6. The formula for the multiplier is $(1/1-MPC)$, so for our economic impact analysis we used a multiplier of 2.5.

There are two things that are extremely important to consider when measuring the economic impact an event has on a city:

- Money spent by city residents does not count towards the economic impact of that event. This is because money spent by locals is not new money entering that city's economy.
- Only money spent within the local community should be included in the economic impact. This is a major reason why bringing big events to Lakeside is not as beneficial to the Lakeside economy as it may seem. The Lakeshore Lodge is the only true hotel in Lakeside, and it only has 40 rooms, so the per attendee economic impact is actually significantly lower for any event in Lakeside that requires more than these 40 hotel rooms. In fact it is plausible that someone could attend a major event in Lakeside without actually contributing to the Lakeside economy. If someone were to attend a major event in Lakeside being put on by a third party promoter, and stay at a hotel in a neighboring town, their economic impact would be maybe \$20, if they had a meal or two in Lakeside. On the other hand, each person who takes part in the proposed middle level corporate retreat would contribute an economic impact of \$862.50 (\$345 direct spending times the multiplier of 2.5).

The economic impact of our proposed travel packages is far easier to measure, and the per person impact can be exponentially higher than that of a major event. Because of this and the minimal cost and ease of implementation we believe this is an optimal strategy for Lakeside to pursue.



We built financial projections using various levels of demand over the next three years



Revenues	Financial Projections											
	Year 1			Year 2			Year 3			3 Year Total		
	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
Total Projected Retreat Groups	4	12	18	6	18	27	8	24	30	18	54	75
Corporate Retreat Packages (\$ Per Group)												
Bronze (\$1,955.00)	\$3,910	\$7,820	\$3,910	\$5,865	\$11,730	\$5,865	\$7,820	\$15,640	\$7,820	\$17,595	\$35,190	\$17,595
Silver (\$3,450.00)	\$3,450	\$13,800	\$20,700	\$6,900	\$20,700	\$31,050	\$6,900	\$27,600	\$34,500	\$17,250	\$62,100	\$86,250
Gold (\$3,900.00)	\$3,900	\$15,600	\$39,000	\$3,900	\$23,400	\$58,500	\$7,800	\$31,200	\$62,400	\$15,600	\$70,200	\$159,900
Total Revenue From Corporate Retreat Package	\$11,260	\$37,220	\$63,610	\$16,665	\$55,830	\$95,415	\$22,520	\$74,440	\$104,720	\$50,445	\$167,490	\$263,745
Fishing Packages												
Total Projected Fishing Groups	12	24	36	15	30	45	17	35	50	44	89	131
One Day Option (\$498.00)	\$3,984	\$6,972	\$8,964	\$4,980	\$8,964	\$10,956	\$5,478	\$10,458	\$12,450	\$14,442	\$26,394	\$32,370
Two Day Option (\$1,446.00)	\$5,784	\$14,460	\$26,028	\$7,230	\$17,352	\$33,258	\$8,676	\$20,244	\$36,150	\$21,690	\$52,056	\$95,436
Total Revenue From Fishing Packages	\$9,768	\$21,432	\$34,992	\$12,210	\$26,316	\$44,214	\$14,154	\$30,702	\$48,600	\$36,132	\$78,450	\$127,806
Total Projected Revenue	\$21,028	\$58,652	\$98,602	\$28,875	\$82,146	\$139,629	\$36,674	\$105,142	\$153,320	\$86,577	\$245,940	\$391,551
Economic Impact (M=2.5)	\$52,570	\$146,630	\$246,505	\$72,188	\$205,365	\$349,073	\$91,685	\$262,855	\$383,300	\$216,443	\$614,850	\$978,878



Various Demand Levels for Group Projection Scenarios



Groups	Group Projections											
	Year 1			Year 2			Year 3			3 Year Total		
	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
Corporate Retreats (Groups of 10)												
Bronze	2	4	2	3	6	3	4	8	4	9	18	9
Silver	1	4	6	2	6	9	2	8	10	5	18	25
Gold	1	4	10	1	6	15	2	8	16	4	18	41
Total Projected Retreat Groups	4	12	18	6	18	27	8	24	30	18	54	75
Fishing Packages (Groups of 12)												
One Day Option	8	14	18	10	18	22	11	21	25	29	53	65
Two Day Option	4	10	18	5	12	23	6	14	25	15	36	66
Total Projected Fishing Groups	12	24	36	15	30	45	17	35	50	44	89	131
Total Projected Groups	16	36	54	21	48	72	25	59	80	62	143	206





Appendix A: Suggested Marina Business Contacts

Organization	City	Phone	Email
Columbia River Steelheaders	Vancouver, WA	360-772-0996	dunerider84@aol.com
North Coast Steelheaders	Tilamook	(503) 815-2737	billh@ifish.net
Oregon Fishing Club	Albany	(877) 521-8947	ofc@ofc.org
Salem Steelheaders	Salem	(503) 371-4063	jzelenka@comcast.net
Tom McCall Steelheaders	Portland	(503) 635-1501	dsreggiani@comcast.net
Tualatin Valley Steelheaders	Aloha	(503) 357-4825	tvanderplaat@msn.com
University of Oregon Outdoor Club	Eugene	(541) 346-4365	opwww@uoregon.edu
Oregon State University Bass Fishing Club	Corvallis		bassfishing@oregonstate.edu



Appendix A: Boy Scouts of America Contacts



Office	Phone
Albany	(503) 928-6694
Astoria	(503) 325-5108
Eugene	(541) 485-4433
The Dalles	(541) 298-5022
Longview	(360) 423-6960
McMinnville	(503) 472-3868
Portland	(503) 226-3423
Salem	(503) 581-6601



Appendix B: Fishing Inquiry Script



How many people do you plan to have in your group? _____

How many days do you plan on staying in Lakeside? _____

If more than one inquire about:

Hotel accommodations

RV rental space

Provide hotel and RV rates per room and special meal rates per person.

Need boats? Y/N

If yes then provide information about boat rentals

Sell the value of the dinghies at 70\$ per day for 4 per person

Is there any additional equipment you need?

Make sure it is aware that the marina does not rent rods and reels

However, provide places close to their area where they can inquire about rod and reel rental

Give rates for bait and tackle, basic and premium packages depending on the type of fishing groups.

Make sure that every member of the group has a fishing license

Coordinate with the hotel to make sure rooms are available to the groups and then call back to confirm their reservation.



Appendix C: Census Data for Lakeside and Surrounding Cities



	Coos Bay	Florence	Reedsport	Lakeside
2010 Population	15,967	8,466	4,154	1,699
Persons under 5 years	6.3%	3.8%	N/A	N/A
Persons under 18 years	20.3%	13.90%	20.3%	11.9%
Persons 65 and older	19.10%	36.40	27.2%	34.7%



Appendix D: Sample Customer Satisfaction Survey: Fishing



Please write how satisfied you were on a scale of 1 to 10, 10 being the highest satisfaction.

1. How easy was it to rent the boat?
2. Did you experience any problems? If so, what was the problem?
3. How well did the Lakeside employees treat you?
4. Would you consider returning to fish at Lakeside?
5. Overall, how satisfied were you with your fishing trip?



Appendix E: Sample Customer Satisfaction Survey—Corporate Retreat



Please write how satisfied you were on a scale of 1 to 10, 10 being the highest satisfaction.

1. How would you rate the your lodging experience?
2. How would you rate the quality of food served on the retreat?
3. How entertaining did you find the retreat activities?
4. How would you rate the quality of the meeting space provided by the Lodge?
5. How would you rate the effectiveness of the trip?
6. How likely are you to return to Lakeside?
7. Overall, how satisfied were you with your retreat trip?





Appendix F: Corporate Retreat Website Examples

Salishan
SPA & GOLF RESORT

EXPERIENCE STAY
GOLF
SPA WHAT TO DO
DINING
MEETINGS & EVENTS WEDDINGS
MOMENTS
CONTACT US CHECK AVAILABILITY

your story
{ STARTS HERE }

Explore the very best of what the Oregon Coast has to offer.

[f LIKE US ON FACEBOOK](#)
Purchase a Gift Card

Appendix F: Corporate Retreat Website Examples



A screenshot of the Cedar Ridge Retreat & Conference Center website. The page has a light beige background. On the left side, there is a vertical navigation menu with links: HOME, CONTACT US, ABOUT US, YOUTH CAMP REGISTRATION, RETREATS, COMPANY PICNICS, WEDDINGS/RECEPTIONS, MEETING FACILITIES, YOUTH CAMPS, FAMILY REUNIONS, UPCOMING EVENTS, LODGING/FOOD, PRICING/AVAILABILITY, ACTIVITIES/RECREATION, PHOTO TOUR, FAQs, CLIENT LIST, LINKS, DIRECTIONS, and EMPLOYMENT OPPORTUNITIES. Each link is underlined. In the top right corner of the page content, there is a logo for Cedar Ridge, featuring a stylized evergreen tree and the text 'Cedar Ridge Retreat & Conference Center Vernonia, Oregon'. Below the logo is a photograph of a large, multi-story building complex nestled in a lush green forest. Underneath the photo, there is a short paragraph of text: '45 minutes west of Portland. Comfortable simple accommodations. Whole, home-made, food. Nestled in the coastal range on the banks of Rock Creek. The perfect location for your next event.'



Appendix G: Companies to Target for Corporate Retreats



REI – Eugene: (541) 465-1800

REI – Portland: (503) 221-1938

REI – Bend: (541)385-0594

Mckenzie Outfitters – Eugene: (541) 485-5946

River City Bicycles – Portland: (503) 233-5973

Cyclepath – Portland: (503) 281-0485

RackAttack – Portland: (503) 226-7300

Northwest Auto Accessories – Portland: (503) 288-5700

ReRack – Portland: (503) 875 – 6055

Skydive Oregon, Inc – Molalla: (503) 829 – 3483



Appendix H: Meeting Planners in Oregon



Bravo! Event – Lake Oswego: (503) 675 – 1380

Ella Special Event Planning – Portland: (503) 236 – 2933

Westcoast Event Productions, Inc. – Portland: (503) 294 – 0412

Appendix I: CDBA Financials



2011 and 2012 CDBA
income and expenses at
Lakeside

Lakeside Income	2011	2012
	\$8684	\$9405
Lakeside Expense	2011	2012
	\$8856	\$9619

We do not have to pay for ambulance service at Lakeside. This saves us about \$1500.
Lakeside Fire Department donates there time to us.
The Lodge provides lunches for Safety/Rescue.

I have no idea the financial impact this event brings to the city because we do not track all the individual member expenses.

- The Lodge
- Osprey Point
- McKay's Market
- 1st Street Grill
- The Lakeside Lions
- Chuck's Hot Dogs
- Hotels in Reedsport & Coos Bay
- The gas stations in the area
- Some rent dune buggies and ATV



Appendix I CDBA Financials



CDBA 2013 expenses at Lakeside

Total [RACE TRACK EXPENSE]					8,950.77	8,950.77
Permits						
Coos County Parks						
		Coos County Parks	Race 3	Checking	225.00	225.00
Total Coos County Parks					<u>225.00</u>	<u>225.00</u>
Total Permits					<u>225.00</u>	<u>225.00</u>
TOTAL					<u><u>9,175.77</u></u>	<u><u>9,175.77</u></u>

CDBA 2013 income at Lakeside

Total [RACE TRACK INCOME]		<u>8,416.42</u>	<u>8,416.42</u>
TOTAL		<u><u>8,666.42</u></u>	<u><u>8,666.42</u></u>

Appendix J: Example of retreat link



Lakeside

City of Lakeside Oregon
P.O. Box L
915 North Lake Road
Lakeside, OR 97449
541-759-3011 or 541-759-4325
Fax: 541-759-3711
Email: cityhall@cityoflakeside.org

[Lakeside Home](#)

[JOB ANNOUNCEMENT](#)

[City Government](#)

[City Charter & Council Rules](#)

[City Administration](#)

[City Services](#)

[Service Organizations](#)

[Resident Information](#)

[Visitor Information](#)

[Photo Gallery](#)

[Recreational Fishing Trips](#)

This will be added to the Lakeside website. It links to the fishing menu that we created



Appendix J: Sample tweet of fishing retreat



City of Lakeside @CityofLakeside · Mar 12

#Lakeside, OR now organizes novice fishing tournaments. Check it out at cityoflakeside.org

Expand

↩ Reply ↻ Retweet ★ Favorite ... More



Appendix K: Travel planners



Viva! Event and Destination Management

- Denise Ker Waldron, Executive Director
(503) 477-6280
denise@viva-consult.com
- Amanda Lasher, Sales Manager
(971) 229-0920
amanda@viva-consult.com

Travel Portland

- Raimi Wilson, Meetings & Conventions Assistant
(503) 275-9760
raimi@travelportland.com
- Kayla Davis, Meetings & Conventions Assistant
(503) 275-9289
kayla@travelportland.com



Appendix L: Signage contacts



Department of Architecture

- Nico Larco
 - nlarco@uoregon.edu

Community Planning

- Bob Parker
 - rgp@uoregon.edu
- Bethany Steiner
 - bethanyj@uoregon.edu

Digital Arts

- Ying Tan
 - tanying@uoregon.edu



Appendix M: Example digital brochure and marketing email



To view this itinerary fully go to this link:
http://www.lakecreeklodge.com/TDE_CMS/database/userfiles/Lake%20Creek%20Lodge%20Group%20Packages.pdf

Lake Creek Lodge
Low Season Group Package

We're honored that you are considering Lake Creek Lodge as the location for your group event. We offer a variety of packages for groups of 25 to 74, with a special discount of 30% off of lodging for our low season period. These packages are non-exclusive with no venue fee. We require a minimum 2 night stay. All taxes and extra person fees are included in the below rates.

- 2 Night Stay for Groups of 74 or less (Cabins 1-15) ~ \$5968.06
- 2 Night Stay for Groups of 56 or less (Cabins 1-11) ~ \$4449.48
- 2 Night Stay for Groups of 49 or less (Cabins 1-10) ~ \$3961.23
- 2 Night Stay for Groups of 31 or less (Cabins 10-15) ~ \$2465.12
- 2 Night Stay for Groups of 25 or less (Cabins 11-15) ~ \$2006.83

Dining Rental Rates:

- \$250 Full Day Dining Room Rental
- \$100 Three Hour Dining Room Rental
- \$872 to tent the side deck of the Lodge for groups of 75.
- \$735 to rent tent sidewalls, heaters & propane.

Food and Beverage:

- A minimum 25 persons required for all meals and a minimum of 4 meals required per group. Please see our enclosed menus for pricing. Alcohol is an additional cost, as well as an 18% gratuity on final food and beverage costs.

Our Facilities:

- Lodge (130 ppl) - Dining Room (55 ppl) Deck(75ppl) - Pond (150 ppl) -North Lawn (150 ppl)
- Meadows (150 ppl) -Creek Side (150 ppl)

Policies:

- Lake Creek Lodge is a non-smoking property.
- All Catering (food and beverage service) provided by LCL.
- All Rentals and equipment provided by LCL.
- All Alcohol served outside of the cabins and to non-guests must be provided and served by LCL staff. EXCEPTION: Approved outside wines may be provided by guests however; they MUST be served by LCL staff. Corkage fees apply.
- 30% non-refundable deposit required on both lodging and food and beverage.
- All groups are required to have a rooming list 10 days prior to arrival. Guests may not exceed the total number of lodging each cabin accommodates.

We look forward to working with you to create a memorable event. Please let us know if you have any questions as we are happy to serve you.

Sincerely,
Rachel Jins
Assistant Manager



Appendix N: Sample retreat website



THE ALLISON
INN & SPA

Home · Our Inn · Area Guide · Green Initiatives · Reservations · Packages · Calendar · Images & Art · Directions · Contact Us

Accommodations · Dining · Culinary · Wine Enthusiasts · Spa & Fitness · Leisure · Meetings · Weddings

Reservations

Check-In Date	Check-Out Date	Adults	Children	Promo ID	Group ID	IATA	
03/17/2014	03/19/2014	2	0				SUBMIT



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