



Visitor Readiness Assessment

Junction City, OR

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Introduction

The Junction City Area Visitor Readiness Assessment is an initiative by Energizing Junction City, Travel Lane County and Lane County Economic Development. It is designed to provide a checklist of actions to enhance the destination's tourism performance. It is not a tourism development strategy or marketing plan, hence does not include all of the actions that the area may address in its annual tourism programs.

This report was created after site visits by the Total Destination Management team, consultation with local stakeholders, and research which has led to the recommended actions contained in this report.

In the 1870s, Junction City was named by railroad magnate Ben Holladay, who decided this location would be where the rail line on the east side of the Willamette Valley would meet the rail line on the west side. The westside line, however, was not built according to plan, although Junction City later is where the two main branches of the Pacific Highway meet in the Willamette Valley.

The city has several positive attributes on which to build its visitor economy. These include its location on Highway 99, proximity to Eugene, recognition as being the home of the annual Scandinavian Festival, the number of people attending events, historic downtown, popularity of classic cars and the extended stay of others due to the local RV industry.

There are several proposed initiatives already underway which TDM believes will have significant positive impact, if fully implemented, on the area as a visitor destination in the near future. These include Junction City's Transportation Strategy, the proposed Main Street project, Parks Strategy and Junction City Downtown Plan as well as significant opportunities presented by the 50th anniversary of the Scandinavian Festival in 2011.

The priority issues addressed in this assessment include:

- Branding and positioning
- Product development
- Signage and wayfinding
- Visitor infrastructure and streetscapes
- Marketing communications
- Leadership

Methodology

The development of the Visitor Readiness Assessment for the Junction City area involved a variety of actions which included:

- Review and analysis of past and current marketing materials, including brochures, websites, maps and partner marketing materials.
- Online research to review key web sites relating to the Junction City area, as well as those that potentially should carry references to Junction City.
- A community survey which was accessible online and through the local newspaper, enabling local stakeholders to express their opinions.
- Personal interviews and discussion groups with local business and community leaders.
- Interviews with executives from Lane County Economic Development and Travel Lane County.
- Discussions with local residents, particularly those in contact with visitors.
- On-site assessments of Junction City and its adjacent areas by the TDM team to experience the city and surrounding area through the objective and unbiased eyes of first time visitors.
- A review of relevant past reports, strategies and plans relating to Junction City.

Tourism Essentials

Why Plan for Tourism?

Tourism is a growing and important sector of the Oregon economy. The Oregon visitor economy is worth \$8.3 billion (2007) and Lane County captures \$574 million (2007) of this income. A key objective of this assessment is to recommend ways by which Junction City can secure a higher share of this trade. Tourism and hospitality in Oregon accounts for 132,000 direct and indirect jobs, and provides \$ 3.3 billion in employee earnings. (Travel Oregon 2009).

The Junction City Visitor Readiness Assessment provides strategic directions and an action checklist for Energizing Junction City, its members, partners, and stakeholders to increase market share, penetrate markets, encourage new businesses, and deliver outstanding visitor experiences to boost visitor spending in the city.

The assessment adopts a holistic approach that analyzes all of the elements necessary to present and deliver outstanding visitor experiences. Tourism is a complex economic activity where success requires intensive and consistent networking and cooperation between public, private, and nonprofit organizations to achieve the overall goals on behalf of the community.

An important principle underpinning this approach is acknowledging that what can be attractive to visitors can also be appealing to residents and investors. As the cultural, natural and agritourism attractors are improved they should also improve the city's quality of life.

The main objectives of this strategy are:

- To ensure that available resources are deployed in the most effective manner.
- To establish priority actions for coordination of tourism marketing and development.
- To address gaps in the city's tourism product and experience offerings.
- To create alignment with the programs of Travel Lane County.
- To generate a higher share of Oregon and Lane County visitor spending.

Tourism is Economic Development

Tourism is an export industry. This notion may initially seem a little strange. After all, when we think of exports we usually think of container ships or trucks, stacked full of consumer goods, machinery, agricultural produce, or raw materials leaving the area. When it comes to tourism, economists regard it as an "invisible export" because the customer must come to the source of production to consume the products.

Tourism is a business of small businesses. International research studies show that tourism is one of the most effective catalysts for activating and sustaining small and medium-sized businesses providing new opportunities for full-time and part-time entrepreneurs. This can be

achieved more quickly than building a manufacturing industry, and probably with a lot less impact on the environment.

Tourism makes even more sense when we consider that an average “mom and pop” small business injects 54 cents of every dollar they earn into the local economy compared to a big box store which contributes just 14 cents of every dollar into local pockets. (National Main Street Center)

With effective management the benefits from tourism can include:

- Diversifying, stabilizing, and enlarging the economic base of the community.
- Stimulating entrepreneurial activity and small businesses.
- Boosting existing businesses by supplementing resident spending.
- Generating supplementary tax revenues.
- Stimulating the sale and export of local products, e.g. agriculture, wine, artifacts, furnishings, etc.
- Enhancing the image of the city as an attractive place to shop, visit, develop a business, and invest.

Holding Power

While it may not always be promoted as one of the leading visitor attractions of a community, the diversity of shopping and dining experiences found in the downtown area is an essential element for most destinations. Shopping is integral to the travel and leisure experiences for most Americans.

Rural tourism appeals to many Americans, with 62 percent of all U.S. adults taking a trip to a small town or village in the U.S. within the past three years, according to a special travel poll by the Travel Industry Association of America (TIA). Dining out (70%) and shopping (58%) top the list of activities by travelers to small towns and villages.

In order to provide a satisfying shopping experience, small towns should have a mix of at least 12-15 interesting retail shops and dining opportunities in a compact, pedestrian-friendly shopping precinct. A few blocks containing visitor-oriented stores with dining options can be a catalyst for accelerated spending by visitors.

It Takes More Than Lists

A community’s appeal involves so much more than what to see and do. So many destinations attempt to sell themselves using a laundry list of attributes e.g. a beach, a casino, forests, or an historic museum. The reality is that almost all people travel to feel better in some way. This involves the visitor connecting with the place at a sensory or emotional level. Those destinations that are able to deliver extraordinary, fulfilling or unforgettable experiences not

only have a distinct competitive advantage, but are able to attract premium pricing and appeal to high value visitors. The destinations and tourism-related businesses that focus on the customer experience and deliver it effectively are among the most profitable and attractive.

Who Are Tourists?

Tourists often go unnoticed in a community, particularly in large and diverse cities and counties. We sometimes hold preconceived and stereotypical images of who is a tourist and how they may behave.

Tourism includes the travel by people and their activities at a location that is not their normal place of employment or residence, more than 50 miles from where they live. These trips can be for one day or over a longer period. Tourists can be considered to be:

- Those who are in **transit** to another location, but may stop for a while before proceeding on their journey.
- **Day trippers** who may be either staying temporarily or living in a nearby community who visit, but do not stay overnight.
- People who stay **overnight** in either commercial or private lodging. These are the most lucrative visitors for a community.

These can be further classified as:

- **Leisure travelers** includes people on vacation or a short break for leisure purposes (including non-essential shopping trips). The majority of leisure trips are during June, July and August i.e. during school summer vacations. Most international travelers fall into this category as well and are often traveling the country for authentic American encounters. (41% of US market -Longwoods 2006 Oregon Overnight Travel Study)
- **Business travelers** are frequently the highest spending of all visitor segments. They may travel to attend conferences, incentive award programs, corporate meetings and sales visits. Many may include leisure activities during their trips. (18% of US market - Longwoods 2006 Oregon Overnight Travel Study)
- **Visiting friends and relatives (VFR)** is one of the largest visitor segments for many destinations. They are sometimes overlooked because they stay

Why Do People Travel?

Research has shown that the following are among the main psychological motivators for travel. At times more than one of them may influence travel decisions:

- Adventure
- Achievement
- Education
- Escape
- Family bonding
- Prestige
- Relaxation
- Self discovery
- Sexual opportunity
- Social interaction

in private homes, but studies show that they performed well on profitability measures including being one of the highest spenders on shopping. This group is also the largest segment to stop at visitor information centers and are highly influenced by the knowledge of local residents. (41% of US market - Longwoods 2006 Oregon Overnight Travel Study)

- **Special purpose** tourists are a subset of leisure travelers, and includes those traveling individually or in groups for sporting, hobby, event, religious, or medical reasons.

Current Markets

During the consultation phases of the project, this assessment current leading sources of visitors to the Junction City area were revealed to be:

- Event attendees
- Motorists in transit on Highway 99
- RV and auto industry customers
- Sporting events
- Visiting Friends and Relatives
- Visitors on the Long Tom Trail
- Wine tourists

Overall, the city is currently underperforming in all visitor categories. The reasons are outlined in this report.

Visitor Readiness Assessment

Total Destination Experience

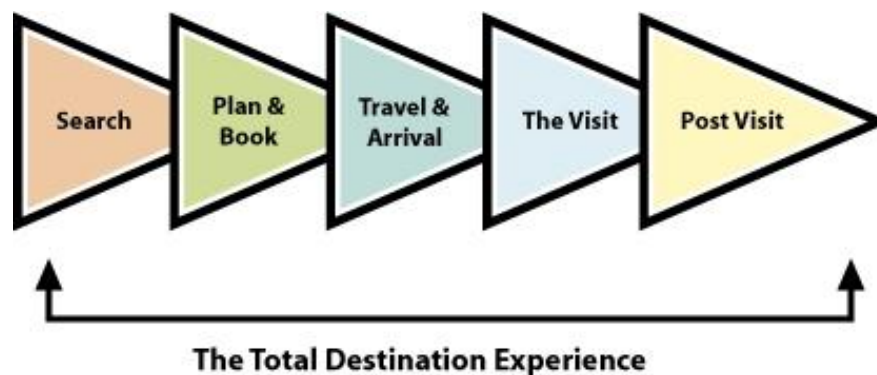
The Visitor Readiness Assessment is founded on the need to deliver outstanding and appropriate experiences at every point of contact with visitors at each stage of their destination experience. The information and experience needs of prospective visitors change according to the stage in their decision making in regard to the destination.

The following model is useful for considering customer's decision-making and satisfaction at key moments in their contact with Junction City. It reflects the fact that as customers proceed from one stage to the next, their behavior, desires and needs change. This has a direct influence on the methods and content of communications.

These five stages are:

1) Search: This stage includes the early points of contact that influence whether the person becomes a customer for the destination or not. Commonly, these points of contact include advertising, articles in newspapers and magazines, brochures, web sites, guidebooks, word of mouth, emails and past experiences.

2) Plan, Compare and Book: Bridging the gap between a potential visitor's consideration of a community and becoming a customer is possibly the greatest challenge facing all destination marketers. The points here commonly include fulfilling the questions from prospects and the ease of making transactions and bookings. They may relate to web sites, reservations, services, price, conditions and rules, discounts, packages, and staff.



3) Travel and Arrival: At this point the experience is well underway, and the journey is an integral part of the total destination experience. The cost, quality, and ease of access and transport can influence attitudes toward the place. Upon arrival in the city, is it easy to find their way around? What are their first impressions? Is there a sense of welcome?

4) The Visit: This is the phase where we are most conscious of the experiences associated with a destination. What is the quality of the attractions and their experiences? How are customers interacting with the place? What are the quality and service standards? What is the

appropriateness of attractors, signage, brochures, tour guides, taxi drivers, and visitor services?

5) Post Visit: This phase is frequently overlooked and does not receive the attention that it deserves to build positive word of mouth and positive memories. What is their reaction to leaving the place, engagement in social networking sites, souvenirs and local products, direct mail, and “thank you” emails and correspondence?

The Assessment Components

This Visitor Readiness Assessment provides recommendations for enhancing the Junction City area’s capabilities and competitiveness in ways that are essential for successful tourism. It is divided into the following sections:

- 1. Positioning and Branding** What does the city want to be known for and how will it build its reputation as a desirable destination?
- 2. Attractors and Experiences** These are the elements that attract visitors, encourage them to stay longer and are the core components of the area’s tourism experiences.
- 3. Infrastructure and Visitor Services** These elements enhance the visitor’s access, comfort and experience and create a distinctive sense of place and welcome.
- 4. Streetscapes, Signage and Wayfinding** Streetscapes are integral to the visitor experience, while signage and wayfinding inform, guide, and motivate travelers.
- 5. Marketing Communications** The actions and messages that communicate the tourism benefits of the area.
- 6. Leadership and Organization** These capture the way that the area is organized and motivated for tourism.

1. Positioning and Branding

While fundamental positioning and branding issues are addressed in this report, it is not a brand strategy. Definitely positioning and branding will require a more intensive process. The intense competition between communities is causing more to turn to the principles of positioning and branding in order to shape their marketing and to help them stand apart from competitors. A city brand provides the framework to consistently focus on what is special about the place, from the visitor's perspective. This plays a role in influencing people's top of mind awareness, whether to plan to visit, recommend it to others or decide to stop on the way to other places.

Positioning is at the heart of branding and establishes what we want customers to think and feel about the place. It relates to the position in consumer's minds (and hearts) that we want the city to occupy. The strongest positioning frequently involves temporarily sacrificing some attributes in order to select the most enticing, meaningful and differentiating. The objective is to secure the largest number of high yield customers possible, while upholding the community's values and achieving its strategic objective of benefit for the community.



The three most important concepts for places like Junction City to master in branding are (i) differentiation and positioning, i.e. leading with what sets it apart, (ii) focusing on those attributes this provide its differentiation, and (iii) being consistent in how these attributes are presented, and ensuring that partners deliver on the city's brand promise.

Difference + Authenticity = Brand Appeal

Every place has its own stories, character, style, history, people, and culture that reflect the essence of the place. When they are able to preserve this and interpret it in a manner that enhances the experience for visitors, they can have an edge over places that convey an all too familiar "sameness". This sameness in communities is increasingly reflected in streets dotted with generic architecture and largely uniform national franchises that deny the distinctiveness provided by a local sense of place or character. Visitors want to understand and experience the local story whether through the character of the streets, foods, museums, special events, or the lifestyle of the people. It makes for a fresh or different perspective and a far richer and rewarding experience. It is also more likely to be aligned to the values of the local residents if it has originated from the community's roots.

"A brand is a living entity – and is enriched and undermined cumulatively over time, the product of a thousand small gestures."

Michael Eisner
Former Disney CEO



Junction City Positioning and Branding

A visitor to Junction City could be excused for being confused about the positioning and branding of the city. It is sending confusing and inconsistent messages. At present there is no clear or agreed positioning and branding in regard to what distinguishes Junction City from other communities. It could be argued that Junction City has invested 50 years in the Scandinavian Festival, attracted 100,000 visitors a year to the event and that this has had the strongest influence in shaping the identity of the city among external audiences. However, the city has not fully embraced the Scandinavian Festival or used the Scandinavian roots of the city beyond the conduct of the event for four days each year. The interviews, discussion groups and surveys conducted for this assessment revealed that the Scandinavian Festival and the prospect of consistently adopting the Scandinavian theme in the downtown has been a polarizing issue. The ad hoc adoption of the Scandinavian theme has resulted in an identity crisis for the city. Yet, the Festival is featured on the attractive gateway sign at the northern entrance to the city, is the symbol on the City's logo, several downtown buildings have adopted the Scandinavian theme, and informal surveys of outsiders reveal that the Festival is the overwhelming top of mind attribute they associate with Junction City.

The prospect of adopting the Scandinavian theme for the city's positioning and branding provides Junction City with a platform that communities rarely have at their disposal. These include:

- The authenticity of the concept because of the Scandinavian / Northern European ancestry of more than 25% of the population (ePodunk.com).

- A successful festival as its centerpiece which has been conducted for almost 50 years and averages 100,000 attendees each year.
- The distinctive and differentiating nature of the positioning will enable Junction City to clearly distinguish itself from other places in Oregon. There are no other places in Oregon that have a Scandinavian festival and ancestry that can be effectively used to shape the identity of their city to the same extent as Junction City. The identities of both Portland and Astoria that also host such events are based on other more powerful attributes.
- ‘Scandinavia’ evokes many positive associations such as quality, creativity, innovation, ingenuity, design, fresh, natural, and sustainability. The Scandinavian countries are also responsible for some of the world’s leading brands including IKEA, Volvo, LEGO, SAAB, Scania, Ericsson, Nokia, Absolut, and of course ABBA. Focusing only on the stereotypical cultural attributes such as mythology, Vikings, dance, food, Hans Christian Anderson and national costumes limits and undercapitalizes on the opportunity.
- The opportunity to link to the attributes and values that people associate with Scandinavia could be part of the brand framework to shape Junction City’s economic development, new business recruitment and development programs, i.e. adopt some of Scandinavia’s attributes of quality, innovation, design, sustainability and freshness.

The TDM team believes that before discarding the Scandinavian theme as an option for the positioning of the city, it should be considered in a context beyond that of the Festival. Some residents fear the “Disneyfication” of the city, almost in the form of a Scandinavian theme park. This may be a legitimate concern, but adopting the theme will not necessarily lead to a negative outcome. There are ways that the Scandinavian theme can be adopted without being garish or evoking images of being “cheap and touristy”.

Junction City has no other readily identifiable foundation on which it can clearly and meaningfully distinguish itself from other communities in ways that will resonate strongly with outsiders and have the potential to generate broad community support.

Adopting the Scandinavian village theme should not be to the exclusion of the city developing competitive capabilities for certain types of specialty shops, RV sales and maintenance, classic cars and historic downtown. In fact, it should enhance those opportunities and give the city an added edge. The Scandinavian theme can provide an overarching identity and an identity for downtown as a place with a very attractive ambiance to relax and spend some time. This is a much more attractive scenario than one of the possible futures for the city described in the report by the Oregon International Urban Planning Advisory Team (2008), *“Junction City - a drab, auto-oriented strip town dominated by billboards, faceless buildings, malls parking lots and commercial clutter”*.

Among the questions that Junction City should consider in developing its brand identity are:

- Why should prospects spend time in Junction City when Eugene, Yamhill County or Independence may also be good options?

- Are we projecting what is truly distinctive about Junction City that visitors can't get closer to home? What will make us stand out from the crowd? How appealing will this be to target audiences?
- What are the experiences, key words and phrases, images, colors and designs that should be consistently used in communications to distinguish Junction City from competitors and to support the brand promise?

Recommended Actions:

1. Objectively analyze, brainstorm and evaluate the opportunities presented by adopting the **positioning and branding** based on Junction City's Scandinavian heritage. The community is too heavily invested and identified with it to walk away from it without serious deliberation. Consider how this can be adopted in ways that embrace other attributes associated with Scandinavia.
2. Develop a **brand strategy** for Junction City to formalize the ideal positioning, competitive identity and the framework to direct the future tourism and economic development marketing of the area. The brand strategy should also lead to a distinctive visual and verbal identity, as well as key phrases and words to be consistently conveyed to specific target audiences for all organizations to use when describing the city as a visitor destination.

2 Attractors and Experiences

These are the features and attributes that motivate people to visit a place and in turn encourage them to extend their stay. They may be physical sites, events, places or a feeling that people derive from the location.

Key Experience Themes

Key experience themes are the broad categories of activities that support the positioning of the city and deliver on its promise. These themes reflect its value proposition and competitive advantage in delivering outstanding customer moments in these activities.

Junction City has a blend of urban, farming, and natural environments in close proximity to Highway 99. However, the city does not have any major icons or anchor attractions to lure visitors from any distance. Of course, the main exceptions to this are the Scandinavian Festival and the RV industry. This was frequently cited in interviews and workshops as a major factor limiting the development of tourism in the city. A handy rule of thumb to consider when evaluating a destination's drawing power is that the city should have four hours of activities to occupy a visitor for each hour they have to travel to the city. This is not an easy benchmark for Junction City to attain. Beside periodic events, the city currently does not have the integration of experiences to act as a destination. However, through the activation and integration of many of the following themes can start to generate increased visitor appeal and spending. Identifying experience themes provides a hierarchy by which budgeting, investment, development and marketing can be prioritized.



Priority

1. Major Events
2. Scandinavian Festival
3. Classic cars
4. Historic downtown

Complementary

5. Long Tom Country Trail
6. Old Highway 99
7. Cycling

1. Major Events

The tourism benefit from events generally takes three forms. The first is the direct spending by event attendees, participants, organizers, spectators and the media. Second, those who visit the city for a particular event and may be encouraged to return in future, which should bring longer term benefits for the area's tourism and economic development performance. Third, events can have a more comprehensive promotional impact by providing a spotlight on the city and causing people to consider it in a different light.

Junction City and surrounds host several successful major events each year in addition to the Scandinavian Festival and smaller community events. Some of the area's major events that are growing each year include the Daffodil Festival and Drive, Function 4 Junction, Harvest Gathering and Quilt Walk. These are important because they are connecting on a meaningful level with an increasing number of visitors to the city. Recent additions to the calendar such as the Water Tower Market and The Ruckus are also expected to be popular draws.

The consultation process revealed concerns by local businesses that they were not seeing benefits from the major events conducted in the city.

Recommended Actions:

3. **Initiate discussions** with event organizers to explore how local business may be able to generate increased benefits from local events.
4. Promote coming events more aggressively to **passing motorists**. For example, despite the thousands of cars that pass on Highway 99 each week, the only evidence that the Scandinavian Festival is six weeks away is the tiny reference on the city's northern welcome sign.
5. Ensure that **images and copy associated with major events** is prominent on web site marketing Junction City and that Travel Lane County, Travel Oregon and Oregon.com are well informed about the city's major events.

2. Scandinavian Festival

The majority of respondents to the community survey and people outside of the city we spoke with cited the Scandinavian Festival as the defining attribute of Junction City. The Festival is an annual four-day celebration of Scandinavian heritage that has been held in Junction City since 1961. It has been rated by *Sunset Magazine* as one of the best in the U.S. for its authenticity. The festival celebrates the rich Scandinavian heritage of many of its residents. It presents cultural entertainment and activities in the authentic Scandinavian spirit and pays homage to the cultures of Denmark, Finland, Norway, Sweden, and Iceland.

While the festival plays a positive role for the city, concerns regarding the future of the event were also openly expressed and these centered around:

- The need to refresh and rejuvenate the event;

- Providing a “facelift” and introducing new activities;
- More active marketing beyond the local area;
- Development of strategies to explore how the surrounding area, e.g. Long Tom Country Trail enterprises, can participate;
- Increasing the benefits to downtown businesses;
- Addressing the leakage of economic benefits because an increasing number of vendors are from out of town;
- Declining community support and a reluctance to volunteer;
- Revisiting the mission of the event which was originally created to boost local businesses;
- A desire to return to the “community roots” of the event;
- The composition of the festival board and increased community involvement.

Participants in the consultation process expressed an interest in exploring how the awareness of the festival and the Scandinavian heritage of the city can be leveraged to benefit the community for the other 361 days of the year. There is little evidence of this having happened to date. Some downtown buildings reflect a Northern European style of architecture, but this is inconsistent, not always of high quality and insufficient to act as a magnet for visitors.

There are few organizations and individuals in Junction City who, after fifty years, are not heavily invested in the Scandinavian Festival. As the event approaches its fiftieth anniversary, it is timely to consider the vision for its next thirty years and how it can be of optimal value to the community.

Recommended Actions:

6. **Convene a meeting** with the Scandinavian Festival Board and representatives of the City, Chamber, Downtown Association, Energizing Junction City and other leading organizations to review the relevant findings of this report (including the community survey comments) and to determine a path to address the recommendations.
7. Take advantage of the 50th anniversary of the Festival to conduct a **community-based strategic planning** process that involves re-establishing a vision for the event, rejuvenating the event and investigating ways to optimize its benefits as well as addressing concerns expressed by community members.
8. As a priority, conduct a **survey of attendees** at the 2009 event to ascertain their home zip code, whether have they visited the event before, what they like/dislike about the event and what additions or improvements they would suggest. This will be an invaluable foundation for future planning. Conduct the survey again during the 2010 event.
9. Investigate means to **expand marketing** of the festival to effectively reach residents beyond Eugene and Salem.

10. **Begin planning now** to determine how the 2011 event can represent a paradigm shift for the city (not just the event). Make the 2011 event one of statewide significance. Investigate one-off sources of participation, sponsorship, grant, in-kind and marketing support.
11. Establish a **special board** for 2011 at least eighteen months in advance that taps a wider range of influential board members including those at county and state level.

3. Classic Cars

Automobiles are an important element of the local economy and lifestyle of residents. The area has many classic car enthusiasts, RV manufacturers and a variety of enterprises involved in the sale, repair and enhancement of vehicles. Classic cars have been playing an increasing role in local events during the past few years. Junction City has the strongest credentials in Lane County for these visitors and increased emphasis should be placed on this activity. An added benefit from this focus is that there are already many auto businesses in the city that could supplement their customer base through this activity.

Recommended Actions:

12. **Integrate classic cars** as an element in city events, including the Scandinavian Festival. This will serve to increase the visitor base and will contribute toward establishing Junction City as an attractive destination for classic car owners and enthusiasts.
13. Proactively **target businesses** associated with classic cars to relocate to Junction City.

4. Historic Downtown

Junction City has a history dating from the 1870s. It has potential as a pedestrian-friendly precinct, but at present does not have a sufficiently attractive sense of place or possess sufficient businesses related to dining, specialty shopping and entertainment to attract and hold the attention of visitors. Too much of downtown has the appearance of a festival site waiting for the next year's event, while not focusing on the other 361 days in the year.

Historic Sites and Walking Tour

The Junction City Historical Society has produced an attractive Historical Walking Tour which highlights twenty-one buildings and historical sites in close proximity to downtown. The brochure is available in hard copy and PDF format. Unfortunately, several of the historic buildings have been destroyed and there is nothing of significance to see at the location. There is no walking tour directional signage or historical designation at any of the sites. However, there is an excellent interpretive sign at the corner of 6th Avenue and Greenwood Street that tells the story of the city.



The historic walking tour is supported by a brochure and downloadable PDF brochure. Interpretive and walking tour signage that includes historic photographs should be added to all sites.

Recommended Actions:

- 14. **Redesign the Historic Walking Tour** with a focus on the eastern side of Highway 99 and only feature those sites where the original or a replica building is standing.
- 15. Introduce **interpretive signage** at each site of historic significance on the walking tour.
- 16. Ensure that the story of Junction City is included in all appropriate brochures and web sites, and includes **the Scandinavian story**.
- 17. To complement downtown renewal projects, at an appropriate time ensure that there are **regular community events and activities** planned for the precinct to bring added life to the downtown area.

Junction City Museum

The Museum does not project a strong invitation to prospective visitors with the sign at the front of the building simply stating, “Museum”. It has very limited opening hours and is managed by a small group of volunteers who are working extremely hard on a very limited budget. From the outside, it is not clear what type of exhibits the museum features.

Recommended Actions:

- 18. If it is considered that the museum should play a more active role in tourism, the **exhibits** should have wider appeal by having a specialty. A sign outside of the building should clearly communicate this focus and special exhibits.
- 19. Rather than simply calling the building “Museum”, it should be **renamed** to more accurately project its special themes to make it more enticing to visitors. A link to Scandinavian heritage should be considered.



The Junction City Museum in addition to reflecting local history, should establish Scandinavian heritage in the Northwest as a specialty to expand its appeal and sponsorship options.

20. Consider how the museum can tell the story of **Scandinavians in the Northwest** as its specialty to increase visitor interest, volunteer support and sponsor opportunities.
21. Investigate how the museum can collaborate with the **Nordic Heritage Museum** in Seattle, (www.nordicmuseum.org), the only museum in the USA that honors the legacy of Nordic immigrants.
22. Assist the museum to generate **volunteer support**, including administration and bookkeeping, specifically a person with Quickbooks capabilities.

5. Long Tom Country Trail

Along the slopes and woodlands outside of Junction City are a number of enterprises participating in the Long Tom Country Trail, as part of the Oregon Country Trails cooperative marketing program. The trail is named after the Long Tom River that drains the foothills of the Coast Range. Participating in the trail are world class wines, an alpaca ranch and wool fiber store, artist galleries, a sheep shed and wool shop, a country meat market, biodynamic gardens, an organic sheep ranch, vineyards, antiques, produce stands, appaloosa horses, wild mustangs, horseback riding, kid's camps, nurseries, strawberry fields, peach orchards, and B & B's.

The Oregon Country Trails program is the most prominent and effective form of marketing conducted for the area. The trail is constrained by its limited budget, signage and the opening times of participants. The Trail does not appear in any of the marketing material produced by the Chamber of Commerce. Signage is inadequate and in some cases may be a traffic hazard as very few properties have advanced warning or business signs, except for the small Long Tom Trail signs at their entrances.

Businesses in Junction City are actively requesting their inclusion in the program. We believe that this can be best achieved by the integration of the Trail into Chamber marketing and an overall increase in city marketing efforts.

When traveling on the Long Tom Trail one does not get an indication of Junction City's close proximity. In fact, it can be quite disorienting to find the city as there are no signs at critical intersections showing the direction to Junction City.



The Long Tom Country Trail is near to Junction City and should be presented as one of the experiences available from the city. The Trail should be included as appropriate in the city's marketing.

Wineries

Wine tourism is being recognized by tourism organizations around the world as an important growth market. While the wine and tourism industries have operated side by side for a few hundred years, it is only over the past twenty years that the two have actively collaborated to tap into high yield visitor markets.

Today's tourist is a very experienced and discerning traveler who may have enjoyed fine food and wine in many parts of the world. For Junction City and Lane County, wine tourism presents a variety of opportunities because of its close proximity to small, quality wineries and the accolades that the region's Pinot Noir wines is receiving. There are four wineries in close proximity to Junction City. All are featured on the Long Tom Trail, but only two are in Travel Lane County's Official Visitors Guide. Only Benton-Lane and Pfeiffer wineries are well signposted using the Travel Information Council signage. For the area to become a wine tourism destination and compete with some of the state's more advanced destinations there is the need to introduce quality boutique lodging, and restaurants to complement the outstanding wine. For the area to compete effectively for wine tourists the opening days and hours of wineries will have to be extended.

The Wine Tourist

Visitors attracted to wine producing areas are generally characterized as being well educated, professional, aged 25 years and over, and employed in professional or managerial positions. Those visiting wineries in the Pacific Northwest are predominantly of the Boomer generation and reside in the corridor from Seattle to Eugene. However, true wine enthusiasts may be attracted from across the country and even internationally. They seek information about wines, the opportunity to further develop their palate, and buy the latest and rarest wines direct from the winery.

Another target audience that may be motivated to travel for a wine tourism experience are members of Generation X. In the Northwest, they reside mainly in major urban areas. They want to learn more about winemaking in an entertaining way, and be made to feel comfortable and less intimidated by the experience. They also seek information and knowledge about wines that will assist them in social settings back home.

Recommended Actions:

23. Integrate the Long Tom Country Trail into the **tourism marketing of the Chamber** and community events, wherever appropriate. Its individual enterprises should be encouraged to be involved in the Chamber as well.
24. Introduce more **directional signs** at critical corners of the Long Tom Country Trail to direct visitors to Junction City.
25. Introduce official **Long Tom Country Trail** directional signs to form a series of loops from critical intersections at the **outer boundaries** of the Trail, such as at Harrison and W99 and Highway 99 and High Pass Road. It will be necessary to monitor the most appropriate sites as new enterprises join the Trail.

Factors Influencing Winery Selection

Research in wine tourism regions has shown the major reasons why people visit specific areas and select particular wineries. Their selection depends upon:

- Information and communication, i.e. the availability of quality maps detailing locations, distances and wineries, road signage, cellar opening times, available visitor activities, tasting notes, and restaurant and accommodation guides.
- Wine tasting, i.e. the availability of a cellar door tasting area, interpretation and information, access to tasting quality wines, and knowledgeable and friendly winery staff and management.
- Restaurants that feature both formal and informal dining options and capture the wine country ambiance.
- An attractive sense of place, i.e. a welcoming gateway to the winery, cellar door signage, ample parking, internal ambiance, cleanliness, and the availability of public facilities.
- Boutique lodging availability.
- The opportunity for a value-added experience such as meeting the winemaker or tasting rare and award winning wines.
- Events that celebrate wine and food.

26. An **integrated wayfinding system** should be designed for directional, advanced warning and participant signage for use on roads throughout the Long Tom Country Trail. Increase visible links between Long Tom Country Trail and the River Road Country Trail.
27. **Future economic development** strategies should investigate the business opportunities and gaps related to wine tourist's needs such as lodging, restaurants, and specialty stores.
28. Encourage all **wineries** and Trail enterprises to use Travel Information Council official directional signage.

6. Old Highway 99

Oregon Route 99 is the lifeline for the city. It is a state highway that runs between the southern border of Oregon and Portland. Route 99 was formed from parts of the former U.S. Route 99 and shares much of its route with Interstate 5. Between Portland and Junction City, the highway is forked into two routes: Oregon Route 99E and Oregon Route 99W.

Route 99 dates from 1926, which also saw the establishment of the famed Route 66. While Route 66 was to gain celebrity in books and movies for its role in western transport, history and culture, Highway 99 had a role that was just as an important in the growth and development of the west coast. From the Canadian border to Mexico, the highway became the backbone of north-south travel through the western states. Highway 99 was originally a fragmented collection of existing roads that were brought together into the new highway network. For example, in many locales in the Northwest it is known as the more familiar Pacific Highway.



Regardless of the name, wherever ‘Old 99’ went, communities, gas stations, cafes and motels tried to outdo each other to service the empty, the hungry, and the weary. Today, tourists tend to stay on Interstate 5 and miss the slower, yet more interesting route of Highway 99. The stretch of Highway 99 between Eugene and Portland winds its way through many small communities, historic sites, acres of world class vineyards and wineries, and abundant agri-tourism and recreational opportunities.

Recommended Actions:

29. In collaboration with Travel Lane County, investigate the prospect of establishing Old Highway 99 from Eugene to Portland as a **designated touring route** that is actively developed and promoted by state, county and local interests.
30. **Endorse and support the recommendations** in the Junction City Transportation System Plan that will make Junction City a more attractive cycle friendly destination.

7. Cycling

The terrain surrounding Junction City and along Highway 99 makes the city an ideal destination and base for cyclists. However, Junction City should increase availability of food outlets and bicycle repair shops, in order to establish itself as a popular cycling destination. The proposed redevelopment of Highway 99 in Junction City incorporates bicycle lanes and a more bicycle friendly environment which when combined with other recommendations will make Junction City a more popular destination for these high value visitors.

Recommended Actions:

31. In all city improvements make every effort to make the city as **cycle friendly** as possible in all proposed city improvements.
32. Ensure that **information for cyclists** is in all brochures and web sites.

Success Factors for Cycle Tourism Destinations

The following is a checklist of the characteristics that are common to areas that are successful in developing the cyclist tourism.

- A cycle-friendly & involved community
- Bicycle friendly accommodation
- Bike parts & repair
- Clear route signage
- Comprehensive cycling information on web site
- Designated trails
- Events featuring cycling
- Good maps
- Host cycle-oriented media (when ready)
- Natural & cultural attractions
- Quality food outlets
- Quiet roads with sealed shoulders
- Secure bike parking
- Signage / info at trailheads
- Understanding and respect for cycling

3 Infrastructure and Visitor Services

These elements enhance the visitor's access, comfort and experience, and create a distinctive sense of place and welcome for destinations.

Downtown Junction City

Downtown precincts are critical elements in the development of the tourism capacity of a community. Downtowns are frequently the locations for the majority of visitor spending outside of lodging. Those that are welcoming, pedestrian friendly with a pleasant atmosphere or ambiance along with the right mix of retail, dining, entertainment and leisure opportunities are in the strongest position to attract and hold visitors. When a downtown is known to have unique qualities or to specialize in particular types of retail stores, it is in an even stronger position to compete against other options.

Junction City was once a city that had a number of impressive buildings with interesting architectural features. Some of those buildings still remain, but others have been altered in ways that diminish their attractiveness and the character of the streetscape. Some have adopted facades and color schemes that do not reflect the attractiveness of their architecture.

The downtown area has many empty, untidy and unattractive buildings which are detracting from the overall appeal of the area as being a place to spend time. The attractiveness of downtown could be enhanced by introducing a recommended color pallet for buildings, outdoor dining, flower baskets and flower boxes, colorful banners and flags, improved sidewalks (in places), a better mix of businesses, and improved landscaping. Research shows that when street trees were added every 25-30 feet and flower boxes were installed outside of retail stores and restaurants, sales increased on average 8-20%.

While some buildings are white and adopt the Scandinavian theme, others are painted colors that are not appropriate for a town wanting to project its historic precinct. While every building may not adopt the theme, there are better and more attractive options.

While the City logo and welcome signs may reflect the city's Scandinavian heritage, this promise is not delivered in a meaningful way except at Festival time. Some downtown buildings do show signs of the Scandinavian theme inspired by the annual festival, but these efforts do not cover sufficient buildings to generate strong visitor interest.

The Scandinavian Park adjoining downtown has the potential to be an important gathering place for the community and visitors. At present it seems to have partially dismantled scaffolding on the site from last year's event. It does not look inviting and there does not seem to be any way for people to enjoy the park. It could have a permanent feature that gives meaning and relevance to its name.



The historic buildings at the intersection of 6th Avenue and Greenwood Street could anchor a more attractive precinct with changes to building facades, color schemes and other street enhancements.

Junction City is not distinguished in a meaningful or attractive way from other competitor cities. While somewhat controversial, a Scandinavian theme, if done well can create a significant point of difference for the city and present visitors with a pleasant experience. This does not mean that the city should resemble a Scandinavian theme park. It is a case where subtle adoption of a distinctive color scheme can be beneficial. Good examples can be found at the intersection of 7th Avenue and Glenwood Street. Here the City Hall, Library and the optometrist's office contribute to an attractive and distinctive streetscape which is in contrast to most other areas of the city. The Festival Hall at 5th Avenue and Greenwood Street has large murals of Vikings that, while possibly appropriate for the Scandinavian Festival, may need to be reviewed in the context of forming an attractive streetscape during the rest of the year.



The buildings at the intersection of Greenwood and 5th Avenue provide excellent examples of the Scandinavian theme.

The current color palette chosen for many of the buildings in Junction City is similar to that used in many other communities in Oregon. In the case of Junction City it tends to create an uninteresting appearance. The idea is to create an atmosphere and ambiance that is unique to Junction City - without being gaudy and “touristy”. This ambiance can form a potent backdrop for specialty shops, relaxing dining venues, classic cars and frequent downtown events throughout the year.



There are several parking lots on critical downtown corners that should be landscaped with shrubs or hedges to obscure some of the “fields” of asphalt and add continuity to line of sight along streets.

There are at least four large parking lots in the downtown core that are situated on critical corners. While it is good to have this parking capacity, these empty spaces have created gaps which have broken the sightlines of the streets. The added expansive asphalt has contributed to the perception of a lack of activity and attractiveness downtown. These should be addressed by landscaping in the form of hedges or lines of shrubs to shield the asphalt and re-establish continuity to the line of sight.

Further observations and recommendations relating to downtown streetscapes, corners, business signage and beautification are addressed in other sections of this report.

Recommended Actions:

33. Endorse and support the improvements recommended in the **Junction City Downtown Plan (2003)** and the **Main Street Program** application. These should include improvements to sidewalks, bicycle storage, curb extensions, decorative crossings, streetscape beautification, signage, lighting, building facades, color schemes, as well as the introduction of public art, colorful flags and banners, flower boxes and hanging baskets, street benches and trash cans. This should extend to placement of utilities underground wherever possible.
34. Consider and define the **design guidelines of a Scandinavian theme** in regard to downtown.

35. “Clean up JC” efforts addressing local stakeholder complaints that the city is untidy and unattractive should motivate a clean-up of downtown and Highway 99.
36. Develop an attractive **color palette** to enhance the attractiveness and atmosphere of downtown. Ideally this should be a palette compatible with the Scandinavian theme.
37. Conduct a community consultation process to determine the desired uses and design requirements for **Scandinavian Park**.
38. Introduce landscaping at all of the **car parks** in the downtown area and on Highway 99 where there are extensive tracts of asphalt.

Visitor Oriented Businesses

Junction City has only two motels and very few full service restaurants, most of which are Mexican and Chinese cuisine. The community consultation process revealed a need for more specialty stores, quality dining, and entertainment in the downtown. In addition to attracting more businesses, some of the established businesses have scope to improve their curb appeal, window displays, trading hours, and signage.

This does not form a strong foundation for tourism marketing. The mix of businesses in the downtown needs to create the critical mass of specialty retail, dining and entertainment

options to function as an attractive visitor destination and for the optimal enjoyment of residents.

While some communities succeed with just a few stores, it is widely believed that the ideal configuration is to have a minimum of fifteen to twenty retail, dining and entertainment options covering three or four blocks. The food related options usually include at least one quality coffee shop, sit down restaurant, ice cream store, wine store, deli and confectionary. These are supported by specialty retail stores and entertainment options. The introduction of the couplet on Holly and Ivy Streets will slow traffic and is likely to create a more favorable business environment for downtown.

Many business facades are attractive and appealing, while others are poorly presented and unenticing to visitors, despite having what may be attractive merchandise. Additionally, there

Success Factors for Tourism Shopping

- **Access must be easy** – add attractive signage.
- **Can't take it with them** -make shipping the items home easy for them.
- **Critical mass** – it helps when there are 8-10 additional stores to add to the appeal and experience.
- **Good customer service** – well trained, attentive and knowledgeable staff are essential.
- **Magnetic displays** – entice shoppers through enticing displays and lighting.
- **Make sure merchandise is special or unique** – not things they can buy at home.
- **Provide options to buy after they leave** – let them know your web address or catalog details.

are a number of empty commercial buildings in the downtown area that are untidy, dirty and do not project a positive and welcoming town.

Some communities have built reputations for themselves based on their specialty stores. For instance Coburg is well known for antiques, Turlock CA for wedding related boutiques and Port Townsend, WA with a combination of markets and specialty stores. There are several specialty businesses sprinkled throughout downtown Junction City, but are insufficient in number to generate a reputation for the city as the place to visit for a particular range of product. Some of these businesses are individually drawing customers to the city from considerable distances, but the city does not present a critical mass of specialty shopping options to develop a “must visit” reputation. Recruiting more stores and locating them within the same block will make a strong statement about the city’s credentials.

Recommended Actions:

39. Conduct a **feasibility and needs assessment** in regard to lodging, including RV park needs and if appropriate initiate an approach to prospective developers.
40. Develop a **small business recruitment strategy** to proactively address the number of empty buildings and ensure an enticing mix of businesses to add to the appeal of downtown as an attractive place for both residents and visitors.
41. When downtown beautification projects are initiated, encourage **specialty retailers** in various areas of downtown to relocate to the same street in order to create a more visible cluster of specialty shops and generate greater attention to the precinct.
42. Encourage cooperation and **collaboration between specialty retailers**, including those involving classic cars, to develop cross-selling, buying co-ops, co-operative marketing and staff training initiatives.
43. Engage a **technical specialist in retail and downtown promotion** to provide on-site advice for small businesses to foster improved “curb appeal”, engaging displays, co-operative promotions, and profitable business layouts.

4 Streetscapes, Signage and Wayfinding

This section addresses the streetscapes, place elements and signage that are needed to provide a quality visitor experience. These provide a sense of place, welcome and community spirit.

It is easy for residents of any community to overlook the appearance of their streets, the absence of trees, the poor lighting, trash and bad signage that may have evolved over the years. Visitors however, are much less forgiving. Where attention has been paid to the aesthetics of a city including preserving or enhancing its natural qualities and environments, it gains the reputation as a “special place”. The consultation phases of this project revealed that this is an aspect of Junction City that requires attention.

These issues are of great importance to Junction City’s tourism appeal, development and continuing success, particularly given that more and more tourists are becoming concerned about issues of authenticity and local character.

Streetscapes and Beautification

Highway 99 through Junction City should signal that the city is “an oasis” where motorists are welcomed and invited to break their journey and spend some time in the city. However, the reality is that 99 projects an image as being a long strip of competing and untidy signs, fast food outlets, unattractive commercial buildings, with no signs identifying the location of its downtown.

The most important thoroughfare in Junction City is Highway 99, which provides both benefits and disadvantages for the city. The impression that motorists obtain driving Highway 99 through Junction City is not necessarily one of an inviting place to stop. For pedestrians the highway divides the city and can be dangerous to cross. These observations were reinforced by our interviews and discussions with residents, our site inspections and the comments in the community online survey.

The City of Junction City has developed options in regard to redevelopment of Highway 99 in the Junction City Transportation System Plan which was adopted in 2000. The City is moving forward with an option that includes a proposed couplet which will involve northbound traffic flows on Holly Street and southbound on Ivy Street (Highway 99). Under this proposal, the streets would be constructed to a width of 60 feet rights of way, using a design speed of 30 mph and would include:

- Two travel lanes (12 feet wide each)
- One bike lane (6 feet wide)
- Parallel parking on one side of the highway (8 feet wide), and
- Two sidewalks (11 feet wide)

This proposal, in addition to slowing traffic and creating a safer pedestrian environment, improves bicycle access, enhances the streetscape and creates an environment more conducive for people passing through the city to stop and visit the downtown area.

Ivy and 6th is the main intersection into the downtown area from Highway 99. However, despite the introduction of new traffic lights and redevelopment of the southeastern corner it does not represent a welcoming entrance. At the time of the assessment, the recessed sidewalk on the northeastern corner was littered with debris. The buildings appear rundown and some businesses have unattractive signage. There is no directional sign for downtown and the Visitor Information sign is not visible to motorists from the south until the last minute.



Highway 99 through Junction City is characterized by visual clutter from unattractive commercial buildings, a multitude of signs, inadequate official signage and extensive unlandscaped sidewalks.

Recommended Actions:

44. Endorse and support the **Junction City Transportation System Plan** proposals to develop a couplet on Holly and Ivy Streets and the Junction City Downtown Plan 2003 to further enhance streetscapes and the downtown precinct.

Gateway Signage

First impressions start at the entrance to the city, and appearances really count when it comes to attracting visitors and the economic well-being they can bring to places. Visitors are attracted to, and spend more time in places that are attractive, clean, welcoming, and well maintained. The gateways to Junction City are not always well defined, nor are signs necessarily positioned in the most appropriate locations. The welcome sign greeting motorists from the north, though very attractive, is not clearly visible and there is no similar gateway display at the southern entrance to the city. Additionally, visitors entering the city from the Long Tom Trail on High Pass Road are not greeted by any signs directing them to downtown and commercial areas.

On the northern entrance to the city on Highway 99, near the motel is a sign listing the churches in the city. As this stretch of highway is fairly busy and the sign is hard to read, it would be dangerous for motorists to try to read it. Additionally, besides being a list of churches, it does not provide any further information in regard to their location or service hours.

On the northern entrance on the right side of Highway 99 a business has its inventory of window frames in the open and these appear to overflow onto the sidewalk and along the creek at the side of the property. This presents quite an eyesore at the entrance to town.



The northern gateway to the city does not present a tidy and welcoming entrance.

Recommended Actions:

45. Move the welcome sign at the **northern entrance** to the city to an appropriate point about a half or a quarter mile to the North on Highway East 99 where it will present a better sense of arrival.
46. Introduce a welcome sign at the **southern entrance** to the city and in the north at West 99. This should be the same as the sign at the northern entrance.
47. **Initiate a cleanup and beautification of businesses** at the entrances to the city and ensure that local ordinances require that properties be kept clean and tidy.
48. Add **directional signage to Historic Downtown** at the intersection of High Park Road and Highway 99.
49. Remove the **list of churches** at the northern entrance and place them in Scandinavian Park along with signs relating to other **community service clubs**. This information should also be available in publications at the Visitor Information Center.

Highway and Street Signage

Signage systems serve vital roles. They inform, guide, and motivate travelers. They are also important in shaping the identity of a place through their style, design, colors, content and placement.

Highway 99 provides an excellent opportunity to influence thousands of motorists every day. Importantly, many are interstate and overseas visitors who could be enticed to make Junction City their overnight stop.

Others may have only an hour or two to spare in the area but by their volume can make a valuable economic contribution to the area. If impressed by what they can see and do, they may even decide to stay overnight or at least return in the future.

Recommended Actions:

50. Introduce **directional signs on Highway 99** to Historic Downtown.
51. In consultation with ODOT and the County **develop a signage strategy** for the city.

Business Signage

Business signs can play a very important role and in some instances can add to the customer's experience. However, they can also have the opposite effect. Along Highway 99 and in the downtown area there are many examples of unattractive commercial signs. While there are some that are appropriate and well designed, there are others that are detracting from the appearance and presentation of the city, and of the businesses they represent. In some cases, businesses in downtown have too many signs that result in confusion and visual blight for prospective customers. At some points on 99 there is so much clutter from signs that it is impossible for passing motorists to comprehend them. There are also signs displayed for businesses that no longer exist.

Recommended Actions:

52. Develop a **commercial signage strategy** aimed at improving both visual attractiveness and functionality, with a code that is enforced. Consider limits on signs that are not permanent.
53. For downtown businesses encourage the use of **blade signs** that conform to the guidelines.
54. **Remove** business signs, particularly on Highway 99, that are no longer relevant or are duplicated.

Wayfinding

A city's wayfinding system helps people connect with key locations throughout the city and adds significantly to its image if done well. It can also add to the positive experience of residents and visitors. Junction City is growing and maturing to the point where a formalized, well designed wayfinding system is becoming necessary. This system will enable residents and

visitors to find their way to the many community, business, visitor and government locations in the area.

Recommended Actions:

55. Introduce a formalized and well designed **wayfinding signage system** in Junction City.

5 Marketing Communications

This section outlines the approaches that should be taken to promote Junction City to prospective visitors. These actions may be enhanced in the future according to the scale of the available budget and the level of partner participation.

“What’s in it for me?”

In order to ensure that all communications are customer-focused and convey enticing benefits, imagine that the customer is looking over your shoulder as you prepare the marketing materials. When you proof-read the copy, select an image, or complete the production, imagine that the customer asks you, *“So, what’s in it for me?”* This technique helps to maintain a customer-centered approach and can counter the bias of residents. The approach becomes all the more relevant when trying to satisfy residents with specific special interests such as classic cars, wine etc. Generalized statements are not effective with these visitors. They require specific, detailed information expressed by terms they recognize.

Wherever possible, all communications should be led by key experiences and benefits, and not by facts, member lists or information included mainly to please internal stakeholders. Marketing materials must portray how the place will make customers feel and answer their perennial question, *“What’s in it for me?”* In doing this, it is important to recognize where the visitor is in their decision-making and destination experience. Don’t make the mistake of overwhelming the prospective visitor with too much information that is irrelevant to their immediate needs.

Publications

Despite the advances in online communications and the Internet, brochures continue to play an important role in marketing and visitor satisfaction. However, they need to be well designed, thoughtfully written, and carefully distributed. Importantly, brochures should be designed so they are aligned with the visitor’s information needs at specific points in their decision-making.

Many cities try to promote themselves using uninteresting lists of local attractions, member businesses and services. While this information does have a role later in the decision-making of customers, it is rarely important at an early stage when visitors are developing their initial awareness and image of the place. Lists of where to eat, stay, and shop alone do not achieve positive awareness. Prospective visitors first need to be convinced of what is appealing, special and memorable about the place, i.e. give them the reason/s for choosing to visit Junction City.

Junction City Visitor Brochures and Maps

One of the most serious impediments to the marketing of Junction City is that there is no Junction City visitor brochure. The map of Junction City currently produced by the Chamber of Commerce does not meet the needs of visitors. However if this map was redesigned to

incorporate visitor information, such as the historic walk, Long Tom Country Trail and the annual calendar of major events it will be much more effective. When redesigned the map/brochure should NOT contain advertising like those in the current publication. Instead it should feature paid listings that are arranged in categories, e.g. dining, that met the information needs of visitors.

The Willamette Valley Winery Guide contains many of the wineries in the region, but the map stops at Monroe and does not include the wineries in Lane County, including those near Junction City.

Recommended Actions:

56. Redesign the **Chamber of Commerce map** to incorporate key visitor information, historic walk, downtown, and the Long Tom Country Trail.
57. **Travel Lane County's Visitors Guide** description of Junction City should be more specific rather than general. It should be focused around the specifics of the key experience themes and not simply generically describe the place.
58. Ensure that Junction City is included in future editions of the **Travel Oregon Trip Planner**. The information should be specific as in the Travel Lane County brochure suggestions.
59. Ensure that the Junction City visitor guide is **distributed** in key information outlets in Lane County and along Highway 99.
60. In conjunction with Travel Lane County and local wineries, approach Willamette Valley Wineries Association to include local wineries in future editions of the **Willamette Valley Winery Map**.

Information Distribution

Access to visitor information in the form of brochures, maps and personal advice is critical to visitor satisfaction and extending a visitor's length of stay in the community and whether or not they return. In the case of Junction City, strategically located information will assist in encouraging people to stop, visit and extend their stay in the area.

The Visitor Information Center is conveniently located downtown, just a few blocks from Highway 99. During community interviews, some people indicated that they would like the

Success Factors for Visitor Information Centers

- The center should be conveniently located, well signposted, and have well trained staff and volunteers
- Focus on the information visitors are really seeking, irrespective of membership implications
- Separate and highlight local information
- Organize and categorize all material to make it easier
- Include clear accurate maps whenever possible
- Feature all key points of visitor interest on maps
- Have a large display map of the area
- Highlight the community's most distinctive experiences
- Make information readily accessible 24/7
- Place the focus on generating sales for local business and not just providing information

Visitor Information Center moved to a location on Highway 99. The TDM team does not support this because the center is only a few blocks off Highway 99 and can play a valuable role in luring visitors into downtown where they are then exposed to more local businesses.

The center is fairly well stocked with regional and Oregon brochures and maps. However, their display is somewhat disorganized on the brochure racks. The local brochures were not isolated or highlighted in a convenient manner.

The directional signs to the center from 99 are new, however it is difficult to see the sign from the south because it is obscured by trees and other signs. Another official visitor information sign is located on the western side of the building, however it does not inform the visitor that the center is actually on the other side of the building. The signage could be further improved by adding a sign at 6th and Greenwood and a new more colorful blade sign suspended above the door at the front of the Chamber office. There was no facility for providing information outside of the center's operating hours.



While there is a large visitor information sign on Highway 99, it is not visible from the south. The office is not clearly identified as the visitor information center.

Recommended Actions:

61. Install a Junction City area **weatherproof visitor map** with a floodlit, vandal resistant surface in the most appropriate position outside the Visitor Center to facilitate afterhours access to information. It should also provide a dispenser for the official visitor guide and map.
62. Restructure the **organization of the brochures** in the Visitor Center to highlight all Junction City tourism and local destination brochures.
63. When the **Junction City map** is redesigned as a visitor guide, ensure that it is readily available at all local visitor-oriented businesses, e.g. lodging, restaurants, specialty shops.
64. Improve the visibility of the **obscured visitor information sign** at 6th and Ivy. It may be necessary to relocate it as an advanced warning sign further south.

Digital Marketing

Digital marketing incorporates all marketing applications that are focused on the electronic environment. Over the past decade these technologies have exploded and transformed the ways that consumers receive information, plan, make decisions, book arrangements and communicate with prospective visitors. Digital marketing includes:

- Online advertising
- Search engine marketing
- Search engine optimization
- Podcasts, videos and vidcasting
- Geo searching maps
- Web site marketing
- Email and viral campaigns

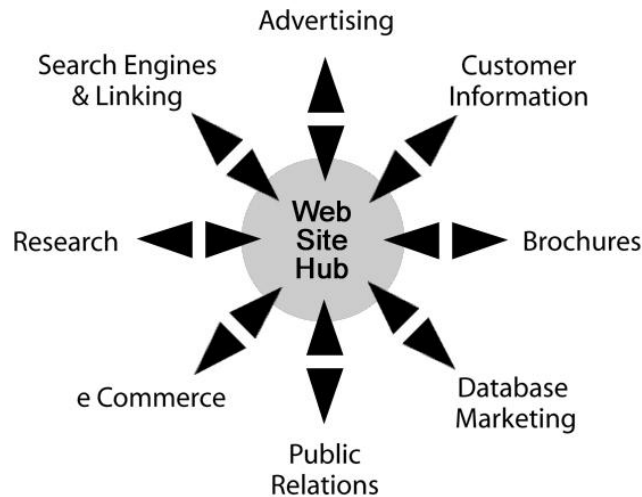
Digital marketing offers outstanding benefits to destination marketers and their partners, including:

- Access to global markets
- Relative low cost
- Far more cost effective communications compared to traditional print and broadcast methods
- The opportunity to cost-effectively monitor and evaluate marketing programs
- Reduced manpower needs for information processing, bookings and communications

The Chamber of Commerce web site should be the central hub for all external marketing and communications programs conducted by Junction City. It should provide the focal point for consumers, media, and travel trade to easily access information and interactive experiences. People searching online for travel information are generally seeking four important benefits:

1. They want to find the site they are looking for quickly,
2. They want the site to be very easy to navigate,
3. They want comprehensive and credible content, and
4. Assistance in taking the “next steps”.

The following diagram illustrates the marketing activities that can be integrated into the Chamber’s web site.



The internet allows small cities like Junction City to project their message globally at a fraction of the cost of a decade ago. However, simply having a web site does not guarantee that online visitors will access the site nor guarantee that once there they will spend time exploring it.

City and Chamber web sites are frequently the front windows for their communities and play essential roles in their marketing and economic development. They are also important to the self image that residents hold their home town.

Junction City Chamber of Commerce

At present the Chamber of Commerce web site is not maximizing its potential in projecting the distinctiveness or character of Junction City. The Chamber’s web site, like many other Chamber web sites in the country, is trying to serve multiple roles by providing information for visitors, prospective new residents, investors, businesses and Chamber members. The challenge for the Chamber is to satisfy the needs of all audiences without negatively impacting the others. At present the visitor appeal of Junction City and surrounds as a distinctive place with visitor appeal is diluted because of these multiple roles. The Chamber is also responsible for the marketing of Harrisburg which is diluting the effort even further.

The Chamber’s main menu clearly demonstrates these competing objectives. The primary role of the Chamber’s web site should be to attract more visitors to the city and convert their interest into actual business for the community. This is a process that requires high quality, evocative imagery and detailed, visitor-focused information. The visitor information on the site is inadequate.

Where the tourism identity of a community is secondary to economic development and member communications, it is far less successful in its tourism marketing. Increasing the emphasis on Junction City’s tourism appeal will have a greater benefit to Chamber members. Accordingly, the city’s tourism identity should lead the design, content and navigation. It should also be organized around the key experience themes with the copy having sub headings

to aid speed reading and enable readers to click on links to navigate to more detailed information. Lists of members do not achieve this.

Landing on local web sites for many people can be the result of searching on many other web sites, including Travel Oregon, Travel Lane County and Oregon.com. These people are possibly near the end of their search and are wanting detailed, accurate, relevant and easy to read and navigate information on specific subjects. They want less generic copy. Now is the time to sell Junction City by expressing why it's special and how to experience it.

The Travel Lane County web site has an important role in the search for information. The Junction City information on this site must be more specific. Again, the information needs to be focused around the key experiences.

City of Junction City

The City web site, while functional does not project an attractive identity for Junction City. The City should be aiming to project a more imaginative and contemporary image because this is one of the first views of the city that outsiders may obtain whether as a visitor or prospective new resident or investor.

JunctionCity.com

This is possibly the most comprehensive site representing Junction City and is in fact a portal to all online information about the city. It seems that this site has developed as the city portal as a result of the deficiencies in other web sites. It serves a valuable role as a community bulletin board and in this regard is very effective. However visitors to the site could be mistaken for thinking that it is the official site for the city in view of the deficiencies of other sites.

Recommended Actions:

65. The Junction City - Harrisburg Chamber of Commerce **website should be redesigned** to project a stronger identity for the city as a visitor destination. Its navigation, content and page design should be carefully reviewed in close consultation with Travel Lane County to ensure that the site embraces the best techniques appropriate to online tourism marketing. It must be more clearly focused on satisfying the needs of visitors and integrated into the community's other marketing and information distribution programs, as well as those of Travel Lane County and Travel Oregon. Consider including the following pages in the redesigned site:

- Home Page - structured around key experience themes. It should also reflect the city's brand identity when that is determined.
- Scandinavian Festival
- Major events
- Historic downtown

- Classic cars
- Cyclists information
- Long Tom Country Trail
- Old Highway 99
- Day Planner/Suggested itineraries
- Distances to Other Places - including a basic map
- Links
- Maps
- Media Room
- Videos -events and classic cars
- What to See and Do
- What's Happening
- What's New feature on Home Page
- Where to Eat and Drink
- Where to Shop
- Where to Stay
- Services and members

The web site should instantly differentiate Junction City from other similar cities along Highway 99. The images, copy and content should show that the destination makes it easy to enjoy even with limited time.

66. Investigate the possibility of the Travel Lane County and Junction City sites sharing a **common database** of information. This will contribute to more relevant, accurate and comprehensive information being distributed and avoid the duplication of this task by all organizations.
67. Approach Travel Lane County to add "Classic cars" to their **events search engine** and event categories.
68. **Maximize links** to the site from Junction City organizations and other third party sites. It is particularly important for local partners such as hotels to provide links from their web sites for prospective visitors to the city.
69. Invite visitors to the web site to **register to receive future email newsletters** regarding coming events, activities and seasonal news. Develop a database of contacts that can be contacted in future according to their interests and the availability of special deals, events and activities.

70. Those destinations that orientate their web site content and images around **experiences and emotion** have found they are able to generate stronger connections with prospective visitors and this leads to a higher conversion rate to travel and positively influences their length of stay. Some examples of sites effectively using experiences and emotion are:



www.carlsbad.com



www.bellingham.org

71. The best **web copy** has a balance between being motivational and informative and strikes a chord with the reader because it does not speak in generalities, lists or features that are common to most places. The copy should speak directly to the reader and emotionally connects with them by addressing how the place will make them feel and how this place meets their particular needs like no other. The copy on the Travel Wales web site (www.travelwales.org) is a good example of using these techniques. The same techniques should be employed in preparing the copy for brochures and other collateral materials.

Web Search Issues

Search engines regularly visit web sites and filter their content to analyze, record, and file every word on every page. After thoroughly analyzing the site, algorithms are assigned to these words and phrases and a value assigned to the overall site. The web site's content and ease of navigation are instrumental in determining the priority that it is allocated by search engines and their ranking when visitors are searching for information. Additional elements which enhance the profile of web sites for search engines are key words, meta tags and meta descriptions that make it easier for online visitors to find their way around. It would seem that many of these critical techniques have not been practiced as precisely as possible.

Recommended Actions:

72. In conjunction with Travel Lane County, engage the services of a **search engine optimization specialist** to ensure that all aspects of the web site are operating at peak performance levels for search engine optimization. Ensure that meta tags, meta descriptions, links, and key word density are considered as appropriate. The Chamber site must feature near the top of search lists.

73. Consider **changing the URL** for the Chamber’s web site to, or a variation on “Visit Junction City”.

Public Relations

Allocating resources to generating increased media coverage can be highly effective in reaching key markets. It should be a marketing priority for Junction City because of its attractive calendar of events. The dissemination of materials to the media, handling their enquiries, and coordinating their visits can generate positive coverage of city attributes. Public relations should play a dynamic role within the strategy to attract more visitors. The objective is to gain synergy from the collective efforts of local partners, particularly major event organizers as well as those of Travel Lane County and Travel Oregon to maximize media exposure. Greater use of public relations in conjunction with Travel Lane County should be initiated to expand market coverage for the Scandinavian Festival, Function 4 Junction and other major events.

Recommended Actions:

- 74. In conjunction with Travel Lane County, develop a **basic media kit** to promote a distinctive identity and positioning for the city and the key experiences.
- 75. Prepare an **online media kit** to be available on the Chamber web site and provide updates as needed.
- 76. Continue to explore how to assist **Travel Lane County** and Travel Oregon to publicize the area’s key experience themes, particularly events.

Images

Junction City is competing against destinations that are well financed and use highly sophisticated marketing techniques. It is essential that the area’s marketers use the highest possible quality images to project the attractiveness of the area and the exciting opportunities for its key experience themes.

Recommended Actions:

- 77. In conjunction with Travel Lane County, develop a portfolio or image library of evocative and **high quality images** of the area’s key experience themes. Aim to make these ‘wow factor’ images as definitive and true to life as possible.
- 78. At the first opportunity, create or obtain the rights to high quality **video imagery** of the area’s key positioning themes, experiences and attractions. It should be applied in all relevant marketing applications, particularly media, visitor center videos and web video.

Co-operative Marketing

Tourism businesses in Lane County have a variety of marketing opportunities at their disposal. Among the most effective are often the opportunities presented by Travel Lane County and Travel Oregon because they produce material that is integrated into wider marketing

communication programs, including advertising. These provide exposure in applications that may not normally be accessible to small budget advertisers. At present local lodging operators are not active in these co-op opportunities. Other co-operative marketing opportunities include public relations activities, database marketing, online marketing and direct mail. Importantly, these organizations are generating interest in Oregon and Lane County as destinations.

Recommended Actions:

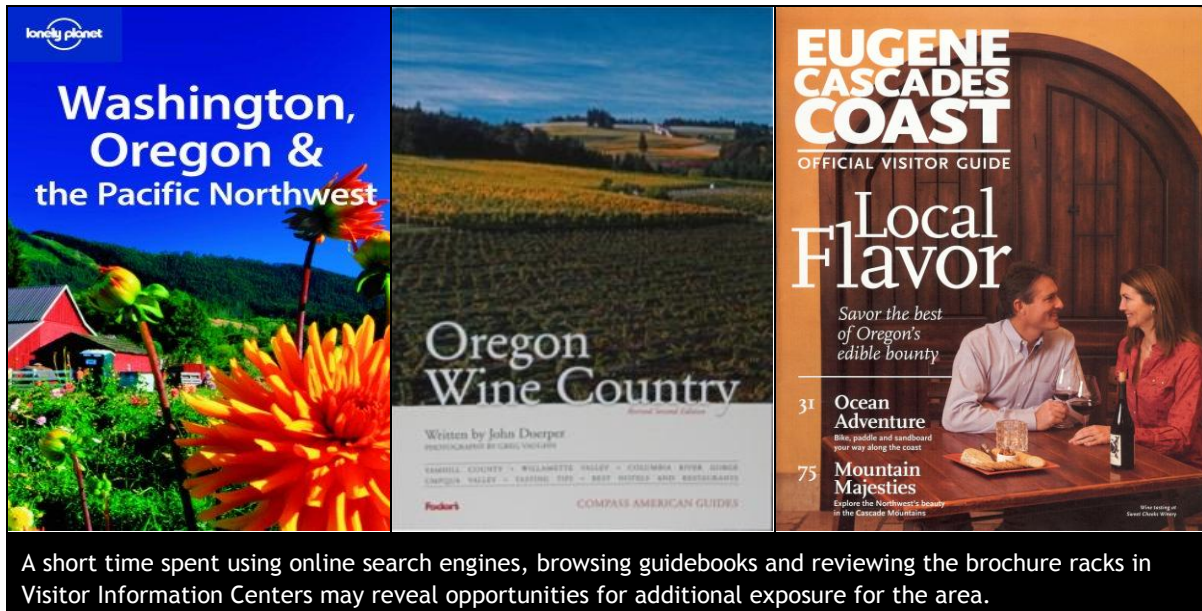
79. Consult with Travel Lane County to optimize the city's participation in the **cooperative marketing and free publicity** activities offered by Travel Lane County and Travel Oregon, particularly in regard to major events.
80. Encourage local tourism related organizations to actively participate in Travel Lane County **cooperative marketing** opportunities. .

Partners and Third Party Marketers

Destination marketers rely on a wide variety of organizations and partners to distribute information about their attractions and travel products. The Junction City area is no exception and in this regard there are several organizations such as Travel Lane County, Travel Oregon, AAA and a variety of others that are in touch with prospective visitors to the area. A short time spent using online search engines, browsing guide books and reviewing the brochure racks in Visitor Information Centers may reveal low or no cost opportunities for additional exposure for the city. It is possible that Junction City and the complete scope of its most significant attractions and experiences have been inadvertently omitted or have incorrect copy in some important publications, articles and web sites.

Bookstores offer dozens of guidebooks relevant to travel in the Northwest and Oregon. The guidebooks cover a wide variety of interests from traveling with children and pets, to driving, hiking, camping, bird watching and weekend escapes. These guides are widely distributed in the USA and overseas and are highly influential in assisting readers, particularly interstate and international visitors, with their travel decisions.

Another important area that now requires constant monitoring by tourism organizations (and businesses) is the realm of social networking. Over the past decade, we could not have imagined the power that is now at the fingertips of our customers because of this new online technology. We seem to be leaving the information economy and now entering a conversation economy. Everyone can now be a journalist, travel writer, documentary-maker, promoter, opinion-leader, travel advisor, or food critic. These are low cost, yet high impact sources of opinion. The most powerful medium today for enticing customers isn't advertising - it's the conversations that we have among our family, friends and colleagues - and increasingly these are digital conversations through a screen of some sort.



Visitors to destinations have the tools to instantly blog or twitter about their experiences (good or bad) from anywhere in the world at any time, find their friends using mapping technology, use Flash applications to make their arrangements, subscribe to information sources using RSS, access someone’s video of their vacation on YouTube, see pictures and comments on MySpace or Facebook, and read the critiques of past visitors on sites like TripAdvisor. All of these applications are available outside of the control of DMOs - and will have a profound impact on destination branding.

The challenge is to remain relevant when so much communication is happening through informal channels. The marketing team, even in small cities, must be more actively engaged in these social networking formats to monitor and influence the user-content that is being created. They must pay even more attention to the experiences that they are delivering and explore how to play a meaningful role in social networking applications.

Recommended Actions:

81. Conduct a thorough review of the coverage of Junction City in **third party brochures, maps and web sites**. Check for accuracy, projection of Junction City in the best light, and conformity to the identity that the community wants to project. Contact these organizations immediately because harnessing the distribution power of third parties through their web sites, maps, and brochures can provide considerable leverage and add credibility.
82. Establish a group of volunteers to **constantly monitor exposure** of Junction City in various publications and web sites.
83. Annually review the coverage of Junction City in travel **guidebooks** such as Fodors, Lonely Planet, Moon, Rough Guide, and the many special interest guides for cycling, wine etc., and their online versions. Check for accuracy and whether the city is projected accurately

and favorably. Ensure the coverage conforms to the identity that the community wants to project. When appropriate, approach guidebook publishers with refinements.

84. In collaboration with Travel Lane County develop a plan (that is constantly revised) to actively monitor and be engaged in **social networking applications** to ensure that Junction City is accurately represented and provide clarification when needed. This should be closely integrated with Travel Lane County's own social networking strategy because visitor comments in most cases will relate to local attractions, lodging and services.

Research

Research does not have to be an expensive proposition. There are many cost effective options. Gaining an understanding of visitors and their motivations, attitudes and behavior can lead to greatly improved tourism performance. It is important to constantly monitor visitor satisfaction and seek ways of improving the experiences that are extended to them. This can be achieved by making available a simple survey form or card. The objective of this survey is not necessarily to register a high number of responses, but to monitor the specific issues that visitors raise in regard to the quality of their experience and identify where improvements might be necessary.

Recommended Actions:

85. In conjunction with Travel Lane County, the Chamber, and event organizers, initiate a **customer survey and research** program to gain insights into the demographics, behavior, motivations and satisfaction of visitors. Provide ongoing opportunities for visitors to provide feedback on their experiences by making a **simple satisfaction survey** or feedback form readily available through lodging, dining, Visitor Information Centers and online.
86. **Discuss visitor satisfaction** results at every tourism committee meeting.

6 Leadership and Organization

Tourism is an important form of economic development and is about generating additional income and jobs for communities. Successful tourism requires a seamless delivery of information and experiences between public, private and non profit organizations. Optimizing its benefits will require the support and actions of more than the Chamber of Commerce. It will also require the long-term advocacy, support and collaboration of many individuals and organizations both within Junction City and further afield. At present there are many community organizations that can potentially have a role in the tourism development and marketing of the city. The efforts on behalf of these organizations needs to be coordinated and unified otherwise it will result in duplication and possible gaps in performance.

The TDM team was highly impressed with the level of volunteer involvement in the city and the number of organizations involved in its marketing and development. However, it seems there may be too many organizations for a community of 5,500. The city may be better served with fewer organizations, and that the focus be on Junction City alone and not twin city efforts.

Recommended Actions:

87. Determine which organization or newly formed committee will be responsible for the **long term management of tourism** development and marketing on behalf of Junction City.
88. **Rationalize the number of organizations** engaged in the tourism and economic development of Junction City.
89. Consider **reconstituting the Chamber of Commerce** to focus on Junction City only. The range of opportunities requires intense focus on Junction City if the city is going to fulfill its potential. Spreading the Chamber's limited staff resources across two cities has limited its effectiveness, diluted efforts and made it difficult for staff to work for two competing masters.
90. Establish the **Junction City Tourism Development Working Group** to specifically address the recommendations of this report. This group should comprise representatives of a variety of local, county, and state organizations with an interest in tourism and economic development. It should not be dominated by members of any one local organization category. The objective is to facilitate the effective development of tourism by optimizing access to marketing, funding, and governmental agencies at county and state levels.
91. The tourism development committee should review the recommendations in this Visitor Readiness Assessment with the view to developing an **Implementation Action Plan**. After considering the actions required, the budgets, timeline and organizations responsible for each recommendation, they should all be prioritized according to their importance/impact, urgency and resources required. In developing the Action Plan it is

important to ensure that there are some quick and easy early successes. Consider a 30 day/90 day/ six month and one year action checklist.

92. Develop an annual **Tourism Action Plan** in consultation with Travel Lane County to ensure that all opportunities are being optimized each year according to available funding and marketing support.
93. Participate with other **Lane County destination marketers in regular meetings** by Travel Lane County in order to optimize integration of web marketing, brochure production, information distribution and the optimization of cooperative marketing opportunities.
94. Keep residents informed of the **economic and social benefits** of tourism to the city and surrounds, particularly as it relates to historic downtown, Highway 99, tourism businesses and major events. The target audiences here should be residents, community opinion leaders and government officials.
95. In conjunction with Travel Lane County conduct **Tourism 101 workshops** for local tourism partners to ensure that they are familiar with the tourism marketing, distribution and product development best practices.

The Spirit of Hospitality

Oregon's visitors are becoming more experienced and discerning in what they expect from the places they visit, where they stay, shop, eat and relax. Generalized conclusions about Junction City's customer service standards would neither be practical, advisable or accurate given our limited exposure. However, it was raised as a matter of concern by locals who were interviewed. Maintaining high levels of service is a challenge for all communities and the "Q Program" developed by Travel Oregon and available online is an excellent primer for communities to refresh and refocus on service.

Recommended Actions:

96. Encourage front line staff to complete the "**Q Customer Service Training Program**" which is now available online. (See www.OregonQCare.com)
97. Conduct regular **training and familiarization programs** for volunteers and frontline staff to ensure that they are familiar with the latest information to convey to visitors.

Appendix 1: Junction City Community Online Survey

The following are results from the online survey for local residents and stakeholders conducted by Total Destination Management between June 17 and July 7, 2009. A total of seventy six people completed various questions in the survey. Note that the responses in this report are verbatim and may include typographic and grammatical errors which were in the original responses.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. As one of a number of industries, tourism should be a priority in the economic development mix of Junction City.	46.0% (29)	36.5% (23)	14.3% (9)	0.0% (0)	3.2% (2)
2. Residents of Junction City are supportive of efforts to boost the economic benefits from tourism in the city.	18.5% (12)	60.0% (39)	15.4% (10)	6.2% (4)	0.0% (0)
3. Junction City always presents itself in an attractive and welcoming manner.	7.9% (5)	20.6% (13)	22.2% (14)	36.5% (23)	12.7% (8)
4. People outside of the area have a positive and attractive image of Junction City.	6.3% (4)	28.6% (18)	30.2% (19)	30.2% (19)	4.8% (3)

5. What do you consider to be the TWO greatest STRENGTHS of Junction City from a visitor's perspective?

- "Function in Junction" - Vintage Cars Scandinavian Festival - already world wide known
- 1) Being close to Eugene. 2) Not sure.
- 1. Location in relation to a number of wineries and u-pick farms and farm stands. 2. The number of annual festivals in Junction City:Scandinavian Festival, Daffodil Festival, Quilt Walk, Function 4 Junction, Christmas Parade, Pet Parade.
- 1. Old town community feeling- clean and friendly. 2. A wide variety of businesses for a small community.
- 1. Scandinavian Festival 2. The Function in Junction Old Cars
- 1. Scandinavian Festival, Function 4 Junction events draw huge crowds of visitors and the town is always friendly. 2. JC is an agrarian community but also has a nice main street with plenty of

- businesses and a community feel.
- 1. Small town benefits 2. Proximity to University
 - 1. That ghost town feeling on Saturday and Sunday mornings at pre dawn time. 2. the water tower, especially when lightning threatens.
 - 1. The urban area is easily accessible. 2. Rural attractions have been adequately signed.
 - Agriculture (Seed Industry and Wineries/growers) Highway 99
 - agriculture:the country near the city scandia festival
 - All conveniences within walking distance. Friendly, small town atmosphere.
 - An attractive rural community. A destination for arts and crafts, wineries, home grown produce and daffodils.
 - Attractive street appeal of businesses, community activities
 - beautiful surrounding area close to many communities
 - Celebrations like Scandi fest Great People
 - Clean small, rural (quiet) community Location between OSU and U of O, close to I-5 , center part of state
 - Close to good fishing areas.
 - Easily accessible from Highway 99 and Highway 5. Located between Corvallis and Eugene.
 - Easy highway access and wine producing region
 - Friendliness Festivals
 - Friendliness Accessibility to many interests
 - Friendliness of merchants and residents Close proximity to the airport, Eugene, and Corvallis
 - friendliness of residents. Scandinavian Festival
 - friendly people
 - Friendly people, size of town
 - Function in Junction and Scandinavian Festival
 - Gas stations
 - Has a downtown charm. Easy to get around; park
 - History and established events ie: Scandinavian Festival, Function For Junction, Christmas Light Parade, and Pet Parade. Interest and volunteers to plan and put on these events. Some of these require year around attention by volunteers.
 - home town feel & scandinavian festival
 - I actually don't consider that there are any real strengths to the area from the perspective of a visitor.
 - I am not sure about the TWO greatest STRENGTHS
 - It's accessibility on Hwy 99 to the Eugene Airport (approx 6 miles), and freeway/highway options. The variety of businesses here, from Antiques to Zeeta's Deli.
 - Its proximity to Eugene and the surrounding countryside. The Scandinavian Festival
 - light traffic , friendly people
 - Location Small town atmosphere
 - location- easy access to metro areas and coast starting to develop a Saturday market as well as emerging winery businesses
 - Location to a metropolitan area, natural resources, rivers, mountains local attractions; wineries, golf courses, sporting events etc.
 - Location to a variety of activities.
 - location. Climate.
 - Our friendliness. Small town feeling
 - Our motor home industry when in operation - maybe again. Close to mountains and ocean, wide

- open area
- proximity to other areas of the state
- Safe environment. Friendly people.
- Scan Fest and the Junction 4 Junction
- Scandi Fest Junction 4 Junction
- Scandi Fest - It has a large draw but it can be improved by going back to its origins. Demos, Viking street battles, Fire department contests. It needs to be spread out a little more to prevent the congestion that turns people off. The second greatest strength is a little more disregarded. It is the ability to change when that change is needed. Look forward into the future. And look backwards. What did we change that may have caused a problem. What do we need to change because it is not working. We can do this !!!
- Scandinavian Festival Easy access from a large metropolitan area
- Scandinavian Festival Motor Home Capital
- Scandinavian Festival proximity to Eugene/Corvallis and ocean to mtn
- Small farming town (lets keep it that way)
- Small Rural Community setting Access to transportation (Hwy, airport, etc.)
- Small Town Attractove
- Small town Good location
- Small town aptmosphere, variety of people.
- SMALL TOWN ATMOSPHERE, LAND.
- small town but close to Eugene one can walk almost anywhere
- small unique shops farming community
- Smaller town feeling Beauty of surrounding area
- some scandinavian design to downtown jc. need to have more though. leavenworth washington has the right idea of building and painting buildings old world style that has a lot of appeal. it would be nice if jc could use some money from the tarp (if available) to change the look and revamp the city with the scandi look more thoroughly to feel like a vacation destination.
- Spring off point for wineries, its identity as Scandinavian community.
- The agri-tourism and the scandi fest
- The ease in getting round and the friendliness of the people.
- The people here are friendly and curtiuss. We are open minded to changes.
- The Scandinavian Festival Motor Coach Industry
- The small town feel and freindliness of the local people.
- Water Tower Market. Scandinavian festival.

6. What do you consider to be the TWO greatest WEAKNESSES of Junction City from a visitor's perspective?

- 1) People drive through without seeing down town. 2) Unless an event is going on, there is nothing to cause someone to say "let's go to Junction City".
- 1) UGLY buildings and surroundings 2) Not walker friendly
- 1. Junction City is not easily accessible from the Interstate system. 2. Not enough year around attractions.
- 1. Lack of good motels 2. Lack of shopping - needs a Walmart plus provide jopbs
- 1. Motels aren't engaged in growing the industry - they don't participate in Travel Lane County's programs, which are so inexpensive. 2. There is a solid concentration of quality visitor product, including hotels, that is readily apparent.
- 1. Nothing to do for families with children as a visitor or resident 2. Scandanavian Town 5 days out of the year - unknown town the rest of the year

- 1. The city's perspective of keeping the downtown area clean and the fact that they only do stuff around the Scandinavian Festival time. They paint the stripes on the road before the festival so it looks good, but when the festival is done, it looks just like it did before they painted the lines. This seems to me to be bad planning. 2. The lack of making JC a business friendly town. No signage to point HWY 99 Traffic downtown and no signage before entering the town from any side stating what is available downtown.
- 1. The downtown is not really visible from Ivy Street (HWY) so the town remains "undiscovered" by tourists passing through. 2. Not enough high end places to spend the night.
- 1. The heavy flow of traffic on Ivy. 2. The lack of promotion towards our businesses off of Ivy... i.e the Old Town District.
- 1. Visually UGLY!! Specially 99 - tacky first impression. 2. Miserable condition of city streets
- a not-so-pretty downtown long-time residents are not very friendly and not very customer service oriented.
- Attitude of "we don't need more businesses, you should shop mine" Shops only open their chosen hours; not hours for visitors.
- Business District (both Ivy Street and 6th Ave) is unattractive. Business mix is weak
- business people sometimes unwelcoming Businesses very spread out - not easy walking from one to another
- businesses and building on ivy unappealing, empty, or not open. junky.
- Condition of streets
- depressed downtown, empty storefronts wayfinding signage
- Deteriorating downtown streets. Volunteers for the events are going down.
- dingy looking poor presentation of the business area
- Downtown has declined in the last few years. Not much to do.
- Drive through town is very, very unattractive Not enough places to eat and shop
- Drivers with loud music. Skate boarders on sidewalk.
- empty businesses on main street, unattractive entrances to Junction City
- Good lodging and food. Things to do, but leave city to do it - advertising, knowledge of area
- High level of industrial type businesses and Complete and total lack of an inviting downtown area.
- I can only think of one major weakness in Junction City & that is the road condition going through the downtown area. We should be ashamed of ourselves.
- Its disappointing downtown and the lack of information about tourism assets in the region. Its confusing brand and image.
- Its unattractive, particularly on Hwy 99 It is non-welcoming
- Junction City's storefronts along Ivy St need some work and there's nothing really there.
- Junky North entrance. No downtown night life.
- lack of a clothing store bad street conditions
- Lack of a natural feature such as a lake, large pond or river close in with park. No turn lane on Ivy.
- Lack of character in buildings, street settings.
- Lack of cohesiveness of our downtown area and lack of comprehensive shopping venues. Poorly maintained streets
- Lack of Hotels Lack of vibrant downtown
- Lack of more resturants parking and entering Hwy 99 from businesses along 99
- Lack of motels (Lodging) & RV Parking NO recreation - Other than the Scandi and the "function" which are one time events, there are no regular attractions.
- lack of restaurants lack of accomodations.
- Lack of shopping Lack of parking for downtown business
- lack of signage unattractive main street
- Large town politics do not work in a small town community. Lack of communication issues.
- Looks drab most of the year Highway 99 is mostly fast food places

- NO ACTIVITIES TO KEEP PEOPLE IN TOWN, VARIETY OF ACTIVITIES.
- No parking and no attractive or "interesting" businesses to create a theme or reason to visit
- No trees on Ivy St. Stark appearance lacking an attractive local events sign.
- no turn lanes off of Hwy 99, speed trap
- No visible attractions or reasons to stop, except for gas and fast food. No downtown area.
- Not directly on I-5. And the road surfaces are horrible.
- not enough to do in junction city you need to go to eugene, only one grocery store in the area
- Not well known Lack of activities
- Nothing for youth. Not just those visiting but the everyday occupants.
- Old buildings No stop signs on side streets
- Old empty buildings on the main streets.
- Old Highway 99. Store fronts. Narrow highway. Heavy through truck traffic.
- Our building are not attractive, not enough events
- out dated buildings that aren't kept up on the outside as well. no big attractions except for the once a year scandi festival. it's too bad there weren't more festivals or some kind of year around attractions that jc couldn't lure into seeting up shop.
- Parking and there could be more social opportunities for families i.e. movie theater, a mall, bowling alley.
- Poor looking Highway 99 and only two big events a year
- Pot hole streets uptown. Dirty streets and garbage in alleys.
- Quality restaurants - places to stay
- Run-down, strip-mall appearance of Ivy St. Downtown 6th Ave. is "invisible"
- Seen as a bedroom community for Eugene Not self-sufficient for all goods (like clothing, etc.)
- The "look" of most business...shabbiness...uck No pride of ownership. Not one decent resturant, a place for visitors to sit back enjoy the atmosphere, with a meal, a glass or wine, a light breakfast and coffee....a upscale welcome. In my business, I hear this request almost daily, I have no suggestions of where to send these visitors.
- The hodge podge look of downtown. The buildings are ugly! Too many fast food places.
- The lack of small shops on the main street and the closed businesses look depressing..
- THE NAME - "Junction City" is singularly unappealing. It sounds like shallow but Grover City CA changed its name to Grover Beach and increased tourism dollars substantially.
- The town looks as though it is having an identity crisis, and there are too many neglected properties
- ugly "main street"
- Viable downtown offering services that people want.
- Visual Image or lack of an image coming into JC from either south or north entrances. More commerce to draw activity to down town other than events.

7. From time to time you may hear complaints or negative comments from visitors to the Junction City area. What is it that you are most likely to hear?

- "I went there and the shops were closed"
- "Oh, that's that section of 99 with all the signs and auto shops you live there??"
- "Scandi Fest used to be cool."
- 1) No shopping.
- 1. Only one major full service grocery store 2. Not enough blueberry bushes in parks
- Bad roads in disrepair. Newest technology (cool)
- Bad street signage for driving, no rest area, no emergency medical facility
- Both the N and S entrances to town are unattractive- the dealerships are too visible on the south end and the structures along each side of Ivy are not attractive. Not enough off-street parking

- complimentary -- when people hear I'm from JC, they say something positive. What they say otherwise, I don't know.
- condition of streets, it looks (is) dirty, too many closed store fronts
- Crossing hwy 99 (Ivy street) is unsafe. Nothing to do.
- Dining options Nothing to do
- E 6th ave. needs repavement Outside of Festival and Function not a lot to do. Parks are okay, but are not a typical Oregon park
- For a small town, it's extremely surprising there is no "small town" atmosphere in the downtown area. I can't believe there are NO passenger train stops.
- Have not heard any negative complaints.
- I don't actually hear negative comments about JC, only occasionally that there are not enough hotel rooms.
- I don't hear very many, but lack of comprehensive shopping venues is one, forcing visitors to go to Eugene. The other is NOT ENOUGH DAFFODILS!
- I have not heard any complaints, personally.
- I have not heard negative comments from visitors but I have heard residents comment on poor looking buildings on Highway 99
- it's a hole to live in.
- Lack of parking in downtown area
- Lack of parking, businesses come and go, too many empty store fronts, lack of identity to attract new business. The railroad tracks going through town not a good thing.
- Let's go to Eugene for something to do Lack of entertainment
- Most common question: What is there to do in JC? there is nothing to do there other than scandie days
- No place to find this, _____ Little activities for families and youth to do
- No restaurants.
- No Walmart
- None really. If anything, that some of it might look dirty.
- not customer service oriented Hard to start up a business Chamber is not helpful
- Not enough businesses to meet their needs
- not enough diversity in restaurant choices
- Not enough to do, not enough restaurants to choose from
- not much to offer shoppers didn't know something was here
- Nothing for kids to do, eating establishment all fast food
- Nothing to do here
- nothing to do here, some of the areas don't look welcoming
- NOTHING TO DO, PARKING.
- Nothing to do. Nowhere to shop. Unattractive buildings.
- Outside of Scandi Fest what is there to do?
- parking, busy traffic on 99
- People don't know how to get to where they are going from Ivy/99. Business Advertising.
- Please read above answer. Also not enough going on...but even when something is going on, not one decent restaurant to sit and enjoy their time.
- Pot holes in streets
- road condition
- Sometimes the business community may not appear to be open for business.
- street neglect - walking trying to cross Ivy Street.
- The complaints I hear pretty much relate to question #3.
- The condition of the streets.
- The need to improve the look of the community and the downtown
- There is nothing to do. Unable to find what they are looking for i.e lack of signage

- They (name business) weren't open when I was there. There isn't much here that I want.
- Town is run down visually along Hwy 99 no good place to eat
- Town looks trashy (Ivy St. perspective) View from Ivy St. is dominated by "guy" stuff - cars, RVs, auto parts
- traffic and parking during events
- train and plane noise
- unaware of what is available boring
- What is there to do?
- What to do while here.
- When the railroad crossbars get stuck in the down position (regularly) and the traffic stretches back as far as the eye can see...
- Where is a good place in JC to grab a quick breakfast and a cup of coffee and sit down but not have to wait a half hour to be served? Answer - nothing that fits that description. It is an in between need that is not being met.
- Where is a good 'sit down" restaurant
- Where is the parking around here? I did not know that they were there! (lack of signage that does not cost an arm and a leg so that all business' can afford the cost). Who is responsible for the cleanup after the Scandinavian Festival? When is parking lot going to get cleaned, there is trash everywhere?
- whipped right through town didn't even know there where other shops off of the main drag (IVY)

8. Considering your replies to question 3, what do you think needs to be done to address these issues?

- 1) Attract more merchants. 2) Help them make their buildings look interesting to invite people to stop and look.
- 1. Beautification near 6th and Ivy to attract drivers attention, curiosity. Maybe an entrance signage, landscaping, etc.
- 1. Have the city make cleaning the downtown area a priority like it use to be. 2. The city needs to construct affordable signage that all business's can advertise on that would direct traffic to where you are located. If this was done to make it affordable for all business's and the cost was to just cover for the actually cost, I think most business's would want to be involved in the signage. Possibly at 4 corners of town and somewhere around the 4 intersections of 6th street and Ivy or ?
- A new image/branding needs to be done. Make this a destination.
- A THEME. Farming, Wineries, Scandinavian themed business, restaurants, etc. Mostly a "Big Box" store area Grocery store, strip mall areas. Downtown is a "dead zone".
- A) Reduce the speed limit on Ivy st (hwy 99) to 25 mph (and enforce it!!) B) PRIDE, pride in ownership (including absent owners)
- Adding passenger service to at least Eugene, would increase the amount of people who come for day trips, would also be a boon for people who work in Eugene. I think the lack of cafe's, coffee shops any sort of eatery downtown keeps people away. There are only 2 places to eat, both exclusive sorts. A family cafe or coffee shop would make the downtown area MUCH more inviting.
- attract businesses to Junction City, create attractive, visually welcoming landscapes at both ends of town
- beautifying the downtown and repairing streets
- Better economy! More business.
- Better road maintenance with newest technology
- Better signage of our attractions. More visible businesses.
- Bike paths, enhance parks, decent restaurants (a great breakfast place would be fantastic), CHANGE THE NAME.
- bring grocery stores to community, movie theater, walmart, other attractions
- Calling more attention to the side street shops and encouraging businesses to move into the closed

- businesses building.
- City-wide appearance code needs to be created. Sign at 6th & Ivy directing people to Downtown area.
 - Clean up our act with an eye to aesthetics and small town charm
 - Codes need to be enforced and properties maintained/improved.
 - continue to make JC business friendly
 - Create name recognition/advertise
 - dress up the store fronts have a more uniform theme
 - Encourage more beautification, especially along Ivy Reroute the entrances into town????
 - even though stores are closed they can still look attractive, go back to sweeping the streets, (not just blowing the dirt around), need uniform landscaping, trees need trimming, need attractive trash recepticals
 - Expand the UGB to the south where there is more space available to build both hotels and recreation. The pond would be a great place to start. Possibly follow the lead of the new River Bend Resort in Harrisburg. Hotel - RV space - Fishing - Golfing - and event center - NOT downtown but it would help to start a draw for the area that would have a working relationship with coupons, pamphlets and the like to point visitors to the downtown area.
 - Facade improvement, green plantings, paint, weeding
 - FINANCING AND MONETARY INCENTIVES FOR BUSINESSES TO COME TO THE AREA.
 - Find out what families do together for fun and create fun atmosphere
 - Fix downtown streets. Not sure about the parks.
 - Focus on youth...they are our future.
 - For #1, about all you could do would be billboards on I-5. #2 A good farmer's market would draw.
 - Get some good restaurants.
 - Have a group like energizing junction city start promoting the community....and they will come.
 - Have Farmers Market 3X per week. Plant more bushes for landscaping improvement.
 - haven't a clue
 - I suppose if there was money to be had spending some on refurbishing the outside of the buildings ,sidewalks, and streets.
 - I think it has been said.
 - I would like to see more buildings restored to that old town look. More arts and craftsman on main street.
 - If shop owners want tourists, they must cater to tourist needs and wants.
 - Im not sure, but Ive been to Scan fest twice and my impressios that its a bunch of generic crafts and obese people WAITING IN LINE FOR FOOD. Perhaps we could have a regional Scandinavian dance competition.
 - Investing in quality service.
 - Make efforts to attract and help new businesses. Businesses should adjust hours to meet needs of visitors.
 - more attractions and sources of recreation that would bring even more visitors
 - More designated crossings on hwy 99. More businesses attractive to tourists.
 - More storefronts in downtown A more attractive downtown A brand or image for the town A second place to buy groceries
 - Most events: outdoor concerts, events, classes, tours
 - Not sure right now. Not sure right now
 - On 6th Ave., upgrade store fronts to more historical, original look. Add decorative street lights on 6th as well as Ivy. It seems if we can make the town look "small town" and historical, we would attract additional businesses to come here. Altogether making JC a destination spot. The city needs to create programs to help businesses "fix up" and be more in tune to their needs.
 - Perhaps we could give some incentives to businesses that remodel, update etc
 - Promote / create more tourist attraction that lasts sor a season or longer (water tower market is good) but need more, especially in winter - music pavillion might work

- provide signage, beautify town try to attract new businesses
- Put in stop over rest area with clean bathrooms and a dog yard rest for travelers. An emergency clinic - 24 hour service
- Rec center, skate park -(getting more basketball courts) business to keep people in town
- Revitalization of the downtown area, attract upscale restaurants and shopping.
- show them the results of this survey Through the city planning, make business start up an easy process
- Small town issues are just as big as large town issues to small town people. Be willing to encourage and invite communication with no hidden agendas. Be willing to meet together to discuss issues face to face with parties involved.
- Spend some of the city's money on street resurfacing (and not just 6th Street).
- spruce up entry and street presentation mark or steer people to the businesses downtown
- Street improvements. To offset volunteers maybe a City staff member to facilitate the volunteer organizations for provide communications with the City and continuity for changing leadership within the volunteer organizations.
- Take another look at the way the city is laid out and what we have to work with and incorporate the need for parking, ease of in/out and installation of businesses mentioned above. Like this saying from the movie, "Field of Dreams": "Build it and they will come."
- There has to be enough ongoing demand to drive the feasibility of investment. This might be tourism, or it might be ancillary demand if the prison or another large project goes in. I think more could be done year round with the classic car/main street appeal of Junction City. There are great auto shops and a lot of expertise around automotove from cars to RV's. There must be a way to leverage that skillset and the general public's interest in automobiles. An interactive car museum or something.
- turn lanes grace
- Udate building fronts Add stop signs @ 4 way intersections
- We as a business community, must do all to encourage first a restaurant or two, and then to present a united total "do over" of at least the exteriors of all businesses in Junction City...including the banks in town...ugh. totally outdated, tired, who cares, presentation, which MUST be changed now!If we as a community don't care about the "inviting look", why would people wish to come visit?
- we need public and private investment and agreement on a common vision.
- We need to attract more full service businesses, such as quality clothing stores, so we can shop locally and don't have to go to Eugene all the time.
- Workers

9. How can the Junction City area capture more business from passing motorists?

- 1) Creat a gate way like China Town in Portland. 2) Make 99 into a one way.
- 1. parking. 2. revamp IVY SETTING SOME KIND OF STANDARD. Ice cream palor, antique shops, flea markets, fill empty buildings
- A destination attraction like an auto museum could be a great call to stop. Maybe there is a way to rotate some cars through over the course of the year to draw repeat visits.
- Advertising
- Advertising - you will always have heavy through traffic
- Advertising or directional signs from Ivy/99 to businesses off the beaten path.
- Advertising the businesses from the main street.
- Again, fixing up the core business district as well as improving signage that might encourage motorists to turn off of Ivy.
- An overall all face lift for business on downtown cleanup and paint. Parking and more street lights. Signs to attractt people to city center off Ivy St.
- Attract motorists to turn off highway 99 with signage, landscaping, or street scape improvements at 6th and Ivy

- better parking along major streets and better signage
- Better restaurants and big retail store
- Better signage on 99
- Better signage to area attractions. Better restaurants. Better lodging facilities. More attractive buildings, with better curb appeal.
- Better signage would help.
- Better signage, better parking, change the current image.
- Better signage.
- Better signage. better downtown and restaurants.
- businesses or attractions to draw customers here
- businesses that are easier to get to and have more convenient parking. right now all we really have on the main "drag" are fast food - no attractive shops, or signs on where to find shopping
- Concentrate on more for the locals then maybe passing motorists will stop and enjoy
- Easier access. Landscape changes.
- Electronic, lighted community reader board to highlight community events. Identify downtown from Ivy St.
- Everything, at least from an American Outlook is first about esthetics...the look, the outside impression, the first impression...all else comes second. If we hope to capture business from passing motorists we must first change the look of our businesses ,of our town....they will NOT first stop if our looks say...ugh.
- Eye appeal to town as they drive thru. Signage.
- Give them a reason to stop. I have lived here most of my life and I don't stop very often: Groceries -price is to high / Building supplies 3Xhigher than Jerry's / I eat fast food locally / milk and pop from Dari Mart & I stop at Bi Mart once a month. I'm not a shopper
- Have a better presence on Ivy Street. Currently the town looks dead from HWY 99. There seem to be more vacant buildings than occupied ones.
- Have a business district - where is it? More fun shops maybe a theme such as antiques, etc.
- Have attractive, small, inviting shops visible on Ivy St. with easy pullouts for parking. I know that, because its under the jurisdicion of ODOT that's not easily possible, but we need to think creatively.
- Have business' for them to stop at. A more attractive business area
- Higher number of unique or family friendly business either on Hwy 99 or businesses that advertise on the hwy.
- Hwy signage
- Instead of motor cycle and arcade shops on main corner have Ice Cream shop,old time diner, art dealer
- Its not a pretty town for starters. Beautification efforts should continue. Also give them a destination. What is there to stop and see? There is no reason to linger.
- make it LOOK attractive
- making Ivy Street one way with an adjoining street going the opposite direction
- Media promotions.
- More stoplights on Ivy so people can see the businesses there. More parking for businesses
- Need things unique. I'm curious how the Scandinavian inventory did in the now closed Ralph's Drug Store.
- Not sure about that for businesses like the quilt shop or other things. Ivy mostly has chain restaurants. Likely the local eateries cannot afford a spot along there? Many websites such as yelp, chowhound, there are no reviews of local restaurants, so how are people going to know?
- reduce speed limit on Ivy st more traffic control, NO west side urban growth!
- Give grants to business's willing to move there business or open a business in the downtown area that fits into what JC wants for business' in the area.
- Signage and a brand promoted beyond the community

- signage with current events and upcoming events, radio ads for top rock & country stations
- Signs north and south of town on Highway 99 which feature the variety of tourism businesses and events in town.
- Slow people down with good wayfinding systems and invest in the commercial core with streetscape improvements.
- SLOW THE SPEED ON THE MAIN DRAG, PLANT GRASS ALONG THE SIDEWALKS AND HAVE AN ABONDANCE OF FLOWERS IN FRONT OF ALL BUSINESSES, OLD FASHIONED STREET LIGHTS, AND MAKE THE MAIN BUSINESS DISTRICT ALONG THE MAIN HIWAY, NOT A SIDE STREET.
- slow them down coming through town and have things more inviting
- slow traffic down on 99 (ivy) have a nice entry into the business area
- Spice up the storefronts on Ivy.
- The couplet would best expose more businesses to being visible to motorist that would be SLOWED down so they can see store fronts and signage. A Community electronic reader board with sales or events of various merchants. Throw in a few cartoon caricatures for added flavor. Be season sensitive.
- theater, stop shopping center such as Walmart
- Three words: Advertise (print and visual media - Internet) Advertise (billboards) Advertise (On the LTD busses, etc.)
- Update store fronts to make it more inviting to passer by's
- Update the downtown
- Upgrade to the asthetics of the city, paving of streets, upgrading buildings, signage.
- We need to provide better parking for the businesses facing Highway 99 and we need to make the businesses on 6th more visible to motorists on Highway 99. Our soon to be finalized banner program will help.

10. Which local activities, events or attributes do you feel offer the best potential to attract more visitors?

- 1) A farm celebration.
- 1. car racing track(yucky but they love it). Drive in movie theater, local fairgrounds(WOE in cottage grove).
- 1st function for junction, but it needs to be spread out in the business area 2nd right now the scandi fest but it seems to be getting smaller 3rd a new quilt walk is picking up steam first one last year and it still draws people
- A better looking city with upgrades.
- Agri-tourism, business open weekend hours, a focused image.
- Bike repair shops.
- community flea markets, parade and kids carnival, swap meet, concerts
- Daffodil Festival, Scandinavian Festival, Function for Junction, wineries
- Expand on themes and businesses in #2
- Festival - needs parking! Disrupts JC residents
- Festival, First Saturday, Water Tower Market,
- Function Scandi Fest
- Function 4 Junction Scandi Fest
- Function 4 Junction Fall Quilt Walk
- Function 4 Junction Scandinavian Festival
- Function 4 Junction, Fourth of July Celebration, need new creative events
- Function For Junction Musical events like Harrisburg has at their gazebo the Quilt Walk and other fall activities
- Function for the Junction, Scan Festival, Farmers Market - yard sale.
- Function in Junction Community theatre productions like we had in Feb/April. Scandinavian Festival Sports Complex at Oaklea

- golfing, organized wine tours and related events, music festivals
- High School games - better signs to the high school would help. Scandinavian Festival is very fun
- I believe many events may attract visitors, but we need to be sure that we zero in on events that appeal to all ages, and will keep visitors visiting "IN TOWN" businesses, and not just visiting "SOMETIME" vendors.
- I think anything we could do to improve our parks and sports/recreation opportunities would bring visitors for sports tournaments. Establishing more of a connection to activities in the prettier, outlying areas of our community (e.g., daffodil festival, winery tours)
- JC does a fantastic job with its large festivals and the community is friendly and warm. It needs a year around attraction or two and restaurants that are as clean as they are friendly.
- Local Wineries, Saturday Market, Scandinavian Festival
- Located between both colleges, sports activities, scenic activities
- More concentration on the Scandanavian theme.
- MOTORCYCLE/ATV/UTV TRACK, RODEO, SATURDAY MARKET ON MAIN DRAG, FARMERS MARKET, RESTAURANTS, ANTIQUE MARKET,
- Nice affordable dining (not fast food nor ethnic). Attractive shops.
- Our new Sat. market, Tea Parlor, Scani Fest, function for Junction Cruise
- Restaurants with healthier food like salad bars and food NOT deep fried.
- Scan Fest though it seems to be going in a negative direction, Function 4 Junction
- Scan Fest, we have a Sunday craft market - but I believe it disintegrated in a wurd location. Anyhow. We could make the cruising event bigger - perhaps with era related events - sock hop, danceathon.
- Scan. Festival, but it needs to be upgraded. It's sliding down badly! Old car show. Other positive events.
- scandanavian festival, airport
- Scandi Fest - Function 4 Junction - Light Parade
- Scandi Fest, cruise
- Scandi Fest, Function in Junction, Long Tom Country Trail, Rods & Ruckus event.
- Scandi Fest, Harvest Gathering and Quilt Walk
- scandi fest, show n' shine long tom trail
- Scandi Fest. I think it has seen its day. let's let go of it. "Long Tom Country Trails" is a great way to promote the area - and hey guess what (?) JC is right in the middle.
- Scandi Festival, Function for Junction, the Saturday Market, proximity to wineries and country trails
- Scandinavian Festival
- Scandinavian Festival
- Scandinavian Festival Function/ Junction
- Scandinavian Festival & Function 4 Junction
- Scandinavian festival and cruise-in
- Scandinavian Festival is great, but only 4 days. Men hunt, women shop, so female appeal is most important. Antique stores, Tea Parlor, Buttermilk Junction, Penny Royale, Oct. quilt display, and the Historical Museums (with their Walking Tour audio and maps) combine all that. Encourage more of those types of businesses, festivals, and events.
- Scandinavian Festival, Daffodil Festival, the Country Trail systems, Function for Junction, winery tours, farm tours
- Scandinavian festival, Function for Junction attract a lot of visitors which are focused on the event not buying at local gift shops. hopefully quilt walk will be different!
- Scandinavian Festival, the new Watertower Open Air Market, Wineries & Agri tourism, Long Tom Grange, Long Tom Trail, Function 4 Junction, Fall Quilt Festival.
- Scandinavian festival, wine season, cruise in
- Scandinavian Festival. Daffodill Days
- Scania festival

- The annual festivals.
- The Christmas parade was ruined by allowing cars to park in front of the merchants stores. Those that invited guests inside to watch couldn't because they couldn't see. Need to be more senior friendly - a place to sit. Good turn out for the Function this year - Could take more advantage of it. Re position the Scandi so it does not block off the post Office and the Bank. Merchants could have demonstrations inside their stores during scandi to encourage guests to venture in. I think Scandi needs to return to its roots of each vendor having a demonstration at least once a day. Merchants could and should do the same thing and be included on the schedule of things to go see and do. It might be only an unusual display. Anything that will get them inside. Also because parking can sometime be a problem, get someone to have a free bus service that circles town to pick up people by their cars like the casino's do. How about a horse and wagon as a special feature. Pay for it with a surcharge on the booths. Maybe Guarantee could come up with an alternative energy vehicle and use it to help them advertise. I probably have a lot more ideas but am running out of time and room. Basically think outside the box. Get away from the way we've always done it.
- The new Water Tower community market on Saturdays. The Scandinavian Festival. The annual Function-4-Junction.
- The Scandinavian Festival and the local farming. I'm curious how the Market Under Tower does.
- The Scandinavian Festival is a keeper, "Sidewalk Sale Days" (Like the City of Coburg's annual antique store weekend - I forget what they call it...)
- The Scandinavian Festival always draws a crowd. The newly created Water Tower Market is sure to draw a crowd this summer, if the opening day two days ago is any indication.
- Themed events that bring families. Maybe amusement park like shows that come into town announced like the Lane County fair. Hosting a fair or carnival would be great. Maybe an event highlighting farming along with a rodeo that city people would feel to be the ultimate 'country event' to expose their city slicker kids to.
- Therein lies the problem. Junction has VERY few local activities, events and attributes that are appealing to families and/younger people. The only thing that remotely fits that bill is the Scandinavian Festival, which has become very dated and stale and frankly extremely annoying for those of us who live anywhere near it. We have no farmers market, no central community center for interesting or area specific activities. Our family frequently drives to Veneta or Florence to participate in local events and markets simply because they do not exist or are poorly advertised in J.C. Junction City NEEDS a viable community center, a farmers market with local products, an inviting downtown area with perhaps street musicians, cafe's with outdoor seating. More city or community sponsored activities that are inviting to families and younger adults. We don't need more second hand stores and extremely expensive specialty shops. Those businesses are exclusive and off putting to both residents and visitors. Passenger train stops from at the very least Eugene would increase weekend and holiday visitors.
- Tower Market, Scandinavian Festival and Function in Junction
- We need to try to set it up so that we Do NOT rely on visitors to sustain business'. We should be focusing on getting repeat customers from the tri-county area as our staple business. Visitors should be a bonus for business's not the staple of their business. As far as for the business' and not the events, the car cruise and events like it seem to bring extra business for JC not just the event itself.
- What local activities? I am not aware of these events except the two from #2 so maybe it's the lack of advertising

11. Would you like to comment on how Junction City can improve its visitor experiences in regard to the following? NOTE: It is not necessary to respond to all questions.

Visitor Attractions (e.g. Heritage, Agriculture/wineries and Cultural)?

- 1) Nothing is developed, we have potential, but
- Better signage for wineries, museums, parks and pool. Better usage of parks with community activities such as concerts, picnics, etc.

- Better signage, cleaner, better parking situation, more events that are family friendly and not always about the pocket book. Get them to come to a free event that does not try to sell them expensive stuff at the moment, but allows them to see what business' are in JC with something like a walking map so that they can return later if they wish. Sometimes lo pressure sells works better and allows people to develop relationships.
- Better signs for locations
- Both Museums are real gems, but understaffed. More regular and dependable hours and promotions would help. We have 3 major vineyards here. Their wines and promo materials should be in local stores.
- Focus on heritage-- set standards and provide ideas, etc., for when buildings are upgraded.
- Good things to work on.
- have some type of unique attraction:
- Heritage we have a great historical society, the Ag/wineries are key to the success of this area we just need to get more people involved in moving in the same direction.
- I love our wineries, and I constantly hear "what wineries" from clients...need to get the word out.
- I think the wineries are doing a good job promoting themselves, but unfortunately the visitors bypass JC. But then again, there's not much in town to refer them to.
- I would have more details provided to the Chamber for distribution...have the City behind them.
- Improve sidewalks and signage and market festival events year round.
- Less driving around, more in town events.
- More of a cohesive approach to planning and offering winery tours
- NOT ENOUGH
- pioneer days, strawberry festival, latino festival. any excuse for socializing and eating
- Scan Fest needs to be given a boost somehow, and easier access to wineries - directions/maps through a visitor center
- setup visitor tours - walking tours of the museum, the train park, and the Pitney house. Work with the tour companies. Give coupons from the merchants at the end of the tours.
- The Long Tom Trail has helped emphasis our strength in agriculture, wineries and arts.
- The Museum does not have very good hours. How is somebody supposed to remember its hours?
- tie in with agritourism opportunities. Industrial tours of the RV industry, Lochmead (Darimart) and other manufacturers/producers.
- Very limited, need more...anything more would help and a guide to them.
- We have a nice winery in our area, perhaps more events from them
- We have two wonderful museums, and are surrounded by wineries, orchards, sheep
- We need to somehow let people know about our heritage, agriculture, and wineries. Driving into JC, no one would know
- Wine Tasting Rooms Display of Scandinavian antiques, costumes etc
- Wineries
- wineries, coast, mountains,cultural
- Wineries.

12. Natural areas (e.g. Forests, parks, rivers, trails etc)?

- 1) We have none.
- Are there any?
- Better bike trails. Better signage to indicate locations of scenic attractions.
- bicycle/walking paths would be nice.
- Build more bike and some nature trails are a must.
- CAMPING
- directions/maps through a visitor center

- Have this be a destination to leave and come back to
- horseback trail rides, hayrides, bicycle trips
- I have not even noticed that there are any of these in town
- I haven't thought about these as visitor experiences great idea - when you live here you take these things for granted because you see them all the time.
- I think the "open space" for storm drainage at High Pass and Oaklea is an eyesore, and that Oaklea Drive could really be made much more scenic.
- If there were a way to develop a park (with camping and RV spaces) between Willamette Drive and the river, (with access to it) that could boost the local economy greatly.
- Improve the Junction City Pond to make it more attractive to visitors. Expand the land holdings there. Develop a regional park. Trails between JC, Harrisburg and the rest of Lane County.
- Is there a listing somewhere that shows JC proximity to these features?
- Long Tom Trail Map was a great idea. Found a summer camp for horse riding for daughter this way...More visibility to know what's available in this area.
- Need to have more focus on developing areas in downtown that are bare and have been vacant for years.
- Offer activities in those areas
- Our parks are okay, but they could be anywhere. Oregon parks (NW parks) are different than elsewhere in the country because they preserve a better sense of not being urban parks (large tracks of lawn which is expensive to maintain anyway). Portland has excelled at this.
- proximity to coast and mountains, also lake and rivers
- Same as above.
- Signage advertising local parks.
- Ubiquitous maps, visitor center
- WE do not have any - But that doesn't mean that we couldn't come up with something. The pond South of town could be improved on.
- We have the Country Trails but we need to get more people to see them at a crossroad to JC
- What natural areas?
- Would like to see our parks upgraded, they look worn
- Yes, but it's not in J. City.

13. Lodging Facilities?

- 1) Needs development which requires more people to stay for more than a few hours.
- AREAS FOR CAMPING
- better hotel facilities
- Decent hotel is needed
- Definitely needed
- Do we need more?
- gaining with new Harrisburg hotel/motor home = getting it know to the public - help them to do a better job
- I think there is one decent hotel here, and that is only decent.
- KOA camp
- low class lodging except for guest cottages
- More lodging options
- Need more motels, hotels, RV spaces and yurts (they are gaining popularity)
- Needs more and better Lodging
- Not good lodging available over all
- not too many visually attractive and welcoming hotels
- OK but could use better lodging if tied into events venue
- River Bend Resort is a GREAT start

- Signs out of town could attract people to call it a night here instead of down the road in Corvallis or Eugene
- So far there is very little reason to stay overnight in J.C. as it is so close to Eug/Spfd where there are plenty of nicer facilities. The lodging here is very simple and basic.
- The addition of Riverbend in Harrisburg will, ironically, help the entire area (including JC).
- There really are no upscale, or even moderately attractive, lodging facilities in JC
- upgrade
- Upgrade/cleanup a couple of the local motels.
- Very limited, camping facility?
- Very little
- We have very few motels or bed and breakfast inns. This needs improvement.
- We lack good motels and B and B's.
- We so need some attractive lodging facilities
- what lodging? Need to encourage more B&B's and a good hotel.

14. Shopping Experiences?

- a mini-mall of local vendors open after-hours/weekends shopping is limited
- Be sure to be open during hours that are convenient to visitors.
- Better parking for downtown customers
- BI-Mart has done a great job with its landscaping. However, it is more of a "local" experience rather than something that brings people to the community. Cute, boutique stores might help. Please identify parking options! Who knows where to park off-street? Many of the business people park on the street -- not leaving spots for shoppers.
- Bi-Mart has helped, but we need uniques shops - a reason to come to JC
- Bi-Mart is as large a store as we should have. Only "big box" stores (and the Internet) can offer low prices, but not the type of service that small shops can offer. Small "niche" shops are the only thing that can give JC a good shopping experience. If we allow 99S to build "big box stores" we will disappear as small town entity and become an extension of Eugene and just another strip mall.
- Cute small town shops.
- expand shopping venues
- Fred Meyer, Walmart, Burger King, Taco Bell, theme based vintage car supplies & services, upscale wine and farming business...see Lone Pine Farms example it attracts tons of "outsiders". I've talked with many that say every time they're near here they MUST go to Lone Pine.
- good restaurants, antiques stores, variety of botique shops (like Main St. of Cottage Grove, Oakland or Sutherlin)
- I shop more in Eugene then here do to prices and selection is better there
- I would like to see a nice coffee shop/bakery, a couple of antique stores, a really nice small upscale restaurant that alters its menu often. We do have a great quilting/fabric store, and little boutique gift shop, but there's so much more to add!
- Improve downtown with public and private investment. Consider historic district.
- Improve the look...flowers, banners, etc. Keeping furniture etc. for the most part inside of retail space not cluttered on the sidewalk, or in front of doors.
- jewelry,grocery
- Keep promoting the downtown association...need more businesses involved.
- limited shopping in JC
- More small businesses to shop in
- Need a mall...
- need a way to draw shoppers inside - Demonstrations, music Ask the high school to do concerts by the band and the choir.
- Need more nitche businesses.

- Need more variety and a better way to let people know that they are in JC.
- No shopping to speak of. The businesses that are here need help on how to succeed.
- not good
- Not much
- Other than the quilt shop, what would you look to buy that you wouldn't find somewhere else? At least everything is within close shopping distance.
- People need more than a sandwich board at 6th and Ivy to let out of towners know what to expect
- SHOPPING DISTRICT ON THE MAIN DRAG ALL IN ONE AREA. WITH A SLOWER SPEED LIMIT, LIGHTING, SEATING, COMMON AREAS, AND FLOWERS.
- small local stores with a lot to offer
- Stay open later than 5:00 pm. DBA can put together a brochure that includes a photos, map and description of all the local merchants. Put these in all the hotels and the restaurants and shops.
- There is a very limited amount of places to shop
- Too limited. Inadequate parking.
- Tower Market--wait and see
- We need to encourage creation of shopping venues such as clothing stores for all ages and genders.
- What Shopping?
- what shopping? Need shoe shop, theater, dress shop, book store, coffee and pastry shop, bike shop, and no more dollar stores, second hand stores or fast food restaurants.
- where are they?? a visitor can't find them easily

15. Restaurants/Dining Experience?

- 1) We are really hurting here.
- A sign a couple miles out of town could alert people to many of these things
- Again, we've surrendered Ivy to the chains, which is unfortunate. Mochtezuma is the most interesting place to eat in town. Taste Gourmet isn't bad. The rest are pretty cookie-cutter. Viking Inn is a shame. We are the only small town I've ever been to that doesn't have a decent diner.
- Better restaurants
- buffett dining, different association of restaurant
- Good restaurants.
- I have had two bad experiences at the Rodeo. I LOVE A Taste and wish more had supported their anniversary.
- I mentioned this above. I believe the only way a nice restaurant will survive in JC is if the chef is the owner, it is in an intimate space, and the menu varies at least weekly so that locals have variety.
- I'd love to see a KFC, Shari's, Applebees (I know, I know, the question is whether our town can support such a restaurant. I think the Rodeo is too dirty (peanut shells) and Bugsy's and Rodeo are priced too high for frequent patronage.
- limited dining choices
- Limited. Quality evening meal choices extremely limited.
- More and better restaurants
- More upscale restaurants
- mostly fast food
- need a better variety
- Need a nice dining facility
- Need a nice restaurant,
- Need more variety
- Need more variety!!!

- Need them badly
- Needs more quality restaurants/less fast food
- No more fast food., A nice family restaurant.
- not good
- Not good over all, We need restaurants that will draw people from out of the area.
- RESTAURANT ROW.
- Stay open later.
- Terrible
- The selection is quite limited
- there is no fine food dining in Junction City - but am not certain the economy would support it
- We have many restaurants that attract Eugene and surrounding area customers. We need "BK" and Taco Bell to keep the locals happy.
- We have several lunch/dinner restuarants. What about a nice place for breakfast.
- We need a chain, family resturant
- We need better eating establishments, too little choices
- We need more restaurants. The Taste Gourmet is a great start, but we need more choices to offer.
- We need more resturants
- We need to encourage establishment of more quality restaurants. We only have two or three.
- what restaurants? Need high-end destination dining. Too many fast foods

16. Signage, Wayfinding, Parking, City Gateways / Welcome?

- 1) Yes, Yes we need all of them!
- A welcome to JC sign would be nice.
- Absolutely.
- Banner signage
- Banners.....Hanging flowers...YES YES YES
- Better signage and parking areas
- definately more signage and information. Most activities are geared to towspeople instead of tourists or neighboring communities or counties.
- definitely needed
- I believe that the city's plans for parking will take care of many of the long-existing problems. But an artistic, attractive sign pointing to Downtown 6th Ave. would be a definite help. The current JC Entrance signs by Safeway and Guaranty are good, but should be raised higher (if ODOT allows it.)
- I'm not aware of any signage that identifies what JC is all about or what it has to offer
- Maybe signs off Ivy/99 that go with the small town atmosphere and intimacy but direct people to small businesses such as shopping, eateries, or antiques.
- Meh.
- More signage need to call attention to the businesses.
- More signs on Ivy Street would be great, but they are limited by the state department of transportation
- most of our business signs look cheap and unattractive
- Need an entry post with all local organiztions posted.
- not a good welcome
- PARKING HOURS BY ALL BUSINESSES.
- Parking is a big problem
- parking is difficult to find, city gateways are not eye pleasing, a visitor information space would be helpful - all we have now is a huge church board
- Parking, parking and keep the Scandinavian building themes. ie Corvallis, Coburg, Cottage Grove, etc.

- Probably could use a well thoughtout plan.
- Signage is very poor here
- Signage needs standardizing and attractive, lack of parking to get into businesses. Nothing is welcoming about JC to a stranger.
- signage would allow people to recognize and find businesses and events-
- The various entry points to JC are sorely lacking in good signage and are unattractive. Much needs to be done in this area.
- this could be done at the Chamber if they were more helpful
- Very limited
- We need to work with ODOT to allow more signage and create more attractive signs.
- What signs
- Where? I haven't seen any
- Yes
- yes we need signage and gateways to downtown
- yes, yes, yes we need
- YES, yes, yes, and yes! At both engrances to town on 99, at junction of 99w and 99e (safeway store), and near High Pass and 99.

17. Events, Festivals and Performances?

- 4th of July and Scandi are great. Harrisburg has musoc on July - get the word out on music.
- all need some innovative new ideas to get Scan Fest back up and vibrant
- an event per month related around a holiday or a piece of history - expand your advertising of the event to Eugene and rural community to invite more people.
- Assist local theatre with finding a permanent inexpensive home.
- Better proomotion by local chamber and businesses.
- Events need to advertised all year. A small poster can feature all the festivals and marketed with Lane County Tourism
- Expand on the 2 we already have and possibly add wine harvesting "festivals". We used to have a Scandinavian Store at Ralphs Drug that attracted shoppers from EVERYWHERE. The nearest one is in Portland and is swamped all the time. Ralphs prices were too high (but it was small compared to "Scandia Imports" in Beaverton.
- fairs,ampitheater
- Festival and the Function are both crowd-drawing events - but that does not necessarily translate into sales for the few local retailers we have. There should be discussion on how that can be changed.
- Function 4 Junction Car Show, Scandinavian Festival are great. Could use some events during the winter months.
- Function 4 Junction is growing (weather dependent) Scandinavian Festival is declining (poor leadership)
- hire event planners
- I'm concerned about the leadership of the Scandinavian Festival. The make-up of the board is not diverse at all making for very narrow thinking. It would be a shame to lose the Festival, but some new energy is needed. Function 4 Junction seems to be a good event as well as the Daffodil Festival. I do wish we had a small performing arts facility for community theater. We have great talent here, but no place to perform. Cottage Theater in Cottage Grove is a wonderful example of what might happen here on a smaller scale.
- Is there a musical event in town? an outdoor concert in a park?
- More festivals.
- Need to utilize both local talent as well as more famous attractions. I was discouraged by the lack of christmas music at the Christmas parade. No One on any of the floats were singing. No one brought the electronic music onto thier floats like in the past. It has to be

joyous to attract the people. This is not being negative. I hope you take it as constructive ideas.

- Other than Scandia and light parade, very limited activities, events, facility utilization
- RODEOS, MOTORCYCLE ATV SHOW & SHINE, FLOWER SHOWS, LOCAL FAIRS, ANTIQUE SHOWS,
- Scandinavian Festival is about all we have. Well advertised park concerts would be a plus.
- Scandinavian has strayed from it's pure cultural tradition.
- The Scandinavian Festival is our hallmark. We will likely see greater numbers this year as more people are staying close to home.
- Theatre with year around exposure for the arts and local talent.
- These seem to do very well
- We need to re-energize the Scandinavian Festival in order to keep it. Look for some new events to bring people to area.
- We only have two large events here Scandi Fest and Function for Junction

18. Outdoor Recreation and Soft Adventure Activities?

- 10 Having a hard time visualizing this one for us.
- advertise
- Again limited, more organized activities needed
- Babe Ruth baseball, outdoor public pool, but again could use some recreation ideas for the winter months here. Movie theatre, bowling alley?
- Being the gateway to the River Road and Long Tom Trails is of mutual advantage to JC and the Trails. It should be encouraged.
- Bicycling is excellent in this area.
- Destination point for bicycle tours
- Do we have Outdoor Recreation? Adventure Activities? How have I missed these for 30 years?
- Have not heard of any beyond the little leagues
- information, information, information
- I've never seen an activity connected with the Wm. River. Maybe there is, but I've never seen it.
- Junction City can cater to cyclists. It is near well traveled cycling routes on rural roads.
- monthly outing with a theme or designation, again expand the advertising to Eugene and rural to invite tourism.
- MOTORCYCLE/ATV TRACK RECREATION AREA, KYAKING ALONG THE WILLAMETTE, CAMPING, SKYDIVING AS COBERG AS CLOSED. HIKING/BIKING/BMX PARKS.
- NOT sure how this can be done inside of Junction City. But some of the surrounding areas can sure make use of the natural beauty around them. The Pond south of town could be developed with nature paths. I am sure the University and the Corp of Engineers and some Eagle Scouts can be called upon to come up with some fantastic ideas.
- Regional park. tours for multi-modal activities.
- Summer Outdoor Music Festivals...ie. Roseburg, the park at 18th & Chambers, the Country Music festival at Brownsville (I think??)
- Walking tours, biking routes, and gateway to foothills of the coast range--all need to be identified.
- We have a great program started through JC athletics. Need to expand it more.
- We have some nice programs for children or If your an adult baseball player other wise Zip
- We need a central recreation area for all ages. The city has a committee working on this, but it's going to take a while.
- Wish we had a nicer pool. It would be ideal to have not only a covered pool, but a small therapeutic pool for senior citizens and those recovering from injuries. Now, they have to drive into Eugene for such care. Bike paths, mountain bike trails, horseback riding trails, kayaking, fishing, are all things that can be provided around the JC area

19. What marketing or visitor information initiatives would you like to see Junction City improve or introduce?

- a Visitor Information kiosk in the summer. Flags, banners, pole signs, use of water tower as visible marketing identity, maps, --and a self-identity such as "Home of the World's Grass Seed, Filberts, Blueberries, Mint and Pinot Noir!"
- Advertise on local TV stations and radio stations of upcoming community events. People who live in Eugene, Noti, Crow, Monroe, Harrisburg and other neighboring towns would like to participate in what J.C. has to offer.
- Advertise, promotion etc. When we get something to advertise or promote!!
- Be more strategic with the Internet. J.C. has a nice web site, however its appeal in my opinion does not cover a wide enough demographic or provide incentive for someone 'cruising the Internet' looking for fun and different things to do with their family to consider driving here.
- better web sites, better maps and brochures, a visitors center, better signage
- Better website
- Businesses need consistent branding and advertising - joint advertising (perhaps a map from business to business)
- Chamber of Commerce needs to step it up
- Chamber office needs to be visible as you drive thru town.
- Cleaner look
- Continue to have the City (with the assistance of the Chamber) promote the area to its fullest. People need to know where to go to get information about the area.
- Electronic Reader Board. Newspaper calendar. School newspapers and flyers Television - Hey why don't we have a TV Station ????
- Facades on Ivy need revamped with a size and style requirement reflecting a theme or motif. Then attract local businesses to move in at reasonable rate.
- Hotel, food and art, more events
- I would think that the Chamber could become the visitors information
- Improve out downtown shopping experience
- it's centralized location and all it has to offer
- Market wine tasting much more!
- More recreational activities for all ages. Better signage to tell visitors where attractions are. Close cooperation with CVALCO to market the area.
- Possibly kiosks in the major stores such as Safeway and Bi-Mart.
- Rec center. We have a great youth sport group - make sure they continue. A lot of people are coming in for tournaments - give them other things to do and spend money
- See other answers. Again, visitors should be a bonus, not the staple for any business.
- Some way of marketing the "in town" businesses we now have...
- The Chamber really doesn't do much on this - the director doesn't have the buy in from the majority of merchants to get the businesses to help market the area. That is why this small community had to build a Downtown Business Association.
- visitor information center - open on the weekends too, and that is on the main drag. C of C is too hard to find for a person driving through town
- We have to have something to market before we do anything. We need to identify that and make sure we step up with high quality...image, service, product.

20. What additional businesses, services or activities do you think are needed to supply the necessary experiences and products for increased visitor satisfaction in Junction City?

- A good yard supply

- A brand, an image, a printed guide, signage, more events more family activities.
- A really unique and more "home grown" market...Market Of Choice???
- An "all in one" store. ie Fred Meyer, Walmart, we need something other than our OVER PRICED Safeway. I meet many, many locals in Eugene at Fred Meyer, Winco, Walmart. That's money out of our pockets.
- better restaurants and lodging. Improved shopping opportunities. Improved access to local producers through enhanced farmers market, etc.
- boutique, antique and collectibles, cafe-type restaurants
- CHAIN, FAMILY RESTURANT WOULD KEEP LOCALS IN TOWN FOR FAMILY MEALS AND ENCOURAGE PASSERS THRU TO STOP
- Clothing stores
- Connected trails for walking and bikes with safe hwy 99 crossings.
- Encourage and develop youth activities. Keep senior services (Viking Sal etc) as key services.
- First we need economy to improve, to support these things. This morn. R. Guard says Lane Co. is over 14 % unemployment!
- good affordable restaurants, more shopping (for basics like underwear, socks), signs, clean/attractive store fronts
- grocery & attractions
- How about a Saturday Market or something like that. Produce and wares.
- It is too bad the Scandavian gift shop has gone away.
- Let people know what we have to offer - a core business area - Ivy needs to be driven to, 6th is a one time a year need (insurance, etc.)
- Moderately upscale, small attractive restaurant antique store, and an art gallery on or visible from Ivy St.
- more breakfast restaurant choices
- More family friendly business' and events.
- More old world art and food
- more outdoor seating at restaurants. Feature wine tasting! We are surrounded by vineyards! Feature agri-tourism opportunities. We are surrounded by amazing farms.
- More restaurants (not fast food), more and better lodging accommodations,more info about area attractions, more and better shopping venues.
- More retail
- Movie theater, Mall, Basketball court, baseball games, bowling, Bookstore, Play up our Antique and gift shops, great place to buy a car,truck,motorhome, trailer and then nearby parks and places to play with them...
- nicer restuarant, meeting facility, shops AND parking on the main drag
- Restaurants, lodging, more varied shopping
- Restuarants Hotels Theatre Something to do in the evenings. Possibly on the weekends. Like going to see a show and keeping local businesses open for strolling downtown and enjoying our community.
- Skate park for kids to go somewhere after school, movie theatre, city garden club for downtown beautifcation, annual spring curb competition in which everyone gets a ribbon whether they spruce up their front yards or not.
- Small business to fill some of the empty spaces in the downtown (6th Ave.) area. Perhaps property owners should remodel to accomodate smaller business.
- There needs to be more - greater density - to give a reason to extend the stay.
- Those things that relate to agriculture, heritage (Scandinavian), RVs, high school. Cant miss with parks, walkways, sidewalk activities both commercial and entertaining. Destination resort for RVs. Scandinavian restaurant with beer garden.
- TV and/or Radio Stations. Motels, Resteraunts
- We don't need just one industry coming to the area such as the RV industry. We need lots of businesses coming to the area.

21. Which of the following descriptions best describes your organization or relationship to tourism in Junction City? Please check ONE answer only.

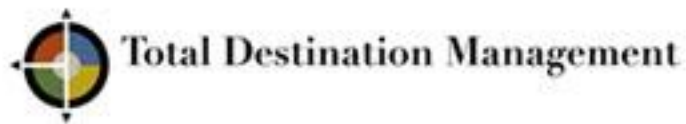
Attractions, Events, and Tours	6
Lodging	1
Visitor Services - Restaurant, Retail, Transport, Entertainment, etc.	9
Government	6
Non profit	3
Interested Resident	20
Other	17
Skipped question	14

22. Would you like to make some additional comments?

- Yes glad to see a start.
- As i specified above need these things. Ive traveled a lot, good to find these things and places for help on the road. Plus this would increase employment.
- Definitely better restaurants - we live in the heart of one of the greatest and most diverse agricultural regions in teh country - but you sure cant tell!
- Downtown is useless as it is now. Too many undeveloped locations that could be re-designed and put to better use. There's little parking and why create more with nothing to attract customers. We need some sort of attractive theme ie, Coburg-antiques and dining, Corvallis -dining and specialty shops. I've lived here 29 years and when I moved here there were thriving downtown businesses that are now gone. It used to be a "walk around" town...that's gone.
- Glad to see the Chamber taking on a new administrator with a more pro-active leadership. That will make huge impact on the collaborative interests in the city. Need a better responsive public to make their voices heard in the letters to the editor in local paper. Need to stir the pot and get people excited and doable projects.
- Having a soccer tournament during the Function For Junction and softball tournament during the Scandinavian Festival are good ideas. It provide an activity for families waiting for the next game.
- I always wish we had a bookstore and more than 1 place to get breakfast, how about a coffee shop to sit down and read the paper with live acoustic music?
- I am not qualified to answer alot of these questions but I did the ones I could.
- I work in Junction City, but live a 45 minute drive away....but I would love to do all of my shopping and recreation in JC, but we need to improve how and what we do....must change the look of city.
- In my dreams, the building on the NE corner of 6th & Ivy would be replaced with a small, unique, attractive business - or collection of retail businesses (with parking) that would both stop visitors and (once stopped) provide an entrance to the potential that the 6th St Downtown area can fulfill.
- J.C. is a wonderful little community and I think it needs to take more advantage of it neighboring cities. People in Eugene like living in the city, attending events in J.C. and spending their money on activities they can not do in Eugene.
- Junction City is special and a community unto itself. I want to see that enhanced so we can attract more visitors
- Look to other towns that have restructured their towns e.g. Sisters, Old Town Florence, Silver

Falls.

- Opening up downtown JC in the evenings would be a nice change. Local people work in other areas and can't always enjoy the local stuff when it is closed in the evenings.
- Please take my comments as offered hopefully not in a negative manner. I love living here because it's peaceful and quiet on my farm. As a kid, a parent and now a grandparent I still feel that JC does not have anything for family entertainment
- Trees! Trees! Trees! What about a bowling alley in Gibson's Bldg?
- We are located right between 2 major universities and 2 excellent community colleges. I think promoting professional businesses into JC is doable. By this I mean, architecture firms, engineering firms, high-tech companies---businesses that provide high income earning employees. Raising the income level of our JC population helps all our businesses here and increases opportunities for more businesses to come. I DO NOT want JC to be a bedroom community. I want it to be self-sufficient, intimate, be surrounded by green space. I think we can do that especially since we have great educational, hospital, and additional cultural resources within a 20-30 minute drive
- We need to avoid the large box stores! we want to be different from the rest. We are a small farming/bedroom community EMBRACE it, not change!
- Whenever there is a community forum to discuss the area, the most vocal are those who can do nothing about it (i.e., not owners of property). Might it be helpful to have just "stakeholders" do the brainstorming?
- While I am not in favor of being a Scandinavian theme town, can promote food, dance, music, dress more often. Familiar with the Main Street program and agree with their concepts. Promote fix up, clean up. We look pretty good now.
- With the proposed State Facilities for the J.C. area, and if they proceed and are finished according to plan, only allows about a 5-year window to prepare for the necessary influx of individuals moving here to work. It is heartening to see this practical planning in the works.



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