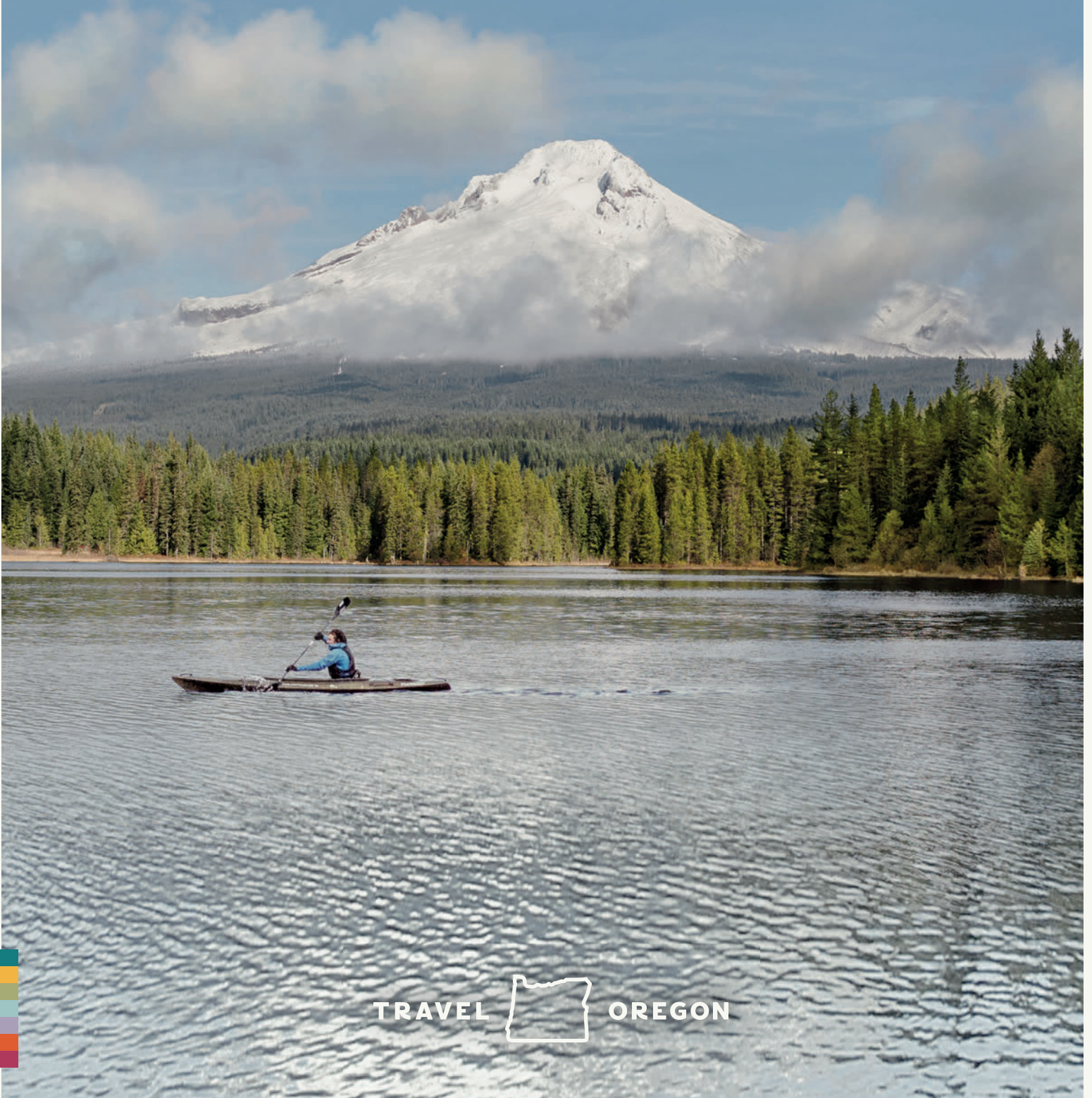


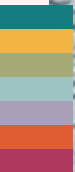
# ENGAGING EXPLORERS

OREGON TOURISM COMMISSION

ANNUAL REPORT FY 2016-2017



TRAVEL  OREGON





## ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, works to enhance visitors' experiences by providing information, resources and trip planning tools that inspire travel and consistently convey the exceptional quality of Oregon.



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## ABOUT THIS REPORT

House Bill 4146 stipulates Travel Oregon to submit an annual report on the funds received by the commission during the prior fiscal year pursuant to ORS 320.305.

## REPORTING

Additionally, Travel Oregon submits:

- Annual Financial Statements for the Comprehensive Annual Financial Report (CAFR)
- Audit/Financial Review, biennially
- Strategic Plan & Budget, biennially  
<http://industry.traveloregon.com/organization>
- Oregon Tourism Commission reports, quarterly  
<http://industry.traveloregon.com/organization/commissioners/>

## VISION

*A better life for all Oregonians through strong, sustainable local economies.*

## MISSION

*We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places.*

## MESSAGE FROM CEO

Everything we do at Travel Oregon is aimed at improving the lives of Oregonians through strong, sustainable local economies. In order to achieve that vision, we work every day to inspire travel that drives economic development. Through creative innovation and key partnerships, we share the unique stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of the Oregon way of life and the beauty of its natural places.

We continue to support our mission through inspiring, award-winning marketing campaigns, innovative Tourism Studios, robust international outreach, strategic partnerships and alignment with our industry partners across the state.

Travel Oregon works tirelessly to run effective programs that maximize the return on investment for Oregon as we continue efficient stewardship of public funds. Every dollar we spend on advertising generates \$237 in new visitor spending and \$11 in state and local taxes.

There has never been a better time for Oregonians to explore our beloved state and contribute to this incredible industry. There has also never been a better time for out-of-state and international travelers to visit — maybe for the first time.

Over the past year, we've shared stories of Oregon's people and places. We've helped deliver world-class experiences to visitors. We've supported the members of our strong tourism industry. In these ways, we ensure the preservation of Oregon's way of life and natural places. We hope this report illustrates the progress we've made and the promising future we continue to strive for.



**Todd Davidson**  
CEO



# FUNDING

## OREGON'S TOURISM INVESTMENT

In 2003, Oregon's tourism budget was ranked among the lowest in the nation — 47th out of the 50 states. Unsurprisingly, Oregon was losing tourism market share as people chose to vacation elsewhere. Clearly, Oregon needed a stimulus strategy. In 2003 the Oregon Legislature passed and signed into law the Oregon Tourism Investment Proposal, which implemented a 1 percent statewide lodging tax.

By 2016, according to the US Travel Association, Oregon's tourism budget ranked 14th in the nation.

## OREGON TOURISM PERFORMS

	2003	2016	Change
Direct Employment	84,000 jobs	109,500 jobs	<b>+30%</b>
Employee Earnings	\$1.7 billion	\$3.1 billion	<b>+82%</b>
Visitor Spending	\$6.5 billion	\$11.3 billion	<b>+74%</b>
Taxes (State/Local)	\$246 million	\$507 million	<b>+106%</b>

Source: 2016 Dean Runyan Economic Impact Report



MATE WILSON / NORTHWEST RAFTING CO.

*“This bill increases resources for the Oregon Tourism Commission to invest in furthering the state’s tourism industry to promote all of Oregon. And we know that investing in tourism pays off — big time.”*

Representative Nancy Nathanson

The success of the Oregon Tourism Investment Proposal bolstered the tourism industry. It also helped set the stage for House Bill 4146. Passed in the 2016 legislative session, HB 4146 increased the state lodging tax to 1.8 percent — effective July 1, 2016 and decreasing to 1.5 percent in July 2020.

HB 4146 also directed 20 percent of state lodging tax to implement a Regional Cooperative Tourism Program — allowing for partner investment in tourism marketing, services, sales and development — and directed 10 percent of state lodging tax to a competitive grants program.

## FY 2016-17 ACTUALS

**Actual**  
July 1, 2016 - June 30, 2017

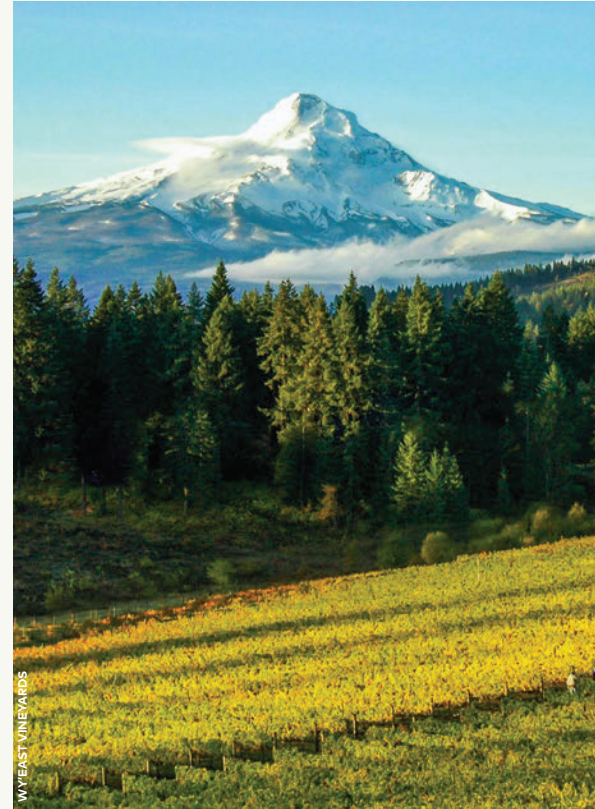
**Sources:**

State Lodging Tax Revenue	\$31,428,776
Beginning Fund Balance	\$3,183,560
Other Sources	\$201,506
<b>TOTAL</b>	<b>\$34,813,843</b>

**Uses:**

Global Marketing	\$12,186,667
Industry & Visitor Services	\$1,408,549
Industry & Visitor Services - Grants (encumbered)	\$3,142,878
Destination Development	\$2,586,369
Destination Development - RCTP (encumbered)	\$6,285,755
Global Sales	\$3,160,437
Administration & Operations	\$4,030,777
<b>TOTAL</b>	<b>\$32,801,432</b>

Ending Equity	\$2,011,411
---------------	-------------



WV/EAST VINEYARDS

## OREGON TOURISM COMMISSION



Chair  
**Alana Hughson**



Vice Chair  
**Ryan Snyder**

Nine commissioners, each appointed by the Governor of Oregon, oversee the Oregon Tourism Commission. One commissioner represents the public-at-large, five represent the lodging sector and three represent the tourism industry-at-large. Commissioners approve and oversee the commission budget and the strategic plan that directs the actions of the professional staff.



**Kara Wilson-Anglin**



**Don Anway**



**Richard Boyles**



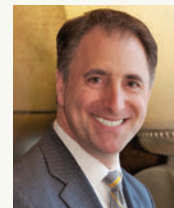
**Nigel Francisco**



**Al Munguia**



**Kenji Sugahara**



**Scott Youngblood**

Tourism Spending  
in Oregon Enjoys  
**7th**  
Consecutive  
Year of  
**Strong  
Growth**



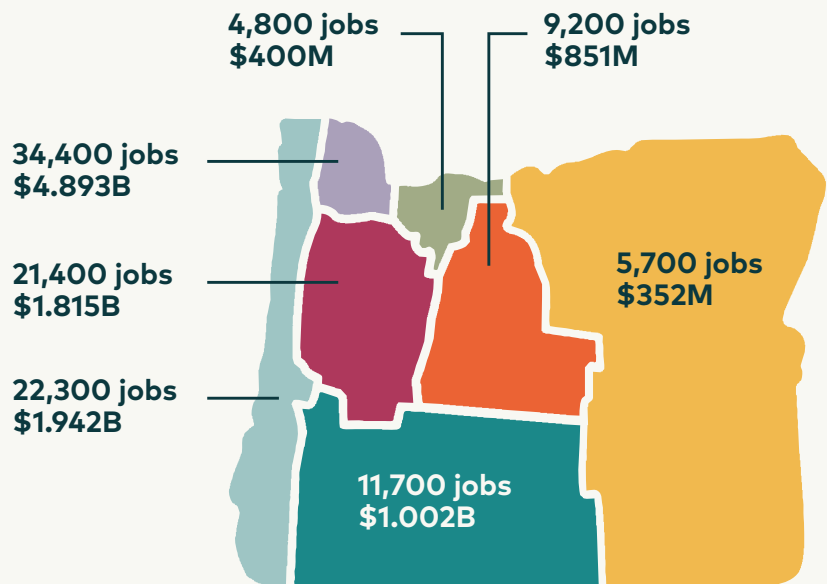
*“The travel and tourism industry continues to be a bright spot for Oregon’s economy. Not only are travel-related spending, employment and earnings vital components to the state’s healthy economy, but also, traveling and connecting with the outdoors are good for Oregonians’ health and well-being.”*

Governor Kate Brown

## RETURN ON INVESTMENT

- Visitors to Oregon generated **\$11.3 billion** in revenue — a **4.3 percent** increase in spending in real dollars compared to 2015.
- Oregon destinations hosted **28.4 million** overnight visitors, with hotel room revenue throughout the state increasing by **8 percent**.
- Domestic visitor air arrivals to Oregon grew **10.5 percent** over the previous year.
- The travel industry added nearly **4,000** new jobs in 2016, a **3.5 percent** increase over the prior year, bringing the total number of statewide travel industry jobs to **109,500**.
- Secondary impacts from the re-spending of travel-generated revenues by businesses and employees were equivalent to **56,900** jobs in 2016, with earnings of **\$2.6 billion**.
- The Oregon travel industry’s gross domestic product was **\$4.7 billion** in 2016.
- The travel industry is one of the **top three** export-oriented industries in rural Oregon counties.

## MEANINGFUL EMPLOYMENT & REVENUE FOR OREGON’S SEVEN TOURISM REGIONS



Source: 2016 Dean Runyan Economic Impact Report



# GLOBAL MARKETING

Our Global Marketing team inspires statewide overnight travel through inspirational messaging and content.

## ADVERTISING CAMPAIGNS

Using consumer research and market trends we develop advertising campaigns that inspire travel from high yield consumers in key drive and fly markets. An indicator of this inspiration can be found in MMGY Global's annual Portrait of American Travelers study, which shows strong growth in U.S. leisure travelers who are interested in visiting our state. In 2010, Oregon ranked 14th out of all 50 states with only 6 percent of travelers interested in visiting. We've currently moved up to **11th place** with a **13 percent** of traveler interest.

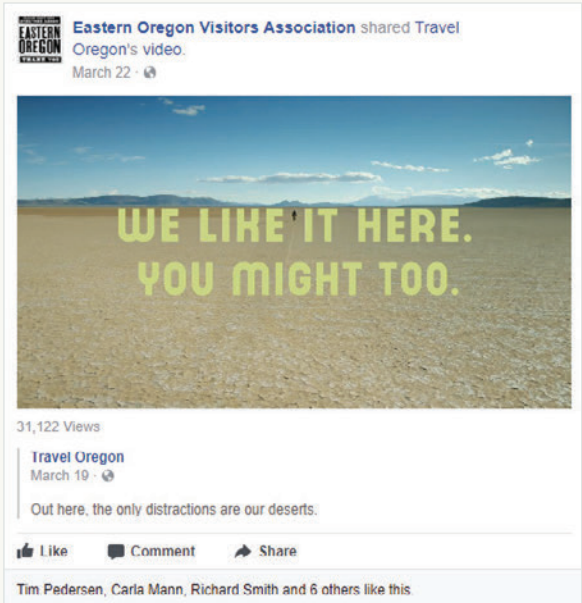
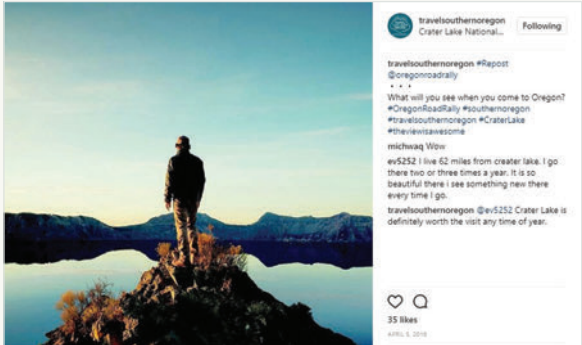
Our award-winning work continues to inspire Oregonians to explore their state and new visitors to plan their first trips here. Our winter 2016 campaign focused on closer drive and fly markets of Portland, Seattle, Vancouver B.C., and San Francisco. Travel Oregon tapped into Phoenix, Arizona, as a lucrative new market for our spring 2017 campaign, along with the mature markets of Seattle, San Francisco and Portland.

## EXPANDING REACH



Working with local advertising agency Wieden+Kennedy, Travel Oregon has created some of the country's most effective tourism advertising campaigns.

From **Oregon. We Love Dreamers** to the **7 Wonders of Oregon** to the most recent campaign **We Like It Here, You Might Too.**



**The flexibility of these campaigns allowed us to represent the entire state:**

### Winter 2016:

- Oregon Weather Compass featured **183** incorporated towns and cities around the state.
- We created premium video content and supporting written content on TravelOregon.com for each of the seven regions. Partners could also use this content for their own marketing needs.

### Spring 2017:

- We featured seven 15-second spots promoting each region with various niche activities.
- We created five 360-degree videos featuring Oregon’s top activities.

### To amplify our campaigns:

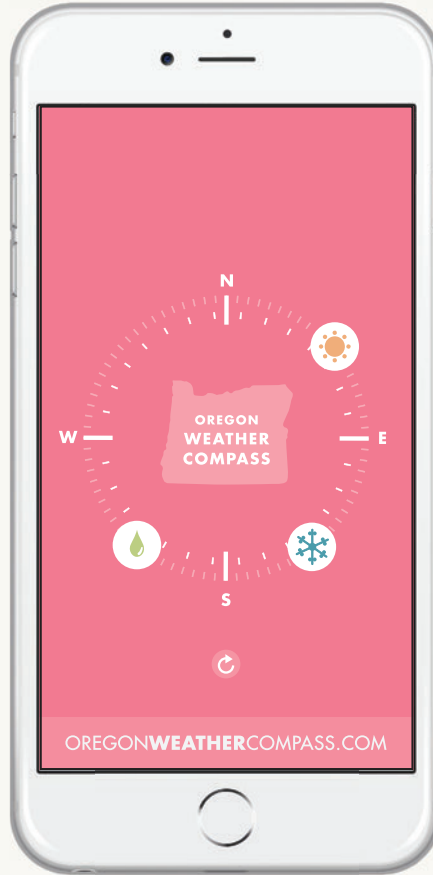
Travel Oregon creates customized cooperative marketing opportunities and offers a **20 percent** investment match to industry partners wanting to capitalize on these campaigns.

### Winter 2016:

**\$62,850** in industry investment for social activations

### Spring 2017:

**\$19,700** in industry investment for targeted advertising



Following the success of the 2016 spring campaign, “We Like It Here, You Might Too,” we launched our largest winter campaign to date. This shift to inspire more shoulder season travel was a response to direct requests from statewide industry stakeholders. To encourage travel from drive markets with a shorter booking window, we developed an innovative mobile compass that served real-time trip ideas based on current weather and specific activities.

In Spring 2017, we extended our understated, quirky tone in a truly Oregonian way — with a campaign featuring a robotic Chinook salmon as a personable tour guide. This clever hook allowed us to connect with our target markets by sharing expansive views of Oregon in an immersive 360-degree video format combined with the unexpected humor of Travel Oregon’s official “Spokesfish.”



## MARKETING RESULTS

Travel Oregon’s marketing efforts contributed to an uptick in statewide lodging demand. Nearly **15.7 million rooms** sold in FY 2016-17, accounting for a **1.8 percent** increase from FY 2015-16. Oregon has seen a year-over-year increase in lodging demand for 8 consecutive years for a total of nearly **30 percent** growth — up more than **3.5 million** room nights from 2008.

Source: STR, Inc.

Travel Oregon’s winter and spring advertising campaigns helped to deliver:

- **208 million** impressions across targeted TV, cinema, digital and social media channels
- **81 million** views of our video ads
- **3.8 million** sessions to TravelOregon.com
- **45,000** visitor guide orders
- Consumer E-Newsletters delivered to **178,386 subscribers**

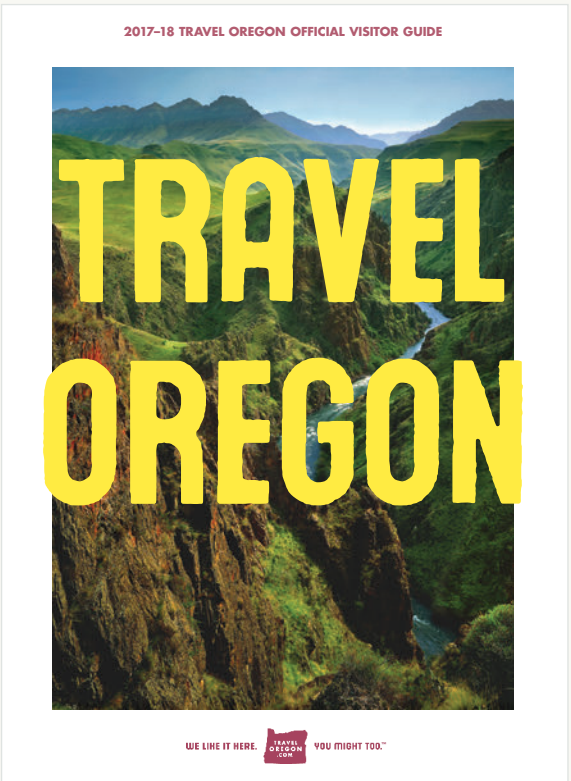
## NATIONAL TOURISM INDUSTRY AWARD

During the U.S. Travel Association’s annual Educational Seminar for Tourism Organizations conference, the National Council of State Tourism Directors honored Travel Oregon with the highly coveted 2016 Mercury award for Best Broadcast Advertising in the country for the “7 Wonders of Oregon” campaign.

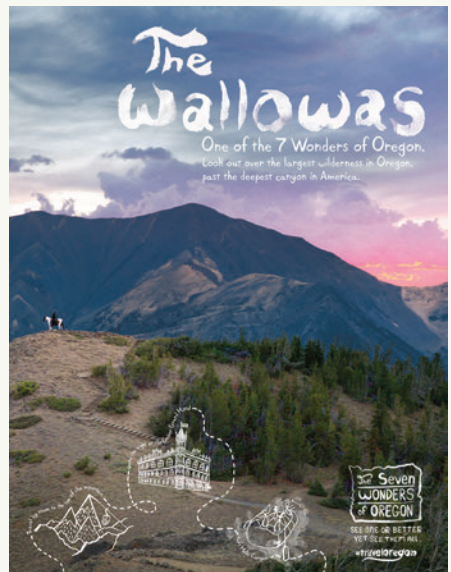
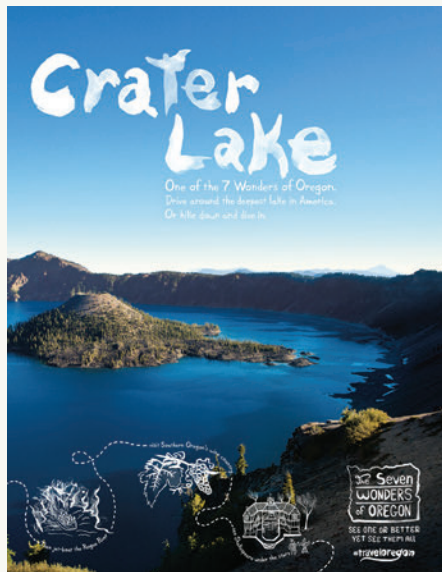
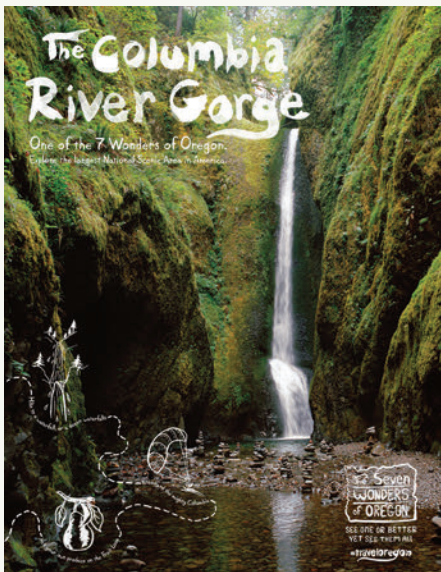
**For every \$1**  
spent on advertising,  
**\$237**  
in visitor spending  
was generated.

**For every \$1**  
spent on advertising,  
**\$11**  
in state and local  
taxes was generated.

Source: Longwoods Intl. 2013 Ad Accountability Study



Official State Visitor Guide





## STRATEGIC MARKETING PARTNERSHIPS

Travel Oregon works with statewide partners to create compelling marketing partnerships that leverage consumer reach and marketing channels to achieve strategic marketing objectives. Here are a few examples:

**Oregon Wine Board:** We launched a content partnership with the Oregon Wine Board to promote Oregon Wine Month in May. The partnership included an influencer tour, promoted Oregon wine stories on Travel Oregon content channels and paid social promotion.

**Oregon Wines Fly Free:** Travel Oregon partnered with Alaska Airlines and the Oregon Wine Board for the fourth year of the Oregon Wines Fly Free program. This program gives Alaska Airlines mileage plus members free wine tastings at more than 300 participating wineries and lets them fly a case of wine home for free on any Alaska Airlines flight from any Oregon airport and Walla Walla, Washington.

**Kaiser Permanente (KP):** Travel Oregon has partnered with KP to encourage Oregonians and visitors to get out and explore Oregon. This message is delivered to the **550,000+** KP members in the Portland Metro and Willamette Valley areas. In December 2016, KP launched the “Give the Gift of Health” campaign, which encouraged members to get outside and travel around the state during winter months. KP featured the Oregon Weather Compass and Travel Oregon winter getaway ideas on social media and in their quarterly in-facility magazine, “KP Engage.” In turn, Travel Oregon created a special landing page for KP members to seek winter trip ideas at [TravelOregon.com/KPThrive](http://TravelOregon.com/KPThrive).



## INTEGRATED AND DIGITAL CONTENT

Integrated and Digital Content drives innovation and supports our mission across all owned and managed print and digital platforms where potential visitors read about and plan Oregon trips.

## UNDERSTANDING THE VALUE OF TOURISM

We partner with key research vendors to generate powerful reports to gauge the overall performance of the Oregon tourism industry's efforts and to provide a deeper understanding of our visitors.

- The annual **Oregon Travel Impacts Report** provides detailed statewide, regional and county travel spending and related tax estimates for Oregon.
- The **Oregon Lodging Statistics Report** is a monthly look at Oregon's lodging trends, including occupancy rates, average daily rates, revenue per available room, room supply, room demand and room revenue.
- The **Oregon Visitor Report** gives us a snapshot of the typical domestic visitor to Oregon and provides information on the structure of the Oregon travel market.
- **Tourism Economic's International Market Analysis** report, which analyzes Visa Vue® data along with other key international travel indicators, gives us quarterly volume and spending estimates by market for Oregon's high yield international visitors.
- The **Oregon Travel Barometer** is a monthly report produced in partnership with Dean Runyan Associates to provide Oregon's tourism industry with a quick-read dashboard of key travel indicators.

To view these reports, visit: <http://industry.traveloregon.com/research/>

Website traffic reached

**3.8 Million**

**729,000**  
consumers reached  
via social media

Facebook audience:

**412,000**

Instagram:

**200,000**

Twitter:

**117,000**

**141 stories**  
published





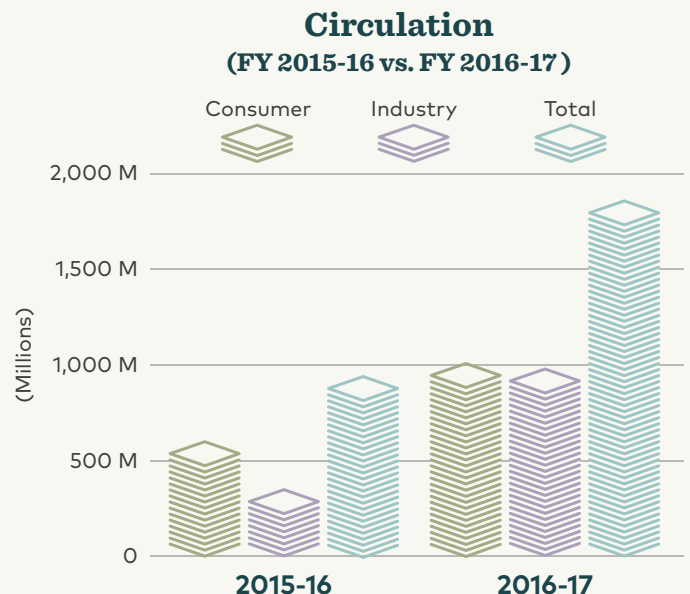
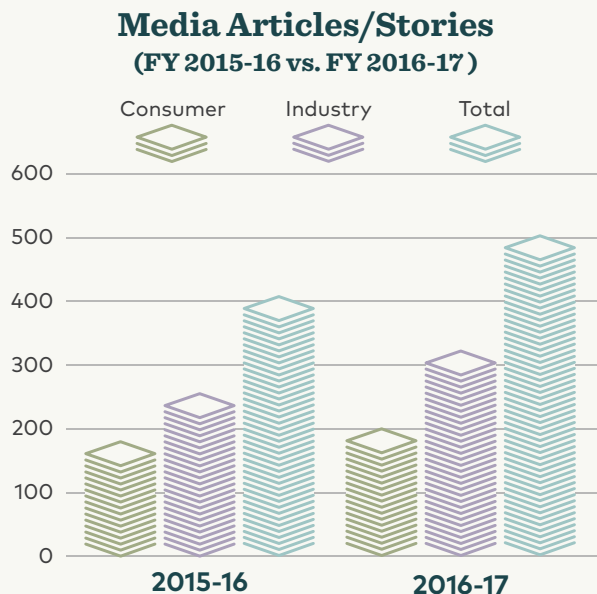
## CONSUMER AND INDUSTRY MEDIA

Given the heightened information era, innovative and creative strategies are imperative in breaking through the media clutter facing consumers and industry members. Travel Oregon’s consumer media team continues to sustain the state’s presence as a national media favorite. The consumer media team inspired people to visit Oregon and share their experiences by:

- Generating positive media coverage for Oregon that inspires statewide tourism.
- Driving fan acquisition, generating positive buzz and sharing on social media.
- Driving traffic to [TravelOregon.com](http://TravelOregon.com).
- Hosting **33** national, regional and local media and taking them across the state to explore and share their experiences with readers.

**491**  
media articles have been secured — reaching an audience of **1+ billion**

Our industry media team champions Oregon tourism by aligning messaging, engaging policymakers, building a model for dynamic communication and demonstrating the power of tourism stories. To accomplish these goals, our industry media team developed a statewide media tour plan to share with writers and editors across the state. The effort resulted in coverage from *The Coos Bay World*, *Medford Mail Tribune*, *Eugene Register-Guard*, *KATU*, *MyColumbiaBasin.com*, and *Bend Bulletin*.



## CRISIS COMMUNICATION

An organization's reputation is its most precious asset, and anything from a natural disaster to a human-related matter can threaten it. In Travel Oregon's case, that means any situation with the potential to generate negative publicity or opinions about our organization or the state that could potentially disrupt the tourism and hospitality industry.

By definition, crises occur with little warning or time to prepare, so in FY 2016-17 Travel Oregon worked with LANE, our public relations partner, to develop a comprehensive, cross-departmental crisis communication plan to be ready to responsively, accurately and effectively communicate with a wide variety of audiences.



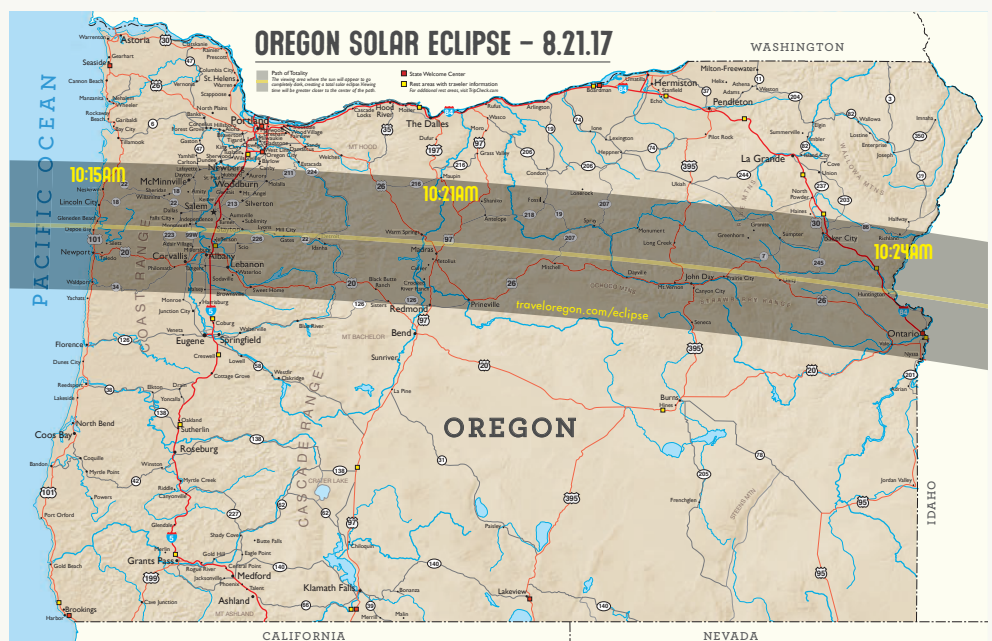
## FISHING CLOSURES

In March 2017, Travel Oregon worked alongside Governor Kate Brown's Natural Resources team to mitigate the negative impacts of recreational and commercial salmon fishing closures on the Southern Oregon Coast.

## SOLAR ECLIPSE PLANNING

Travel Oregon worked for more than a year to help ensure Oregon was well equipped to handle this epic natural event. The team met regularly with the Governor's Office, Oregon Department of Transportation, Oregon Office of Emergency Management, Oregon Parks & Recreation Department, Bureau of Land Management and Oregon Museum of Science and Industry (OMSI) to ensure streamlined communication and to develop planning resources for residents and visitors prior to and during this once-in-a-lifetime experience. The team produced a number of resources for industry partners and consumers to leverage before and during the event, including:

- A toolkit with talking points, comprehensive contact information and video b-roll and photo assets
- **80,000+** state maps highlighting the Path of Totality with top safety tips and resources
- A one-pager for frontline staff distributed throughout the state
- **80,000+** eclipse viewing safety glasses distributed directly to consumers through Travel Oregon and industry partners
- A **16-page** consumer guide encouraging eclipse enthusiasts coming for the event to extend their stay and visit outside the Path of Totality
- A comprehensive keyword search campaign to inspire consumers to order the guide and extend their stays



## Brand Pillars:

### Abundant

Oregon's ecological and cultural wealth rivals any place on Earth.

### Pioneering

Oregonians lead by making their own way.

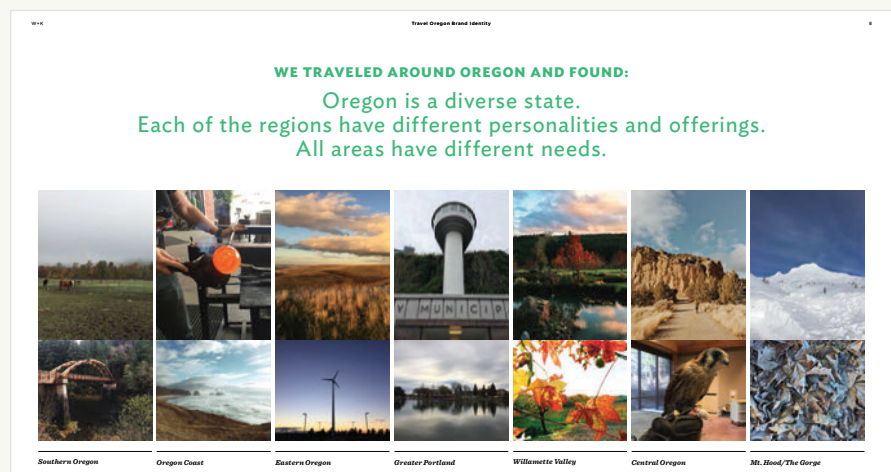
### Honest

Oregonians know who they are and they own it.

## BUILDING AN EVERGREEN BRAND

Travel Oregon is our brand and our call to action. We want Oregonians and visitors to explore all of Oregon — from our forests, deserts and rivers to our world-renowned vineyards, music venues and everything in between.

In 2016, we crafted a new tone of voice and visual identity that was broad enough to encompass our entire state, which is as diverse in landscape and activities as it is in its people and communities. To achieve this goal, we traveled to each of Oregon's regions, met with dozens of Oregonians, and gained insight that inspired this new direction. Most importantly, the process helped define our brand pillars, which act as a creative anchor to ground all our work.



## TRAVEL OREGON

Our hero logo, which features the wood grain from an Oregon Douglas Fir, is a nod to one of the state's most recognizable and abundant resources.

WILLAMETTE  
VALLEY

OREGON  
COAST

MT. HOOD  
& THE GORGE

SOUTHERN  
OREGON

GREATER  
PORTLAND

EASTERN  
OREGON

CENTRAL  
OREGON

Regional logos were also created to support the Regional Cooperative Tourism Program.

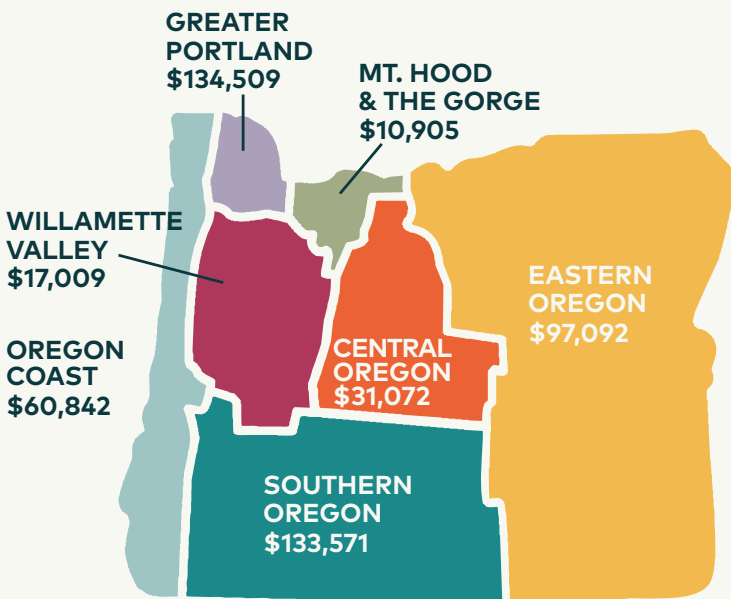


# INDUSTRY & VISITOR SERVICES

The Industry & Visitor Services team works to connect Oregon’s travel and tourism industry partners with Travel Oregon programs and resources through a multitude of opportunities.

## MATCHING GRANTS PROGRAM

After the passage of HB 4146, which directs 10 percent of the state transient lodging tax to a competitive grant program, Travel Oregon convened an industry working group to help shape the new grant program. They considered process, guidelines and outreach to best support the travel and tourism industry with the increased resources.



All grant recipients had support from their RDMO and/or DMO, in addition to community support.

More information on Travel Oregon grant programs can be found at: [Industry.TravelOregon.com/Matching-Grants](http://Industry.TravelOregon.com/Matching-Grants).

Number of projects funded  
**20**

Amount awarded  
**\$485,000**

Project amount leveraged  
**\$1.8M**

Number of community support letters  
**75**

“The Oregon Caves Chateau project will expand the programming for park visitors and increase the visitation to the Chateau. The Chateau, a National Historic Landmark owned by the National Park Service is one of the Great Lodges in the Western United States.”

Vicki Snitzler,  
Superintendent, United States Department of the Interior, National Park Service

2017 Conference  
at the Salem  
Convention Center:

**530+**  
attendees

**576**  
room nights  
generated

**21**  
sponsors

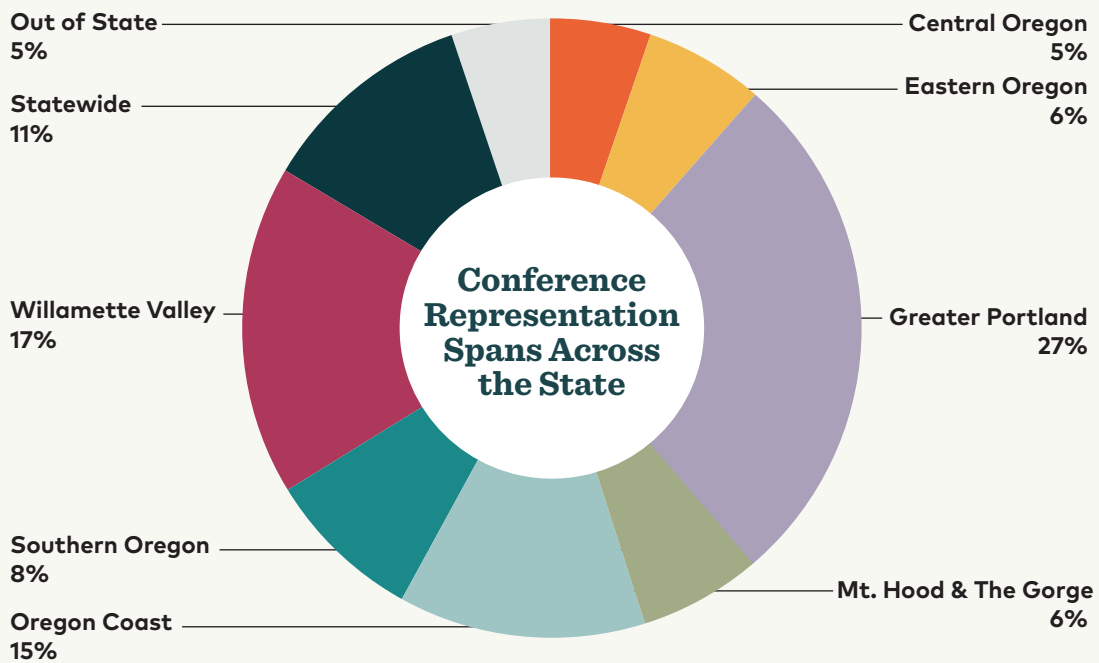
**38**  
exhibitors

## OREGON GOVERNOR'S CONFERENCE ON TOURISM

Each spring, Oregon's travel and tourism industry comes together at the Oregon Governor's Conference on Tourism to educate, share and develop innovative ideas. This conference is the go-to place for the latest thinking around tourism product development, social media, marketing and research.



*Oregon Governor Kate Brown addresses the audience during the 2017 Oregon Governor's Conference on Tourism.*

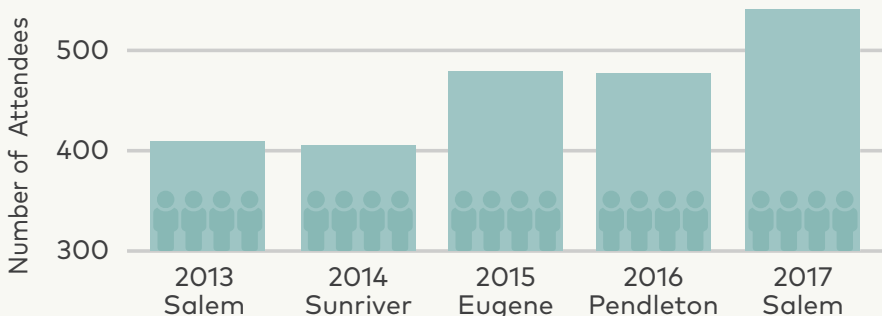


## CONFERENCE SUSTAINABILITY AND RECYCLING EFFORTS

As part of Travel Oregon’s commitment to sustainability, the hosting hotel for the Oregon Governor’s Conference on Tourism adheres to the following guidelines:

- In-room recycling cans
- Recycling centers located throughout conference venue
- Venue should not serve food or beverage from plastic bottles, Styrofoam cups or disposables at any conference meal functions
- Venue to use cloth liners only (no paper)

### Conference Attendance



### TRAVEL OREGON 101s

This free educational seminar offers an overview of Oregon’s travel and tourism industry, designed to help visitor-related organizations and businesses take advantage of the many opportunities offered by Travel Oregon.

#### Topic Highlights:

- Overview of Oregon’s Tourism Industry
- Customer Service Training & Visitor Information
- Destination Product Development
- Visitor Demographics, Economic & Marketing Research
- Reaching Domestic & International Markets
- Industry Communications & Services
- Oregon’s Unique Sustainable Tourism Development Programs
- Partnership Opportunities for Every Level of Participation

*“ Thought the speaker was great, this was a highlight for me as we look to the future of tourism in Oregon outside of the usual locations and getting people in rural areas thinking about this. Kudos all around on this one!”*

*“ Loved that Travel Oregon addressed equity and diversity in a general session, took guts and needed to be brought up.”*

#### 101s by the Numbers:

**8**

in-person seminars

**2**

online webinars

**298**

participants

**19**

percent signed up for industry communications

**12**

percent attended The Oregon Governor’s Conference on Tourism

**10**

percent met their RDMO rep

**32**

attended 5 in-person trainings

**109**

took the course online

**141**

people received their Certified Guest Service Professional Certification

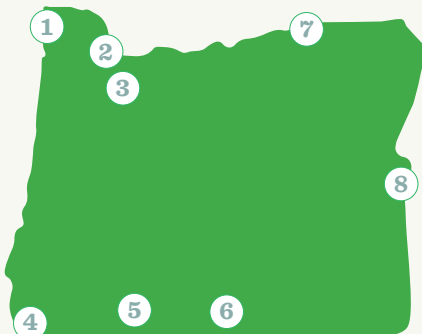
**88**

percent average score

Training cost discounted through ORLAEF/AHLEI partnership

Travel Oregon is the **first state** DMO to become **certified** in the U.S.

**6 of 7** regions identified customer service training in their 2017-19 plans



State Welcome Center locations

## TRAINING OREGON'S FRONT-LINE STAFF

As a response to industry requests for a more robust front-line staff training program, we formed a partnership with Oregon Restaurant & Lodging Association Education Foundation (ORLAEF) to offer the Guest Service Gold program – an internationally accredited curriculum – created in partnership with the American Hotel & Lodging Association (AHLEI).



During the pilot project, ORLAEF used the general Guest Service Gold curriculum, which wasn't specific to any destination. Feedback from stakeholders helped us determine that we needed an Oregon-specific curriculum. For nearly a year, ORLAEF worked to create the Oregon Guest Service Gold, which includes a variety of training scenarios featuring several tourism-related Oregon businesses and employees illustrating the seven principles of customer service.

The program offers a common training tool and platform for the state's diverse travel and tourism industry. Coaching competencies to create memorable experiences for visitors will increase their likelihood of visiting again and encouraging others to visit.

## WELCOMING VISITORS

Travel Oregon operates eight staffed welcome centers at key entry points around the state. Visitors are welcomed with personal attention and a concierge-style approach. Welcome center staff strive to offer knowledgeable recommendations on things to do and places to go in order to enhance visitors' experiences.

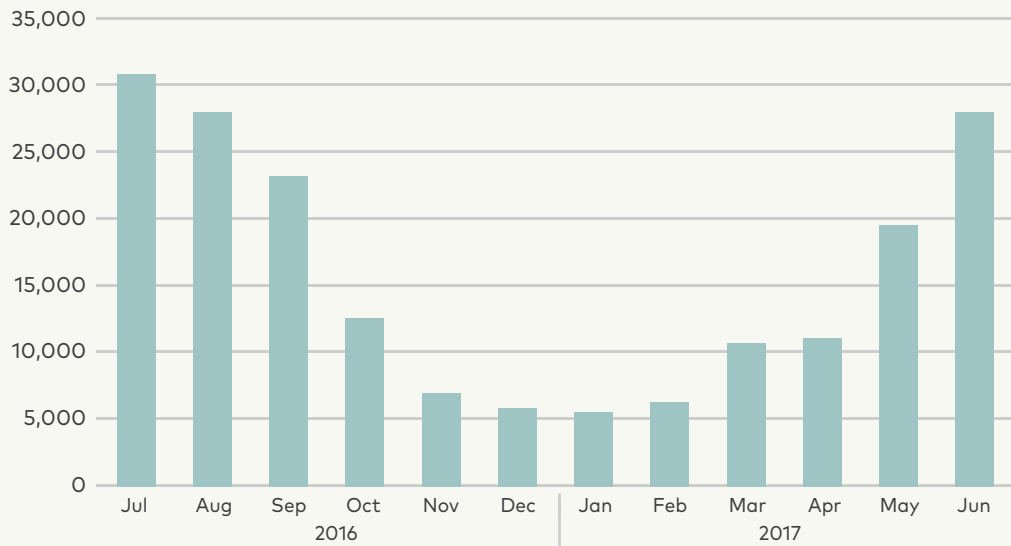
We are able to offer this efficient and extensive program thanks to vital partnerships with local chambers of commerce, Oregon Parks and Recreation Department, Oregon Department of Transportation, Oregon Travel Experience, Port of Portland and Port of Morrow.

**187,000+**  
visitors visited  
at least one of the  
welcome centers

Staff interacted with  
visitors from all  
**50**  
states and at least  
**44**  
countries

**Top 5**  
countries visitors came  
from: Canada, Germany,  
United Kingdom,  
Australia, and France

### Total State Welcome Center Visitor Counts by Month



Find details of each welcome center at:  
<http://industry.traveloregon.com/industry-resources/destination-marketing-resources/oregon-welcome-center-locations-and-visitor-counts/>

*“This was the best welcome center we have been to since leaving Florida. So many brochures alerting us to things. The staff was happy and welcoming, clearly excited about sharing their state with us. Well done!”*

Florida

*“So, so helpful!!” We told them we had two days left on the coast, and they gave us maps and ideas of how to best use our time. We would’ve missed many gems had we not stopped to talk to them.”*

Minnesota

*“The welcome center was wonderful - a mix of resources, ability to use wifi, coffee (a HUGE plus) and a good conversation with the staff. Thank you!”*

Netherlands

**211**  
paid advertisers  
participated in the  
brochure program,  
representing all  
**7 regions**

**30 percent**  
increase over advertiser  
participation from  
last year



*Visitors at the State Welcome Center, Klamath Falls.*

## WELCOME CENTER BROCHURE PROGRAM

The Welcome Center Brochure Program allows Oregon attractions, lodging properties, tour operators, events, festivals and destinations to reach visitors directly by displaying their brochures in one or more of the welcome centers. Through this program, each welcome center carries a broad selection of local, regional and statewide visitor information materials, including publications produced by Travel Oregon, Oregon Department of Transportation, Oregon Parks & Recreation, Oregon Department of Fish and Wildlife and other state and federal agencies. To support sustainability initiatives and upgrade the centers, we installed hand-held tablets in several welcome centers as a pilot program. Eliminating much of the paper use, this upgrade not only created an efficient and streamlined process for staff to collect visitor information, but also allowed visitors to opt-in to engagement with Travel Oregon through e-newsletters and marketing surveys.

## DESTINATION DEVELOPMENT

Travel Oregon's Destination Development team works with Oregon communities and businesses to help them realize their tourism potential and better participate in the state's growing tourism industry.

## OREGON TOURISM STUDIO PROGRAM

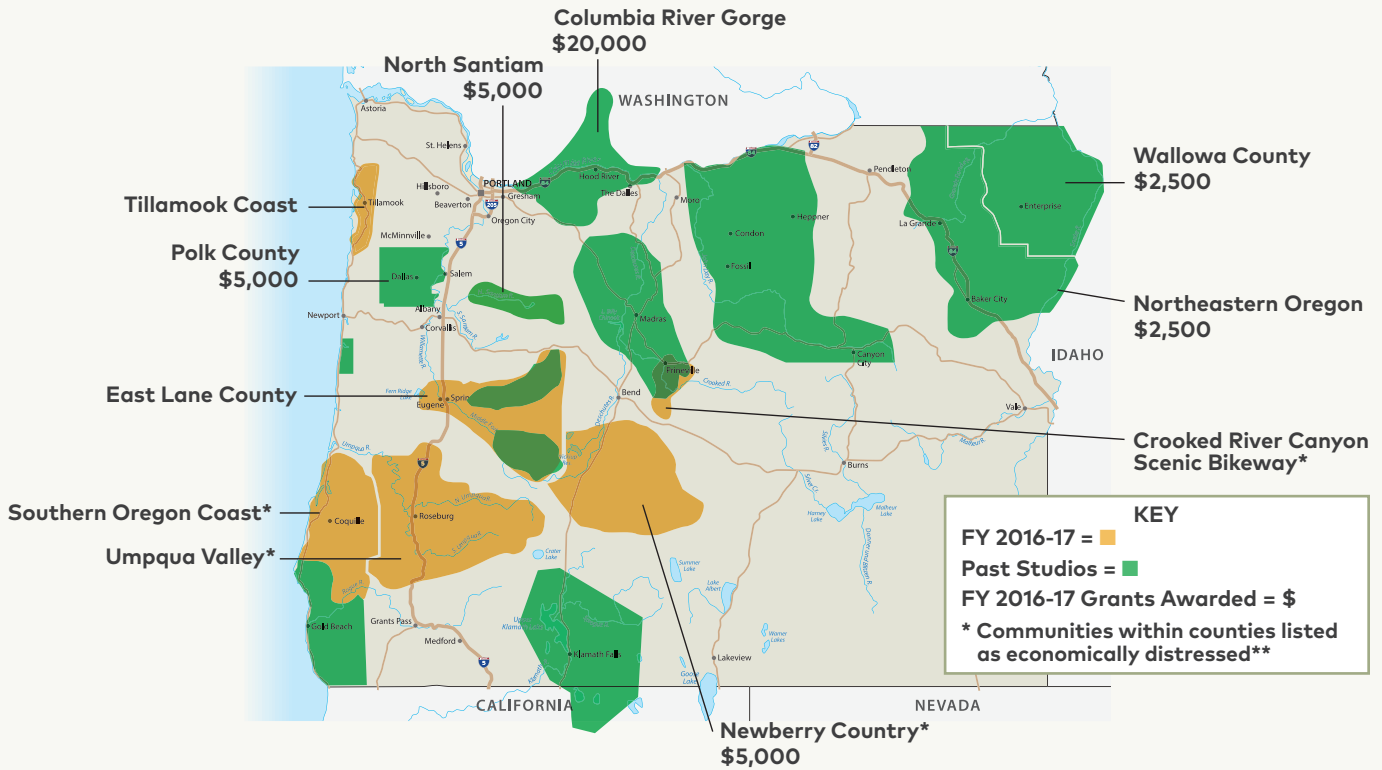
Through the Oregon Tourism Studio program, the Destination Development team targets communities interested in developing sustainable tourism economies. Studios help communities come together to create a shared vision to boost tourism, manage tourism demand and develop unique offerings for visitors. The program helps increase high-value, authentic experiences for travelers in Oregon, while benefiting the livability and natural environments of rural communities.

In FY 2016-17, six Oregon Tourism Studios were delivered in various regions across the state, engaging nearly **500** participants — up from **468** the year prior. Additionally, **\$40,000** in Oregon Tourism Studio matching grants were awarded to support key projects identified in communities during studios.



*Oregon Tourism Studio participants actively engage during the Community Tourism Planning Workshop, Jan., 25 2017, North Bend.*

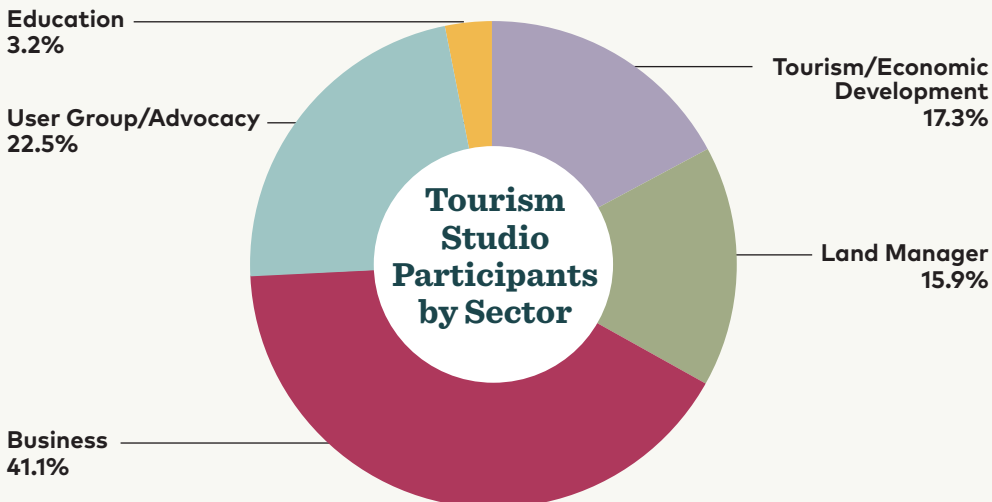
## Oregon Tourism Studio Regions



\*\*Source: Business Oregon, based on data from the U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis and Oregon Employment Department. January 9, 2017.

### Post-studio surveys revealed:

- Attendees' engagement in tourism increased
- Community readiness for tourism development and management improved
- Participants gained clarity on their communities':
  - Tourism development vision
  - Ability to collaborate
  - Capacity to attract, retain and manage visitation more effectively
  - Action plans
  - Priorities for strategic action



*“The fact that people are getting together and hearing what others are up to, saving time and duplication. There was no other platform like this before, incredible value. That’s why I participate!”*

*“I felt if we came out of this with one really engaged group that continues on, that would be success. The cycling group alone makes all our work through [the Oregon Tourism Studio] worthwhile.”*

*“We have a bigger picture of all our assets.”*

*“Let’s keep up this great partnership. I’m excited about the future potential for creating more bicycling opportunities!”*

Eric Amstad, United States Forest Service

Travel Oregon hosted **14** working group meetings with a collective attendance of **751** stakeholders

In partnership with the Oregon Active Transportation Summit, Travel Oregon hosted the Oregon Bicycle Tourism Summit – engaging **70+** stakeholders

*“I want to have the same opportunities for my grandkids that I’ve enjoyed in my more than six decades of life in Oregon. I want them to be able to fish, hike and camp at an affordable cost.”*

## INDUSTRY PRODUCT DEVELOPMENT NETWORKS

Oregon has a competitive advantage over other states with a richness of outdoor recreation, bicycle tourism and culinary and agritourism. To support the advancement of these key areas, Destination Development manages and convenes statewide industry working groups to help industry members network, share lessons learned and increase development of tourism product and experiences.

### Outdoor Recreation

Travel Oregon launched the Oregon Outdoor Recreation Initiative in 2016 to expand access to outdoor recreation and increase the economic impact and sustainability of Oregon’s outdoor recreation industry. To jumpstart the initiative, Travel Oregon:

- Convened a leadership team of **25** members representing stakeholder groups from key sectors of the outdoor recreation economy
- Held five public meetings across the state bringing together more than **430** civic and business leaders, agencies, land managers, conservation groups, and recreational user groups
- Distributed an online survey with **188** respondents
- Developed **15-year** vision, **10** strategic priorities and **6** action teams



*Attendees engage in discussion as they work to establish two-year priority strategies to enhance the state of outdoor recreation in Oregon.*

To view the Oregon Outdoor Recreation Phase One Summary Report, visit: <http://Industry.TravelOregon.com/OORI>

### Oregon Bicycle Tourism Partnership

Focuses on evolving Oregon as a premier cycling destination, thereby increasing Oregon’s economic prosperity, particularly in rural areas.

### Oregon Agritourism Network

Focuses on advancing policy, network development, marketing, quality of product offerings, education and economic impact of culinary and agritourism in Oregon.



## INDUSTRY AND VISITOR EXPERIENCE PROJECTS

Travel Oregon led or partnered on the development of **18** tourism-related projects across the state to support Oregon's tourism industry and visitor experiences.

### Projects Supporting Oregon's Tourism Industry

- Agritourism Industry Handbook\*\*
- East Lane County Bike Tourism Program Summary Report\*
- Tour Operators, Guides and Outfitters Operational Management Guide
- Ready, Set GOrge! visitor communication plan\*
- WeSpeak 'The Gorge' front-line staff training program\*

### Projects Enhancing the Visitor Experience in Oregon

- Columbia Gorge Express shuttle service
- Columbia Gorge Towns to Trails video\*
- John Day River Territory map redesign\*
- "Hear in the Gorge" Sense of Place Cultural Heritage Podcasts\*
- Newberry Country Trail Development\*
- Northeast Oregon "Bike It" cycle tourism map\*
- Oregon Electric Byways
- Oregon Timber Trail\*\*
- Painted Hills Oregon Scenic Bikeway video
- Polk County cycling video\*
- Polk County brochure development for Agritourism, bike tourism and family tourism\*
- RiverFusion22 2017 Eclipse Event & Itinerary Development in North Santiam\*
- Sherar's Falls Oregon Scenic Bikeway designation

\*Project developed as part of an Oregon Tourism Studio

\*\*Project developed as part of an industry product development network

The Oregon Timber Trail  
is an iconic

**670-mile**

backcountry mountain  
bike route spanning

**Oregon's**

diverse landscapes from

**California**

to the

**Columbia  
River Gorge.**

This is an ongoing  
project created by in  
partnership between  
the Oregon Timber Trail  
Alliance, Travel Oregon  
and the United States  
Forest Service.



*Project highlight: The Oregon Timber Trail. Find more at: [OregonTimberTrail.org](http://OregonTimberTrail.org)*



## TRAVEL OREGON FOREVER FUND

The Travel Oregon Forever Fund offers residents and visitors an opportunity to own a piece of the state’s sustainability story. Through Travel Oregon Forever, people can donate money to projects that make Oregon a better place to live and visit. More than **\$36,000** was raised in 2016 — providing dollars to important destination improvement projects in each of the seven regions:

### OREGON COAST

**Diver Access in Port Orford** – established a safe access point for scuba diving

### GREATER PORTLAND

**Portland Metro Park Restoration** – helped support eight park events where volunteers removed trash and invasive species, as well as replanted native plants

### WILLAMETTE VALLEY

**Plug & Pinot** – installed new electric vehicle charging stations and built awareness of electric vehicle itineraries

### SOUTHERN OREGON

**Monarch Butterfly Project** – developed a demonstration butterfly habitat at the Elkton Community Education Center

### CENTRAL OREGON

**Sisters Tourism Directory Kiosks** – installed traveler information kiosks showing trails, green spaces, downtown merchants, restaurants, bike friendly businesses and the arts district

### MT. HOOD & THE GORGE

**Sandy River Water Trail Recreation and Restoration Guide** – developed and distributed a guide to engage recreational enthusiasts to experience the Sandy River and to educate visitors on sustainable river stewardship

### EASTERN OREGON

**Rails with Trails Project** – began building a multi-use non-motorized trail alongside the Willowa Union Railroad



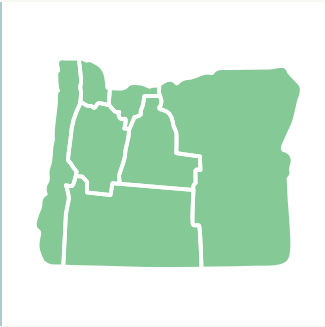
TRAVELERS EXPERIENCE THE WONDERS OF OREGON

OREGON BUSINESSES INCLUDE DONATIONS INTO THE COST OF THEIR PRODUCTS AND SERVICES



PROJECT BENEFICIARIES MAKE OREGON A BETTER PLACE TO LIVE AND VISIT

FUNDS ARE DISPERSED EQUALLY TO SEVEN PROJECT BENEFICIARIES ANNUALLY



## RESOURCE ASSISTANCE FOR RURAL ENVIRONMENTS

This past year marked the inaugural year of a growing partnership between Travel Oregon and Resource Assistance for Rural Environments (RARE), an Americorps program administered through the University of Oregon. In 2016-17, **25** RARE staff were placed throughout the state. Three of the positions received Travel Oregon funding, which was matched with contributions from University of Oregon, Corporation for National and Community Service, Columbia Gorge Visitors Association Foundation, Columbia Gorge Visitor Association, City of Monmouth and City of Independence.



*Katie Jameson, South Central Oregon Economic Development District – Klamath County*



*Sara Mercier, Columbia Gorge Tourism Alliance – Columbia River Gorge*

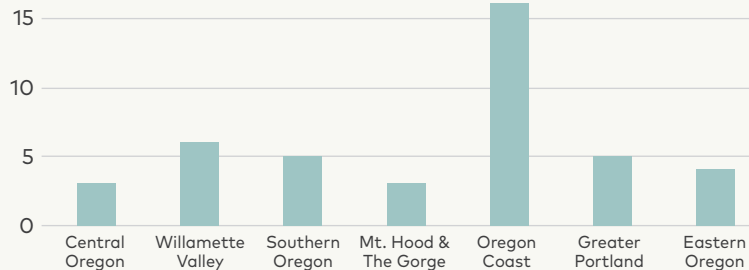


*Emily Gluckin, Polk County Tourism Alliance – Polk County*

## BIKE FRIENDLY BUSINESS PROGRAM

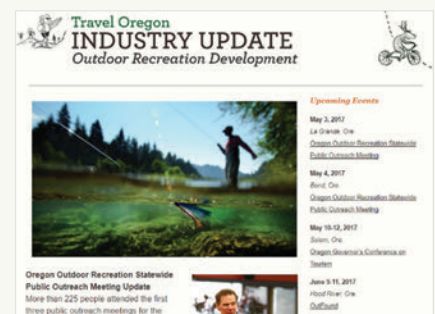
Oregon loves cyclists. That's why we're the first state in the nation to create a bike friendly business program geared toward travelers. In FY 2016-17, **42** businesses from every region of the state applied to the program, bringing Oregon's total number of bike friendly businesses to **606**.

### New Bike Friendly Businesses

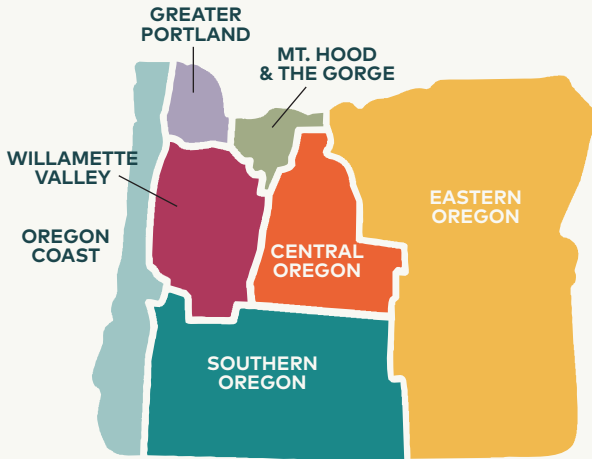


## INDUSTRY COMMUNICATIONS

In a commitment to keep industry partners up-to-date, we produce newsletters focused on key tourism development areas. In the past year, Outdoor Recreation, Bicycle Tourism and Agritourism news subscribers increased by **38 percent**, **81 percent** and **107 percent**, respectively. The year closed with a total of **2,995** subscribers and a **49 percent** average open rate.



## Oregon's Tourism Regions, RDMOs & RCTP Distributions



**\$425,000**

**travel PORTLAND**

Travel Portland (Greater Portland)

**\$325,000**

Oregon Coast  
Visitors Association



**\$225,000**

Willamette Valley  
Visitors Association



**\$175,000**

Central Oregon  
Visitors Association



**\$175,000**

Eastern Oregon  
Visitors Association



**\$175,000**

Oregon's Mt. Hood  
Territory (Mt. Hood & The Gorge)



**\$175,000**

Travel Southern Oregon



## REGIONAL COOPERATIVE TOURISM PROGRAM

As mandated by HB 4146, the Regional Cooperative Tourism Program (RCTP) is supported by 20 percent of the state transient lodging tax. The RCTP focuses on tourism marketing, services, sales and development and works to ensure investment in each of Oregon's seven regions.

In August 2016, Travel Oregon created a diverse working group of tourism businesses and state and local agencies to brainstorm how to improve the RCTP. The group helped create new guidelines, which were implemented in October of 2016.

*RCTP program evolution and guidelines can be found at: [http://industry.traveloregon.com/content/uploads/2016/11/Regional-Cooperative-Tourism-Program\\_Guidelines\\_11-8-2016.pdf](http://industry.traveloregon.com/content/uploads/2016/11/Regional-Cooperative-Tourism-Program_Guidelines_11-8-2016.pdf)*

As part of the new guidelines, a Request for Qualifications was announced for one organization in each of the seven regions to receive the directed RCTP allocations. Seven organizations were selected to serve as the state's Regional Destination Management Organizations (RDMOs).

## TOURISM INVESTMENT OPPORTUNITIES

In FY 2016-17, Travel Oregon constructed an extensive and collaborative Menu of Investment Opportunities for RDMOs to take advantage of in their 2017-2019 strategic plans and to leverage statewide dollars for greater alignment and impact. More than **85** investment opportunities were made available to the RDMOs in areas of tourism marketing, sales and development – with detailed benefits, return on investment, estimated time and commitment level. The RDMOs invested an average of **30 percent** of their RCTP budgets via the Menu of Investment Opportunities.

## ENGAGING STAKEHOLDERS

To provide RDMOs with a framework for broad stakeholder engagement, we conducted a statewide survey asking industry members for their local, regional and statewide tourism priorities. Travel Oregon also hosted, in collaboration with the RDMOs, **10** regional stakeholder meetings across the state in 2017.

The seven tourism regions' RCTP strategic plans can be found at: <http://industry.traveloregon.com/industry-resources/regional-cooperative-marketing-plan/regional-cooperative-tourism-program/>

**350+**  
stakeholders attended at  
least 1 regional meeting

More than  
**1,000**  
stakeholder survey  
results helped shape  
RDMO 2017-19  
strategic plans

## Regional Cooperative Tourism Program Planning Timeline

### Statewide Survey

At the onset of each two-year planning cycle, Travel Oregon will conduct a statewide survey of tourism stakeholders asking for input regarding regional plans; regional tourism priorities, opportunities and constraints; and their general insights on how regional investments could be maximized within their region and individual communities.

### Draft Plan

RDMO drafts plan based on input derived from stakeholder survey.

### Final Plan

RDMOs will craft final two year plans and corresponding budgets.

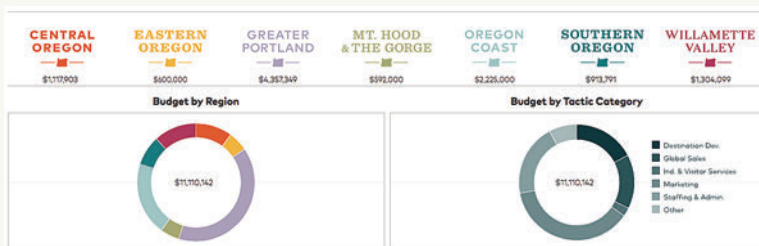
### Presentation to Stakeholders

RDMOs will present approved plans back to regional stakeholders via an in-person presentation.



## TRACKING REGIONAL DEVELOPMENT

Travel Oregon launched a RCTP Dashboard in 2017. This digital platform shows the RDMOs' 2017-19 strategic plan priority projects and their progress to date.



In 2016, international visitors spent **\$1.22 B** in Oregon – up from **\$1.15 B** in 2015

Travel Oregon hosted **69** research trips – a **79** percent increase from FY 2015-16

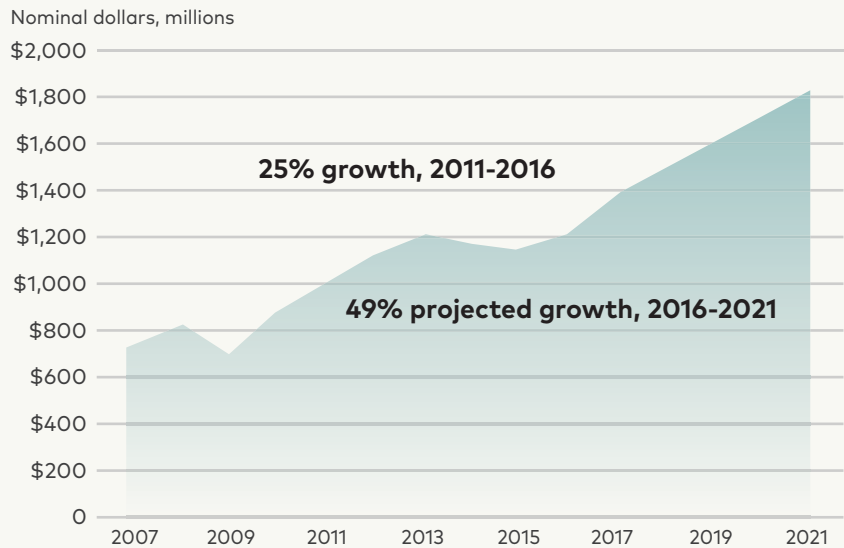
Earned media generated hundreds of online and print pieces highlighting Oregon product and offerings, accounting for billions of international impressions valued at **\$20,167,502** – a **48** percent increase from FY 2015-16

Source: Media Impressions Report

## GLOBAL SALES

Travel Oregon's Global Sales team works to increase international inbound leisure travel to Oregon. We do this through travel trade, media and consumer activation opportunities with a focus on shoulder and low seasons and by supporting winter flight capacity increases. Key target markets are Europe, Asia, Oceania and North America.

## Total International Spending in Oregon



Source: Tourism Economics

## TRAVEL TRADE & MEDIA RESEARCH TRIPS

By engaging international tour operators and media with Oregon research trips, Travel Oregon is able to influence and produce a large amount of international media coverage for Oregon. In planning these trips, we partner with RDMOs, local DMOs and businesses to showcase the state and ensure excellent media coverage.

## OREGON ROAD RALLY

One annual research trip tops them all: the Oregon Road Rally. For one week, Travel Oregon hosts **20+** high-profile influential tour operators and media representatives on the Road Rally, an epic tour of Oregon. In 2017, Travel Oregon had increased engagement from our regional partners, which resulted in unforgettable Oregon experiences for our guests. In seven days and **11,000** miles, the Road Rally took **22** tour operators from eight countries to all seven regions. Tour operators met with more than **145** Oregon tourism representatives, and the rally is already showing return on investment from media to new overseas itineraries developed.

*“Best FAM-trip I have ever experienced! It was different, fun, very interesting and inspirational. Other operators should come and learn from Travel Oregon how it should be done.”*

Katharina Wiig, Unike Reiser (Germany)



FVW Medien (Germany)

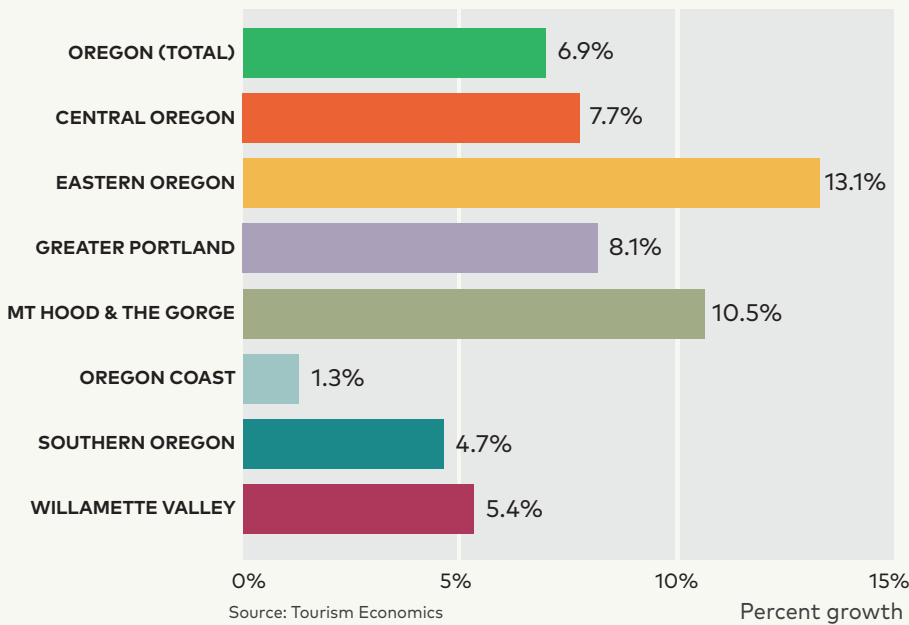


Tabson Travel Today (New Zealand)

*“Every region in Oregon was so great, the activities we did were amazing. Everything was great and it truly is a great destination for kiwis to explore.”*

Yvonne Wilson, NZ Travel Brokers (New Zealand)

### Growth in Spending from Major International Markets by Region, 2016



*“The value is immeasurable when it comes to the opportunities Central Oregon Visitors Association (COVA) is able to leverage from partnering with Travel Oregon at international travel trade shows such as Go West, US Travel’s IPW and international in-market sales missions. Through industry relations developed from such opportunities, Central Oregon additionally benefits from word-of-mouth support from state-wide and global “evangelists”, even when COVA is unable to join as part of the Oregon delegation.”*

Kristine McConnell, Central Oregon Visitors Association

**More than half of all visitors are from Canada**

**Strong growth in visits from Australia, China, & Mexico**

**Canada accounts for about a quarter of all spending**

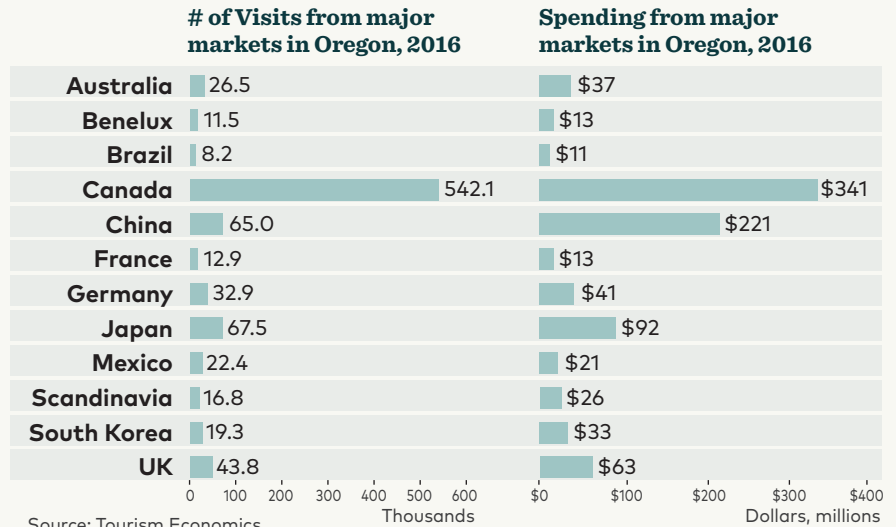
## TRADESHOWS & SALES MISSIONS

### Canada

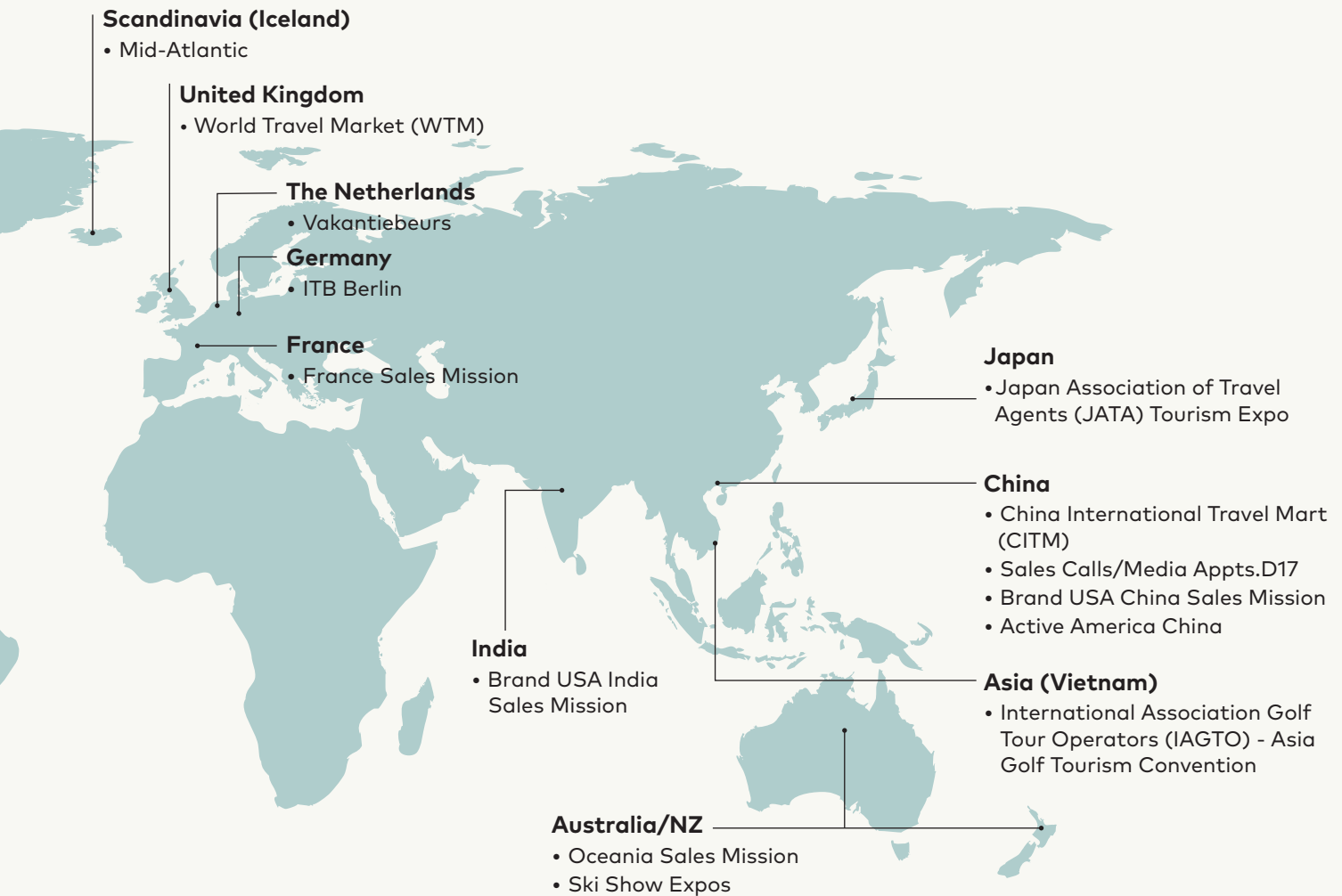
- Canada Sales Calls
- Chinese/Canadian Market Mission
- Vancouver Outdoor Adventure Show
- Western Canada Sales Mission
- National Tour Association (NTA) Contact
- Mountain Travel Symposium

### United States

- Adventure Travel Trade Association (ATTA)
- American Bus Association (ABA) Marketplace
- International Inbound Travel Association (IITA)
- North American Journeys (NAJ) Summit West
- Go West Summit
- National Tour Association (NTA) Tavel Exchange
- North American Journeys (NAJ) East
- U.S. Travel Association’s IPW
- Travel Alliance Partners (TAP)
- International Association Golf Tour Operators (IAGTO) - North America Convention







In FY 2016-17, our participation in tradeshows generated **639** travel trade and media leads. Every lead was shared with the seven RDMOs, regardless of their participation in the show.

In 2017, **20** Oregon delegates — at least one from each tourism region — shared Oregon with the world at the 2017 IPW in Washington D.C., engaging in more than **250** direct appointments or leads.



*Oregon delegates engage international tour operators and media at U.S. Travel Association's IPW tradeshow in June 2017, Washington, D.C.*



## EXPANDING GLOBAL REACH

Partnering with Brand USA — the national destination organization responsible for promoting the USA to international markets — is key to leveraging our tourism dollars and reach in competitive markets. In one example, we partnered with Brand USA on the Tiny Foods video project in Japan — a series of seven Oregon regional videos aimed at capturing Japanese interest in Oregon and in the state’s quirky, culinary delights. Our **\$41,989** spend resulted in:

- **7.8M+** impressions
- **598K+** engagements
- **2M+** video views



*The exterior transit canopy at Portland International Airport – PDX*

## CONNECTING TO KEY MARKETS

Oregon now boasts **11** international non-stop flights to Portland International Airport:

- **London Heathrow** (new seasonal service in May 2017)
- **Reykjavik**
- **Frankfurt**
- **Amsterdam**
- **San Jose Del Cabo**
- **Puerto Vallarta**
- **Guadalajara**
- **Tokyo**
- **Toronto**
- **Calgary**
- **Vancouver**

## GLOBAL SALES AWARDS

At the 2017 Travel Exchange National Tour Association’s (NTA) annual convention, Travel Oregon was honored as one of the Distinguished Dozen State DMOs. Travel Oregon’s Global Sales Manager of Oceania and The Americas was awarded a Top 5 Young Professionals Award and the the NTA Shining Star Award along with a colleague from Travel Portland.

## ADMINISTRATION & OPERATIONS

The Operations team functions to serve the agency staff, vendors and industry partners through accounting, human resources, facilities management, procurement and contracting, as well as general organizational support.

One of Travel Oregon's four key pillars is "Running an Effective Business." We aim to keep administration and operations cost below **15 percent** thereby maximizing resources for our programs. Engaged and empowered employees are pivotal to our success. In 2016, a Gallup engagement survey of our employees showed a **5 percent** increase in what were already top-of-industry engagement scores – levels proven to result in higher productivity and loyalty.

Travel Oregon also received a CAFR Gold Star Award for our 2016 financial statement, which marks the 5th year in a row for receiving this award.

*“Feeling like the work I do every day is important and that everyone on the Travel Oregon team feels and most importantly IS valued for their contributions.”*



*Some of the Travel Oregon team at the 2016 Oregon Governor's Conference on Tourism in Pendleton.*



TRAVELOREGON.COM