

2019–2021
RTCP PLANS

CENTRAL OREGON



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REGIONAL COOPERATIVE TOURISM PROGRAM (RCTP)

Research & writing:
Central Oregon Visitor Association

Organized by:
Travel Oregon

For more regional information visit:
visitcentraloregon.com

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A person with long brown hair, wearing a light blue hoodie, is seen from behind, rowing a boat on a calm lake. The water reflects the sky and the surrounding landscape. In the background, there is a dense forest of evergreen trees and a large, snow-capped mountain under a blue sky with scattered white clouds. The word "VISION" is overlaid in the center of the image in a white, serif font.

VISION

MISSION

Central Oregon Visitors Association (COVA) dba Visit Central Oregon's mission is to generate overnight visitation to support an enduring economy for the region.

Our programs include destination marketing, promotion, sales, public relations, and destination development, which directly support business diversification throughout the region, leading to economic vitality and resource sustainability.

Visit Central Oregon's vision for the region is to level the seasonality of visitor demand, to inclusively create

programs and opportunities to enhance tourism development throughout the region, and to protect our natural assets and tourism sustainability.

Visit Central Oregon works in collaboration with Travel Oregon programs and our regional industry stakeholders to responsibly and creatively establish the region as a year-round visitor destination.

RCTP GOALS

1. Defining a Central Oregon brand that incorporates all of the regional communities.
2. Building brand awareness and publicizing the visitor experiences that distinguish Central Oregon as a unique, premier travel destination.
3. Leveling seasonal fluctuation while supporting rural tourism development through visitor dispersion.
4. Creating regional opportunities for tourism development as well as industry stakeholder innovation and collaboration.

ORGANIZATION

Visit Central Oregon has served as the RDMO for Central Oregon since 1971 and is the longest-serving tourism marketing organization in the region. Visit Central Oregon is governed by an industry-elected board of thirteen directors, who represent both the geographic and product diversity of the region. Visit Central Oregon holds stakeholder meetings annually and has a business membership base of over 400. Functioning as the industry voice for the region, the Visit Central Oregon team actively engages with our membership base and Destination Marketing Organization (DMO) partners on a daily basis.

The Visit Central Oregon team includes a staff of seven professionals and a regional visitor center staff of two. Independent of the Regional Cooperative Tourism Program (RCTP), Visit Central Oregon manages an annual budget of more than \$2 million, directly leveraging and optimizing the RCTP investment for the highest and best use of both Deschutes County and statewide lodging taxes.

Photo Via: Christian Heeb





Photo Via: Courtesy of Mt. Bachelor

OVERALL SUCCESS MEASURES

Visit Central Oregon’s Strategic Plan outlines our program measurements and provides a roadmap for regional destination marketing. Plan measurements includes Travel Oregon’s Longwoods study and Smith Travel Reports, regional airport reports (including enplanements, flight frequency and markets served), as well as Travel Oregon and Visit Central Oregon visitor stakeholder surveys.

Visit Central Oregon’s marketing campaigns are highly measured to track return on investment by way of website analytics and conversion

reports, referral traffic to members, public relations and social media analytics, event activation exposure, lodging revenue reports, transient room tax reports, and industry surveys.

The RCTP plan is leveraged by Visit Central Oregon’s programs and focuses on regional research, destination development, and creating opportunities for the region.

OPPORTUNITY



REGIONAL TOURISM

Central Oregon welcomed more than 4.5 million overnight visitors in 2017 (2017, Longwoods) and has seen an increase in tourism for eight consecutive years. The direct tourism spending from these visitors to the region was more than \$961 million dollars, with total economic impacts exceeding \$1.28 billion (2018, Dean Runyan).

While Central Oregon welcomes visitors from all over the world, more than 70% of our destination visitors originate from the West Coast. The San Francisco Bay Area, Seattle, Los Angeles, Phoenix, and Oregon's I-5 corridor are key markets. Due to outstanding product and seasonal diversity, Central Oregon attracts broad visitation including outdoor adventurers, aspirationalists, working professionals, multi-generational families and empty nesters. No matter where our visitors come from, Central Oregon visitors share a love for outdoor recreation and are searching for unique, authentic experiences.

Sitting at the crossroads of mountains, lakes, rivers, high desert and canyon country, Central Oregon is home to the Pacific Northwest's largest ski area – Mt. Bachelor – and the birthplace

of modern sport climbing – Smith Rock. With world-class fly-fishing and cycling, over two dozen golf courses (three ranked in the nation's top 100 by [source]) and a vibrant and eclectic dining, arts, and culture scene, there are unlimited enticements to visit Central Oregon. Central Oregon ranks amongst the fastest growing regions in the nation, in large part due to the experiences provided to visitors who want to permanently embrace the Central Oregon lifestyle.



STAKEHOLDER FEEDBACK

Stakeholder feedback was vitally important to showcase how regional strengths, weaknesses, and opportunities can vary enormously between the diverse communities of Central Oregon. Urban areas are much more prone to feeling the compression of over-visitation, while rural communities seek to develop products and experiences that pull visitor volume from highly compressed areas to under-visited and developing assets nearby.

Visit Central Oregon understands that the role of the RDMO is to help ensure all stakeholders are communicating and collaborating in a shared, healthy regional vision. Key themes that resonated amongst Central Oregon stakeholders include:

- Defining the Central Oregon brand.
- Implementing programs and messaging designed to increase year-round demand, leveling the seasonal peaks and valleys of visitor volume.
- Promoting arts and culture throughout the region.
- Maintaining commercial air service levels and supporting expanded air service development.
- Developing product, human resources, technology, and marketing support for rural communities.
- Convening and collaborating with regional partners on destination development programs designed to support regional trails, transportation maintenance, and infrastructure.
- Incorporating sustainable messaging to ensure our natural resources are protected and managed to retain high quality visitor experiences.



PLAN

OVERALL BUDGET

CENTRAL OREGON OVERALL BUDGET

DEPARTMENT / CATEGORY	2019-21 BUDGET	% OF BUDGET
Destination Development	\$ 110,000.00	7%
Global Marketing	\$ 381,820.00	25%
Global Sales	\$ 329,390.00	21%
Global Strategic Partnerships	\$ 32,000.00	2%
Regional Grants (≥10)	\$ 336,000.00	22%
Regional Immediate Opportunity (≥5%)	\$ 73,200.00	5%
Other	\$ 9,590.00	1%
Staffing	\$ 280,000.00	18%
Total	\$ 1,552,000.00	100%

OVERALL PLAN

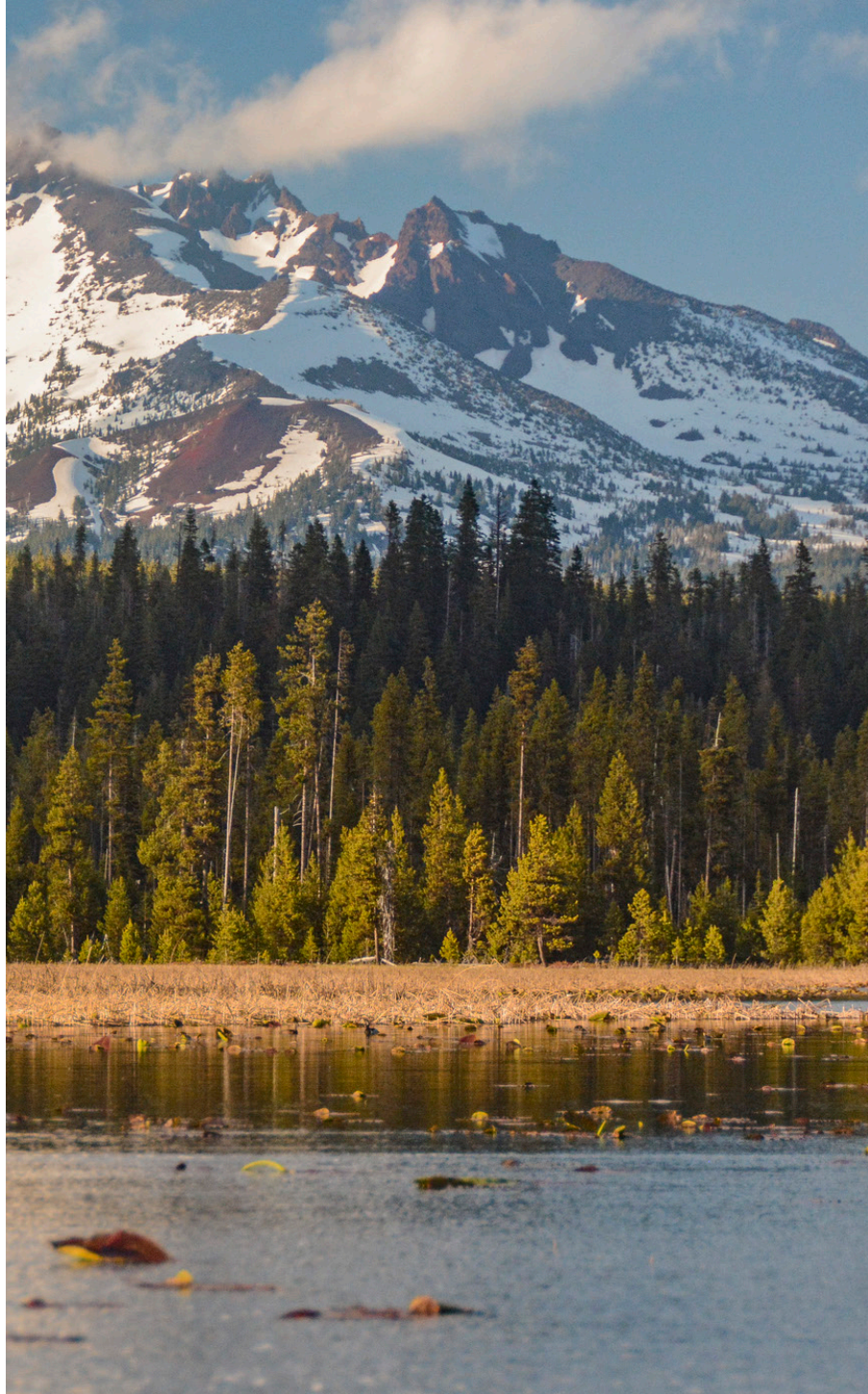
		2019						2020						2021											
		JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Destination Development																									
Oregon Tourism Studio (OTS)	\$40,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Central Oregon RTS Coordinator	\$40,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Deschutes Trails Coalition	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Marketing																									
Public Relations and Activations	\$116,800	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Collateral Distribution	\$84,320	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Brand Research	\$75,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
OTIS	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Your Story Everywhere (YSE)	\$18,000	●	●	●					●				●	●	●						●				
Regional Mural Installations	\$80,000	●	●	●									●	●	●										
Global Sales																									
Commercial Air Serv	\$1000,000			●	●	●										●	●	●			●				
Domestic program	\$152,500			●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	
IMEX America	\$56,090			●	●	●									●	●	●								
(BUSA) Intl. Inspiration Guide	\$12,800			●	●	●									●	●	●								
Intl. Visitation Research	\$5,500											●													
Educational Training	\$2,500				●	●																			
Global Strategic Partnerships																									
COMGP	\$336,000				●	●	●									●	●	●							
Regional Grant Writing Wrkshp.	\$2,000			●	●	●									●	●	●								
Rural Tourism Conf. Scholarship	\$15,000	●								●															
Governor's Conf. Scholarships	\$10,000																					●			
(BUSA) Intl. Microsite Renewal	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Staffing & Administration																									
Staffing & Admin.	\$280,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
IOF																									
IOF	\$73,200	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Other																									
DEI Workshop					●	●				●															

DESTINATION DEVELOPMENT

Central Oregon Tourism Stakeholders have placed Destination Development as a top priority for regional investment resources. The Destination Development vision is that the region will support programs leading to product development that is visionary, sustainable, and responsibly focused on resource enhancement and protection. Tactics encompass both large-scale and small-scale projects, as the need and priorities within the region are quite diverse from community to community.

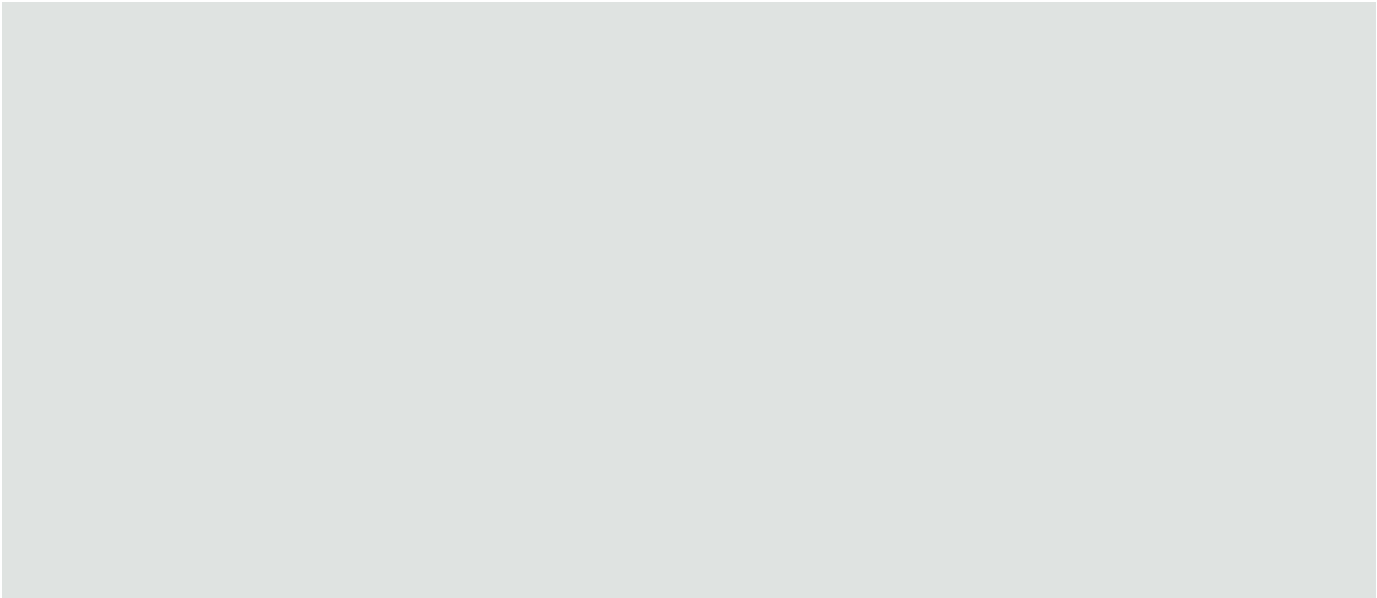
Key strategies include:

- Supporting on-ground development and post-program progress of Rural Tourism Studio communities
- Balancing the seasonal influx of visitors and impacts on 'over-loved' natural attractions
- Continuing the success of the Grant Program to provide development support for new, individual projects based on community priorities (see Global Strategic Partnerships)



1. Oregon Tourism Studio Post-Program Project Implementation Support
2. Central Oregon RTS Coordinator
3. Deschutes Trails Coalition

TACTICS



1. BUDGET: 430,000
 FY19-20: \$20,000
 FY20-21: 20,000

Central Oregon - Oregon Tourism Studio (OTS) Post-Program Project Implementation Support

This investment would support the current and future projects of Central Oregon’s Oregon Tourism Studio (OTS) communities including a part-time regional Coordinator, contracted by the RDMO. This investment aligns with the initial design and delivery of OTS programs through Travel Oregon. During the post-studio implementation phase, it is the responsibility of the communities & their partners to carry the torch and lead after the studio. The more support dedicated through the RDMO towards these efforts, the more on-the-ground development and progress can occur.

2. BUDGET: \$40,000
 FY19-20: \$20,000
 FY20-21: \$20,000

Central Oregon RTS Coordinator:

This investment would go towards staffing a part-time coordinator to support RDMO coordination and engagement for the current and future projects of Central Oregon’s Oregon Tourism Studio (OTS) communities – River Canyon Country and Newberry Country. This investment aligns with the initial design and delivery of OTS programs through Travel Oregon. During the post-studio implementation phase, it is the responsibility of the communities and their partners to carry forward the initial work. Increased support through the RDMO provides continuous support of these efforts so more on-the-ground development and progress can occur.

3. BUDGET: \$30,000
 FY19-20: \$15,000
 FY20-21: \$15,000

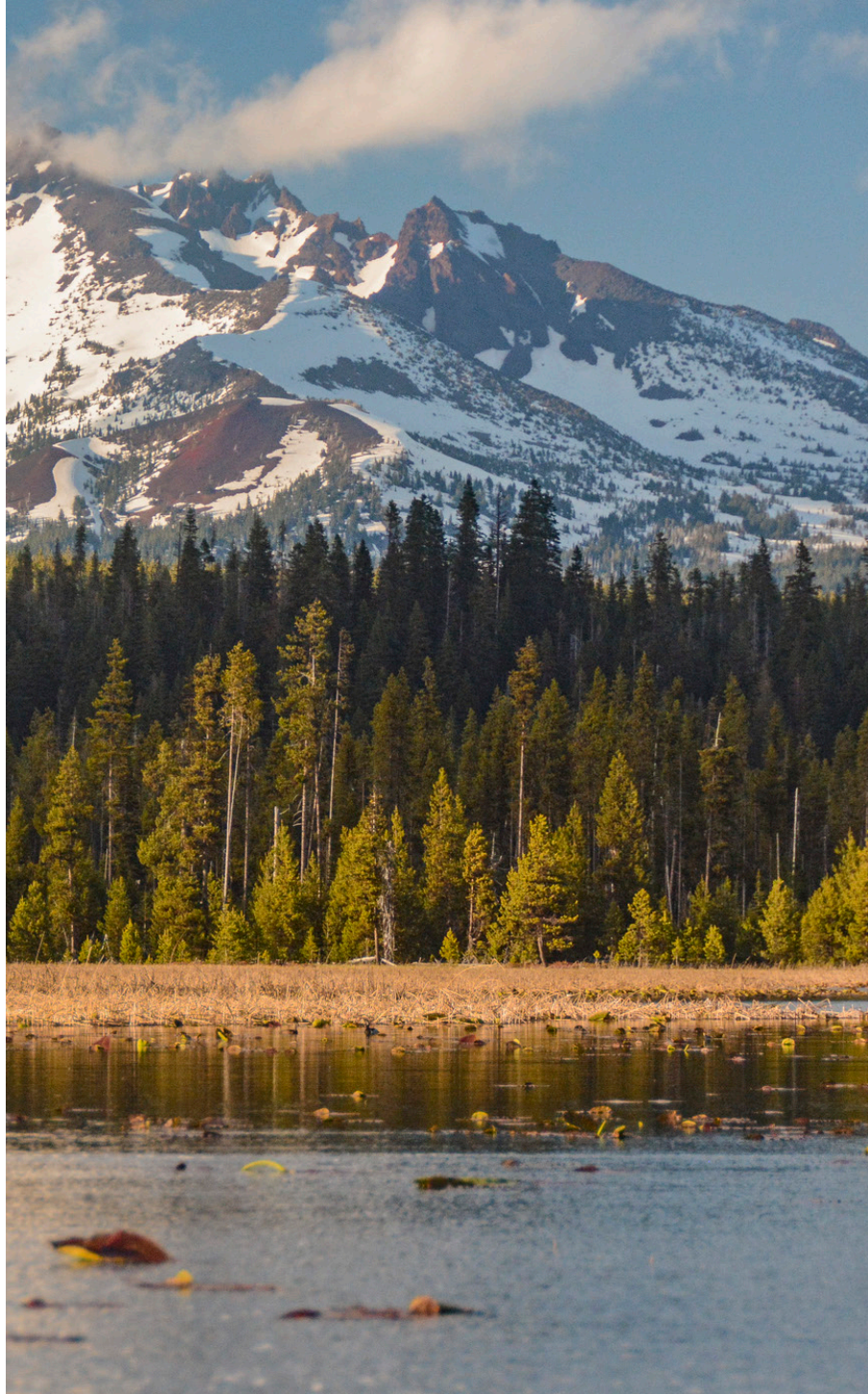
Deschutes Trails Coalition:

The RDMO will serve as a key stakeholder with the proposed Deschutes Trails Coalition (DTC, formerly known as Deschutes Trails Collaborative), an independent, multi-stakeholder entity that will support management of the Deschutes National Forest while integrating the ecological, economic, and social values of the stakeholders who partner in the interest of current and future public use and sustainability of our forests and trails.

GLOBAL MARKETING

The RDMO will engage consumers and invite destination visitation through multi-tiered, highly targeted advertising, sales and public relations programs. The strategy will leverage Visit Central Oregon's destination marketing investment in out-of-state target markets, thereby ensuring the highest and best use of industry resources.

Public relations is a cost-effective strategy to elevate and complement Visit Central Oregon's destination marketing and advertising strategies. FAM/research trips are a way for travel writers to experience the destination and help tell the unique stories of Central Oregon. Content and asset development will be available for DMO and industry partners to seamlessly utilize within their community websites.



1. Public Relations and Activations
2. Collateral Distribution
3. Brand Research
4. Oregon Travel Information System (OTIS)
5. Your Story Everywhere (YSE)
6. Regional Mural Installations

TACTICS

1. BUDGET: \$116,500
 FY19-20: \$59,000
 FY20-21: \$57,500

Public Relations and Activations:

Public relations is a cost-effective strategy to elevate and complement Visit Central Oregon’s destination marketing and advertising strategies. The DMO’s PR efforts will be in partnership with Travel Oregon. Leveraging Travel Oregon’s ongoing PR initiatives, Visit Central Oregon will participate in in-market PR activations reducing the costs in larger key markets. FAM/ research trips are a way for travel writers to experience the destination and help tell the unique stories of Central Oregon. Content and asset development will be available for DMO and industry partners to seamlessly utilize within their community websites. PR efforts leverage and complement paid advertising through pitching targeted stories and creating travel writer familiarization tours to allow influential and accredited writers to experience Central Oregon. The team will build relationships with editorial contacts, generate organic social media conversation about the destination, and collaborate with Travel Oregon to ensure Central Oregon is featured in global PR initiatives.

2. BUDGET: \$84,320
 FY19-20: \$42,160
 FY20-21: \$42,160

Collateral Distribution:

Visit Central Oregon will utilize the TORP and the Oregon welcome center program to distribute the Official Central Oregon Visitors Guide utilizing Travel Oregon’s distribution channels. This will allow Visit Central Oregon to maximize distribution of the guide at a much lower cost than distributing independently.

3. BUDGET: \$75,000
 FY19-20: \$37,500
 FY20-21: \$37,500

Brand Research:

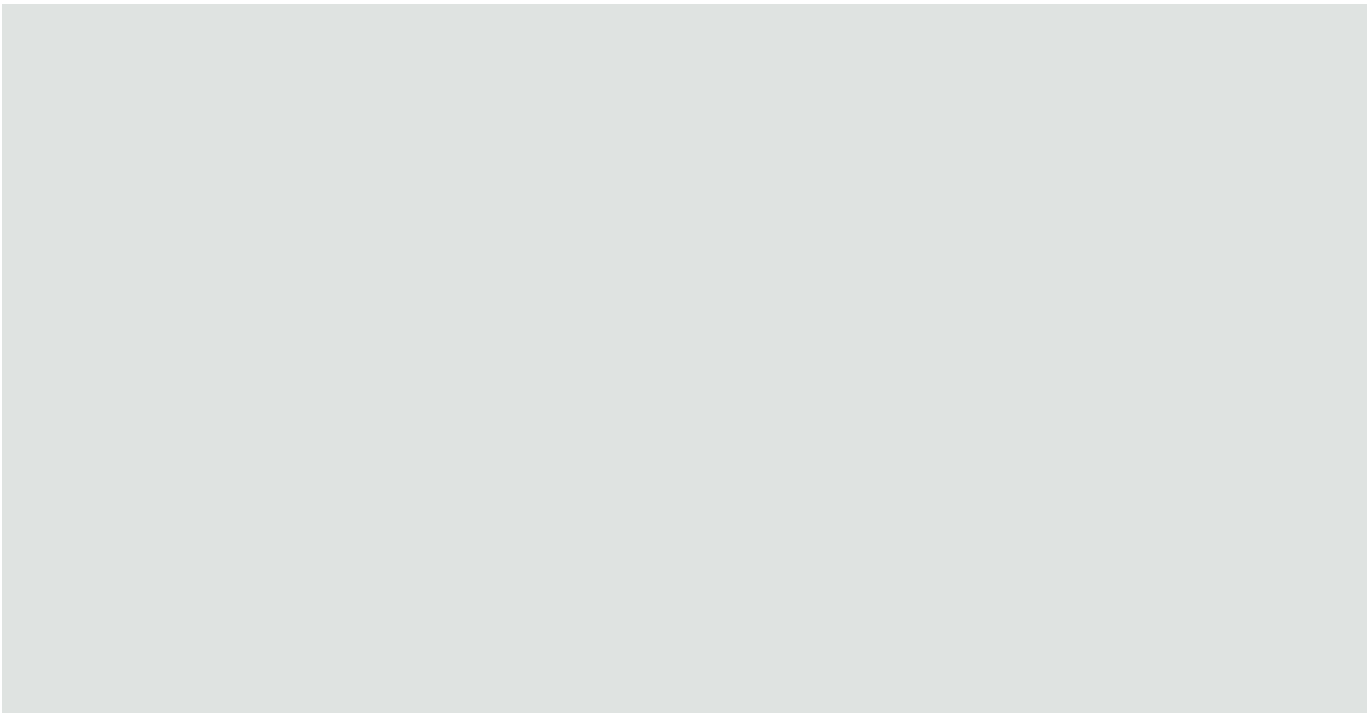
Continuing Central Oregon’s investment in research and analytics will set a good foundation for the next 6 years and will allow Central Oregon to be more successful in positioning the destination at the forefront of the competition. Following research implementation and review, the staff team will act on what we learn, identifying channel deficiencies and continually optimizing the process to better predict and/or influence the future. In the biennial strategy, Visit Central Oregon will conduct visitor center surveys throughout the region, stakeholder listening sessions and online surveys and focus on primary target markets to gain valuable data about the perception of the Central Oregon brand and information about the vacation planning process of our target audience.

4. BUDGET: \$5,000
 FY19-20: \$2,500
 FY20-21: \$2,500

Oregon Travel Information System (OTIS):

The Oregon Tourism Information System (OTIS) is a collaborative platform used for sharing and maintaining Oregon’s tourism assets. OTIS unifies the efforts of the tourism industry, helping streamline content management and communications. This opportunity allows Visit Central Oregon to share regional content with Travel Oregon to gain greater messaging bandwidth and to potentially integrate a content feed into VisitCentralOregon.com. As the designated RDMO is tasked to maintain listings, review content, and support the region in assisting with training and submitting content, Travel Oregon will support up to 50 percent of development costs for RDMOs looking to integrate OTIS into their website.

TACTICS



5. BUDGET: \$116,500
 FY19-20: \$59,000
 FY20-21: \$57,500

Your Story Everywhere (YSE):

Third party storytelling is significantly more impactful than self-promotion. Your Story Everywhere (YSE) will expand the voice of the region with a format-breaking, turn-key approach to telling stories about Central Oregon on TravelOregon.com and Travel Oregon’s social media channels to highly engaged visitors. Through RDMO collaboration with MEDIAmerica, their professional writers and photographers will cover each story in detail. Stories can be just a one-page quick topic or a full-blown feature-type story.

6. BUDGET: \$80,000
 FY19-20: \$40,000
 FY20-21: \$40,000

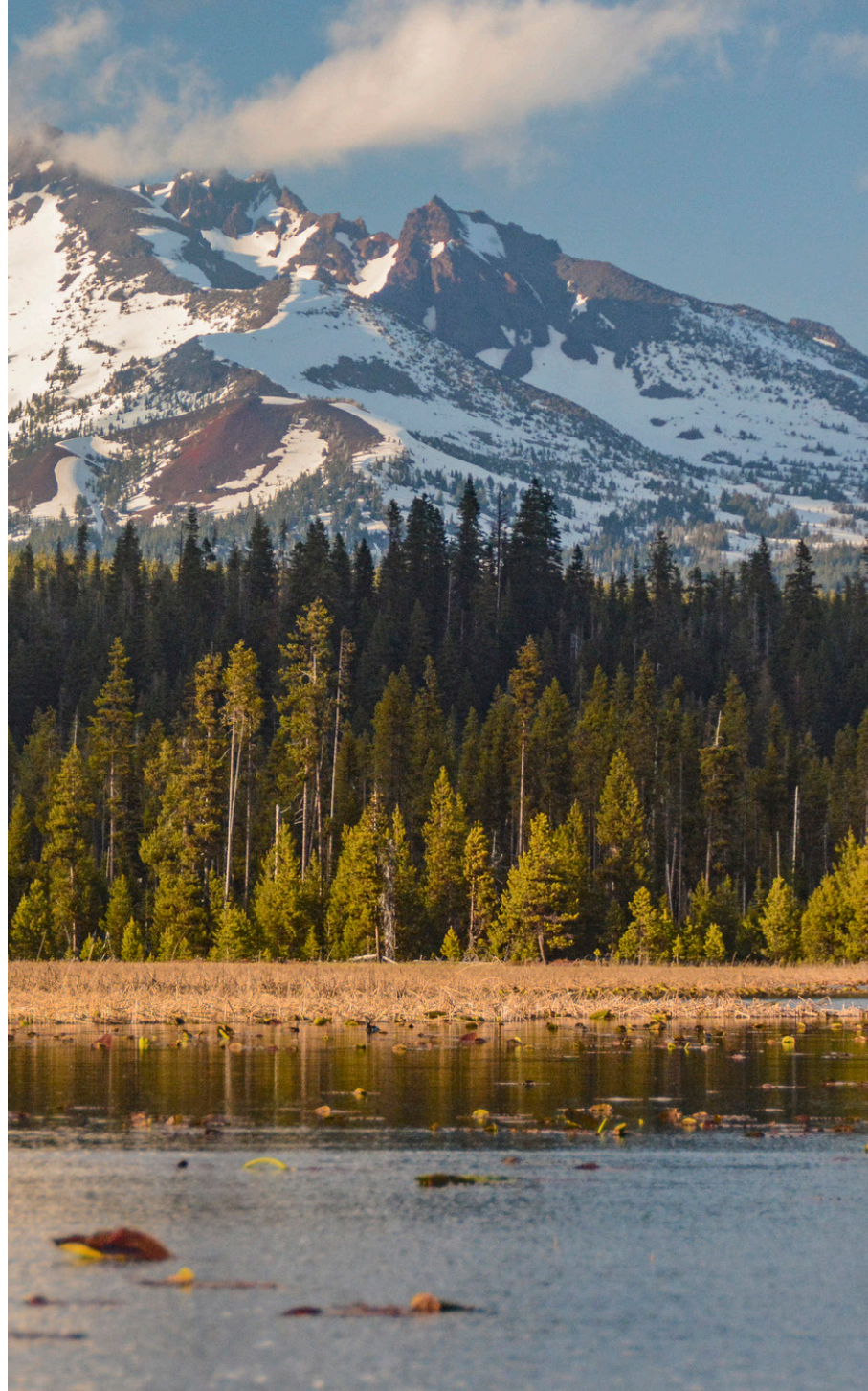
Regional Mural Installations:

Inspired by Travel Oregon’s successful “Only Slightly Exaggerated” illustrated campaigns, Visit Central Oregon, in partnership with Travel Oregon, will bring four murals to Central Oregon with Forest for the Trees --a nonprofit organization dedicated to the creation of contemporary public art and bringing artists together in collaborative settings. Complementary to Central Oregon’s vibrant arts and culture scene, the four murals will be installed in areas throughout Central Oregon where there is opportunity to further expand regional

arts and culture efforts beyond the urban communities. Through the lens of creative art, the Central Oregon Mural Trail will enhance and strengthen arts and culture throughout the region by encouraging new and returning visitors to discover the areas featuring the mural installations.

GLOBAL STRATEGIC PARTNERSHIPS

Key stakeholder feedback was that Destination Development is a high priority. Visit Central Oregon's goal over the next biennium is to make strategic investments in community programs with the Central Oregon Matching Grant Program (COMGP). The below tactics will provide community outreach and education within the region to increase awareness of COMGP, assist in developing compelling and competitive Destination Development matching grant projects, and foster Central Oregon champions of tourism.



1. Central Oregon Matching Grant Program (COMGP)
2. Regional Grant Writing Workshop
3. Rural Tourism Conference Scholarships & Sponsorship
4. Governor's Conference Scholarships
5. Brand USA (BUSA) International Microsite Renewal

TACTICS

1. BUDGET: \$336,000
 FY19-20: \$168,000
 FY20-21: \$168,000

Central Oregon Matching Grant Program (COMGP):

The Central Oregon Matching Grant Program (COMGP) will allow community DMO’s and qualifying regional non-profits the opportunity and the flexibility to set their own priorities and timelines for key Destination Development projects. The RDMO will convene the communication and education surrounding the opportunity and will help communities prioritize and develop programs.

Travel Oregon Matching Grant program Guidelines will serve as the model guidelines for this program to ensure that qualifications and program measurements meet the statute requirements and industry standards for the highest and best use of lodging tax resources.

2. BUDGET: \$2,000
 FY19-20: \$1,000
 FY20-21: \$1,000

Regional Grant Writing Workshop:

Training on grant writing tips and techniques to give Central Oregon Stakeholders the opportunity to gain insights on how to enhance grants. Planning and budgeting will be highlighted. An emphasis will be placed on tourism-related grants, including Travel Oregon’s Competitive Grants program or regional funding opportunities.

3. BUDGET: \$15,000

Rural Tourism Conference Scholarships & Sponsorship:

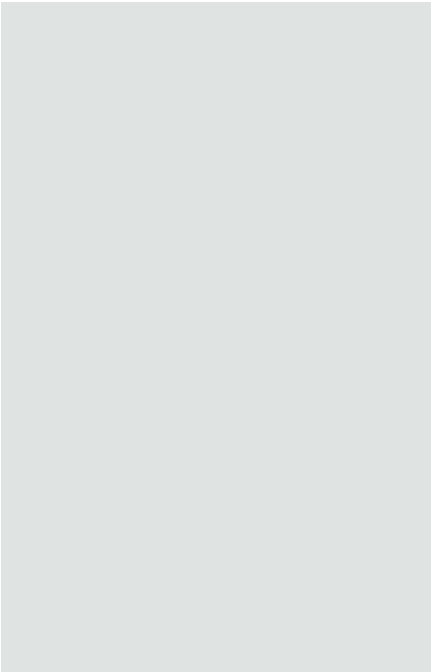
Recently announced at Travel Oregon’s 2019 Oregon Governor’s Conference on Tourism, the inaugural Rural Tourism Conference will be held April 26-28, 2019, in Central Oregon at host-site Sunriver Resort.

Supporting the strong regional stakeholder interest for the development of skills, knowledge, and networks to build local capacity for developing and managing tourism, Visit Central Oregon will support the inaugural Rural Tourism Conference through event sponsorship and provide scholarships (qualifications TBD) to regional stakeholders who will benefit from the education and networking provided at the Rural Tourism Conference.

4. BUDGET: \$10,000

Governor’s Conference Scholarships:

Many industry and DMO partners in Central Oregon face funding challenges to attend the annual Governor’s Conference on tourism. The ability to provide scholarships to industry partners is important. This tactic provides equal opportunity for every DMO to engage in the most relevant tourism conference in the state.



5. BUDGET: \$5,000
 FY19-20: \$2,500
 FY20-21: \$2,500

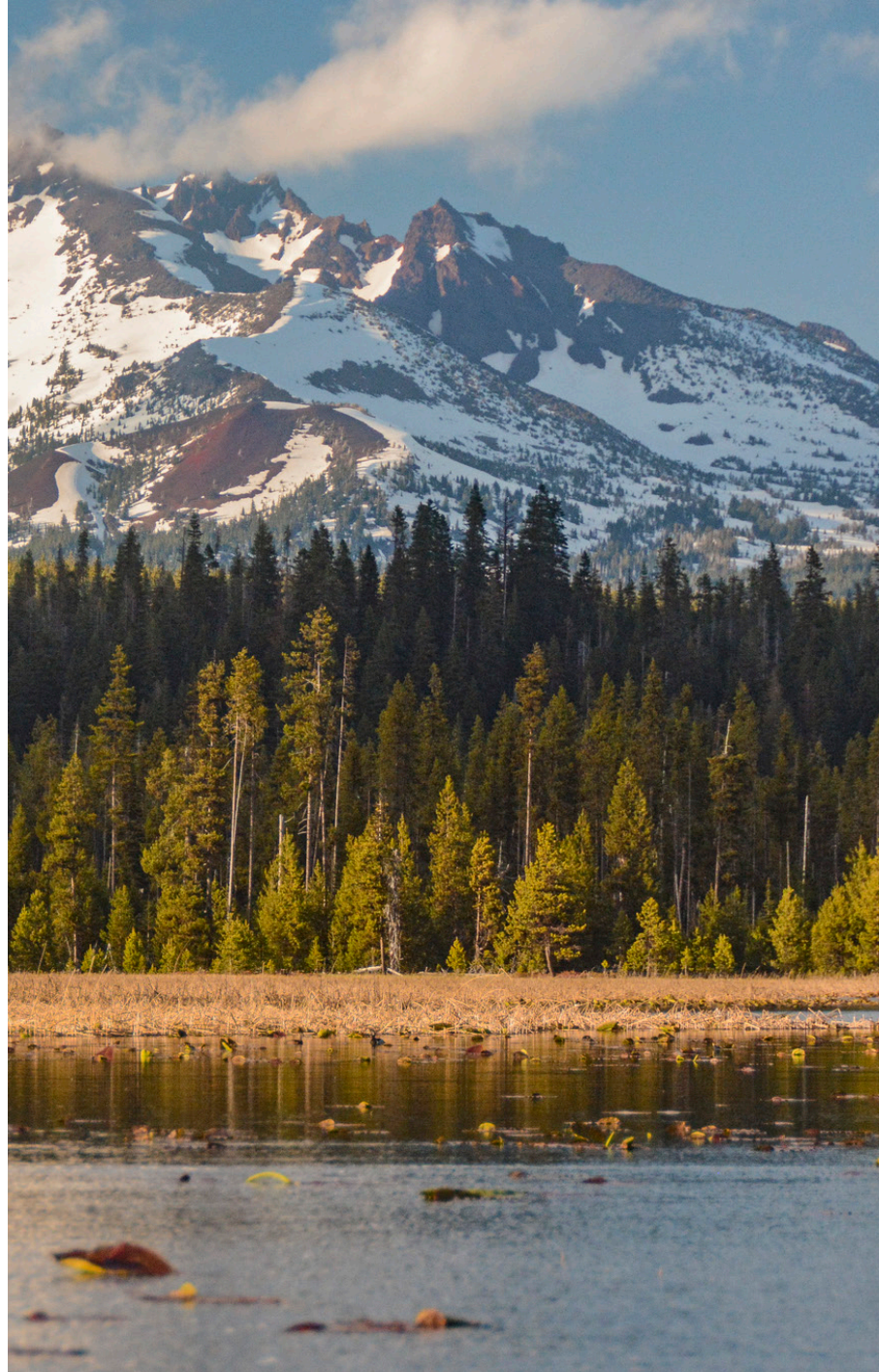
Brand USA (BUSA) International Microsite Renewal:

Travel Oregon initiated a massively leveraged co-op opportunity for regional partners with the Brand USA microsite co-op. Furthermore, this allowed for Central Oregon’s Subsite page to be renewed at an extremely reduced rate, thanks to an additional matched contribution from Travel Oregon for the Brand USA microsite. The website that is translated into sixteen languages, allowing Central Oregon to position our product to specifically targeted international audiences on easily-navigated, language-specific pages.

GLOBAL SALES

The Global Sales strategies will leverage the region-wide partnerships established to support and sustain the robust in-market and inbound FAM opportunities presented by Travel Oregon. International awareness could not be achieved for Central Oregon without the leveraged opportunities provided by Travel Oregon's Global Sales department. Following multiple years of modest investment, Central Oregon is seeing real growth in international relationships and product in sales catalogs. This momentum must receive continued engagement and investment for long-term success. This includes ensuring that existing commercial air service to the region is retained and enhanced with additional frequency and non-stop routes as well as continued relationship building with airlines.

Our international visitors are known to stay longer and spend more money while in our communities. In addition, the international traveler is a key target for non-peak travel and rural exploration and adventure.



1. Commercial Air Service Development & Marketing Fund
2. Domestic programs for international Global Sales
3. Central Oregon Delegation at IMEX America
4. Brand USA (BUSA) International Inspiration Guide
5. International Visitation Research
6. Global Sales Educational Training

TACTICS

1. BUDGET: \$100,000
 FY19-20: \$50,000
 FY20-21: \$50,000

Commercial Air Service

Development & Marketing Fund:

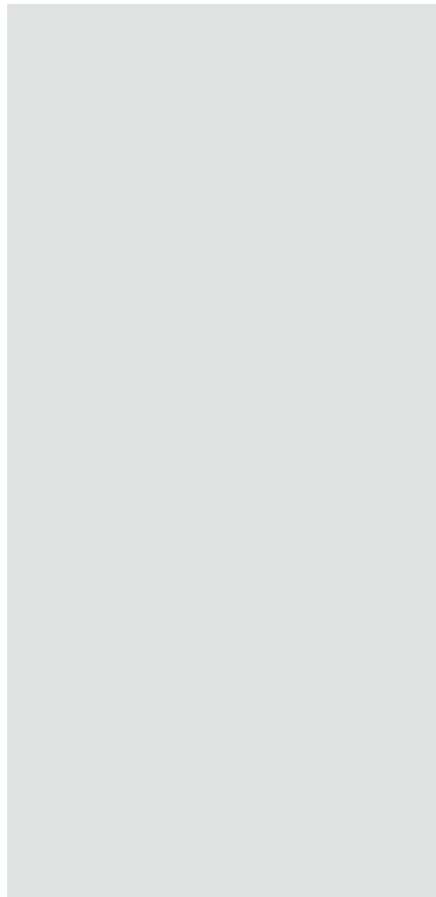
The Central Oregon Air Service Team, in support of RDM airport, has been successful in securing new service and maintaining existing service through SCASDP (FAA) grants, marketing incentives and marketing campaigns targeting direct flight markets. Commercial air service that is both frequent and competitively priced is a for Central Oregon’s tourism and economic success. For Central Oregon to remain competitive it is imperative that we sustain and grow our commercial air service.

2. BUDGET: \$152,500
 FY19-20: \$80,000
 FY20-21: \$72,500

Domestic programs for international Global Sales:

These Travel Oregon developed Co-op programs provide highly leveraged, global sales, PR, and marketing opportunities with primary emphasis in Canada and secondary emphasis in international target markets with audiences indicating a preference for skiing, golf, and outdoor recreation.

Collaboration with Travel Oregon Global Sales will continue to focus on the countries that utilize RDM (or PDX) as a gateway into the state. RCTP funds allow the valuable opportunity for building regional awareness to host in-region re-

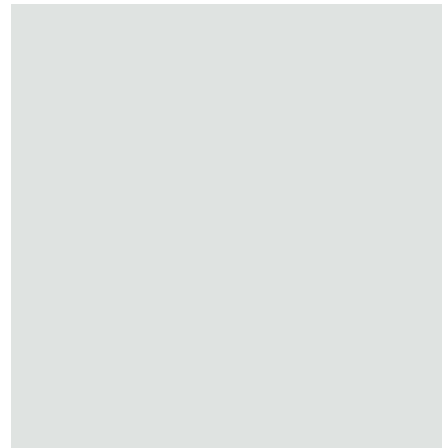


search and familiarization tours. RCTP funds will help compensate Visit Central Oregon’s private sector partners for their valuable time and generous support of industry-discounted services for FAM attendees. In addition, consistent regional engagement and participation at international Travel Industry trade shows (held in the U.S.), as a member of Travel Oregon’s statewide delegation “Team Oregon” is critical. These tactics optimally leverage Central Oregon’s Global Sales efforts towards lead generation, catalog product placement, and increasing international visitation into the region.

3. BUDGET: \$56,090
 FY19-20: \$15,000
 FY20-21: \$41,090

Central Oregon Delegation at IMEX America:

Central Oregon’s Delegation to IMEX America will continue to develop awareness, networking, and face to face destination sales with qualified Meeting Planners from across the US and the world. Group Sales and Convention markets are key opportunity areas for shoulder season development, as Meeting Planners book far in advance and are motivated for non-peak travel to achieve favorable rates. The Regional efforts will focus on group / convention led development in new markets to ensure the RDMO is complementing and building the exposure for the region, while being cognizant to avoid competing in any way with the sales teams of our regional private sector partners. Group business has a high propensity to book business in Central Oregon’s non-peak seasons and are key to leveling the seasonal fluctuations of the destination.



TACTICS

4. BUDGET: \$100,000
FY19-20: \$50,000
FY20-21: \$50,000

Brand USA (BUSA)

International Inspiration Guide:

The Brand USA Inspiration Guide further leverages Visit Central Oregon’s Global Sales Tactics and complements regional participation for the Brand USA microsite co-op. Brand USA’s ‘Travel USA’ Inspiration Guide helps U.S. destinations attract visitors from the most valuable international markets through a smart mix of online and print exposure.

This upscale travel guide showcases U.S. experiences in stunning photos and enticing copy, as well as in Featured Photo Essays from Brand USA’s partners. Its content and distribution strategies to target more consumers and travel trade through digital and in-person channels. Over 465k guides - created in 13 language-versions - will be distributed to more than 21 international audiences.

In addition to the global print distribution strategy, each language-specific guide has a dedicated digital campaign. The combined global digital distribution is a minimum of 30 million promotional impressions.

5. BUDGET: \$5,500
FY19-20: \$2,750
FY20-21: \$2,750

International Visitation Research:

The Tourism Economics Regional International Research Data is an international marketing analysis containing visitor volume and spend data by market within Oregon’s tourism regions. This annual report combines VisaVue data as well as additional sources.

6. BUDGET: \$2,500

Global Sales Educational Training:

Group training opportunity for Central Oregon tourism industry suppliers and DMOs, to understand how to work in the Global Sales arena, and to take advantage of RCTP Global Sales strategies leveraged by the RDMO and Travel Oregon.

TACTICS

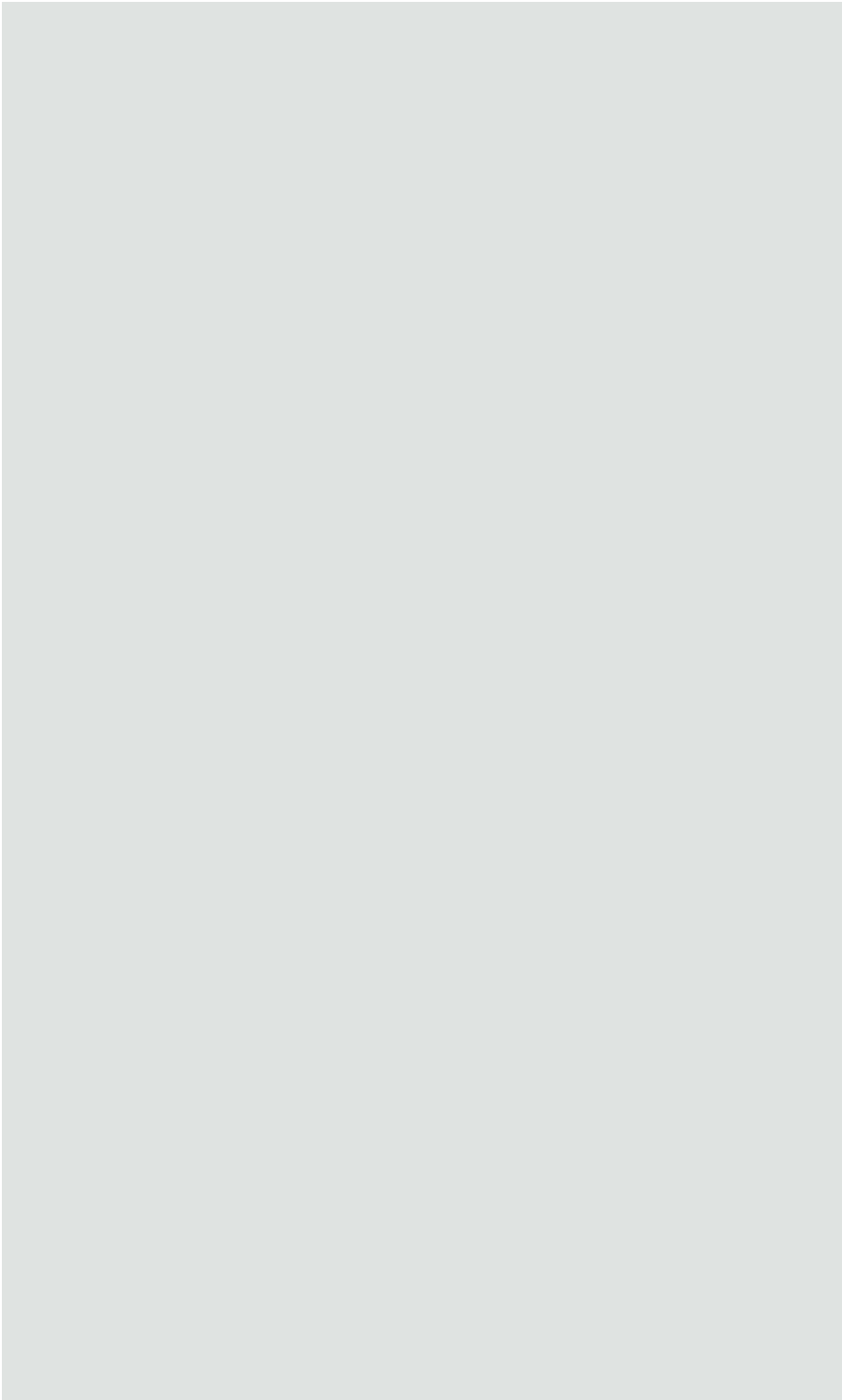
1. BUDGET: \$9,590

Diversity, Equity & Inclusion

Workshops: The Travel Oregon RCTP guidelines (Oct. 4, 2018) indicates “Entity should demonstrate that they have a diversity, equity, and inclusion strategy as part of their business practices.”

Visit Central Oregon is implementing a diversity, equity, and inclusion (DEI) statement as part of their organizational handbook.

Recognizing the relevance and value for essential awareness and training for this newly implemented organizational culture, Visit Central Oregon will host and invite Central Oregon Stakeholders for half-day DEI workshops with an experienced trainer/consultant, sharing best practices for understanding and implementation of DEI within their own organizations.



STAFFING & ADMIN

Visit Central Oregon's 2019-21 RCTP Plan utilizes 36% of RCTP funds towards leveraged, collaborative programs from Travel Oregon's Menu of Opportunities, working in collaboration with Travel Oregon. An additional 31% of RCTP funds will go towards the required Central Oregon Matching Grants Program and Immediate Opportunity Fund. This results in a combined total of 67% RCTP funds utilized towards RCTP collaborative programs complementary to Visit Central Oregon's overall organizational strategic marketing plan and partnership programs.

This requires seven of Visit Central Oregon's nine full time staff members to invest significant time and resources to support the Central Oregon RCTP to ensure full integration of the RCTP programs into the Regional Destination strategies.

BUDGET: \$280,000

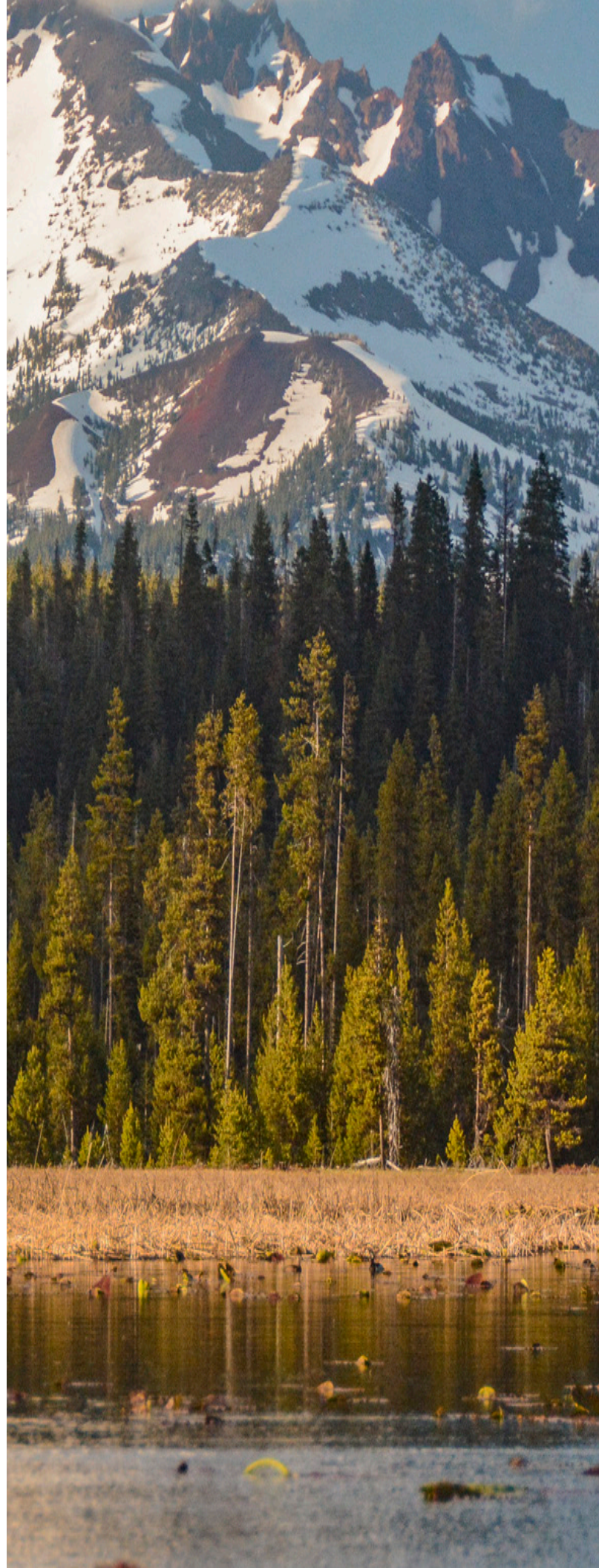
FY19-20: \$140,000

FY20-21: \$140,000

Positions engaged with RCTP programs include:

Chief Executive Officer

Position oversees the overall RCTP plan, budget and strategic visioning to ensure that RCTP resources are fully leveraged with Visit Central Oregon's overarching destination messaging and supported by the Central Oregon Stakeholders engagement. Position ensures that RCTP strategies are staffed and implemented in accordance with RCTP plan. Position oversees RCTP strategies relating to Commercial Air Service initiatives and attends committee meetings as well as attends all Central Oregon Stakeholder Meetings, OTC, and ODMO meetings.



Chief Executive Officer

Position oversees the overall RCTP plan, budget and strategic visioning to ensure that RCTP resources are fully leveraged with Visit Central Oregon’s overarching destination messaging and supported by the Central Oregon Stakeholders engagement. Position ensures that RCTP strategies are staffed and implemented in accordance with RCTP plan. Position oversees RCTP strategies relating to Commercial Air Service initiatives and attends committee meetings as well as attends all Central Oregon Stakeholder Meetings, OTC, and ODMO meetings.

Chief Marketing Officer

Position is the lead for Global Marketing RCTP plan development and execution, coordinating all external marketing programs to ensure that RCTP resources are complemented and fully leveraged by Visit Central Oregon’s larger Regional Destination Marketing strategies. Role includes project development, media buying, research, and execution of plan strategies. Position coordinates communications, keeping the funnel of information flowing with industry partners at all levels for Global Marketing RCTP. Position attends all Central Oregon Stakeholder Meetings, RDMO, and OTC meetings.

Vice-President - Industry Relations

Position is the lead for all Global Sales RCTP plan development and execution, coordinating all external co-op programs to ensure that RCTP resources are complemented and fully leveraged by Travel Oregon and Visit Central Oregon’s larger Global Sales strategies. Includes project development, management and execution of plan strategies. Position coordinates and attends Central Oregon hosted FAM trips in collaboration with Travel Oregon and regional stakeholders. Position coordinates and attends

the Global Sales trade shows identified within the RCTP plan as key elements of the RCTP Global Sales strategies. Position is facilitator and Advisory Committee coordinator for the Central Oregon Matching Grants Program (COMGP). Position coordinates the overarching communications pipeline from Travel Oregon to RDMO to DMO for Global Sales, COMGP, and Rural Tourism Studio RCTP Programs. Position attends all Central Oregon Stakeholder Meetings, RDMO, and OTC meetings,

Director of Marketing:

Position supports Chief Marketing Officer, staffs and coordinates for all Global Marketing Public Relations and Content programs for RCTP Strategies. Position attends all Central Oregon Stakeholder Meetings.

Membership Manager:

Position oversees the Travel Oregon Regional Pack, Welcome Center, and OTIS fulfillment responsibilities. Position provides RDMO Leadership team support for all RCTP program. Position is support for Global Sales FAMs. Position attends all Central Oregon Stakeholder Meetings.

Marketing Coordinator:

Position coordinates communications for Global Marketing RCTP, keeping the funnel of information flowing with industry partners at all levels. Position attends all Central Oregon Stakeholder Meetings.

Administrative Assistant:

Position provides administrative support to the entire RCTP team and coordinates all Central Oregon Stakeholder meetings. Position attends all Central Oregon Stakeholder Meetings.

TRAVEL  OREGON

