

2019–2021
RCTP PLANS

EASTERN OREGON



TABLE OF CONTENTS

REGIONAL COOPERATIVE TOURISM PROGRAM (RCTP)

RDMO:



Research & writing:

Eastern Oregon Visitors Association

Organized by:

Travel Oregon

For more regional information visit:

www.traveloregon.com/places-to-go/regions/eastern-oregon

RDMO Contact:

Alana Carollo

execdirector@visiteasternoregon.com

AWARENESS & IMPROVEMENT

Mission	03
RCTP Goals	03

PEOPLE

Organization	04
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MEASUREMENT

Overall Success Measures	05
--------------------------------	----

STATE OF TOURISM

Regional Tourism	06
Stakeholder Feedback	07

BUDGET

Overall Budget	08
----------------------	----

TACTICS

Overall Plan	09
Destination Development	10
Global Marketing	12
Global Strategic Partnerships	14
Global Sales	16
Staffing & Administration	18
Bibliography	19

MISSION

Eastern Oregon is the largest region in the state with vast expanses of topography ranging from juniper-covered deserts to snow-capped mountains, rolling hills to lush valley floors. Dotted with lakes, hot springs, rivers, and falls, wildlife abounds. Every turn in the road reveals a new adventure, every summit a breathtaking panorama, every destination a unique experience. The only resource in limited quantity is people!

Though separated by long distances between quaint yet vibrant towns and culturally rich Indian communities, Eastern Oregon residents understand the importance of a warm welcome and look forward to enriching every traveler's visit.

The mission of Eastern Oregon Visitors Association (EOVA) is to drive visitation, increase the number and length of stays, develop destinations and human resources, and create positive economic impact.

EOVA is dedicated to ensuring a world-class visitor experience while preserving the region's quality of life and its natural resources. Targeted marketing, public relations, promotions and events, plus committed, forward-thinking stakeholders are partnering to achieve the organization's goals.

RCTP GOALS

1. Industry Advocacy

Raise awareness and educate the public, policymakers, and key leadership on the value of the tourism industry.

2. Stakeholder Outreach

Broaden communications and keep our stakeholders informed of opportunities, industry education, tourism trends and statistics, and available resources.

3. EOVA Proficiency

Restructure, update, and staff an efficient, successful organization.

4. Destination Development

Reconvene leaders from past Oregon Tourism Studios and industry partners working in the following areas: culinary, agritourism, outdoor recreation, arts, culture and heritage to determine what investments can be made to support the continued development of the visitor experience.

5. Global Sales

Use industry trends and global sales data to provide industry training and education on the impact of familiarization tours for the travel trade and international media; bolster and foster industry connections through FAMs and Road Rally, and attending the GoWest tradeshow.

6. Global Marketing

Focusing on a content creation strategy, first, then using brand assets (photo, video, story content) to optimize the marketing of Eastern Oregon's diverse range of product.

7. Global Strategic Partnerships

Maximize opportunities for EOVA, DMOs, and stakeholders to develop partnerships and collaborations that result in greater expertise, increased capacity, region-wide alignment, and additional revenues.

ORGANIZATION

EOVA was created in 1989 and is made up of eleven counties and two Tribes: Umatilla, Wallowa, Union, Baker, Grant, Harney, Gilliam, Morrow, Sherman, Malheur, Wheeler, Confederated Tribes of the Umatilla Indian Reservation, and Burns Paiute Tribe. The members have partnered to create four marketing sub-regions: Oregon's Rugged Country, John Day River Territory, Northeast Oregon and Southeastern Oregon.

Incorporated as a 501(c)(6), the EOVA board of tourism industry stakeholders representing all the sub-regions directs and guides the organization. The board meets in person on a quarterly basis and via teleconference monthly, or as needed. Full stakeholder meetings are scheduled four times a year at various locations throughout the 11-county region. EOVA has recently moved away from uniquely contract service providers and is in the process of hiring full-time staff to maintain an EOVA office.

EOVA has just completed a comprehensive, 360-degree organizational and leadership review to ensure we are professionally and organizationally positioned to fulfill the responsibilities to serve as Eastern Oregon's RDMO for the term of service July 1, 2019 through June 30, 2025.

The unwavering commitment of the EOVA Board of Directors to unify the region, as evidenced by our regional letters of support for EOVA to serve as the RDMO, are a testimony to EOVA's leadership in a time of transition. The board is unified, focused and committed to the future of the EOVA and our ability to serve as the designated RDMO.

Photo Via: Travel Oregon



OVERALL SUCCESS MEASURES

EOVA's marketing and development initiatives are created with quantitative and qualitative measurables in mind. Based on stakeholder input, EOVA will increase geographic visitation, lodging, and economic impact numbers as well as strengthen the perception of tourism, tourism marketing, and EOVA performance.

We will utilize the following sources for data and tracking:

- Smith Travel reports to track lodging numbers and realize an annual increase of 2% in occupancy and 4% in RevPAR over 2018
- Longwoods travel studies to understand our visitors; evaluate their value; adapt marketing efforts accordingly;
- Chamber surveys give us data to compare to other reports; confirm visitor demographics; support marketing direction;
- Travel Oregon analytics and surveys to collect economic impact data and demonstrate an increase over 2018 in subregional comparisons of industry influence;
- Dean Runyan economic impact via travel spending levels to validate importance of tourism industry and show an increase in performance over 2018; and



Photo Via: Travel Oregon

- Stakeholder feedback via Travel Oregon surveys and EOVA quarterly stakeholder meetings to ensure EOVA is responding to their concerns, and show a significant improvement in numbers related to global sales, destination development, industry importance, stakeholder communications, and equitable promotion of the full region.

Further, we will utilize analytics from our:

- Website: EOVA programs will grow the number of Unique Visitors to the website by 5% annually
- Digital Marketing: An emphasis on digital marketing initiatives are designed to grow ad engagement and Click Through Rates by 10% annually
- Social Media Engagement: seeking a 7% increase in Instagram followers over 2018; 3% increases in both Likes and Followers on Facebook over 2018; and
- Evaluation by Stakeholders: EOVA will grow our stakeholder base by 5% and increase stakeholder survey response by 10% to ensure regional input remains an integral measurement barometer for program development.

REGIONAL TOURISM

Eastern Oregon's stunning landscapes and natural wonders have attracted an increasing number of visitors every year for the past several years. In 2017, 2.5M overnight visits to Eastern Oregon resulted in increased visitor expenditures of \$313M (Longwoods 2017 Oregon Regional Visitor Report), employment of nearly 6,000 Eastern Oregon residents (Dean Runyan Study 2018), \$5 million in local taxes, and \$12 million to statewide lodging taxes.

We welcome visitors from all over the world but our greatest numbers are from Portland, Southeast Washington, Boise, and Seattle. Not unlike other Oregon regions, Eastern Oregon sees its busiest season from July through September when the roads are easy to maneuver and the destinations easy to access. Growing industries in skiing, snowmobiling, trekking, and hot springs vacations continue to increase winter traffic.

Our guests are active and outdoorsy with a strong interest in cultural heritage who enjoy road tripping through our region. They are seeking undiscovered destinations and experiences that are genuine and down to earth - a complete 180 from their urban life - while nevertheless retaining an expectation of good food, fine wine, beer and brew pubs, intellectual stimulation, and convenience.

Eastern Oregon remains the state's last frontier and with much yet to be discovered, the region continues to pique the interest of adventurers from all walks of life and origins.



STAKEHOLDER FEEDBACK

Conversation with our stakeholders provides critical direction as well as inspiration and innovation. This past year, a number of opportunities facilitated such conversations where we learned our stakeholders want us to:

- Increase destination development and support new attractions, trails and events,
- Continue strong marketing initiatives,
- Target marketing toward greater geographic coverage and lesser known destinations,
- Advocate more for the tourism industry,
- Share tourism and EOVA statistics demonstrating the industry's value to Eastern Oregon communities,
- Communicate regularly with all stakeholders,

EOVA shares the stakeholders' priorities and has adopted new policies to address their suggestions. Changes in staffing, as well as the board's continuing development, further ensure a stronger, more positive relationship with EOVA's constituency.

OVERALL BUDGET

EASTERN OREGON OVERALL BUDGET

DEPARTMENT / CATEGORY	2019-21 BUDGET	% OF BUDGET
Destination Development	\$ 69,600	11.6%
Global Marketing	\$ 160,650	26.8%
Global Strategic Partnerships	\$ 150,000	25%
Global Sales	\$ 39,750	6.6%
Staffing	\$ 180,000	30%
Total	\$ 600,000	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																									
EO Outreach & Advocacy	\$14,600	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
New & Emerging Product Inv. Sys.	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Oregon Tourism Studios	\$40,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Trails Development	\$10,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Marketing																									
Social Media Marketing	\$60,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Your Story Everywhere	\$16,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
TO Investment Marketing	\$16,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Advertising & Promotion	\$64,650	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
OTIS Optimization & Training	\$4,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Strategic Partnerships																									
Strategic Partnerships	\$20,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
EO Regional Grant Fund	\$100,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Immediate Opp Fund	\$30,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Global Sales																									
Road Rally	\$10,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Go West Summit	\$16,500	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Fam Tours & Press Trips	\$6,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Educational Workshops	\$2,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Tourism Econ. Intl. Reg. Research	\$5,250	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Staffing & Administration																									
Staffing & Administration	\$180,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	

DESTINATION DEVELOPMENT

EOVA recognizes that many stakeholders have ventured into the tourism industry but remain under the radar as far as accessing support, education, marketing and access to resources.

We will institute a system that identifies new stakeholders and emerging properties and strengthen the partnerships necessary to provide them with the tools for success.

Focusing primarily on product development of agritourism, culture and heritage, and outdoor recreation, this strategy will add to the region's assets by increasing visitation, length of stay and visitor expenditure. A grants resource will be utilized to augment this body of work.



Photo: Visit Travel Oregon

1. Eastern Oregon Outreach & Advocacy
2. Tourism Product and Active Inventory
3. Reconvene and Assess Oregon Tourism Studios
4. Trails

TACTICS



Photo Via: Joni Kabana

1. BUDGET: \$14,600
FY19-20: \$7,300
FY20-21: \$7,300

EO Outreach & Advocacy:

EOVA will focus on communications, cooperation, and building capacity by keeping stakeholders and policy makers informed about the role that EOVA and tourism play in the economy and culture of Eastern Oregon. Strategic partnerships to leverage resources plus providing support, education, and tools to assist in the success of destinations, programs, and events are critical efforts.

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

Tourism Product and Active Inventory System:

Create and maintain a database to track activity and product from around the region. This database will include activity/product description, level of participation by EOVA, status update, etc. and have stakeholder groups to provide quarterly updates.

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

Reconvene and Assess Oregon Tourism Studios :

To reconvene and assess previous Tourism Studios groups; expanding on the reference list provided by Destination Development to track progress, status, roles of community participants, and potential new activity opportunities, including but not limited to the associated costs of contracting and support to initiate new projects.

4. BUDGET: \$10,000
FY19-20: \$0
FY20-21: \$10,000

Trails :

Identify key opportunities as it relates to the development of a signature trail within the region, and to identify and establish active partners within Oregon's Outdoor Recreation Network.

GLOBAL MARKETING

EOVA will focus on creating messaging and sharing content with potential visitors that encourage more trips and multi-day visits as well as extend their travels to lesser-known communities and tourist destinations in the region.

We will leverage Travel Oregon marketing opportunities to increase brand penetration into Seattle, Boise and the Tri-Cities and will update the Brand Style Guide, build our photography and video assets, and create a comprehensive marketing plan.



Photo Via: Travel Oregon

1. Social Media Marketing
2. Your Story Everywhere (YSE)
3. Travel Oregon Regional Pack (TORP) Program
4. Advertising and Promotion
5. Oregon Travel Information System

GLOBAL MARKETING

TACTICS



Photo Via: Dawn Talbott

1. BUDGET: \$60,000
FY19-20: \$30,000
FY20-21: \$30,000

Social Media Marketing:

Resources will go towards working with SparkLoft to supplement activity and content for Instagram and Facebook, tracking content performance on a monthly basis.

2. BUDGET: \$16,000
FY19-20: \$9,600
FY20-21: \$6,400

Your Story Everywhere (YSE):

Work with EOVA's Marketing Committee to identify potential story ideas that will inspire multi-day travel to Eastern Oregon.

3. BUDGET: \$16,000
FY19-20: \$8,000
FY20-21: \$8,000

Travel Oregon Regional Pack (TORP) Program:

A cost effective way for EOVA to distribute visitor guides to consumers who have requested additional Eastern Oregon travel information.

4. BUDGET: \$64,650
FY19-20: \$36,100
FY20-21: \$28,550

Advertising and Promotion:

Targeting two primary markets that are gateway communities into Eastern Oregon through digital and broadcast media building on Travel Oregon's own marketing efforts in Washington and Idaho.

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

Oregon Travel Information System:

To work with and train local DMOs on the OTIS platform; identifying organizations and area partners to host training sessions.

GLOBAL STRATEGIC PARTNERSHIPS

Eastern Oregon will work with stakeholders, DMOs, and tourism industry entities inside and outside the region to create partnerships that result in greater expertise, increased capacity, region-wide alignment and additional revenues.

We will ensure opportunities for such partnerships are identified and supported through the grant programs.



Photo Via: Dylan VanWeelden

1. Strategic Partnership Development
2. EO Regional Grant Fund
3. Immediate Opportunity Fund

TACTICS



Photo Via: Travel Oregon

1. BUDGET: \$20,000
FY19-20: \$10,000
FY20-21: \$10,000

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

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

Strategic Partnership Development :

To leverage funds for matching grant opportunities to support strategic projects or programs and extend our budget by securing additional outside resources.



Photo Via: Travel Oregon

EO Regional Grant Fund :

The Eastern Oregon Regional Grant Program will allow regional organizations, businesses, and events to apply for small grants to accomplish specified objectives that might include enhanced capacity, production of marketing materials, advertising, and PR efforts. EOVA will actively recruit applicants from throughout the region. The Travel Oregon Matching Grant program guidelines will serve as the model for this program to ensure it meets the statute requirements and industry standards for best use of these resources.

Immediate Opportunity Fund:

EOVA will set aside 5% of its RCTP allocation per fiscal year for an immediate opportunity fund. These resources can be spent in response to regional disasters, or opportunities that alter the regional tourism economy. Any rollover or unspent resource from this allocation will be transferred to the region’s grant or strategic investment fund.

GLOBAL SALES

EOVA will promote and educate our stakeholders on the success of Oregon's marketing efforts in the international marketplace. Our participation in international trade shows, providing itineraries, collateral materials, brand visuals and a commitment to welcoming and supporting travel trade and international media FAM tours, will yield greater returns. International visitors are known to stay longer and spend more money while in our region.

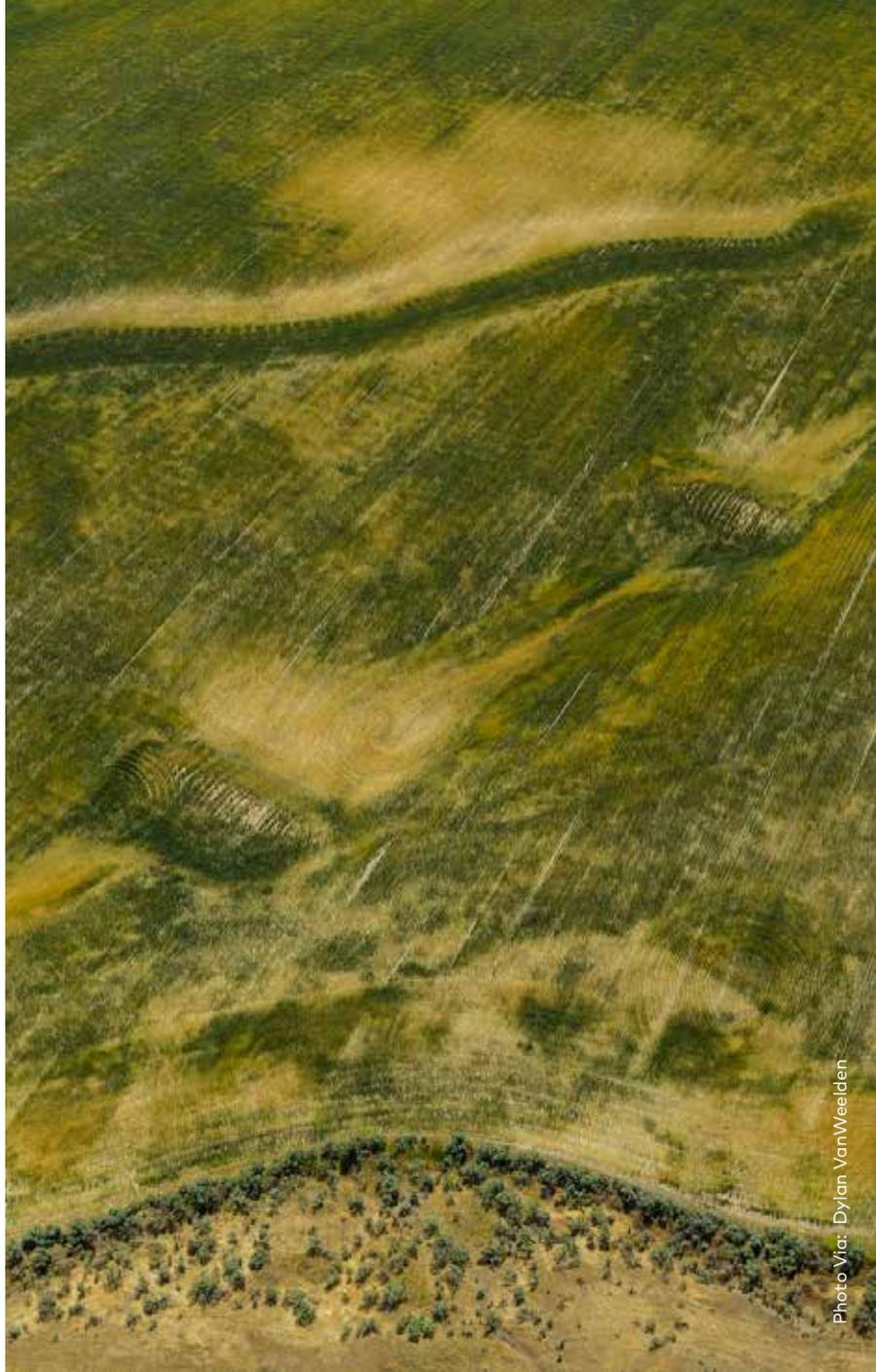


Photo Via: Dylan VanWeelden

1. Oregon Road Rally
2. Go West Summit
3. Travel Trade Familiarization Tours (FAMs) and Press Trips
4. Education: Global Sales Educational Trainings
5. Tourism Economics International Regional Research

TACTICS



Photo Via: Russ Roca

1. BUDGET: \$10,000
 FY19-20: \$0
 FY20-21: \$10,000

Oregon Road Rally :

RDMOs will have the opportunity to network, build relationships, produce and provide regional information to key international markets, media and clients. Travel Trade product development trips for international tour operators, product managers and travel trade sales teams to experience Oregon product first-hand. Media research trips for international publications, niche media outlets, influencers and travel trade media.

2. BUDGET: \$16,500
 FY19-20: \$13,000
 FY20-21: \$3,500

Your Story Everywhere (YSE):

To participate and attend Go West in Year 1, and to have a regional presence at Go West in Year 2.

3. BUDGET: \$6,000
 FY19-20: \$3,000
 FY20-21: \$3,000

Travel Trade Familiarization Tours (FAMs) and Press Trips :

Utilizing industry trends and global sales data to show the economic impact of familiarization tours for the travel trade and international media, and to partner with local DMOs for additional investment and support.

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

Global Sales Educational Workshops :

This is a group training opportunity for our suppliers/DMOs to understand how to work in the Global Sales arena; location of training opportunities will be driven by the level of interest at the local level.

5. BUDGET: \$5,250
 FY19-20: \$2,500
 FY20-21: \$2,750

Tourism Economics International Regional Research :

Use data for a marketing analysis of international visitor volume and spend data by market and by region.

STAFFING & ADMINISTRATION

POSITIONS ENGAGED WITH RCTP PROGRAMS INCLUDE:

Executive Director

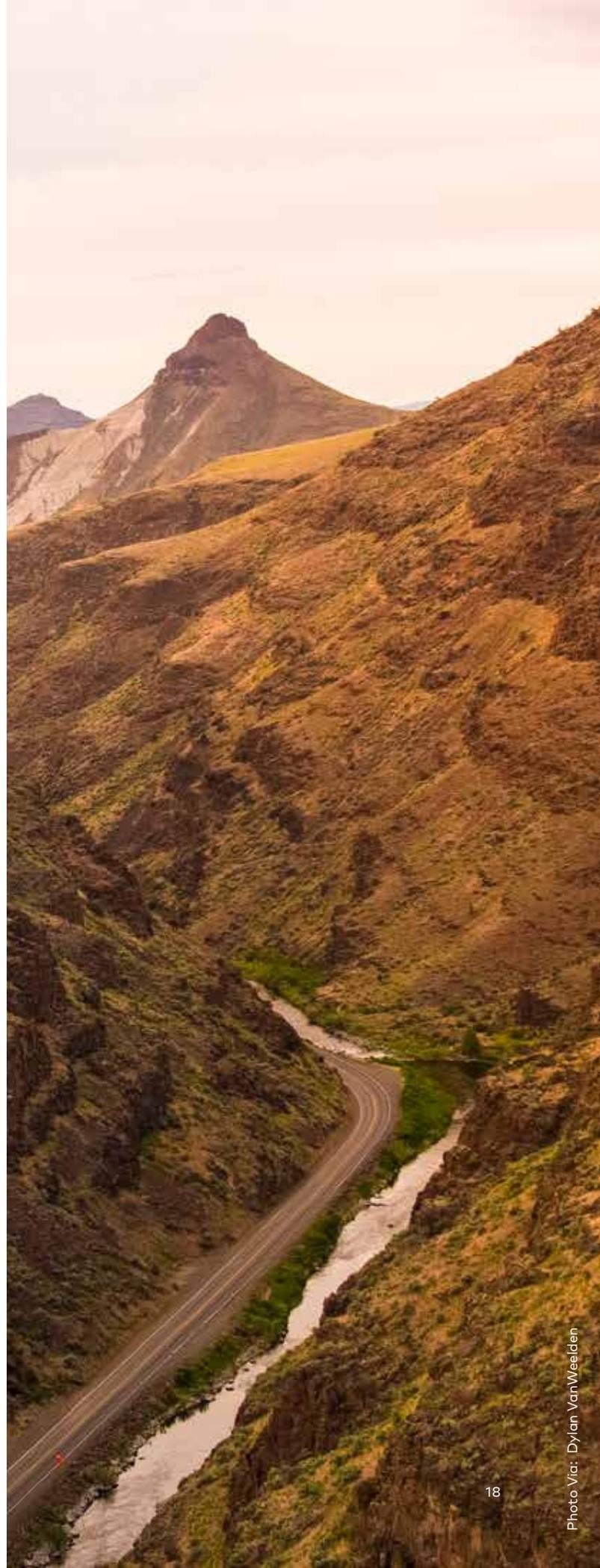
Position oversees the overall RCTP plan, budget and strategic planning to ensure that RCTP resources are maximized and supported by the region's stakeholders; ensures that RCTP strategies are staffed and implemented; and provides updates and reports to Travel Oregon as requested.

Administrative Assistant

Position provides administrative support to the Executive Director; aides in execution of the RCTP plan; coordinates and attends stakeholder meetings; performs other duties as assigned.

Office Set-up

Funds may be used to purchase hardware, systems, or subscriptions securing access to advanced technology to allow EOVA to operate most effectively and efficiently.



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TRAVEL  OREGON

