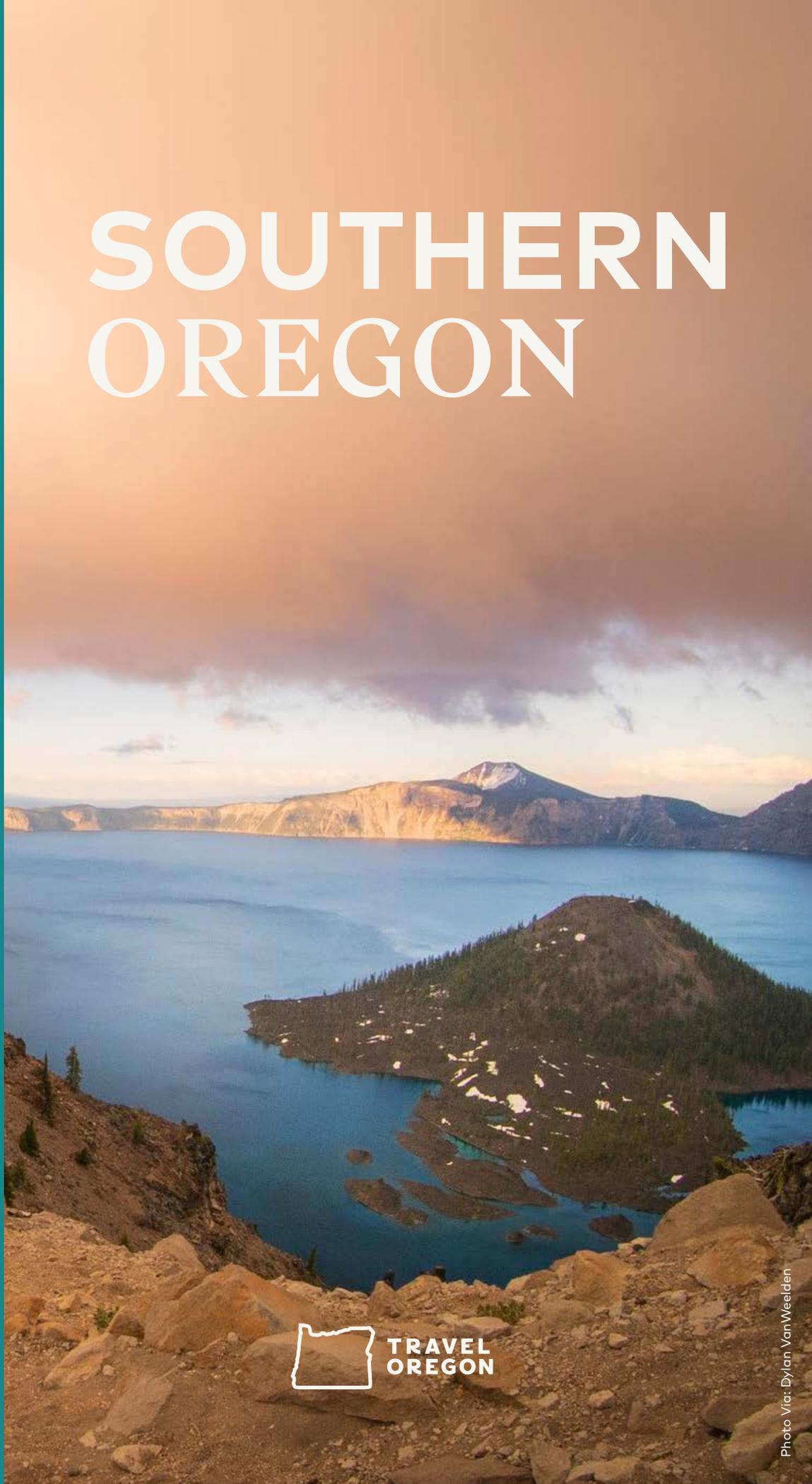


2019–2021  
RCTP PLANS

# SOUTHERN OREGON



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RDMO:



Research & writing:  
**Travel Southern Oregon**

Organized by:  
**Travel Oregon**

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# MISSION

Travel Southern Oregon (TSO) is one of the oldest Regional Destination Management Organizations (RDMO) in the state, having formed in 1983 to cooperatively market Southern Oregon as the Southern Oregon Visitors Association (SOVA).

Today, the mission of TSO remains to drive increased visitation and prolonged overnight stays in our five-county region through cooperative destination management programs. Key areas of focus for our region and TSO are our national park and monument assets, our cultural and heritage assets, Southern Oregon Wine Country, and outdoor recreation opportunities across our vast, geographically diverse region. The goals of the organization have expanded significantly to include industry support and the development of destinations and human resources to ensure continued, positive, regional economic impact.

## RCTP GOALS

1. Promote travel to region in off-peak seasons through robust, regional marketing campaigns
2. Support the development of destination assets to generate more four-season visitor experiences in region
3. Invest in regional outdoor recreation projects to leverage current initiatives and also develop new assets across the region
4. Generate high-impact PR stories in key travel publications to tell our Southern Oregon story
5. Support local marketing capacity for key regional events
6. Create regional program of workshops and trainings for industry stakeholders
7. Engage with civic leaders to share the value of tourism's economic impact in our region
8. Create and support the Tourism Inclusion Council of Southern Oregon (TICSO) as a regional resource and network to benefit visitors and the tourism industry itself in the areas of equity, diversity, and inclusion

# ORGANIZATION

TSO is an independent 501(c)6 organization directed by a board of 19 tourism industry stakeholders from every county and industry in the region. We have a full-time staff of two, and part-time assistance from two more. Our RDMO serves constituents across five counties and holds board meetings six times a year across the region. The main population centers of the region, and our chief

travel corridor, are along I-5 in Jackson, Josephine, and Douglas Counties. We also have three major entry points into the region from California: Klamath Falls along U.S. Highway 97; Lakeview along U.S. Highway 395; and Cave Junction and the Oregon Caves along U.S. Highway 199.

Photo Via: Dylan VanWeelden





Photo Via: Dylan VanWeelden

# OVERALL SUCCESS MEASURES

Positive community and partner feedback in the Engagement Survey about the direction of tourism in the region is a key measure of success to ensure we are reaching all of our stakeholders. Driving occupancy rates into positive growth across the shoulder seasons is another key measure of impact of our campaign efforts.

Building on the 100% growth in international visitation to [www.southernoregon.org](http://www.southernoregon.org) in 2018, we want to see domestic website visitation increase around 10% each year in the next biennium. Partnering with the newly formed Rogue Valley

Vintners (RVV) and the Umpqua Valley Winegrowers Association (UVWA) to help create an identity for Southern Oregon as a true wine destination is an area of focus; key measures will be determined in collaboration with these wine groups as we envision what success looks like together. Establishing the Gold Hill Whitewater Park as an economically viable and environmentally friendly new outdoor recreation asset will be a goal, and success will be a fully permitted concept ready for the construction phase by the end of the biennium.

# REGIONAL TOURISM

As with the rest of the state, Southern Oregon continues to see positive growth in regard to visitor spending, increased overnights and additional air service to the region. In 2018, the region received \$1.1 billion in direct spending from visitation to Southern Oregon. This was stronger than past years, with 4% growth from 2017 (2017 Dean Runyan), and represents a trend since the 2010 recession of a 3%+ increase in visitor spending each year.

In our region, over 12,300 jobs are generated by our tourism economy (2018 Dean Runyan). We continue to see this trend as more people visit Oregon overall (and our region more specifically). Our primary visitor market is definitely Northern California, with the northern portion of our region in Douglas County seeing more Portland, Eugene, and Northwest visitors.

Southern Oregon has always been a unique location. Midway between Portland and the San Francisco Bay Area, this region has always welcomed I-5 travelers from Oregon, Washington, and California. Our region is fortunate to be surrounded by diverse and spectacular national park assets--we are home to Crater Lake National Park in the Cascades, and we sit just above Redwoods National Park on California's North Coast, the Oregon Caves National Monument, Lava

Beds National Monument, Cascade-Siskiyou National Monument, and the Hart Mountain National Antelope Refuge in the Oregon Outback of Lake County. Our region is one of Oregon's most diverse landscapes, offering wilderness whitewater rafting on Wild & Scenic rivers and famous historic orchards, alpine hiking, and high desert basin and range in one short visit. Add in the world-famous cultural icon of Oregon Shakespeare Festival and our increasingly well-known wine industries in the Umpqua, Rogue, and Applegate, and we have a great, wonderfully diverse destination to share with the visitor.

We are a region that has unfortunately encountered two straight years of wildfire smoke in the summer, and this issue will continue to be a challenge for many attractions and regional partners. We are currently engaged in a Wildfire & Visitor Perception study with recent Southern Oregon visitors to gauge the perception of Southern Oregon as a prime travel destination in the wake of the past two summers. We will share findings throughout the region this spring to help our regional industry partners make the best decisions they can as we collectively face this uncertain future of wildfire in Oregon.



# STAKEHOLDER FEEDBACK

Overall, the 2018 Engagement Survey shows that Southern Oregon stakeholders have very positive views on tourism and the direction of the industry. They increasingly view the direction of tourism positively in the state and the region; 75% (of the state) and 68% (of the region) agree that they are satisfied with the direction of the industry, relative to 70% and 60% respectively in 2017. Southern Oregon respondents were generally more positive about regional efforts than respondents from elsewhere in the state, which is a hard-earned gain from 2017 when our “dissatisfied with direction” number was higher than the state average.

## **General feedback from stakeholders:**

Even with strong regional support for the industry there is a strong desire (79% of respondents) to see the RDMO become a more active advocate for the value of tourism in their communities. In line with that greater “storytelling role,” 74% want to see continued engagement with travel media through FAMs and PR outreach to share destination assets in Southern Oregon.

## **TSO Response:**

*We have retained our own PR consultant to professionally pitch Southern Oregon to both domestic and international media. We will work with Travel Oregon to create regional Impacts of Tourism documentation and do the outreach required with regional agency and government stakeholders.*

Several Destination Development tactics, including Planning and Management, Product Development, and Training and Capacity Building, topped the highest priorities list: 81% want increased off-peak visitation; 71% want outdoor recreation infrastructure developed and improved; 71% want visitors to experience more local foods; 69% want increased local capacity for tourism marketing; and 68% want more education of community and regional leaders on the value of tourism.

## STAKEHOLDER FEEDBACK

On the Product Development side, 63% also rated developing interpretive signage for visitors a high priority -- much higher than the state average.

### **TSO Response:**

*Continued support for outdoor recreation and trail initiatives across the region is mandatory. Working on new products such as food trails will require close alignment with stakeholders and Travel Oregon Destination Development staff in a Tourism Experience setting. Marketing campaigns, both with Travel Oregon and purely TSO campaigns, will be required to lift off-peak travel to the region.*

In Marketing, 71% of respondents want to see more training opportunities and a slightly higher than average number of respondents wish to see continued media buying by the RDMO for regional advertising and branding.

### **TSO Response:**

*We are exploring an RFP agency model for a regional marketing partner to coordinate media buys across digital and media platforms to push out TSO brand, build recognition for Southern Oregon as a destination, and drive four-season travel to every corner of the region. We will also participate in the menu item for Google Content Co-op to help bring that knowledge to DMOs to empower their own ability to train and lift within their communities.*

In Global Sales regional respondents tracked with state averages across categories, with a slightly higher percentage wanting itinerary development and FAM trips for international tour operators (56% and 55%, respectively). Training opportunities (38%) are also of value to regional stakeholders.

### **TSO Response:**

*We will continue to refine and develop itineraries and representation at IPW, Road Rally, and other global sales opportunities. Partnership with Brand USA initiatives and in-community international tourism workshops will continue, as they have been well received to date.*

In Strategic Partnerships fewer stakeholders wanted to see micro-grant programs than the state average, while providing tourism industry training had stronger than average support (64%).

### **TSO Response:**

*For the immediate 2019-2021 biennium, TSO is proposing to direct our Strategic Investments into product development, destination development, and strategic event support and training across the region rather than create a micro-grant program at this time. We anticipate that the grant program will be operational in the 2012-2023 biennium.*

# OVERALL BUDGET

## SOUTHERN OREGON OVERALL BUDGET

DEPARTMENT / CATEGORY	2019-20 BUDGET	2020-21 BUDGET	2019-21 BUDGET	% OF BUDGET
Destination Development	\$ 61,450	\$ 52,500	\$ 113,950	9%
Global Marketing	\$ 199,350	\$ 200,300	\$ 399,650	31%
Global Sales	\$ 66,200	\$ 74,200	\$ 140,400	11%
Global Strategic Partnerships	\$ 18,275	\$ 18,275	\$ 36,550	3%
Strategic Investments	\$ 73,650	\$ 73,650	\$ 147,300	14%
Regional Immediate Opportunity (≥5%)	\$ 32,225	\$ 32,225	\$ 64,450	5%
Staffing	\$ 193,350	\$ 193,350	\$ 386,700	30%
<b>Total</b>	<b>\$ 644,500.00</b>	<b>\$ 644,500</b>	<b>\$ 1,289,000</b>	<b>100%</b>

# 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
<b>Destination Development</b>																									
Signature Trails	\$25,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Oregon Food Trails	\$10,500							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Community Destination Devel.	\$26,400	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
RARE Tourism Development	\$16,450	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Stipends for Convening Tourism	\$9,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Guest Service Gold Training	\$13,800	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OR Tourism Studio Post Project	\$12,800													●	●	●	●	●	●	●	●	●	●	●	●
<b>Global Marketing</b>																									
Winter 2019 Campaign	\$20,000					●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
RDMO Google Content Co-OP	\$13,000		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TSO Social Media Campaign	\$33,740	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
In-Market Act. in Key Market	\$20,000				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Travel Oregon Led Dom. FAM's	\$38,800	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TORP	\$12,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OR Welcome Center Brochure	\$4,320	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regional Photography	\$11,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Economic Impact of Tourism	\$1,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
TSO Media Relations/FAMS	\$72,290	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Digital Assets	\$50,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Creative Brand Dev.	\$32,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2019 TSO Campaign	\$73,500	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fulfillment of Visitor Guide	\$18,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Global Sales</b>																									
Western Canada Roadshow	\$9,000								●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Vancouver Outdoor Advnt. Show	\$8,000								●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
GO West Summit 2020 Opening	\$4,000								●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
GO West Summit	\$13,400								●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
IPW Las Vegas 2020	\$15,000													●	●	●	●	●	●	●	●	●	●	●	●
Oregon Road Rally	\$11,000																								
Travel Trade FAMS	\$80,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

# 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
<b>Global Strategic Partnerships</b>																									
Brand USA Subsite	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Tourism Advocacy	\$31,550	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Gold Hill WW Project	\$41,400	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Dark Skies	\$8,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Lake County Round Up	\$12,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regional Training	\$7,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
ORLA Leadership Academy	\$5,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Brand USA Opportunities	\$20,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Wine Country Support	\$25,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regional Trails	\$9,000	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regional DMO Event Support	\$19,900	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

# DESTINATION DEVELOPMENT

TSO will focus its destination development strategy on several key areas supported by stakeholder feedback: supporting and developing more year-round destination assets; work with regional trail partners on signage, infrastructure, and user-group convening; develop whitewater recreational opportunities; support tourism studio communities with new studios and post-studio work plans; and create training opportunities for partners across the region.

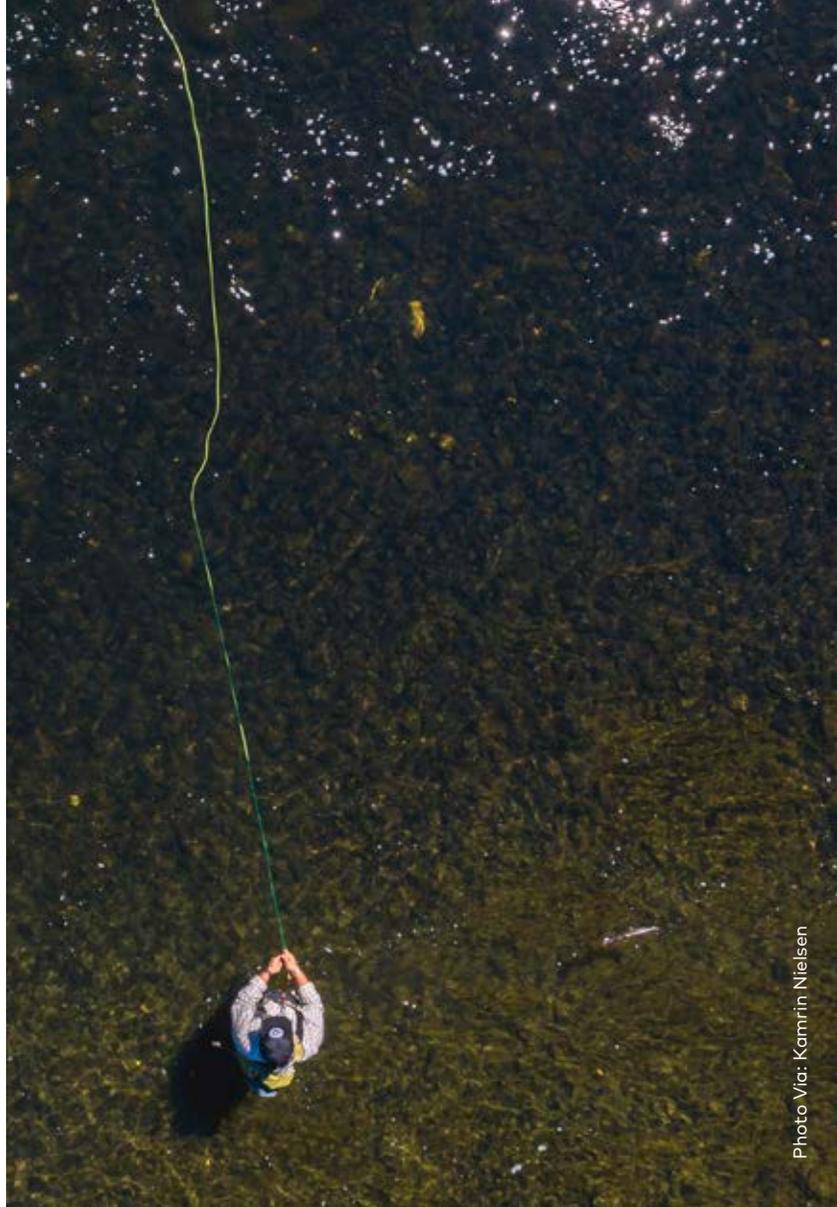


Photo Via: Kamrin Nielsen

1. Signature Trails Projects
2. Oregon Food Trails
3. Community Based Destination Planning & Development
4. RARE Tourism Development Staff Capacity
5. Stipends for Convening Oregon Tourism Studio
6. Guest Service Gold Tourism Trainings

# TACTICS

## 1. BUDGET: \$25,000

### Signature Trails Projects:

Twenty-three percent of overnight marketable trips in Oregon list the outdoors and trails as the way that people access the outdoors (Longwoods International, 2015). As such, investments in signature trails can create benefits including:

- Increased media attention or stories highlighting your region, leading to more visitation
- People staying longer as they have more trail options, or traveling through the region for longer if the trail is a multiday linear experience
- Better built trails that are effectively maintained provide a higher quality user experience and increase support from locals even when use is high
- Regionally, we anticipate direct organizational and project support for: Spence Mountain trail system; the Jack-Ash trail (SUTA); the SOTA Cathedral Hills connector trail in Grants Pass; the North Umpqua Trail in Douglas County; the Oregon Timber Trail in Lake County; Mountain of the Rogue bike trails in Rogue River.

## 2. BUDGET: \$10,500

### Oregon Food Trails:

The Oregon Agritourism Studio (Fall 2019 in Rogue Valley) is a community-based tourism development program designed to assist communities in developing a robust, sustainable tourism economy. This follow-up Oregon Food Trails investment is to take the studio input for new food trails from start to finish in the creation of visitor-ready collateral.

## 3. BUDGET: \$26,400

### Community-Based Destination Planning & Development:

The Illinois Valley community and Friends of the Cascade-Siskiyou National Monument have both unsuccessfully applied for an Oregon Tourism Studio. Some of the feedback from Travel Oregon to the RDMO has been a lack of certainty about preparedness and capacity in these communities to fully support and engage in an OTS or experience.

This investment is designed to do the pre-work for an RTS in either/both communities in the future. We will engage with a destination development specialist who will begin to convene stakeholders and do the preliminary work to understand readiness and better prepare communities for more involved tourism planning and development.

## 4. BUDGET: \$16,450

### RARE Tourism Development Staff

**Capacity** This investment would go towards supporting the current and future projects of the Rogue Valley Agritourism Studio. 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. As an RDMO, we will directly support these post-studio efforts.



# TACTICS

## 5. BUDGET: \$9,000

### Stipends for Convening Oregon Tourism Studio:

Travel Oregon has supported more than 25 destinations develop tourism opportunities throughout the state in meaningful, sustainable ways since 2009. With few exceptions, most all of those OTS communities are still active and working toward their 15-year visions. Some communities are coming up on nearly a decade since their program was delivered.

As the amount of support and resources has grown within Travel Oregon, there has been a greater need to have consistent points of contact engaged at the leadership level for the steering committee and the action teams. While who is in that role may shift as projects are completed and position transitions occur, these convening and project managing roles remain essential to the success of the region in progressing towards the vision and moving the needle on sustainable tourism development. The direct and in-kind costs to an organization or volunteer can be significant after a studio. Their leadership is often contributed through personal passion or through some mission alignment but is not often carried by an organization.

Some of the best practices for effective convening include hosting meetings at a paid venue, coordinating catering, and

having a facilitator/project manager lead the meeting. These costs can add up and become a burden; if they are not offset in some form, the structure and weight of convening can break down the fledgling structures of new or fragile committees or teams. This investment is designed to reinforce the structure and counterbalance the financial demands for convening and/or time for steering committee leaders and/or action team conveners.

## 6. BUDGET: \$13,800

### Guest Service Gold Tourism Trainings:

Travel Oregon has partnered with the Oregon Restaurant and Lodging Association Education Foundation (ORLAEF) to develop and deliver the Guest Service Gold Tourism/Oregon program, an internationally accredited curriculum that provides customer service training for Oregon's tourism industry and results in a professional certification.

The training program uses real life service challenges of tourism staff in Oregon and focuses on seven principles important to the goal of providing a positive guest experience.

The course is presented via a series of seven videos and exercises that illustrate each principle. Students receive a workbook for use during the course, and for reference to take home.

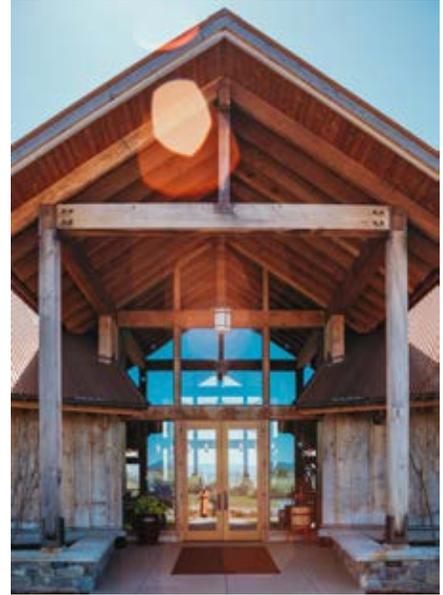


Photo Via: Laura Arbo

A 30-question exam is taken after the course. Students that receive 70% or higher on the test receive a certificate of completion as an accredited Certified Guest Service Professional (CGSP).

# GLOBAL MARKETING

TSO will engage potential visitors with fresh, branded content across all digital channels and a sustained PR effort to keep Southern Oregon top-of-mind in key travel markets.

In this biennium we will re-orient our RDMO marketing strategy to 1) align TSO marketing and media buying efforts with Travel Oregon's work in key markets; 2) engage likely Oregon visitors who have been messaged in the Travel Oregon campaign space with Southern Oregon messages; and 3) create better media-buying opportunities for regional partners in markets where Travel Oregon and TSO have already raised regional awareness.

Creative development will further roll out the TSO brand in key markets to meet stakeholder demand for off-season promotion and visitation to Southern Oregon by promoting our pillars of Crater Lake, wine country, arts and culture and outdoor recreation.



Photo Via: Karmir Nielsen

1. Travel Oregon Fall (Winter) 2019 & 2020 Campaign
2. RDMO Google Content Co-Op
3. TSO Social Media Campaign
4. In-Market Activation in Key Market
5. Travel Oregon Led DOMESTIC FAM Tours
6. TORP Program
7. Oregon Welcome Center Brochure Program
8. Regional Photography
9. Economic Impact of Tourism- Regional
10. TSO Media Relations, Events & FAMS
11. Digital Assets
12. Creative & Brand Development
13. TSO 2019-2021 Marketing Campaigns
14. Fulfillment of Visitor Guide

# TACTICS

## 1. BUDGET: \$20,000

### **Travel Oregon Fall (Winter) 2019 & 2020 Campaign:**

Leverage Travel Oregon's Campaign media buy, targeting active adventurers in Portland and close-in drive markets. This opportunity will be developed in more detail as we get closer to the fall (winter) 2019 and 2020 campaigns, but would potentially include: paid media, content development, media retargeting, social media, click ads driving to regional site, etc.

## 2. BUDGET: \$13,000

### **RDMO Google Content Co-Op:**

Partner with the Travel Oregon marketing team and Miles Media in a program which will give the RDMOs an understanding of what 12 key cities in their area look like in Google Travel Guides and Top Sights – which are the two most destination-centric Google products. This program emphasizes in-person education for RDMOs that will focus on how they can take action to address any opportunities surfaced by the audit, as well as begin to engage the industry in becoming more active on Google My Business. We've also included options for the RDMOs to expand the number of cities audited, as well as an option for content creation – both outside the

shared cost of the co-op. This audit will provide valuable information for the RDMO to work with partners to improve Google Travel Guide information and Top Sights. Through this program each RDMO will have a personalized, in person training session and become a member of the Google DMO Partnership Program. The Google Content Co-Op will whitelist the RDMO for access to an RDMO Knowledge Base developed by Google that provides how-to guides on 13+ Google tools that RDMOs can leverage.

## 3. BUDGET: \$33,740

### **TSO Social Media Campaign:**

Inspire overnight leisure travel through social media branding, marketing, and communications; align and optimize regionally integrated sales, marketing and destination development efforts.

## 4. BUDGET: \$20,000

### **In-Market Activation in Key Market:**

Create a statewide activation in a key media market like New York City to raise awareness of the many offerings of Oregon and the fresh, new story ideas that are coming out of the state, including, but not limited to, culinary, outdoor recreation, wellness, arts and culture,

and the people who help make Oregon a magical place. Travel Oregon and Travel Portland would work together to create an affordable opportunity for all regions to participate and further enhance/build relationships with influential journalists in key media markets.

## 5. BUDGET: \$33,740

### **Travel Oregon Led Domestic FAM Tours:**

Every year Travel Oregon vets and supports several domestic FAM tours of the state to inspire third-party endorsement of Oregon as a premier vacation destination. In FY 2017/18 these FAM tours resulted in coverage in the Chicago Tribune, L.A. Times, Sunset Magazine, S.F. Chronicle, Huffington Post, and more.

Given stakeholders' prioritizing PR outreach and media coverage, it is crucial to have each region have some buy-in when hosting journalists.

When a region is investing in these tours, Travel Oregon will ensure that there is time built into itineraries for RDMOs and their partners to meet with key media influencers so they can further strengthen/build their own relationships with the media, a crucial factor in garnering the right coverage in the right publications for each region.

# TACTICS

## 6. BUDGET: \$12,000

**TORP Program:** The Travel Oregon Regional Pack (TORP) provides partners with an opportunity to distribute printed visitor guides through Travel Oregon’s distribution channels, maximizing efficiencies for the state tourism industry. As inquiries related to a specific TORP partner are received, Travel Oregon’s fulfillment house processes the order and mails the packet to the consumer.

## 7. BUDGET: \$40,000

**Oregon Welcome Center Brochure Program:** Printed brochures and visitor guides remain an effective, commonly used in-market resources for visitor information. In 2017, Oregon’s Welcome Centers assisted over 200,000 walk-in visitors and still serve as highly influential, effective distribution points for regional visitor information. We would love to help send more visitors your way by having your brochure or visitor guide in one or more of Travel Oregon’s eight staffed welcome centers throughout the state.

## 8. BUDGET: \$11,000

**Regional Photography:** Contract with photographer to capture professional digital image assets for the region. In addition to the RDMO, the photo licensing contract must include Travel Oregon as a licensee of the photography with the ability to relicense the photography to tourism partners to help promote Oregon. It is suggested that contracts include perpetual, royalty-free use of the photo assets.

## 9. BUDGET: \$1,000

**Economic Impact of Tourism-Regional:** As an RDMO it is critical to clearly communicate how tourism generates jobs and economic impacts for the counties, region, and state. This provides RDMOs with an opportunity to partner with Travel Oregon and create a high-impact leave-behind that can communicate these impacts down to the county level. This material can be presented at county commissions, city councils, and be left as a leave-behind after meetings with elected leaders. Providing a clear understanding of how tourism benefits the area will garner more support for tourism programs and strengthen other local tourism initiatives.

## 10. BUDGET: \$72,290

**TSO Media Relations, Events & FAMS:** Create PR awareness of the many offerings of Southern Oregon and the fresh, new story ideas that are coming out of the region, including, but not limited to, culinary, outdoor recreation, wellness, arts and culture, and the people who help make Southern Oregon a magical place. Travel Southern Oregon and PR specialist Emele Hibdon will work together to enhance/build relationships with influential journalists in key media markets and create an affordable opportunity for regional partners to participate directly in FAMs.

## 11. BUDGET: \$50,000

**Digital Assets:** Following up on the rollout of a brand new RDMO website in the previous biennium, we will continue to invest in digital communications that create new content and drive a steady, ever-growing stream of traffic to the site.

This includes e-newsletters for both industry and consumers, as well as new digital platform adjustments as technologies evolve to align with our goals and resources.

# TACTICS



Photo Via: Kamrin Nielsen

## 12. BUDGET: \$32,000

**Creative & Brand Development:**

In its second full year of rollout, the TSO brand now meets the expectations of visitors or regional partners to be an inspirational, regional destination brand.

The brand must be regularly updated with new creative assets across all media platforms to ensure a robust regional marketing program and a perennially fresh, branded online presence.

## 13. BUDGET: \$73,500

**TSO 2019-2021 Marketing Campaign:**

The TSO marketing 2019-2021 model involves two elements. First is a brand awareness campaign to build awareness regionally for strong consideration of Southern Oregon as a desirable destination in our key Northern California and greater California markets. The new brand will serve as an inspirational market platform to leverage a successful campaign of digital, print and social co-ops featuring regional partners, which is the second component of the model. Campaign will be designed to support millions of digital impressions across the internet with banners, Facebook, Trip

Advisor, adwords, and other SEO and social platforms. There will also be a print buy, as well as some radio. For the first time TSO will engage with a marketing contractor to strategize and execute all media buys and creative development.

## 14. BUDGET: \$18,000

**Fulfillment of Visitor Guide:**

Distribute printed TSO Vacation Guides, our primary regional fulfillment piece. As inquiries come from regional partners and consumers, Travel Southern Oregon’s fulfillment house processes the order and mails the packets.

# GLOBAL SALES

TSO will create a global sales strategy to meet the clear stakeholder demand for continued investment in FAMS for international travel trade and media: continued investment in Canada as a primary international market; regional trainings for industry partners will create more ambassadors for international tourism and increase understanding of the global buying chain; and investments in itinerary development will broaden and freshen the Southern Oregon for international buyers.



Photo Via: Kamrin Nielsen

1. Western Canada Roadshow
2. Vancouver Outdoor Adventure Show
3. Go West Summit 2020 Opening
4. Go West Summit
5. IPW
6. Oregon Road Rally
7. Travel Trade FAMS and Press Trips

# TACTICS



Photo Via: Justin Olson

## 1. BUDGET: \$9,000

**Western Canada Roadshow:**

Travel Oregon will lead a B2B roadshow including trade and media appointments as well as client events in British Columbia, and, potentially, Alberta in

2020 and 2021. This intimate roadshow setting will include one-on-one meetings with buyers and media from across Western Canada. Opportunity for RDMOs to network and build relationships in the Canadian market.

## 2. BUDGET: \$8,000

**Vancouver Outdoor Adventure Show:**

Consumer show focused on outdoor recreation. RDMOs have the opportunity to spread the word about your region’s outdoor recreation options to this international drive market.

## 3. BUDGET: \$4,000

**Go West Summit 2020 Opening:**

Regional representation, recognition and participation in Go West Summit opening/closing event highlighting Oregon regional sponsors during the event.

## 4. BUDGET: \$13,400

**Go West Summit:**

Go West Summit includes one-on-one scheduled appointments with global tour operators, receptive tour operators, and trade media from key markets. There is also an industry education day and networking events.

## 5. BUDGET: \$15,000

**IPW:**

IPW is the USA’s largest international inbound travel trade and media marketplace. RDMOs will have the opportunity to network, build relationships, product, and provide regional information to key international markets, media, and clients.

## 6. FY 2021: \$11,000

**Oregon Road Rally:**

A unique opportunity for tour operators and media to experience Oregon the way their clients do, in a fly-drive itinerary format. Provides RDMOs with an avenue to get their region in the eyes of key tour operators and media, building product awareness and sales.

## 7. BUDGET: \$80,000

**Travel Trade FAMs and Press Trips:**

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.

# GLOBAL STRATEGIC PARTNERSHIPS

TSO will continue its partnership with Brand USA and Travel Oregon to build awareness of Southern Oregon in the international market. Domestically, creation of collateral illuminating the contribution of tourism to our regional economy will be coupled with a commitment to meet stakeholder requests for increased outreach to regional and local elected officials and policy-makers to help create more broad-based support for the value of tourism in the region.

Our Strategic Investment Funds all live under this Global Strategic Partnerships area as individual tactics. Organizations and projects considered for our Strategic Investment funds all came out of Oregon Tourism Studio work, direct regional stakeholder feedback, and alignment with our strategic goals.

While we anticipate creating a small grant program in the 2021-2023 biennium to field requests for projects across the region that we may or may not be familiar with, we will still make strategic investments in projects that have significant regional impact; our regional DMOs are key conduits of projects worthy of consideration for Strategic Investment funds, and the TSO Board approves the projects selected. We feel this is the most effective and efficient way in this biennium to leverage important regional partnerships to achieve the goals stakeholders expect.



1. Brand USA Microsite Renewal
2. Tourism Advocacy
3. Gold Hill Whitewater Park
4. Oregon Outback Dark Skies Project
5. Lake County Roundup 100th Anniversary
6. Regional Training Opportunities
7. ORLA Leadership Academy
8. Brand USA Opportunities
9. Wine Country Destination Capacity Support
10. Regional Trails
11. Regional DMO Event Support

# TACTICS

## 1. BUDGET: \$5,000

### Brand USA Microsite Renewal:

Renewal of existing Brand USA subsite (microsite).



Photo Via: Marc Salvatore

## 2. BUDGET: \$31,550

### Tourism Advocacy:

As regional advocates for the benefits of the tourism economy across the region, and in the state, attendance at a wide variety of civic and industry meetings is required. Resource will be used for production of relevant collateral telling the tourism story, travel costs, and convening meetings with local and regional leaders across our larger than normal territory.

## 3. BUDGET: \$41,400

### Gold Hill Whitewater Park:

The Gold Hill Whitewater Park has been many years in a concept phase—the natural features of Tilomik’h Falls offer whitewater rafters and kayakers an all-season playground that is already an economic boon for the Rogue Valley communities near Gold Hill. The project of creating a Whitewater Park involves some in-stream work on the infamous Muggers Alley portion on the falls that is currently very dangerous to boaters of

every skill level. The goal is to mitigate the dangerous holes along this portion, creating a world-class play wave run that will be suitable for floaters of all skill levels. The layers of permitting are vast, from the U.S. Army Corps of Engineers to the state fisheries department to tribal partners and local governments. TSO resource will facilitate the arduous process of draft reports, public meetings, and creation of fundraising and marketing collateral to help steer this destination development project to its completion in 2021/2022.

Strategic partners for this investment will be the Gold Hill Whitewater Center, Jackson County Parks Dept., the Governor’s Regional Solutions Office, and the City of Gold Hill.

## 4. BUDGET: \$8,000

### Oregon Outback Dark Skies Project:

According to the International Dark Sky Association, the official authority on Dark Sky Places, an IDA International Dark Sky Reserve is a public or private land possessing an exceptional or distinguished quality of starry nights and nocturnal environment that is specifi-

cally protected for its scientific, natural, educational, cultural, heritage and/or public enjoyment. Reserves consist of a core area meeting minimum criteria for sky quality and natural darkness, and a peripheral area that supports dark sky preservation in the core. Reserves are formed through a partnership of multiple land managers who have recognized the value of the natural nighttime environment through regulations and long-term planning.

The value of astrotourism to the Lake County community will be very high, giving all visitors a good reason to spend the night so they can enjoy this internationally-recognized, natural, unspoiled asset of the Oregon Outback. Resource will be spent on all initial convenings, procuring scientific materials and measurements as necessary, and filing application for Dark Sky Reserve status.

A broad spectrum of strategic partners will be required to successfully execute this tactic, including the Lake County Chamber of Commerce, the U.S. Forest Service, the BLM, the Eastern Oregon Visitor’s Association, and the International Dark Sky Association.

# TACTICS

## 5. BUDGET: \$12,000

### Lake County Roundup 100th

#### Anniversary:

TSO support of the 100th Lake County Roundup helps us engage with our Lake County tourism partners and promote the Western Heritage that is so much a part of the identity of this part of our region. The Lake County Chamber of Commerce and the Lake County Roundup Association are key strategic partners for this investment. clients.

## 6. BUDGET: \$7,000

#### Regional Training Opportunities:

Our regional partners want grant-writing workshops, international visitor workshops, social media workshops, and diversity and inclusion trainings. TSO has already made this a sustainable and successful part of our regional outreach, and we will continue to do so. This strategic investment will include all regional DMOs as partners, as well as Meredith Howell and other statewide experts in their fields who provide regional trainings.

## 7. BUDGET: \$5,000

#### ORLA Leadership Academy:

Support Southern Oregon leadership attendance and participation in the in-

augural ORLA Leadership Academy. Our strategic partners for this investment include ORLA and Travel Oregon.

## 8. BUDGET: \$20,000

#### Brand USA Opportunities:

Renewal of existing Brand USA subsite and developing/creating more opportunity for Southern Oregon to be featured to the international market through Brand USA initiatives. This strategic investment will continue our partnership with Miles Partnership.

## 9. BUDGET: \$25,000

#### Wine Country Destination

##### Capacity Support:

With more than 85 wineries in the Rogue and Umpqua valleys and 2 million marketable visitor trips to the region, TSO will partner with regional wine marketing organizations to align strategic goals between the tourism and wine country destination marketing efforts. In this biennium building capacity is the prime challenge to ensure self-sustaining organization in the coming biennia. Strategic partners for this investment will be the Rogue Valley Vintners and the Umpqua Valley Winegrowers Association.

## 10. BUDGET: \$9,000

#### Regional Trails:

Not every trail falls under the Signature Trails menu item—this tactic is designed to give a range of regional trail groups resource for signage, work parties, permitting fees, and other capacity-building support necessary to achieve tactical successes in our regional trail network. Key strategic partners for this investment will be the Siskiyou Mountain Club, Southern Oregon Trails Association, Klamath Trails Alliance, Oregon Timber Trail Alliance, and Ashland Watershed Trails Association.

## 11. BUDGET: \$19,900

#### Regional DMO Event Support:

There are significant events that our regional DMOs host and execute that are real tourist draws for the region. This resource will be used as sponsorship/marketing/media support for events like Ride the Rim, the Ashland Culinary Festival, the NUTCracker bike race, and other events in the region that have major impact in our regional communities. Key strategic partners for this investment will be Discover Klamath, the Umpqua Economic Development Partnership, Travel Ashland, Lake County Chamber of Commerce, Travel Medford, and Travel Grants Pass.

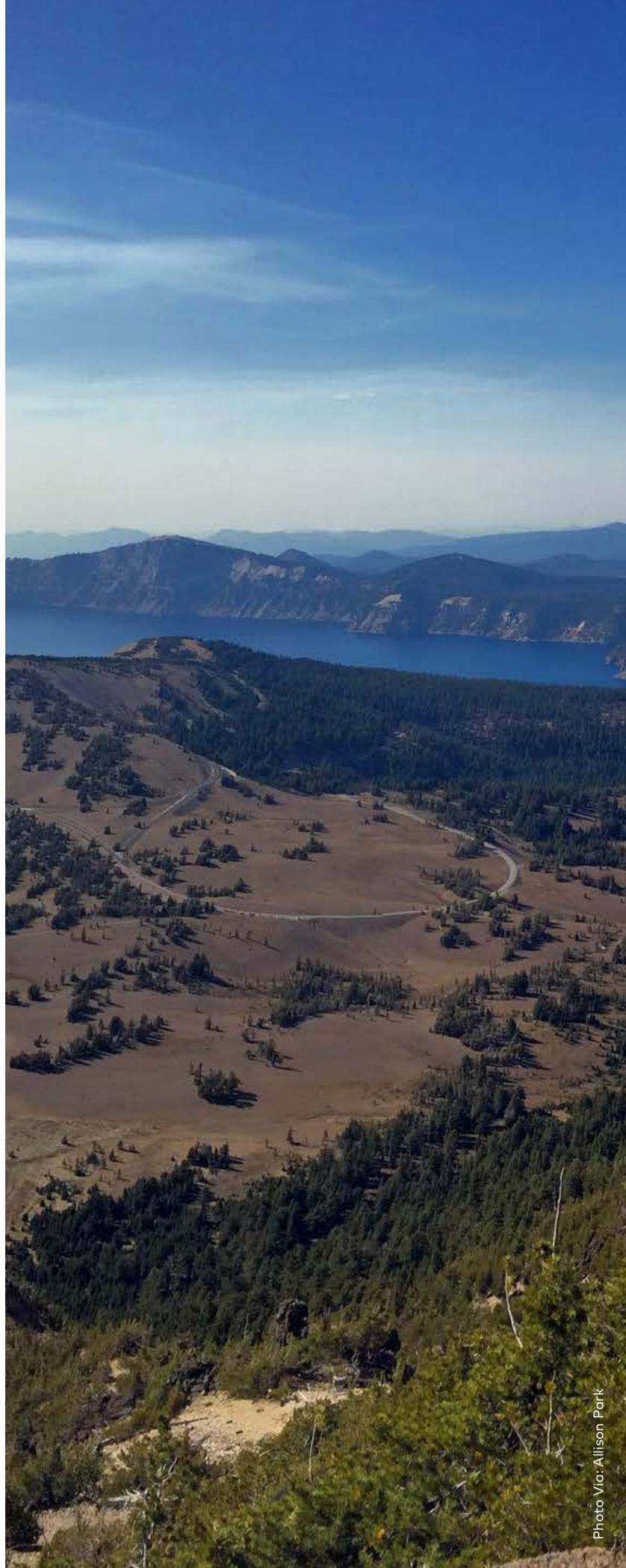
# REGIONAL IMMEDIATE OPPORTUNITY FUND

TSO is currently considering a number of opportunities in which to invest these funds when the need arises due to potential natural disasters or smoke/fire events within the region.

Early in the new biennium, TSO would like to start the Southern Oregon Smoke Monitoring System. This system would be a series of smoke monitors co-owned by TSO and ten of our tourism attractions. The individual monitor data will be available via a shared dashboard and map that TSO procures. The goal of the project is to give our tourism business partners a snapshot of current smoke levels at the monitor sites. Currently the only option to monitor smoke is from the four Oregon DEQ sites which are miles away from our attractions. At this time, we're hoping to have this updated data available for visitors as well as via the TSO website, Travel Oregon website, and our DMO partners throughout the region. Estimated cost: \$10,000 for the biennium.

Other ideas for these funds will be to support any marketing campaigns for a particular community after a fire/smoke event.

**BUDGET:** \$64,450





# STAFFING & ADMINISTRATION

A budget has been established using the available funds to cover year around salaries for two employees and benefits, as well as rent for office space and supplies to fulfill the RCTP biennium plan.

Any other staffing requirements will be contracted and billed through RCTP tactics. Four contractors have been selected to oversee social media, public relations, and travel trade shows and FAM tour management.

**BUDGET: \$386,700**

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TRAVEL  OREGON

