

# STRATEGIC PLAN PROGRESS REPORT

JUNE 2021

TRAVEL



OREGON



## ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, works to enhance visitors' experiences by providing information, resources and trip planning tools that inspire travel and consistently convey the exceptional quality of Oregon. The commission aims to improve Oregonians' quality of life by strengthening the economic impacts of the state's \$12.8 billion\* tourism industry that employs more than 117,000 Oregonians. Visit [traveloregon.com](https://traveloregon.com) to learn more. (\*These numbers reflect the 2019 economy, prior to COVID-19).

This Strategic Plan Progress Report (SPPR) is a high-level summary of key initiatives and programs embedded within Travel Oregon's 2019-21 Strategic Plan. The plan was adopted by the Oregon Tourism Commission following review by the Governor, Oregon Legislative Assembly, Oregon travel industry trade associations, applicable state agencies, Oregon's tourism industry and the public. This SPPR is provided to the Oregon Tourism Commission and shared with Oregon's tourism industry and other interested parties to report on program advancement, key learnings, agency and industry performance metrics and general updates on the 2019-21 Travel Oregon Strategic Plan since the Commission's last meeting.





# MESSAGE FROM CEO



Dear Commissioners,

Summer 2021 has arrived and while the challenges we faced together in 2020 are not fully behind us, I am grateful for what our industry has learned and how we are forging ahead together to bring resiliency and transformation to Oregon’s tourism industry.

As vaccination rates across the state continue to rise and county risk levels drop, we are looking forward to the opportunity for the Commissioners who are able, to meet in person for the first time since February 2020. Due to limited staffing at the Oregon Convention Center and statewide COVID regulations in place when the space was confirmed, this meeting will not be open to the public in person – but instead will be livestreamed and accessible to people across the entire state. And, as always, the public comment opportunity is available for folks to share written comments with the Commission.

I am optimistic about our future and confident in the path we have proposed through our Rebuild Strategic Plan. With Oregonians venturing out this summer and exploring Oregon’s diverse and scenic landscapes and downtowns, we want their trips to be safe and memorable, and for visitors and locals to see their role in helping sustain the state’s natural resources for generations to come. We have the opportunity to be radically transformational in defining our approaches to serving each other, our communities and the lands and waters that we have the privilege to promote and the responsibility to preserve.

I am encouraged by the signs indicating that we are finally in a place to expand the activation of our plans for economic recovery. I look forward to being together soon, and even more to a day where we can welcome back our important tourism partners to join us in meeting together to realize just how far we’ve come...together.

Best regards,

A handwritten signature of Todd Davidson in black ink.

**Todd Davidson**  
CEO

## OREGON TOURISM COMMISSION



Chair

**Scott Youngblood**



Vice Chair

**Nigel Francisco**



**Don Anway**



**Richard Boyles**



**Lucinda DiNovo**



**Maria Ponzi**



**Mia Sheppard**



**Kenji Sugahara**



**Greg Willitts**









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- 25** Support community and business leaders, key organization and public agencies across Oregon with the development and deployment of responsible visitor management strategies following the State of Oregon Equity Framework in COVID-19 Response and Recovery
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## VISION

A better life for all Oregonians through strong, sustainable local communities that welcome a diversity of explorers.

## MISSION

We inspire travel that drives community enhancement and economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry, work to ensure all travelers feel welcome and preserve Oregon's way of life and its natural places.

## VALUES

### EVERGREEN

- We strive to preserve Oregon's natural beauty with everything we do
- We build strength and resiliency for a sustainable future
- We balance work and life with our love for Oregon and the people in it

### TRAILBLAZE

- We lead the way through innovation
- We lift each other up while driving forward
- We set the bar high and aren't afraid to fail

### TRUE NORTH

- We take ownership of our work
- We honor our commitments

### CANOPY

- We celebrate and invite diverse cultures, perspectives and voices
- We show up for each other and our industry

## EQUITY STATEMENT

Travel Oregon is committed to ensuring our work helps Oregon become a more equitable destination, so all who travel the state can enjoy their journey and feel welcome. Our work aligns with how we value Oregon and its communities, our staff and our industry partners.

We define equity as: when all people have equal access to the same resources to potentially reach the same outcomes. To that end, we want all people to have access to enjoyable travels throughout Oregon.

### We are committed to the following shared values:

- Understanding what equity is and acknowledging that not all people have the same starting point.
- Being life-long learners regarding equity and committing to the necessary repair work when we misstep.
- Working to ensure our intent aligns with our impact.

Travel Oregon is growing in our understanding of the myriad intersecting identities people hold and how some identities are rooted in systems of oppression. We aim to remove barriers from all travelers. Addressing equity through an exploration of people's held identities helps us to build a stronger more unified community — a community where we see race, age, ethnicity, sexual orientation, gender, gender identity, gender expression, religion, visible and invisible disabilities, socio-economic status, and all of the intersecting identities therein, and we know that in these differences lies our strength.



# OREGON TOURISM COMMISSION MEETING

June 15, 2021  
9:00 a.m.

Note, in compliance with Executive Order No. 20-12 Tourism Commission Offices are not open to the public without appointment. In response to Governor Kate Brown's directive on social distancing measures to slow the spread of COVID-19 and reduce the risk of exposure to our communities, this will be a virtual meeting and will be live-streamed on Travel Oregon's Industry YouTube Channel:

<https://www.youtube.com/user/oregontourism/>

9:00 a.m.	<b>Welcome and Introductions</b>	Chair Youngblood
9:05 a.m.	<b>Chair Remarks</b>	Chair Youngblood
9:10 a.m.	<b>Public Comment</b>	Chair Youngblood
9:15 a.m.	<b>Commission Business</b> Review of Commission Packets	Chair Youngblood
9:20 a.m.	<b>Commission Action</b>	Chair Youngblood
9:20 a.m.	Approval of Minutes	
9:25 a.m.	CEO Evaluation Process	
9:30 a.m.	Nomination Committee Report – Election of Officers	Vice-Chair Francisco
9:35 a.m.	<b>Final Review &amp; Adoption of 2021-23 Strategic Plan and Budget</b>	Todd Davidson
10:05 a.m.	<b>BREAK</b>	
10:15 a.m.	<b>Reports, Updates &amp; Discussions</b>	
10:15a.m.	Small Business Marketing Trainings	Hilary Sager & Kelda Schmidt
10:30 a.m.	Tourism Economics International Research Update	Petra Hackworth & Geoff Lacher
10:55 a.m.	Advertising & Visitor Lifecycle Management Updates	Kevin Wright
11:20 a.m.	Competitive & Recovery Grants Update	Michelle Woodard
11:35 a.m.	Competitive Large Grant Annual Report	Sarah Massey
11:55 a.m.	<b>Other Business</b>	Chair Youngblood
12:00 p.m.	<b>Adjourn</b>	Chair Youngblood

*If you have any questions or comments related to today's proceedings or presentations, please email us at [industry@traveloregon.com](mailto:industry@traveloregon.com) and indicate "June 2021 – Tourism Commission Meeting" in the subject line.*

*Next Tourism Commission Public Meeting – October 5, 2021 – Salem, OR*



# OREGON TOURISM COMMISSION

## Progress Report | June 2021

Worldwide, COVID-19 has had devastating effects on economies, health and wellbeing. Oregon is no exception. The state's travel and tourism industry has seen immediate and potentially long-term impacts. It is in this moment that Travel Oregon finds itself with an unprecedented opportunity to rebuild Oregon tourism, with a priority for doing so in a way that ensures every Oregonian and all who visit feel welcome, safe and valued.

It is with a clear resolve to provide a better life for all Oregonians and to ensure that all travelers feel welcome that Travel Oregon has pivoted its strategic plan in response to COVID-19 to expedite economic recovery in the travel and tourism industry. The plan aligns with the [State of Oregon Equity Framework in COVID-19 Response and Recovery](#) and Governor Brown's phased approach for reopening. As we work with partners to recover and rebuild Oregon's tourism economy, we commit to doing so in a way that advances equity, opportunity and social justice.

As we navigate the COVID-19 pandemic, Travel Oregon has pivoted our work, and the strategies that drive this work – but the overarching Imperatives remain the same:

- **Optimize Statewide Economic Impact**
- **Support And Empower Oregon's Tourism Industry**
- **Champion The Value Of Tourism**
- **Run An Effective Business**

In the sections below, please find updates outlined by the nine strategies that will guide our work as we focus our attention on helping local communities through the economic rebuilding process as we move forward together.



# COVID-19 PRIORITY STRATEGIES

Monitor revenue projections and associated budget implications; amend budgets in real-time as needed

## FINANCIAL UPDATE

### 2020-21 (FY21) Financials

Transient Lodging Tax (TLT) income fiscal year-to-date as of May's monthly deposit totals \$20,674,141; this accounts for 103.4% of the budgeted \$20 million TLT. The final TLT deposit from the Department of Revenue (DOR) will be posted by June 10; additional TLT from the DOR (accrual of accounts receivable, unposted revenue, fees and adjustments) will be posted as part of the state's year end close in July.

FY2021 TLT performance has steadily increased quarter by quarter over the fiscal year.

Quarter	TLT	\$ Change from prior FY	% Change from prior FY
Q1 (April-June lodging)	\$3.2M	(\$7.4M)	-70%
Q2 (July-Sept lodging, TLT @1.5%)	\$8.9M	(\$5.9M)	-40%
Q3 (Oct-Dec lodging)	\$5.0M	(\$3.1M)	-38%
Q4 (Jan-March lodging) – to date: one deposit + accrual remaining	\$3.5M+	(\$2.7M)	

Although TLT is ahead of budget, compared to the same period last year TLT funds decreased 43%.

July 2020 - May 2021	July 2019 - May 2020	\$ Change	%Change
\$20.67M	\$36.45M	(\$15.78M)	-43%

Regional comparison of the decrease in TLT, FY2020 vs FY2021:

Regional FYTD change, FY2021 vs FY2020 (as reported by DOR, before DOR fees and adjustments)		
Region	\$ Change	% Change
Central Oregon	(501,951)	-12.2%
Eastern Oregon	(352,151)	-27.4%
Mt. Hood & Columbia River Gorge	(421,856)	-28.7%
Oregon Coast	(702,156)	-8.3%
Portland Region	(10,646,897)	-74.1%
Southern Oregon	(954,057)	-29.4%
Willamette Valley	(2,246,917)	-49.1%
Totals	(15,825,985)	-42.2%

All department expenses are in line, with no unanticipated or unbudgeted costs this fiscal year-to-date.

Fiscal year-to-date proceeds from Wine Country License Plate (WCLP) sales as of April 30 total \$362,854. Distribution of WCLP program funds are administered by the Global Strategic Partnership team under guidelines established by the commission per ORS 805.274.

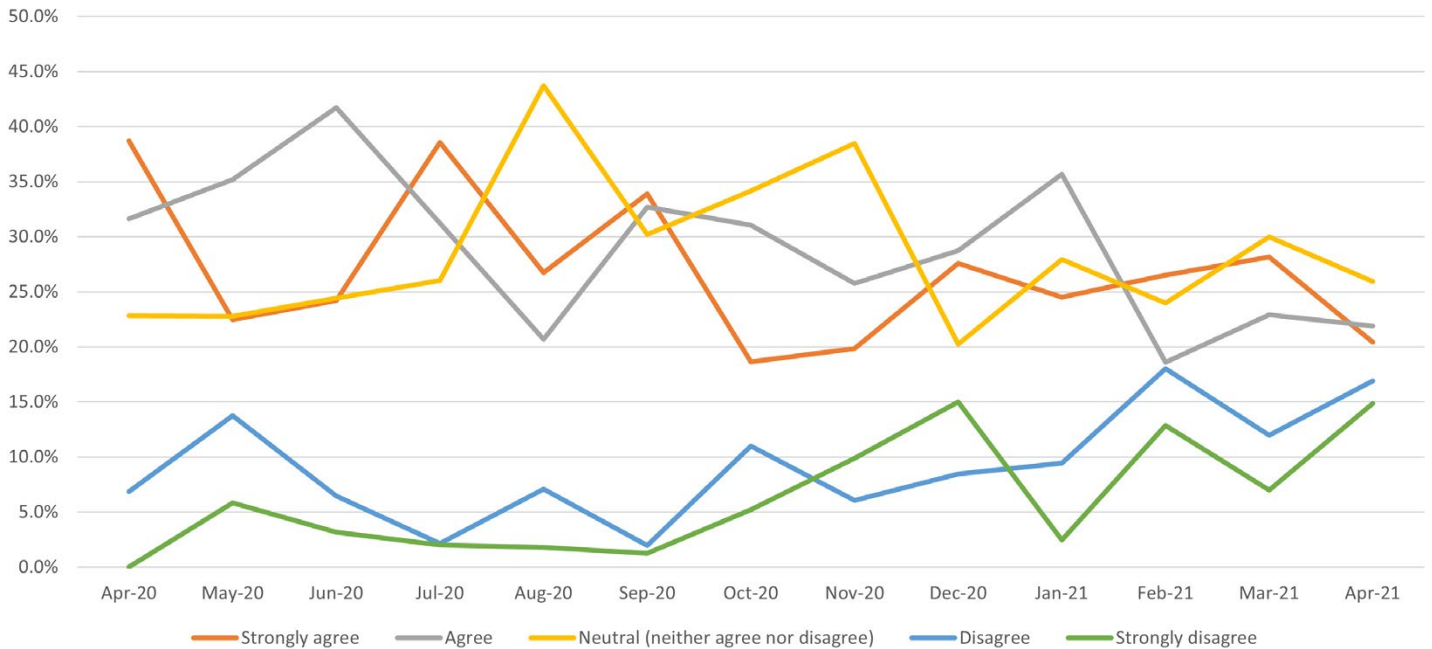
## RESEARCH

We worked with Dean Runyan Associates to estimate the Economic Impact of Travel in Oregon report during 2020. The COVID-19 pandemic brought economic disruption to almost all sectors of the U.S. economy in 2020, but few industries were as hard hit as travel and tourism. Highlights of the report are detailed below, and the [full report](#) is available on the industry website. .

- U.S. travel spending declined an estimated 36% in 2020. The Oregon travel industry was even more affected experiencing an estimated decline of 50% in travel spending (down from \$12.8 billion in 2019 to \$6.5 billion in 2020).
- Direct employment experienced a loss of approximately 26,200 jobs across the state. This represents a 22.1% decline in travel-related employment. The largest amount of job losses occurred within the accommodations and food services sector, which lost 16,400 jobs.
- Tax receipts generated by travel spending were down 27.9% compared to 2019. Local and state taxes declined 38.6% and 24.8%, respectively.
- Overnight visitor volume decreased from 29.7 million to 20.2 million, a decline of 32.1%.
- 1.8 million domestic visitors traveled to Oregon by air in 2020. This was a decline of 59% from the 4.3 million visitors in 2019.
- Oregon residents accounted for 55% of visitor spending in Oregon in 2020. U.S. residents of states other than Oregon accounted for approximately 42% while international visitors accounted for 3% of travel spending in the state.



### I do not want travelers coming to visit my community right now!



## Oregon Resident Sentiment

According to the Destination Analysts Coronavirus Travel Sentiment custom report for Oregon, resident sentiment toward welcoming visitors to their community is trending in the right direction, shifting from negative to positive since the start of the pandemic.

## Support and engage staff with timely, clear and transparent communication and direction

A significant focus for Travel Oregon in running an effective business is aligning communications to support clarity and accountability among the team. Our intent is to optimize our efforts, keep lines of communication open and drive positive outcomes for Oregon's tourism industry. Staff at all levels are engaged in support of the work reflected in this report. Much of the work is driven through interdepartmental, ad hoc, and standing groups in pursuit of the priority outcomes contained within the COVID-19 Strategic Plan.

Travel Oregon's industry communications team continues to provide bi-weekly staff updates that provide the most current information on COVID-19 and the state's recovery efforts. In addition, the operations and exec team are also providing weekly agency updates to staff via email as needed.

In July, the operations team is planning to launch the new Sharepoint Communication HUB that will be a place where staff can find recent updates, news, publications, staff ongoings, and access files.

## Execute a clear communications strategy including industry, policy makers and consumers in order to provide the most up to date resources, champion the value of tourism and share compelling Oregon stories

### PUBLIC AFFAIRS

#### Federal Public Affairs

#### The American Recovery Plan: COVID-19 Relief Plan

This past March, President Biden signed the \$1.9 trillion American Rescue Plan Act (ARPA) of 2021 into law. This stimulus package provides industry-specific funding for small businesses, many of which are in the tourism industry.

#### Restaurant Revitalization Fund (RRF)

This fund provides \$28.6 billion in grants to certain eligible restaurants and other food and drinking establishments. In the first 24 hours of opening, 186,2000 restaurants, bars and other eligible businesses across the U.S. applied for relief. Approximately 52% of the applications came from restaurants, bars and other eligible businesses owned and controlled by women, veterans and socially or economically disadvantaged individuals. 61,700 applications came from businesses with under \$500,000 in annual pre-pandemic revenue, representing some of the smallest restaurants and bars in America.

#### Economic Development Administration Grant

Travel Oregon has been working in partnership with U.S. Travel to advocate that a certain amount of EDA funds



be specifically available for tourism. The ARPA contains \$3 billion in supplemental funding for EDA – twice the amount of EDA funding included in the CARES Act – and the bill language directs that 25% of the funds (\$750 million) shall be allocated to states and communities that have suffered economic injury as a result of job and gross domestic product losses in the travel, tourism and outdoor recreation sectors. EDA guidance determining how this funding can be used is still under development. Travel Oregon is meeting with regional EDA representatives later this month to discuss project concepts.

### **Economic Injury Disaster Loan (EIDL)**

An additional \$15 billion for the Targeted EIDL Advance program created by the Economic Aid to Act. This provides grants of up to \$10,000 to small businesses located in low-income communities that have no more than 300 employees and that have suffered an economic loss of more than 30%.

### **Shuttered Venue Operators Grant Program (SVP)**

While the federal CARES Act originally appropriated \$15 billion to fund the SVP, ARPA provides another \$1.25 billion in funding, of which \$500,000 is reserved for providing program applicants with technical assistance.

Travel Oregon has been communicating these resources out to partners through our industry website and COVID-19 toolkit, our weekly industry newsletter and through LinkedIn and Twitter.

### **Destination Capitol Hill**

- U.S. Travel organized a [virtual bill](#) on March 17. Travel Oregon and partners met with all Oregon's congressional offices. We had the opportunity to share how the last year has been economically devastating to the tourism industry and requested support for actions to be taken to provide resources for businesses and rebuild the industry.
- We were joined by Chair Youngblood and Commissioner Boyle, along with our industry partners from the Willamette Valley Visitors Association, Travel Lane County, Travel Portland, Travel Southern Oregon, Mt. Hood and Columbia River Gorge region, the Port of Portland, and the Oregon Destination Association. Roger Dow, the President and CEO of U.S. Travel, joined us on our first meeting of the day with Senator Wyden.
- We asked for the following actions:
  - We thanked the House members who had passed the Paycheck Protection Program extension act and asked our Senators to support it as well – which successfully passed, and the program was extended.
  - We asked for support of the Hospitality and Commerce Job Recovery Act – a bipartisan bill that provides a set of temporary refundable tax credits to drive travel demand. The legislation has the potential to add 1.5 million jobs and \$600 billion in economic output if enacted. The bill continues to be active and in conversation in both the House and Senate.

- We shared the importance of Brand USA and the need to secure funding outside of the ESTA fee.
- And we asked to support U.S. Travel in their development of restoring professional meetings and events using science-based data.

### **State Public Affairs**

The 82nd session of the Oregon legislature has been challenging due to limited visibility and access to the capitol due to the pandemic. All public hearings and work sessions have been virtual. The session is scheduled to end on June 27. While Travel Oregon did not actively pursue any legislative concepts or bills in the 2021 legislative session, there were some bills that were introduced related to the state transient lodging tax. However, there is little interest in increasing the state transient lodging tax as the lodging industry has been disproportionately impacted through the pandemic in comparison to other industries. Nor is there strong interest in reallocating funding away from Travel Oregon as these dollars are critical to reinvest in the tourism industry for recovery purposes. At this time, none of these bills are currently expected to move forward.

### **The following meetings took place this spring:**

#### **House Special Committee on Wildfire Recovery**

On April 12, Travel Oregon was asked to present alongside Oregon Parks and Recreation Department, Business Oregon and the Department of Land Conservation and Development on programming that can provide resources to wildfire impacted communities and businesses. This has resulted in the development of a guide that provides resources for fire-affected communities to learn about a core set of programs likely to be helpful. Travel Oregon continues to engage in these conversations at both the state level and local level through RDMOs and local communities like Detroit Lake and Molalla.

#### **Joint Ways & Means Committee**

On April 30, the legislative fiscal office (LFO) presented their biennial report on semi-independent agencies. LFO noted that all agencies are in compliance and have no material issues or concerns.

#### **Governor's Office Meeting – Campaign launch**

On April 12, Travel Oregon, along with Chair Youngblood, Vice-Chair Francisco, Commissioner Boyle and Commissioner Anway met with Leah Horner, Governor Brown's policy advisor to economic development and jobs, to discuss setting the launch date of the next marketing campaign. The meeting was a candid and direct conversation and ended with a decision of launching the campaign on May 10. However, due to increased case rates and counties being recategorized as high or extreme risk, subsequent conversations led to the campaign launch date being pushed to June 1.



## Local Transient Lodging Tax Collection Program

In other state-related public affairs updates, the DOR recently launched their Local Transient Lodging Tax Collection Program. In 2017, the legislature passed HB 2400 that required the DOR with the authority to enter into intergovernmental agreements with local governments to administer their local lodging taxes. The program allows for the combined collection of state and local lodging taxes on a single return and includes filing enforcement, auditing and other administrative capabilities. The state is hopeful that this can help with short term rental tax compliance as some smaller jurisdictions have a challenging time with compliance. While now active, there have been a few glitches in the process – for example, some city ordinances only direct the city to collect DOR and would need to update their ordinance to allow DOR to collect on their behalf. These issues are being addressed and will hopefully be addressed soon.

## INDUSTRY COMMUNICATIONS

### Media coverage

The [Q3 Industry Communications Coverage Report](#), generated through the Cision platform, includes stories that speak to agency work/programing and earned media placements from both proactive and reactive outreach. The industry communications team saw excellent results with proactive outreach during Q3. In January, the team sent a press release, followed by targeted media outreach, following the release of the Oregon Outdoor Recreation Economic Impact Study. The Destination Ready project announcement saw steady coverage during February and March. In late March, the team enlisted Maxwell PR for outreach around Travel Oregon's suite of investments.

### Press releases

- Jan. 12, "[New study shows how outdoor recreation in Oregon is a growing and important part of the state's economic growth and resiliency.](#)"
- Feb. 25, "[Travel Oregon's Destination Ready program awards \\$973,336 to projects across the state.](#)"
- March 16, "[Travel Oregon Invests Millions to Help State Get Visitor Ready.](#)"

## Industry Spotlight

In the February progress report, the industry communications team shared an exciting project that was a direct outcome of our public affairs meetings with RDMO partners: The Industry Spotlight. The [Industry Spotlight newsletter](#) provides in-depth stories of the people, businesses, programs, etc. that make up Oregon's tourism industry. The goal of this project is to help create a culture of excitement and support around the tourism economy statewide. The first edition of the Industry Spotlight was sent in April and will be sent on a bi-monthly basis with the next going out in June.

### industry.traveloregon.com

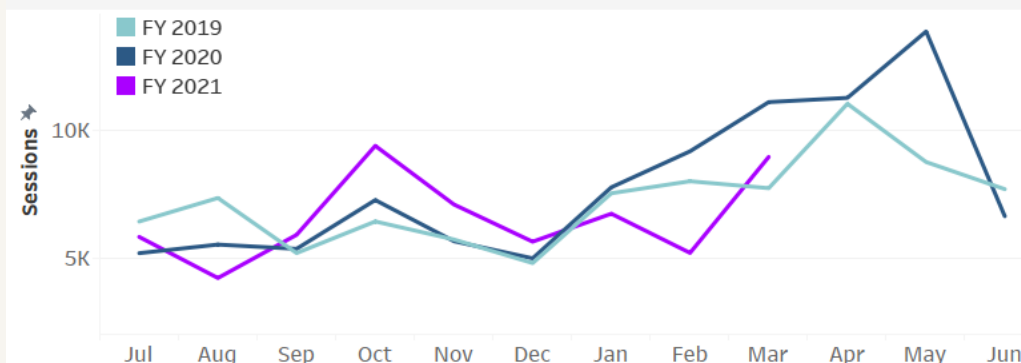
Website traffic was down in Q3 from last year.

The top ten pages in Q3 were:

1. Industry homepage (9,865 page views)
2. Competitive & Recovery Grants Program (5,459 page views)
3. Destination Ready Program (4,249 page views)
4. Destination Ready Eligible Projects (2,925 page views)
5. Grants (2,058 page views)
6. Competitive & Recovery Grants Application Documents (1,822 page views)
7. Oregon Outdoor Recreation Economic Impact Study (1,483 page views)
8. Destination Ready Application (1,365 page views)
9. COVID-19 Toolkit (1,225 page views)
10. Competitive Grants Program (1,180 page views)

In Q3, 77 new contacts signed up to receive our weekly industry newsletter. The decrease in subscribers is a result of the current landscape due to COVID-19 and its impact on the industry. For 14 months, the newsletter has been published weekly and the open rate remains high, averaging 28%.

## Industry Website Traffic Trend



### Monthly - March

FY 2020	FY 2021	
11,136	8,980	-19.4%

### Quarter - Q3

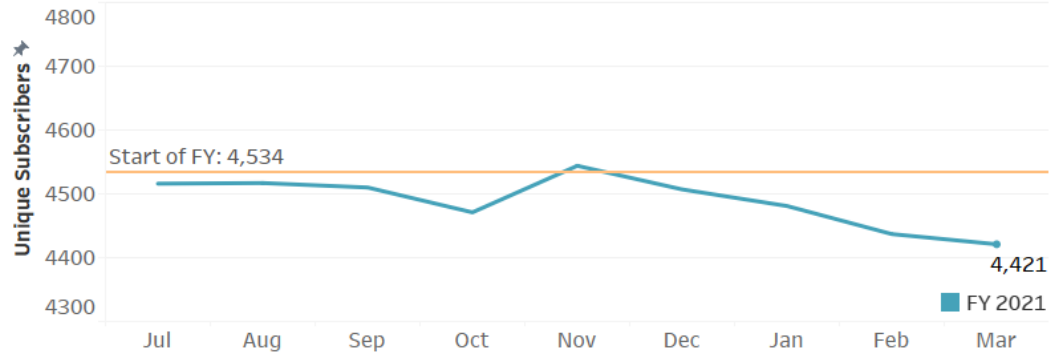
FY 2020	FY 2021	
28,120	20,928	-25.6%

### FYTD

FY 2020	FY 2021	
62,141	59,057	-5.0%



## Industry Email List Size Trend



### % Chg from Start of FY

-2.49%

### Net Gain / Loss From Start of FY

-113

## CONSUMER COMMUNICATIONS

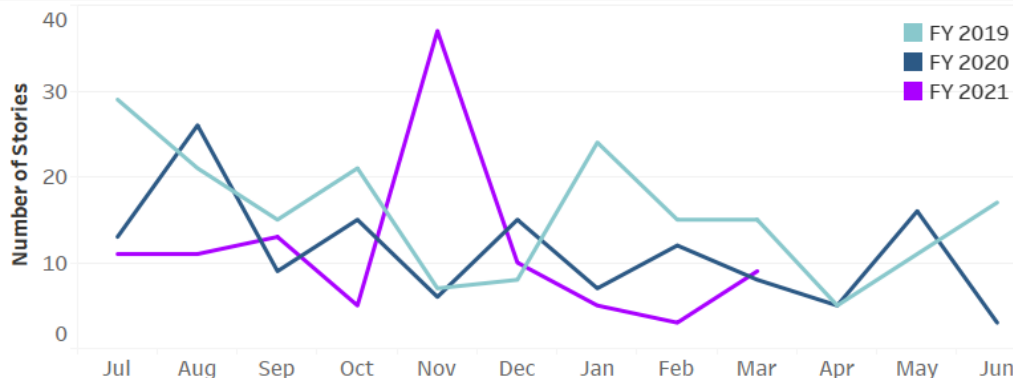
In Q3 we garnered 19 national and regional stories with a circulation of 161 million and an average story score of 9/10. Comparatively, in Q3 19/20, we garnered 27 stories, with a circulation sum of 338 million and an average story score of 8.3/10. Our story score increased nearly a full point over the last year, which reflects the relevance and quality of our pitching efforts and media relationships. Year-over-year, the circulation was down mainly due to a high number of regional stories, which have lower circulation numbers. Some of our top national coverage included placements in The Wall Street Journal, MSN, Reader's Digest and Conde Naste Traveler.

### Top Chef Consumer PR Activations

Over the next five months, Travel Oregon will be continuing to leverage Top Chef through two media activations beginning in July going through November. A full report on these activations will be in the next progress report.



## Consumer PR - # of Stories Trend



### Monthly - March

FY 2020	FY 2021	
8	9	12.5%

### Quarter - Q3

FY 2020	FY 2021	
27	17	-37.0%

### FYTD

FY 2020	FY 2021	
111	104	-6.3%

## Continue to assist industry with leveraging new and existing sales channels to produce bookings

### Why Guides Program

At the end of March, Travel Oregon kicked off “Why Guides,” an agency-wide initiative to recognize tour operators, guides and outfitters as one of the state’s top tourism assets. This community is made up of local experts and small businesses who help travelers discover unique experiences, follow destination management principles, and provide land stewardship throughout the state, creating memorable and sustainable experiences for visitors. Guides are encouraged to [register](#) online and share more in-depth information about their businesses so that Travel Oregon can accurately promote and market this passionate sector of the industry. Many of the registered guides and operators have been chosen to participate in the following promotions:

- [Why Guides Sales Sheet](#) for NTA Contact Travel Tradeshow and Visit USA U.K. Travel Tradeshow.
- [Guides/outfitters featured on KATU news programming.](#)
- Guide/outfitters featured on KUNP Spanish-speaking news programming.
- [Several guides/outfitters featured in traveloregon.com editorial story content.](#)
- [Inclusion in :60 promotional video](#) and :15 cutdowns to be used for sales and social media.
- Targeted media pitches for both consumer- and industry-focused stories.
- Wine tour operators used in Brand USA international itineraries.

### U.K. Virtual Media and Trade Events: March 9-10

Travel Oregon hosted two virtual events in March for media and trade clients in the U.K. and Ireland. These hour-long events gathered 25 journalists and 25 trade clients for a chance to connect with Travel Oregon and representatives from Westward Whiskey and Rogue Ales & Spirits. The attendees heard first-hand from Christian Krogstad, founder of House Spirits Distillery and Dharma Tamm, President of Rogue Ales & Spirits. These events kept key clients and media engaged with Oregon until international travel resumes.

### British Columbia, Canada Virtual Media Event: March 23

Travel Oregon hosted a virtual media engagement for 12 members of the Canadian Media. The engagement featured a Q&A with Bandon Dunes based artists Denny Dyke and Beth Patrick. Their live discussion with the media was the culmination of a three-week long virtual treasure

hunt utilizing video clues of the artists’ labyrinth sand art. Members of the media included publications such as Explore Magazine and Western Living Magazine. This multi-week engagement provided a channel to keep Oregon top of mind for editorial calendars as soon as the U.S./Canada border opens. The engagement resulted in some immediate story pitches by attending media, including a future piece with Forbes.com in Canada.

### Visit USA Germany Oregon Webinar Series: April 21-May 12

Travel Oregon delivered four webinars with Visit USA Germany to travel agents in Germany, Austria, and Switzerland over the course of a month. Each webinar provided agents with insider tips on Oregon and in-depth information placing Oregon at the top of their list to sell to clients when international travel resumes. For each webinar, there was an interactive contest sent out in advance for agents to engage in. One example is below where agents recreated Oregon photos using items around their homes. This activity was originally designed by the Mt. Hood Columbia River Gorge Region for their social media audience and was equally successful with this group of German agents with over 240 photo recreations submitted.



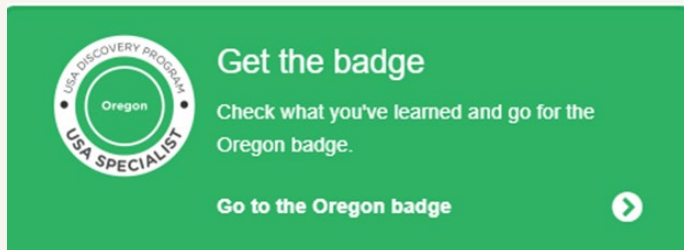
The webinar series had roughly 600 registrants in total. Three agents were chosen to attend a trade fam to Oregon in 2022, sponsored by CONDOR Airlines. While travel agents around the globe are eager to begin booking international travel once again, this successful webinar series illustrates the agent community’s need for the most up-to-date destination information.

### Brand USA Discovery Program U.K. Incentive: April

Brand USA’s interactive travel agent training platform, the USA Discovery Program, allows travel agents around the globe the opportunity to gain insider information on destinations across the USA. For the last two years, Oregon has been a featured destination on the USA Discovery Program. Globally, over 2,100 agents have passed the quiz and earned their Oregon badge, marking them as an expert



on Oregon. This April, Travel Oregon ran an incentive program through Brand USA to encourage agents in the U.K. and Ireland to complete their Oregon badge. The total number of agents with an Oregon badge in the U.K. and Irish market is 320. The U.K. and Ireland remain one of the top markets for Oregon and sentiment shows they will be one of the first markets to resume travel to Oregon when it is possible.



### NTA Contact: May 4-9, Memphis, TN

Travel Oregon participated in its first in-person business to business (B2B) networking and sales event connecting with domestic tour operators. The event provided an opportunity to help tour operators develop new tour products for 2022 and beyond. Travel Oregon sponsored the NTA Owners Network meeting, a collaborative of tour operators ranging from large series tour operators like Mayflower Tours to smaller enterprises such as Sports Leisure Vacations. Sentiment among these buyer/operators was overwhelmingly positive with planning for future programs showcasing all Oregon has to offer for the group market.

### Visit USA & Expedia Japan Travel Advisor Affiliate Program: April 21

Travel Oregon, along with our partners at Travel Portland, participated in a 30-minute, monthly destination webinar for members of Expedia's Travel Advisor Affiliate Program (TAAP). This platform is Expedia's business to business membership program for 900 travel agents throughout Japan expanding Oregon's reach to an entirely new business to business vertical in this market.



## Execute an effective marketing campaign reflecting the State of Oregon Equity Framework in COVID-19 Response and Recovery that offers robust cooperative buy-ins for industry alignment and impact to boost the recovery of Oregon's travel industry

### WELCOME TO OREGON AGAIN

In consultation with the governor's office, we launched the Welcome to Oregon Again (WTOA) advertising campaign on June 1. The campaign is scheduled to run June 1 – July 25, with a pause leading up the 4th of July holiday. During the pause, all messaging will focus on responsible recreation and safe travel. The launch of WTOA concludes a 16-month hiatus from inspirational advertising during which:

- Oregon's advertising share of voice among our competitive set decreased from 10% to 1% (Nielson).
- Lodging room revenue dropped more than 48% from March 2020 to March 2021 (STR).

The role of our advertising is to inspire consumers to seek more information on [traveloregon.com](http://traveloregon.com), our social channels, the 1-800 number, or at Welcome Centers where we will continue to focus on our core messages of:

- Safe Travel (note that we are updating all safe travel information to include the message that you should be vaccinated to travel to protect yourself, your community and the community you are visiting)
- Responsible Recreation
- Business Resiliency

Our paid media objective is to inspire Oregon's Active Adventurers to travel statewide safely, respectfully and support local business. We will drive awareness and inspire bookings through enticing creative and impactful media.

We will accomplish our media objective through the following:

- Broad Awareness: Create awareness quickly to message and brand.
  - Over the Top (OTT)<sup>1</sup>: A partnership with Gamut to target engaged viewers and diverse audiences.
  - Sponsorships
    - ~ Pride sponsorship with KOIN Portland: On-air video content and brand exposure during Pride Week.
    - ~ Timbers Sponsorship<sup>2</sup>: Brand exposure with two physical goal carpets during all Timbers home games and pre-roll exposure for online viewing.
  - Out of Home (OHH): Digital-only boards in Portland, Eugene and Medford.<sup>3</sup>

<sup>1</sup> Over the Top (OTT) is a term for a media service that allows users to watch television content using the internet without traditional cable. Examples include Hulu + Live TV, Sling TV, and YouTube TV.

<sup>2</sup> The Timbers Sponsorship will take place for WTOA and continue with Only Slightly Exaggerated 3 (OSE3) in Fall 2021

<sup>3</sup> We did not buy in Central or Eastern Oregon because they didn't offer digital options with our availability needs.

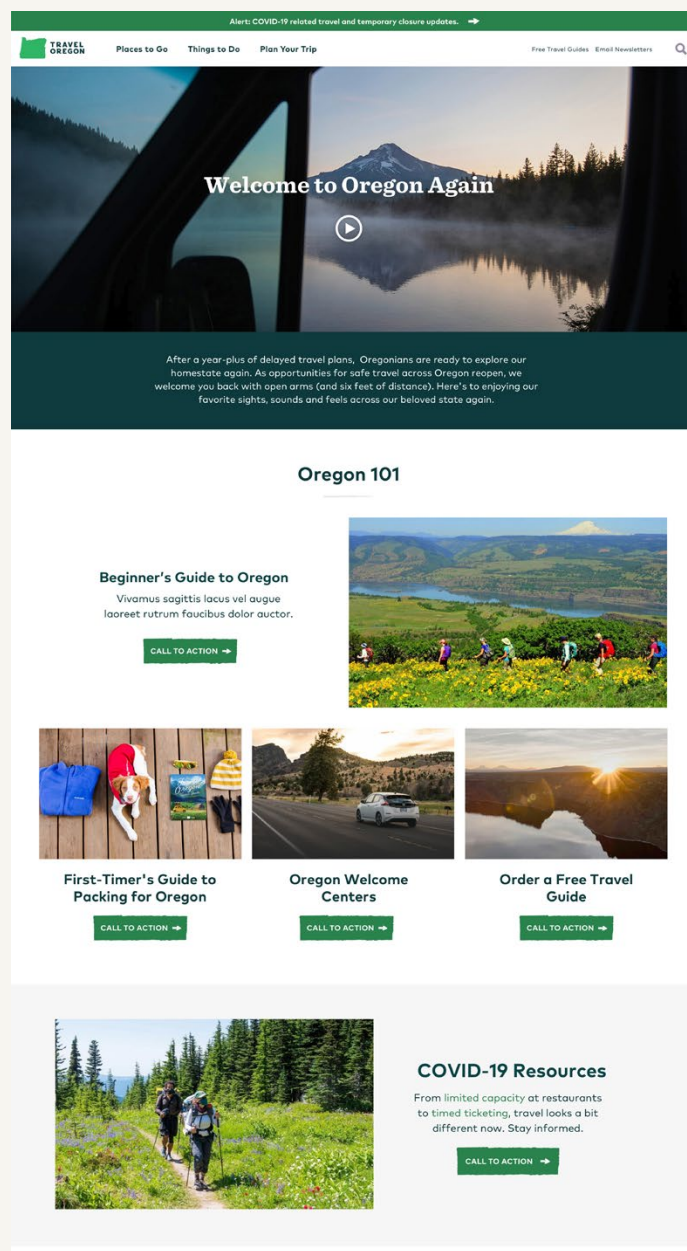
- **Impactful Connections:** Brand and message exposure with impactful contextual alignment, audience targeting and remarketing to drive consideration.
  - Online video and display
    - ~ Zefr: Video exposure in targeted environments that can be retargeted with display banners to drive traffic to traveloregon.com and generate leads.
    - ~ Reddit: Video and display banners around relevant content to target Portland and non-Portland. Community management will also be included as part of this buy.
    - ~ Engine: Online display that allows us to target Oregonians that watched Top Chef.
- **Convert:** Leverage online travel agencies (OTAs) with retargeting, clicks and newsletter subscriptions to drive Oregonians to book. This will target multicultural audiences and reach the Active Adventurer with outdoor, foodie, art and culture targeting.
  - Sojern: Pre-roll and banner display. When a consumer visits traveloregon.com from an ad, they will be retargeted with an e-news sign up.
  - Trip Advisor: Video and banner display will be similar to the buys that have driven efficient results across the last three campaigns.
  - Kayak, Priceline and Open Table: Supporting our regional partners by offering a direct investment with three OTA partners. Each region will receive \$70,000 to spend with Kayak, Priceline and Open Table to drive traffic back to their regional sites. Regional partners can determine their target audience and utilize their own creative and call to action (CTA). Beyond bookings, this program will deliver regional itineraries, custom influencer content, promotion and more.
- **Social**
  - Awareness: Facebook, Instagram and NextDoor will build awareness about regional travel through campaign assets (video), priority content on traveloregon.com, and social-first “snackable content” such as the use of Instagram guides and infographics.
  - Engagement: Paid media distribution will support maximizing views on the :06/:15/:30 second video units. Video ads will be distributed across Facebook, Instagram, Pinterest and TikTok.
    - ~ Note: This is our entry into TikTok, a short-form video platform popular with Gen Z and younger Millennials. The TikTok effort will involve using its brand partnership services to pair our campaign with three platform influencers to develop nine short videos designed to drive user-generated Oregon videos, along with a paid effort to push our partner assets. TikTok will also provide us with a brand lift study after the campaign to gauge the campaign’s effectiveness.

- Clicks: Click ads will drive traffic to the campaign landing page and key Oregon experience content through Pinterest, Facebook, Instagram and NextDoor. The content will be staggered over the campaign and driven by priority content themes.

## Web and Content

The WTOA hub on traveloregon.com is designed to showcase the campaign video and provide our audience with layers of content to inspire, while making sure they are aware of the latest health, safety and responsible recreation information.

The content is broken into key categories: Rediscover Oregon, Outdoor Recreation, Food + Drink, Oregon Road Trips and Places to Stay.





In addition, it will showcase stories informing consumers on “what to expect” while traveling during COVID-19. In alignment with the pillar of stewardship, there will be content on what to know about wildfire-impacted areas in Oregon and fire safety moving into the summer months.

Finally, there will be geotargeted ads that provide responsible recreation messaging around specific destinations like Multnomah Falls, the North Coast, Crater Lake, Smith Rock and other locations. We are working with land management agencies and our regional partners to deliver targeted ads that encourage responsible recreation during key visitation times.

### ONLY SLIGHTLY EXAGGERATED 3 (OSE3)

Travel Oregon is currently in the creative process for OSE3. The goal is to be in market with this longer form inspirational creative beginning in September. During this time, travel demand is expected to take a significant dip, and it is important to drive demand through the shoulder season. This campaign will focus on the communities, events and people that make Oregon a magical place to visit and live. It will feature stories through the long-form video creative and deeper content on traveloregon.com, public relations and social media.

### DIGITAL CONSUMER PLATFORMS

#### Traveloregon.com

Traffic to traveloregon.com was up 72.5% in Q3 compared to the same period last year. With this increase, we are poised to beat our annual goal of 4.98 million visitors. Engagement this quarter was also up YOY, with time on site at 3:21 in Q3 (vs. 2:15) and page views up 381%.

With limited paid efforts driving traffic, organic search<sup>4</sup> traffic was the leading driver of sessions representing 62% of the total sessions. The other top drivers of website traffic were direct<sup>5</sup> (12%), social (11%), and paid search (8%).

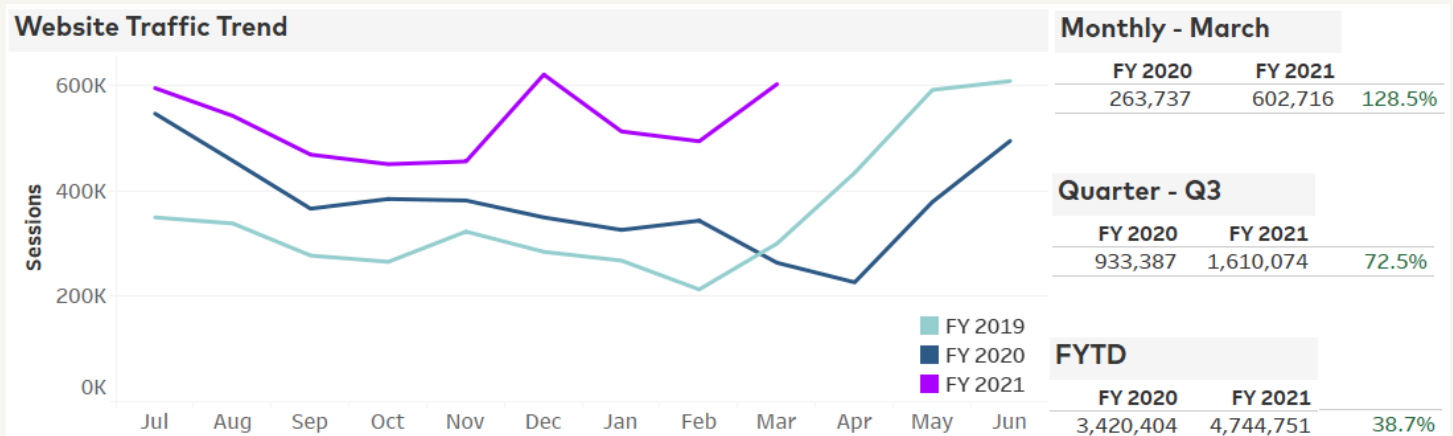
#### Platform Updates:

While much of Q3 focused on designing the new WTOA campaign landing page, the team also strategized ways to keep traveloregon.com fresh, bold and innovative. A variety of incremental updates, ideas and features that continue to set traveloregon.com apart. Noteworthy ideas include:

- Redesigning the home page, to enable more timely, curated features.
- Running moderated, remote usability testing to surface and solve user experience issues.
- Refining long-form editorial designs/layouts, offering more immersive experiences for visitors.
- Creating experience maps, which are editorial stories combined interactive maps and rich media (video, podcasts, etc.).
- Reimaging in-site search, enabling visitors to quickly find relevant information while also providing opportunity for discovery.

Additionally, the team continues to tackle backlog tickets including refinements to a custom WordPress plugin<sup>6</sup> that imports listing updates from Oregon Tourism Information System (OTIS). This expanded the types of listings available to partners using the plugin and the attributes associated with them. The team also implemented additional keyboard navigation, making it easier for visitors using accessibility tools (like screen readers) to use traveloregon.com.

Finally, traveloregon.com’s [accessibility compliance](#) is detailed in a new accessibility statement that is available to all users on our site.

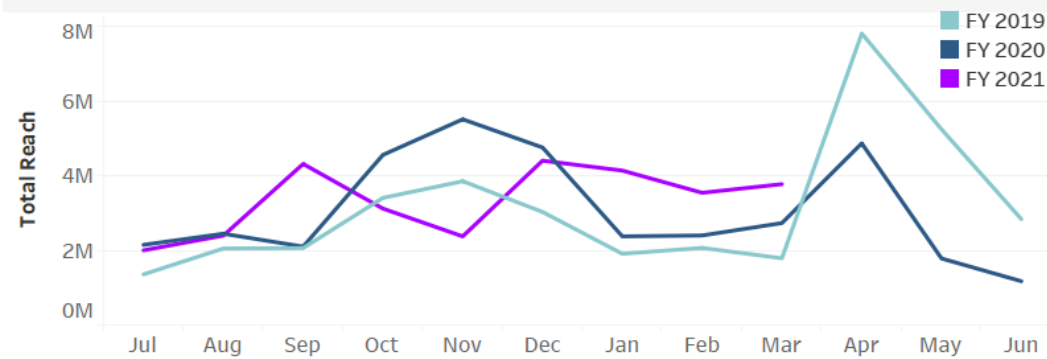


<sup>4</sup> Organic search traffic is acquired when a user uses a search engine to reach traveloregon.com and is not affected by advertising/paid search.

<sup>5</sup> Direct Traffic mostly occurs when a user enters the traveloregon.com URL directly into their browser; when Google is unable to detect a referral source, traffic is also attributed as “direct”.

<sup>6</sup> WordPress is a type of content management system (CMS) that powers TravelOregon.com. WordPress uses functionality called “plugins” to enhance out-of-the-box software capabilities.

## Social Reach Trend



## Monthly - March

FY 2020	FY 2021	
2,735,738	3,778,828	38.1%

## Quarterly - Q3

FY 2020	FY 2021	
7,517,255	11,470,054	52.6%

## FYTD

FY 2020	FY 2021	
29,069,039	30,105,602	3.6%

## Social Media

Overall reach for the quarter was up 52.6% with engagement across Facebook at 0.19%, Instagram at 5.07% and Twitter at 2.51%, which were all below goal<sup>7</sup>. This was not surprising as social media entered a period of fatigue due to social tensions early in the quarter during the Capitol insurrection and inauguration.

### Highlights from Q3:

- Paid social focused on safe travel information, winter recreation safety, and promoting the Oregon Birthday sweeps.
- Infographics to bring key seasonal content to life that focused on [bird watching](#) and “what to know” about [wildfire-impacted areas](#).
- Honoring important cultural moments such as Black History Month, Women’s History Month, [Lunar New Year](#) and expressing solidarity with [#StopAsianHate](#) sentiment.
  - For Black History Month, posts focused on prominent Black Oregonians from the past such as [George Fletcher](#), [Hattie Redmond](#), the [Triple Nickles](#) platoon and [Beatrice Canady](#).



- Sharing content from our existing portfolio of Black travel content and shared a new post, [Road Tripping While Black](#) by Kay Kingsman, that shared tips and recommendations for Black travelers though Oregon. It is sadly noteworthy that this article generated numerous threads and hateful comments.

- [Instagram takeover](#) by @Outdoor\_Brotha who shared his favorite Oregon hiking spots. This takeover was highly successful, generating more than 20,000 engagements.

- Our content range across social with a conspicuous focus on individual Oregonians has been expanded. This was in response to DEI focus group research (as shared in the last SPPR) that informed us that our followers want to see and hear about diverse Oregonians in our social media (beyond scenic beauty shots). Personal profiles this quarter included:

- Fred Lee, who was awarded a Congressional Gold Medal as part of the 2018 Chinese-American World War II Veteran Gold Medal Act. This profile was posted shortly after the insurrection at the U.S. Capitol and provoked a lot of positive sentiment and comments about true patriotism.



<sup>7</sup> FY 20/21 goals for engagement are .38% for Facebook, 6% for Instagram, and 3% Twitter.



- Biologist [Rikeem Sholes](#), who loves to spread the love of the outdoors with Portland’s “Climbers of Color” and “People of Color Hiking” groups.
- Fisherwoman [Kristin Penner](#), the owner of Blue Siren Shellfish and one of the few women in the fishing industry.

## PUBLISHING & CONTENT

Travel Oregon finalization and published the 2021/22 *Travel Oregon Visitor Guide*. Key highlights and changes for this pandemic-impacted edition include:

- ***What to Expect at Oregon Destinations*** (Pages 6-7): This new two-page spread replaced last year’s ***Take Care Out There*** graphic with information about common protocols that many businesses and attractions adopted during the pandemic. Though the text makes some COVID-19 references, the recommendations are considered applicable through March 2022.



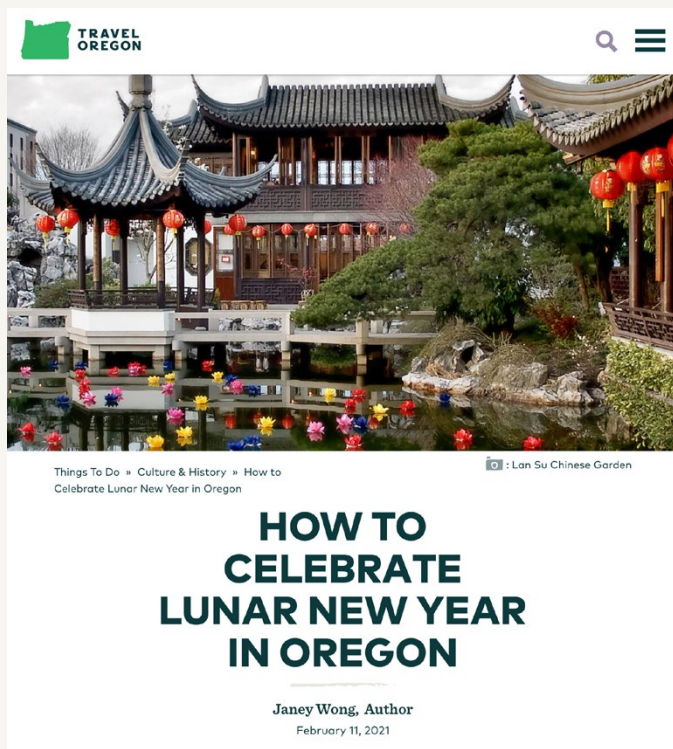
- ***The Oregon Way*** (Pages 8-16): This new front-of-book section explores seven examples of resilient Oregonians who faced challenges, like the impacts of coronavirus and wildfires, and came out stronger. Each page reinforces the power of community in Oregon.
- ***Culture & Heritage***, (Pages 41-45): Instead of featuring venues and events as before, this section spotlights Oregon’s unique history and diverse heritages. With this update, we avoid the risk of promoting events that may be cancelled this year, and we’re able to use storytelling to promote Oregon as welcoming to all.
- ***5 Cool Facts***, (Pages 18, 32, 41, 47): Instead of the usual “Five Favorite Events,” we note five interesting Oregon facts as they relate to the section’s niche topic.

- Portland cover: The Portland Region was due for a cover slot, and this year felt especially important to showcase the peaceful juxtaposition of the city’s urban and nature offerings. This also provided the opportunity to feature the Tualatin Valley on the Portland Region section opener (p. 72).
- QR codes, (Pages 7, 18, 32, 41, 47): Scannable QR codes are placed on the ***What to Expect*** spread and on the first page of each niche section. This enables us to drive traffic to deeper content on the website, including the COVID-19 Resources and Updates landing page.
- Photography throughout the guide has been optimized to represent Travel Oregon’s DEI goals and COVID-19 safety. Of the images using people, 40% promote diversity with BIPOC, ADA and LGBTQIA+ representation, while 29% of paid photography was purchased from diverse content creators. All photos consider physical distancing and mask-wearing when possible.
- Production savings were found by reducing the quantity of guides that we publish, from 300,000 to 250,000, which allowed us to offer discounts to returning partner advertisers.

## Digital Content:

Travel Oregon produced, published, and distributed 37 stories in Q3. The lineup included:

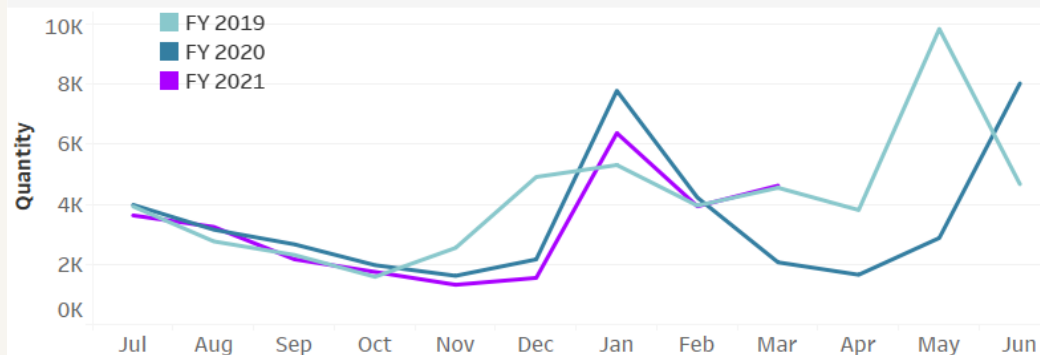
- Three new safety-focused articles to inform our audience about the state’s COVID-19 guidelines and wildfire-impacted areas, providing critical travel information for travelers in market.
- 23 e-newsletter stories designed to keep Oregon top of mind with content related to supporting local businesses and enjoying the state safely.
- Six seasonal features, including two videos that took a long-form approach to storytelling, prompting emotional connections to Oregon.
- Five stories featuring or crafted by BIPOC Oregonians to reinforce our brand values and mission for a more welcoming state.
- Seven special project stories to support partner efforts, including four sponsored stories (with postponed paid media) and three Ski Oregon articles.



### Content highlights:

- Oregon's diverse cultures and content creators were showcased in stories about celebrating [Lunar New Year](#), the [multicultural timber history in Maxville](#), and the state's first [Latino-owned cidery](#), as well as two seasonal features.
- Spring seasonal features included a video story about [Indigenous camas root](#), [runners who achieved fastest-known times on Oregon trails](#), [photography tips](#) for Oregon locations written by Ranger Melissa, [forest trails after fire](#), and [alpaca farms](#) across the state. A winter feature about [winter sports accessibility](#) featured a new video of Paralympian Ravi Drugan.
- Informational articles ranged from what to expect with [guided tours](#) during COVID-19 and how to [book campsites](#), to what to know about Oregon's [wildfire-impacted areas](#), ways to support the [McKenzie River area](#) and [volunteer opportunities](#).

### Guide Orders



### Monthly - March

FY 2020	FY 2021	
2,067	4,621	123.6%

### Quarterly - Q3

FY 2020	FY 2021	
14,068	14,922	6.1%

### FYTD

FY 2020	FY 2021	
29,628	28,584	-3.5%

### Staff Update:

This May we learned that Sachie Yorck, the Content & Community Manager, will be leaving Travel Oregon on June 8 to pursue a new opportunity in Hawaii. Sachie has been an integral part of the Global Marketing team for five years and was instrumental in developing our content and social media strategies. We are currently developing a transition plan for her departure.

### MARKETING INSIGHTS AND VISITOR SERVICES (MIVS)

#### Visitor Lifecycle Management (VLM)

The VLM team launched the nurture stream logic, a series of programs and campaigns built within Marketo (our marketing automation platform) that buckets known visitors into their respective phase of the visitor lifecycle. Without this, we wouldn't be able to customize our content based on where the visitor is in the lifecycle. We have been paving the road for the launch of this crucial part of the VLM project for more than two years and are extremely happy to have finally overcome the crux of the project.

The logic has been live since mid-March, and as of May 31, our data from the nurture stream reported the following total visitors in each phase:

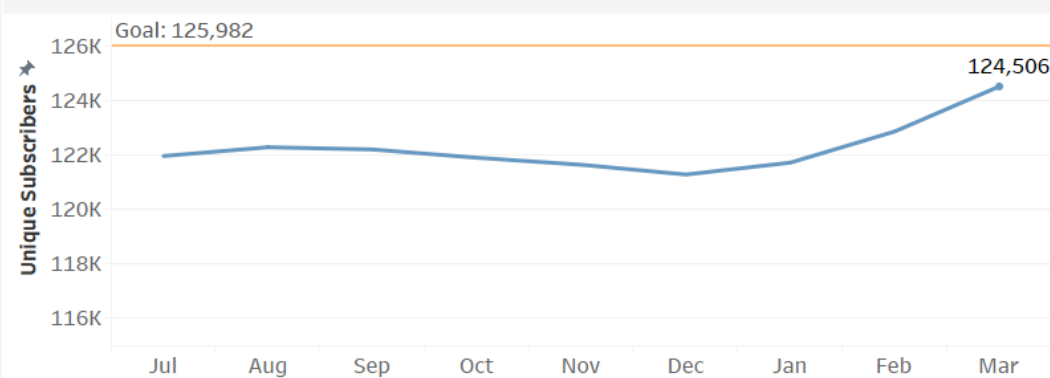
- Planning: 127,868
- Booking: 1,115
- Traveling: 158
- Post-Trip: 116
- Re-Inspire: 190

This is the first time we've had this insight about visitors, and it gives us even more opportunity for personalization. This first-party<sup>8</sup> data will be crucial in a world where third party pixels and cookies are going away. It gives us a strategic advantage over other state level DMOs.

<sup>8</sup> First-party data is information that Travel Oregon collects directly from the visitor, while third party data is collected by a business or other entity that does not have any direct link to the visitor.



## Email List Size Trend



### % Chg from Start of FY

March  
FY 2021

2.24%

### Net Gain / Loss from Start of FY

2,726

## Fulfillment

The 14,922 individual guide orders placed in Q3 represent a 6.1% increase compared to last year. Fiscal year to date (FYTD) guide orders were down 3.5%, but we expect to start seeing YOY increases during Q4. The overall goal is to increase individual guide orders by 2% for the fiscal year, which translates to 43,044 orders.

## Email

Our email subscriber list started to rebound in Q3. By the end of March, the total list size grew to 124,506, up 2.24% from the start of the fiscal year. Our goal for the fiscal is to grow our list to 125,982 subscribers. Our Oregon Birthday Giveaway, which launched on Oregon's birthday (February 14) has been a consistent enrollment driver for us. Combined with a few small ad campaigns and growing demand for travel, we are poised to hit our fiscal subscriber goal.

Each newsletter list saw a YOY increase in subscribers across Q3 with the general list growing the most at 64%. The YOY growth was buoyed by last year's decreases due to the COVID-19 pandemic combined with this year's increases in consumer demand for travel. YOY unsubscribes for each list in Q3 dropped or were flat. The general list had the largest drop at just over 16% YOY.

From an engagement standpoint, the niche newsletters each saw single digit increases YOY in open rates. The general list was the only list to see a YOY decline at -11%. For click through rates (CTR), the general list dropped 24% and the culinary list dropped 27%. The outdoor list had positive engagement for the quarter with its CTR up a staggering 89%. Our email program, along with our advertising program, continued to be hampered by the state's restrictions on promoting travel inspiration and trip planning resources. We look forward to migrating back to our pre-pandemic style of content.

## Staff Update:

In the February progress report, we mentioned Roark Hart's departure and that recruiting was underway to backfill his role. After a long search in an incredibly slim candidate pool, an internal candidate expressed interest. We're pleased to announce that Ariana Bray-Sweet will be taking on email automation duties while retaining key pieces of her analyst role, resulting in her new title of Marketing Automation Analyst. We are excited to have Ariana positioned to control all aspects of our Marketo instance (otherwise known as a platform for those not familiar with digital lingo!). Her experience in data architecture, email marketing, lead acquisition, and subscriber retention positioned her as the ideal candidate.

## OREGON TOURISM INFORMATION SYSTEM (OTIS)

### Product Development

In Q3, Travel Oregon completed the annual lodging update from the Oregon Restaurant & Lodging Association (ORLA) which powers listings on traveloregon.com and in the printed visitor guide. We also commenced integration of Locl data into OTIS, which will enable traveloregon.com (and partner websites using OTIS) to benefit from listings updates made directly by the businesses (in Locl), also powering Google My Business profiles.

### Partner Integrations

In Q3, Taste Newberg launched a new website and integration with OTIS. Visit [tastenewberg.com](https://tastenewberg.com) to see how OTIS is powering a variety of tourism listings, from attractions to food and drink to lodging properties and events.

### Product Training

- Total trained: 7
- Total new users: 6

Region	Created Listings	Updated Listings	Deleted Listings
Central Oregon	23	122	56
Eastern Oregon	9	141	68
Mt. Hood & Columbia River Gorge	42	500	46
Oregon Coast	87	773	188
Portland Region	71	249	366
Southern Oregon	62	418	69
Willamette Valley	172	503	528
Totals for Q4	466	2,706	1,321

### Locl + OTIS Partnership

As mentioned in the previous report, Travel Oregon partnered with Portland-based company Locl to provide free access to a suite of Google My Business (GMB) optimization tools. Locl helps businesses manage GMB profile updates, create offers and events, engage with customer reviews, monitor business performance and act on insights – all in one place and for every location.

This opportunity also aims to help streamline business listing management and add value for partners using OTIS. Soon OTIS will import business listing updates from Locl, helping power tourism listings on traveloregon.com and several partner websites.

The partnership with Locl debuted to the Oregon tourism industry on March 11 with a [virtual training session](#). The training was attended by 56 people, and an additional 42 people registered and received a link to view a recording of the training. The team also presented this innovative partnership at the Destination Marketing Association of the West (DMA West) [Tech Summit](#) on March 25.

In preparation for launch, the Locl team completed development of the following:

1. Travel Oregon's [custom landing page](#), which is necessary for businesses to take advantage of this opportunity.
2. User interface customizations, enabling Travel Oregon to gather more relevant insights.
3. The application programming interface (API), which facilitates the seamless flow of listing updates from Locl to OTIS.

Note: We anticipate the API to be fully integrated with OTIS in Q4.

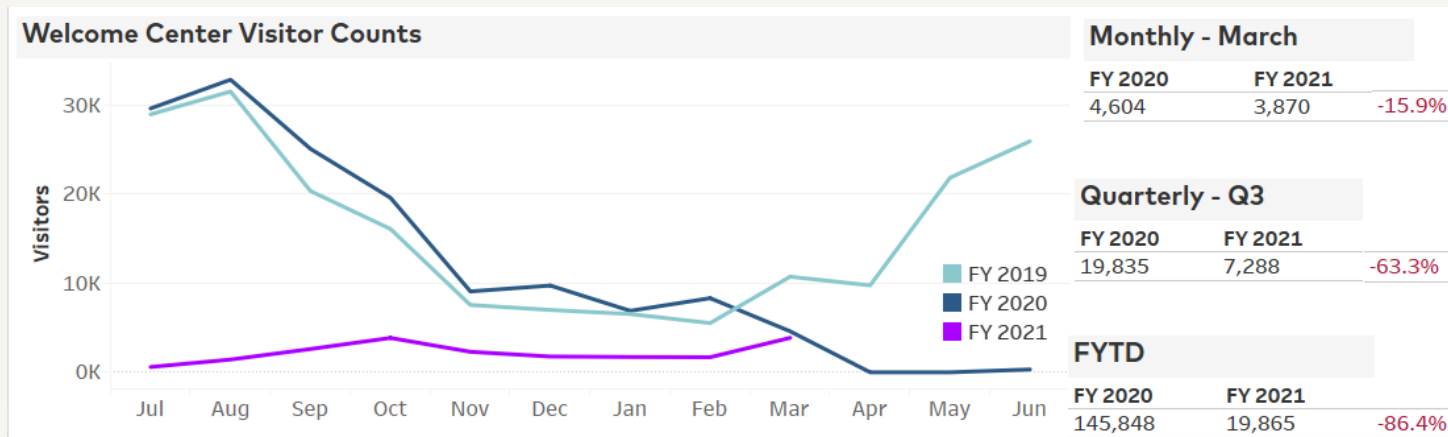
For more information, visit the toolkit at [industry.traveloregon.com/locl](https://industry.traveloregon.com/locl).

### WELCOME CENTERS

Total visitor counts among the four open Oregon Welcome Centers increased by 128% from February to March 2021 (1695 vs. 3870). The Seaside Welcome Center posted the highest visitor increase during that timeframe with 272% more visitors (179 vs. 666), followed by the PDX Welcome Center at 146% (535 vs. 1317), Brookings at 100% (461 vs. 923) and Ashland at 85% (520 vs. 964).

### Frontliner Training

Travel Oregon hosted more than 100 visitor services frontline workers during the 14th Annual Frontliners Conference, on April 21. The full day of virtual programming included seasonal updates from the U.S. Forest Service, Bureau of Land Management, Or. Dept. of Fish & Wildlife, Or. Dept. of Forestry, Oregon Parks and Recreation Dept., Travel Lane County, and Travel Oregon. The event provided facilitated networking and educational resources to support staff around motivation, stress-reduction, coping and resilience.







## Visitor Engagement

Remaining copies of the popular Yeti & Squatch books were distributed to welcome centers to surprise visitors with some fun reading materials.

## CREATIVE SERVICES

### Regional B-Roll Co-Op Project

This May we posted a Request for Qualifications (RFQ) for videography contractors to capture broadcast-quality b-roll video and still photography in Oregon's seven tourism regions. The content will focus on points of interest and scenic tourism assets across the state. The resulting video files will be delivered in June and July and will be owned by Travel Oregon. The assets will be used to supplement our stock video library, support future marketing efforts and be available to the Oregon22 broadcasters to showcase Oregon.

To align with Travel Oregon's diversity, equity and inclusion initiatives, we strongly encouraged diverse applicants to submit responses to the RFQ and asked that all submissions complete the Certification of Disadvantaged Business and Anti-Discrimination Certification forms.

## Deploy Regional Cooperative Tourism Program and Competitive Grant program funding to ensure industry resiliency and expedite economic recovery

### Regional Recovery & Stability Funds

At the February 2021 meeting, the Oregon Tourism Commission approved a budget modification that directs \$1.5 million to the seven Regional Destination Management Organizations (RDMOs) through the Regional Recovery and Stability Funds (RRSF).

The resource is broken down the following way:

- Half a million of this resource is equally split amongst the seven regions.
- The remaining million will be divided by weighting the impact of the decreased funding from FY21 to FY22 from each region.
- Distribution numbers can be viewed below.

The intent of this resource is to help RDMOs actualize programming, investments, and product development that was put on hold or delayed due to the events of 2020 and the ongoing COVID-19 pandemic.

### Regional Stakeholder Engagement Sessions - March 15-31

Building off the findings in the [Oregon Tourism Industry Stakeholder Survey](#) and to reconfirm the priorities and needs of the Oregon tourism industry, Travel Oregon, in partnership with the RDMOs, hosted six virtual Oregon Tourism Engagement Sessions. The information collected from participants during these sessions will help inform strategies, tactics and key programmatic and funding decisions Travel Oregon's strategic plan as well as the [RDMO strategic plans](#). Session results can be found [here](#).

### Allocate \$1M weighted by impact of decreased funding and \$500,000 evenly

Region	FY21 RCTP	FY22 RCTP	Recovery & Stability Funds (RSF)	Total FY22 RCTP + RSF	Change \$ Over FY21	Change Total FY21 vs. FY22
Oregon Coast	1,781,300	1,344,700	207,429	1,552,129	(229,171)	-13%
Willamette Valley	931,900	568,980	184,429	753,409	(178,491)	-19%
Portland Region	3,143,500	1,385,360	618,429	2,003,789	(1,139,711)	-36%
Southern Oregon	660,400	456,870	134,429	591,299	(69,101)	-10%
Central Oregon	854,500	627,790	142,429	770,219	(84,281)	-10%
Mt. Hood & The Gorge	309,100	194,210	107,429	301,639	(7,461)	-2%
Eastern Oregon*	300,000	189,510	105,429	294,939	(5,061)	-2%
	7,980,700	4,767,420	1,500,000	6,267,420	(1,713,280)	

## RDMO 21/23 Planning Timeline Updates

Regional Destination Management Organizations (RDMOs) are in the process of developing their 21/23 strategic plans.

Draft plans are due to Travel Oregon by June 14. Plans will be reviewed by Travel Oregon departments from June 15-25 and delivered back to RDMOs for final delivery of plans by June 30.

Fiscal Year 21/22 funds will be disbursed to RDMOs upon plan approval by Travel Oregon.

## Competitive & Recovery Grants Program Update

Travel Oregon awarded \$2,408,264.67 through its Competitive & Recovery Grants Program on April 30. A total of 60 projects (58 entities) were awarded funding. Travel Oregon received 419 applications requesting \$18,579,260.84 – well over the \$2.3 million budgeted for the program. The Portland Region received the most awarded funds (\$517,861) and all seven regions were well-represented in projects awarded. Most projects (23) were funded in the Ticketed/Paid Events and Attractions category with many of these entities being closed or unable to hold their event in 2020. Fifty-three percent of the awarded projects (32) showed a significant DEI focus to ensure accessibility and inclusion of all visitors, including under-represented communities. As of May 21, 54 of the 60 awardees have returned signed grant agreements and payment for all awardees is anticipated by the end of May. Projects must be completed by November 30. For a list of all awardees and amounts, read the [press release](#).

### Project funding based on Type:

- Outdoor Recreation – \$1,084,271 (19 projects)
- Business District/Main Street – \$679,133.37 (12 projects)
- Ticketed/Paid Events & Attractions – \$578,372.30 (23 projects)
- Tour Operators, Guides & Outfitters – \$66,488 (6 projects)

### Staff Update:

Earlier this year we learned that Courtney Brie Doss, our Regional Meetings and Grants Coordinator, will be leaving Travel Oregon to pursue a new life in Southern California. In her nearly two years here, Courtney has shown amazing adaptability and has been a valuable asset to multiple teams within our GSP department and most recently for the Grants program. Recruiting for a Grants Coordinator has been underway and we hope to have a new hire in place by late-June.

**Evolve design and delivery of educational and engagement opportunities to support tourism businesses, industry stakeholders and community leaders in order to expedite economic recovery**

## VIRTUAL TRAINING, ENGAGEMENT & ASSISTANCE (VTEA)

### Business Engagements – Small Business Marketing Series

#### Demystifying SEO – Feb. 11

In collaboration with Miles Partnership, Travel Oregon hosted a session on Feb. 11 on demystifying some of the more misunderstood pieces of SEO and empowering Oregon's tourism industry to take control of their own organic search performance. 120 members of Oregon's tourism industry attended the webinar live and an additional 110 tuned into the [recording](#).

#### Content Strategy Tips and Tricks for 2021 – March 4

In partnership with MEDIAmerica, Travel Oregon hosted a webinar focused on how to create a content strategy, the types of content that resonate with travelers, and what Travel Oregon is looking for in a story. 65 people join the webinar live and another 55 views of the [recording](#).

#### Drive Online Business with Locl, Inc. – March 11

Travel Oregon partnered Locl, Inc. to share how businesses and organizations can take advantage of Google My Business and Locl's optimization suite (for free!) to drive business. 57 people tuned into the webinar live and 152 have watched the [recording](#).

## OREGON TOURISM STUDIOS

### Willamette River Recreation Studio

The steering committee, with the leadership of the Willamette Valley Visitors Association, is currently focused on the implementation of the Destination Ready project award which includes river safety information, safety infrastructure including five PFD kiosks and 780 life jackets, discovery paddles to support BIPOC river users, river clean-ups, and high-use river recreation infrastructure investments to mitigate trash and waste issues. These efforts parallel additional investments through the Oregon Tourism Studio grant to maximize safety information, streamline communications about river recreation, and install initial recreation infrastructure that drives more economic impact regionally. River-cleanups are currently happening through Willamette Riverkeeper – 40 clean-ups will happen in total.



## High Desert Food Trail Development Workshop

Travel Oregon, in partnership with the High Desert Food and Farm Alliance (HDFFA) and a local steering committee, convened a two-part Food Trail Development Workshop intensive on May 13 and 17 for the greater Central Oregon region. This region includes the communities within Crook, Deschutes, Jefferson, South Wasco counties and the Confederated Tribes of Warm Springs. The core outcomes of the workshop series included increasing knowledge around the culinary and agritourism industry, business and tourism resources, and land use policy matters. Participants became more familiar with the Oregon Food Trails program and how to develop a trail for Central Oregon as well as provided feedback into the core elements of the regional food trail design. This focused session included around 30 registered industry leaders from four counties. The HDFFA will be the primary food trail lead organization applying capacity to see this product launched later in 2021.

## 2021 OREGON GOVERNOR'S CONFERENCE ON TOURISM

### Governor's Conference Planning

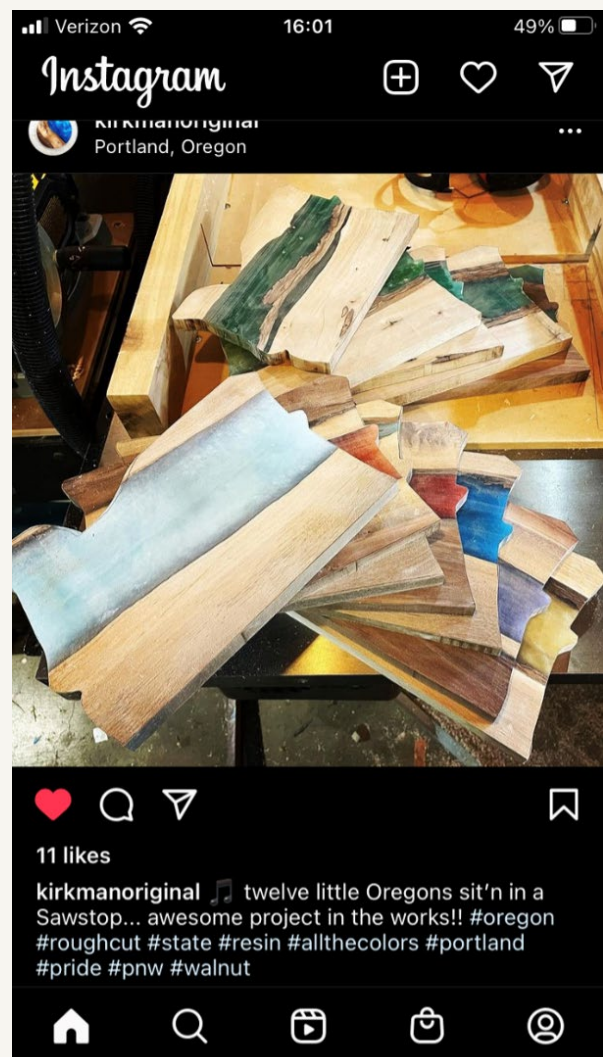
The Oregon Governor's Conference on Tourism is scheduled for June 15-16; more than 500 people have registered.

Travel Oregon has partnered with Burgerville and DoorDash to support local restaurants and food suppliers during the Governor's Conference. Attendees who registered for the conference by May 26, will receive a \$15 gift card to enjoy lunch on June 16 (or at their convenience). Educational breakout session descriptions are now accessible on the conference website. Sessions include exciting speakers who will focus on destination stewardship, working with elected officials, amplifying roles within the local tourism ecosystem and more.

Travel Oregon is pleased to present the Oregon Travel and Tourism Industry Achievement Awards Ceremony on Tuesday, June 15 as part of the Oregon Governor's Conference on Tourism. Pre-recorded videos are being produced for the awards along with the opening and closing sessions. The Global Strategic Partnerships team recently traveled to Pendleton to capture the story of the Pendleton Round-up and the Let'er Buck Cares Fund; our agency is looking forward to conference attendees experiencing the story firsthand.



*Filming in Pendleton*



*An early look at the award plaques from Kirkman Original.*

## Support community and business leaders, key organization and public agencies across Oregon with the development and deployment of responsible visitor management strategies following the State of Oregon Equity Framework in COVID-19 Response and Recovery

### DESTINATION READY PROGRAM

In February, Travel Oregon announced the award of our new Destination Ready projects. In total we awarded \$973,336 to 35 projects that support the development, enhancement and stewardship of key visitor experiences that are COVID-19 appropriate, aid in economic recovery, enhance local livability and provide access to a diversity of explorers. The official program press release listing out the projects is [here](#); a more detailed summary of each project and its anticipated outcomes can be found on our industry website, [here](#).

The Destination Development team and participating Travel Oregon staff held project kick-off meetings in March and April to connect with Destination Ready project teams, set program expectations, make any needed program adjustments, and offer technical assistance. All projects are now in-progress and are on-track to be completed within six-months from their start date. Travel Oregon has contracted MMGY Next Factor to lead an evaluation process for each Destination Ready project which will include a survey and wrap-up meeting upon project completion; we will also contract with a story-telling consultant to help us document select projects.

The Destination Ready program and specific projects have received a high level of positive media attention. For example, read about awarded projects in Eastern Oregon [here](#), the launch of the NW Navigator in Central Oregon [here](#), McKenzie Regenerative Travel Project [here](#), and enhancements of Portland's Healthy Business Plazas [here](#).



*The Northwest Navigator coach, available to transport visitors to Mt. Bachelor from Sunriver and Bend.*



*Volunteers steward and clear the Koosah and Sahalie Falls Trail as part of the McKenzie Regenerative Travel project.*



*The cement and launch have been installed at the first ADA kayak launch on the Southern Oregon Coast as part of the Tugman State Park project. Photo Credit: Ollie Koerber/ Brock Concrete*

### PRODUCT DEVELOPMENT AREAS OF STATEWIDE SIGNIFICANCE

#### Wild Rivers Coast Food Trail 2021 Update

In April, Travel Oregon worked with Oregon Coast Visitors Association to launch the updated version of the Wild Rivers Coast Food Trail. The trail originally launched in 2018 and now includes 43 businesses along the South Coast, from Reedsport to Brookings. In addition to the new [printed brochure](#), Travel Oregon updated the [companion page](#) on [traveloregon.com](#).

### OREGON TOURISM STUDIO ACTION TEAM PROGRESS

#### Prineville Reservoir State Park Becomes First International Dark Sky Park in Oregon

Oregon Parks and Recreation Department collaborated with the International Dark-Sky Association to designate Prineville Reservoir State Park as an International Dark Sky Park, [story here](#). We are particularly excited about this designation as we believe it's just the start as additional communities consider pursuing Dark Sky designation. Bob Hackett from Travel Southern Oregon has been leading work to designate more spaces in Southern Oregon and beyond.



## Illinois Valley Outdoor Recreation Map

The Destination Development team developed an outdoor recreation map product template which was used by Lake County to create an outdoor recreation map, completed in 2020 in conjunction with community leaders and consultants from Limberlost. Travel Southern Oregon funded the development of another map – the “Wild Rivers and Ancient Forests” outdoor recreation map encompassing the Illinois Valley area. At the printers now, this map will be available for visitors this summer; find the map files [here](#).

## Renew our commitment and evolve agency-wide priorities to advance diversity, equity and inclusion throughout Oregon's tourism industry

Travel Oregon has been working with racial equity expert, Scott Winn, to develop a racial equity lens to serve as a guide to achieve our mission and to frame the 2021/25 strategic planning process. By planning with a racial equity lens, we aim to reimagine how tourism contributes to a better life for all Oregonians, how travel better enhances communities and contributes to equitable livability, and how we can create more economic resilience for our diverse workforce. Scott has worked with our leadership team, the internal DEI Taskforce, the entire staff and our strategic planning consultants, Destination Think, to develop draft racial equity outcomes that Travel Oregon will seek to achieve/impact in the 2021/25 Transformational Strategic Plan. They are as follows:

*Travel Oregon is committed to achieving racial equity in all indicators of wellness — from education, housing, economics, criminal justice, health and to a sense of belonging.*

- *We work to achieve racial equity for all Oregonians in indicators of wellness.*
- *We work to ensure that racial equity exists for all visitors in their travel choices and sense of safety, well-being and belonging.*
- *Racial equity exists in Travel Oregon's contracting, hiring, retention and promotion.*
- *Racial equity is achieved in industry stakeholders contracting, employees, and business ownership.*

**Oregon Tourism Commission**  
**Profit & Loss Budget vs. Actual**  
July 1, 2020 - April 30, 2021

	July 1, 2020 - April 30, 2021	Annual Budget	Over (Under) Budget	% of Budget
<b>Sources:</b>				
<b>Income:</b>				
Lodging Tax	17,345,338	20,000,000	(2,654,662)	86.7%
Lodging Tax from Prior FY	8,322,871	8,322,871	-	100.0%
Interest Income	2,643	3,500	(857)	75.5%
Misc. Revenue	4,240	7,500	(3,260)	56.5%
Rental Income	30,709	-	30,709	100.0%
Conference/Event Revenue	-	-	-	0.0%
Welcome Center Brochure Program	12,273	9,000	3,273	136.4%
Federal Grant Funds	-	-	-	0.0%
<b>Total Income:</b>	<b>25,814,073</b>	<b>28,342,871</b>	<b>(2,528,798)</b>	<b>91.1%</b>
<b>Beginning Fund Balances:</b>				
Beginning Balance - Regional	7,935,800	7,935,800	-	100.0%
Beginning Balance - Grants	4,259,226	4,259,226	-	100.0%
Beginning Balance - Operating Reserve	1,003,000	1,003,000	-	100.0%
Beginning Balance - All other TO programs	9,485,791	9,485,791	-	100.0%
<b>Total Beginning Fund Balances:</b>	<b>22,683,816</b>	<b>22,683,816</b>	<b>-</b>	<b>100.0%</b>
<b>Total Sources:</b>	<b>48,497,889</b>	<b>51,026,687</b>	<b>(2,528,798)</b>	<b>95.0%</b>
<b>Uses:</b>				
<b>Future Programming - Statutory</b>				
Regional - future (net of administrative expense)	2,988,818	3,552,000	(563,182)	84.1%
Grants - future (net of administrative expense)	1,425,802	1,712,000	(286,198)	83.3%
<b>Total Future Programming - Statutory</b>	<b>4,414,620</b>	<b>5,264,000</b>	<b>(849,380)</b>	<b>83.9%</b>
<b>Other Programming &amp; Reserves</b>				
Marketing & Sales Development (from G. Marketing Budget)	500,000	7,531,484	(7,031,484)	6.64%
<b>Total Future and Other Programming &amp; Reserves</b>	<b>500,000</b>	<b>7,531,484</b>	<b>(7,031,484)</b>	<b>6.64%</b>
<b>Total Future and Other Programming &amp; Reserves</b>	<b>4,914,620</b>	<b>12,795,484</b>	<b>(7,880,864)</b>	<b>38.4%</b>
<b>Expense:</b>				
Global Marketing	6,948,251	14,078,879	(7,130,628)	49.4%
Global Strategic Partnerships (GSP)	680,216	1,006,513	(326,297)	67.6%
GSP - RCTP	8,321,809	8,422,761	(100,952)	98.8%
GSP - Competitive Grants	2,441,647	4,584,492	(2,142,845)	53.3%
GSP - Additional Grants	-	1,650,000	(1,650,000)	0.0%
GSP - RDMO Recovery & Stability Funding	-	1,500,000	(1,500,000)	0.0%
Global Sales	709,609	1,272,233	(562,624)	55.8%
Destination Development	1,093,976	1,766,619	(672,643)	61.9%
Administration & Operations	2,560,352	3,949,706	(1,389,355)	64.8%
<b>Total Expense</b>	<b>22,755,859</b>	<b>38,231,203</b>	<b>(15,475,343)</b>	<b>59.5%</b>
<b>Total Uses:</b>	<b>27,670,479</b>	<b>51,026,687</b>	<b>(16,324,724)</b>	<b>54.2%</b>
<b>Net Income</b>	<b>20,827,410</b>	<b>-</b>	<b>20,827,410</b>	
<b>Wine Country License Plate Program:</b>				
<b>Sources:</b>				
Wine Country License Plate Sales	362,854	-	362,854	100.0%
Beginning Balance for Distribution: Tourism Promotion	240,086	240,086	-	100.0%
Beginning Balance for Distribution: Grants	466,928	466,928	-	100.0%
<b>Total Sources</b>	<b>1,069,868</b>	<b>707,014</b>	<b>362,854</b>	
<b>Uses:</b>				
Tourism Promotion	110,972	240,086	(129,114)	46.2%
Grants	80,473	466,928	(386,455)	17.2%
<b>Total Uses</b>	<b>191,445</b>	<b>707,014</b>	<b>(515,569)</b>	
<b>Net Income</b>	<b>878,424</b>	<b>-</b>	<b>878,424</b>	
<b>Total Net Income</b>	<b>21,705,833</b>	<b>-</b>	<b>21,705,833</b>	

Note: This financial information is unaudited and prepared for internal users of the agency. This information is not in the format of full disclosure according to GAAP.



# Oregon Tourism Commission

## Balance Sheet

As of April 30, 2021

### ASSETS

#### Current Assets

##### Checking/Savings

Cash - programming and reserves	24,961,174
Cash - Grants - Committed, not disbursed	683,057
Cash - Committed for Future Grants	1,425,802
Cash - Committed for Future RCTP	4,387,963
Restricted Cash - Wine Country Plates	1,047,247

Total Checking/Savings	32,505,242
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Accounts Receivable	9,256
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Other Current Assets	54,026
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Total Current Assets	32,568,524
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Fixed Assets	333,000
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Other Assets	32,982
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<b>TOTAL ASSETS</b>	<b>32,934,506</b>
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### LIABILITIES, EQUITY & FUND BALANCES

#### Liabilities

##### Current Liabilities

Accounts Payable	914,444
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Other Current Liabilities	399,791
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Total Current Liabilities	1,314,236
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Long Term Liabilities	3,428
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Total Liabilities	1,317,663
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#### Equity & Fund Balances

Regional (RCTP) - for future distribution	4,387,963
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Grants - for future distribution	1,425,802
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Invested in capital assets	333,000
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Reserved for Immediate Opportunity Fund (IOF) - available	838,295
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Reserved for Immediate Opportunity Fund (IOF) - designated	611,705
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Operating Reserve	2,145,422
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Restricted for Wine Country Plates	1,047,247
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Net Income	20,827,410
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Total Equity and Fund Balances	31,616,843
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<b>TOTAL LIABILITIES, EQUITY &amp; FUND BALANCES</b>	<b>32,934,506</b>
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Note: This financial information is unaudited and prepared for internal users of the agency. This information is not in the format of full disclosure according to GAAP.



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