

STRATEGIC PLAN PROGRESS REPORT

FEBRUARY 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 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



Crux / noun
1: a puzzling or difficult problem
2: an essential point requiring resolution

Dear Commissioners,

As we prepare to come together for the first time in 2021, it is not lost on me that this meeting will be just three weeks shy of “life before COVID-19” and what has essentially become a crux for Oregon’s tourism industry and economy.

Though the challenges we faced in 2020 were many, we have also been reminded of the privilege to connect face-to-face with family, friends and co-workers; of the fragility of our state’s beauty; and of the value of all humankind. Together we chose to humble ourselves in this moment and determine how best to forge ahead together.

To quote a Jeep ad shown during Superbowl LIV —
“... To meet in the middle ... Between servant and citizen Between freedom and fear ... We need the connection ... We need the middle ... The Road Ahead.”

I am proud of how the travel and tourism industry, our partners from every corner of the state, have shown up, cared deeply and supported one another in these trying times.

We have faced difficulties together, and we will make our way out of them together. As Travel Oregon engages in the work of our state’s strategic plan, we have the opportunity to be transformational in the way we think about and care for each other, our communities and the lands that make up our great state. For by reimagining the way we support and care for each other, the work we do and the way we do it, we can in turn reimagine how we welcome and care for those who will visit Oregon’s cities, mountains, beaches, wineries, rivers and everywhere and everything in between. And by caring, really caring for our visitors, they will leave carrying Oregon’s spirit with them and already yearning for their next trip back.

Our crux, our “essential point” could be considered by some as our lowest moment. I believe it will be the catalyst for our biggest triumph — a place whose people are so focused on caring for each other that our visitors hunger to experience it again and again.

We have been through much this last year and as we enter a new year and look to not only rebuild but transform an industry, I am ever more grateful for your valuable insight and guidance as we navigate, and create, the “Road Ahead.”

Best regards,

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





TABLE OF CONTENTS

OREGON TOURISM COMMISSION

- 3** CEO Letter
- 6** Mission, Vision, Values and Equity Statement

AGENDA

- 7** December 15 Oregon Tourism Commission Meeting

STRATEGIC PLAN PROGRESS REPORT

- 9** Monitor revenue projections and associated budget implications; amend budgets in real-time as needed
- 9** Support and engage staff with timely, clear and transparent communication and direction
- 9** 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
- 15** Continue to assist industry with leveraging new and existing sales channels to produce bookings
- 16** 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
- 26** Deploy Regional Cooperative Tourism Program and Competitive Grant program funding to ensure industry resiliency and expedite economic recovery
- 27** Travel Oregon teams and RDMOs are continuing to meet on a regular basis to determine the best response.
- 28** 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
- 29** Renew our commitment and evolve agency-wide priorities to advance diversity, equity and inclusion throughout Oregon's tourism industry

PERFORMANCE & ACCOUNTABILITY

- 30** Profit and Loss and Balance Sheet



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

Feb. 23, 2021

8:30 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/>

8:30 a.m.	Welcome and Introductions	Chair Youngblood
8:40 a.m.	Chair Remarks	Chair Youngblood
8:45 a.m.	Public Comment	Chair Youngblood
8:50 a.m.	Commission Business	Chair Youngblood
	Review of Commission Packets	
8:55 a.m.	Commission Action	Chair Youngblood
8:55 a.m.	Approval of Minutes	
9:00 a.m.	Appointment of Nominating Committee	
9:05 a.m.	2021-23 Revenue Forecast	Todd Davidson & Geoff Lacher
9:35 a.m.	Proposed 2019-21 Budget Modification	Todd Davidson
9:50 a.m.	Public Testimony on Proposed Budget Modification	Chair Youngblood
10:00 a.m.	BREAK	
10:10 a.m.	Reports, Updates & Discussions	
10:15 a.m.	Portland's Visitor Industry Update	Jeff Miller
10:35 a.m.	Travel Oregon Strategic Planning Update	Todd Davidson, Rodney Payne & Frank Cuypers, Destination Think
11:05 a.m.	2021 Legislative Session Update	Sara Morrissey
11:20 a.m.	Destination Ready Program	Alexa Carey & Hilary Sager
11:40 a.m.	Communications & Advertising Update	Katy Clair & Allison Keeney
11:55 a.m.	Other Business	Chair Youngblood
12:00 p.m.	Adjourn	Chair Youngblood

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

Next Tourism Commission Public Meeting – May 11, 2021



OREGON TOURISM COMMISSION

Progress Report | February 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 February totals \$15,771,727; this accounts for 98.6% of the budgeted \$16 million TLT. Historically, at this point in the fiscal year TLT receipts average 79% of budget; although TLT is ahead of the current budgeted pace, compared to the same period last year, TLT funds decreased 50%.

July 2020 - February 2021	July 2019 - February 2020	Change	%Change
\$15.77M	\$31.41M	(\$15.64M)	-50%

All department expenses are in line, with no unanticipated or unbudgeted costs this fiscal year-to-date; we anticipate spending will increase the latter half of the fiscal year.

Fiscal year-to-date proceeds from Wine Country License Plate (WCLP) sales as of January 31, 2020 totaled \$252,693.62, averaging \$31,587 per month. 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 received the Q4¹ Economic Impacts Forecast from Dean Runyan Associates. Highlights are detailed here, and the [full report](#) including regional estimates is available on the industry website.

- For calendar year 2020 the preliminary annual estimate of direct travel spending declined to \$5.4 billion. This is a 58% reduction from the \$12.8 billion in 2019 with most of the loss occurring between April and June.
- Direct travel industry employment job loss for October-December is expected to be 28,000 jobs, a 23% decrease year over year. Local tax revenues are estimated to decline 52% due to the continued weakness in lodging and air travel.

Direct Travel Spending losses in Oregon for CY '20
Q1 down 31% YOY
Q2 down 75% YOY
Q3 down 58% YOY
Q4 down 59% YOY
Total YOY down 58% to \$5.4 billion

Source: Dean Runyan Associates, January 2021

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.

STRATEGIC PLANNING

In mid-November Travel Oregon opened a Request for Proposal (RFP) for a qualified, dynamic firm to guide comprehensive processes in the areas of strategic planning, organizational design, and business process review. Eight firms submitted proposals. An RFP evaluation committee made up of eight Travel Oregon staff and one member of the Oregon Tourism Commission reviewed the proposals and identified three firms as finalists for interviews, which took place on January 5. The evaluation committee unanimously voted to recommend Destination Think! as the RFP awardee to the CEO and the decision was made to move forward with intent to contract with Destination Think!. Travel Oregon is currently finalizing the statement of work and developing a contract with Destination Think!. A strategic planning process approach and timeline will be presented during the February 23 commission meeting.

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

INDUSTRY COMMUNICATIONS

In November and December, the Industry Communications/Public Affairs team along with the agency's public affairs consultant, Anna Richter Taylor, conducted meetings with all seven RDMOs. A high-level recap of these meetings was presented at the December 2020 commission meeting and are detailed in the public affairs section of this report. Based on the information we gathered, the team has identified one of the first projects that will be moving forward: The Industry Spotlight.

¹ Economic Impacts Forecast reports are conducted on a calendar year. Q4 is October through December.

Industry Spotlight Concept

Storytelling (not just through marketing) was something all regions identified as an effective way to connect with elected officials at every level and to help communities understand and appreciate the value of tourism, even those who may be critical of it. Building a story bank and expanding those stories from just lodging to the other businesses that benefit directly or indirectly is something all regions are interested in receiving more support to advance.

The industry communications team is launching an Industry Spotlight newsletter that will provide 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. Topics will range anywhere from featured businesses or people, to RCTP projects, grant recipients and Destination Ready projects. That said, we want the stories to feature less "obvious" tourism businesses (e.g., farms that supply restaurants, housekeeping at a hotel, landscape companies that work for a hotel, park, or main street, outdoor recreation retail business owner, seasonal tour operators and guides, etc.).

The Industry Spotlight newsletter will launch in early 2021.

Media Coverage

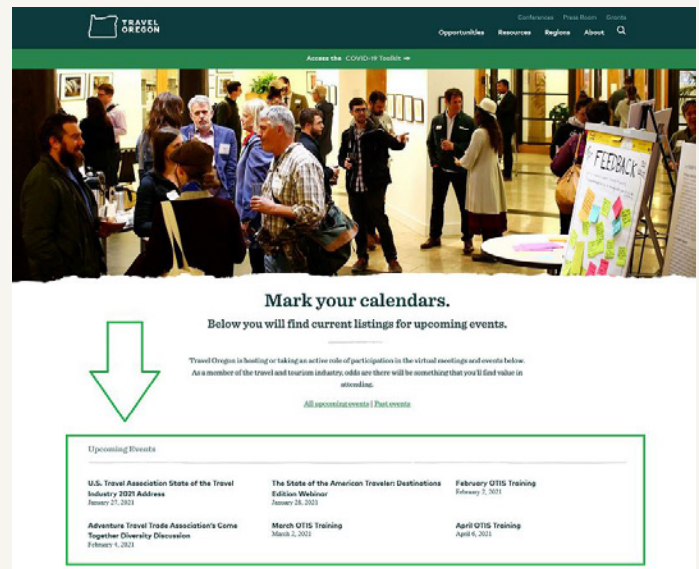
The [Q2 industry coverage report](#), generated through the Cision platform, includes stories that speak to agency work/programming and earned media placements from both proactive and reactive outreach. Spikes in late-October are related to an announcement that Todd Davidson was among the virtual panelists at the Future Hospitality Summit. In mid-November, the #GiveTheGiftOfOregon campaign launched as an effort to support local businesses during the holidays. Coverage of the campaign continued through December, along with paid efforts to support safe travel.

INDUSTRY.TRAVELOREGON.COM

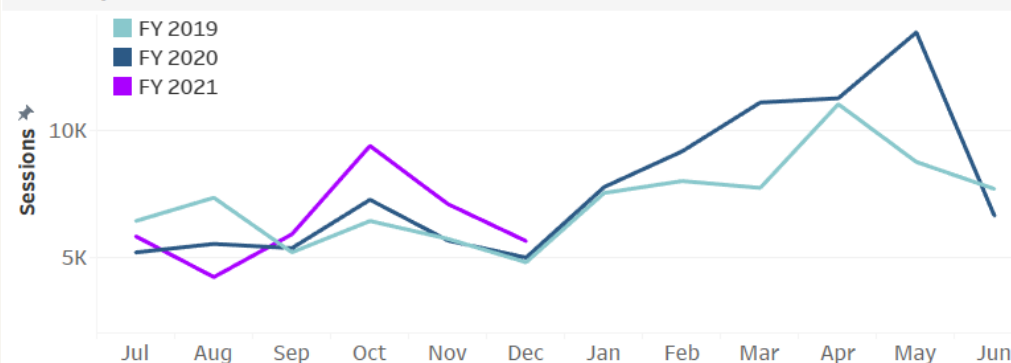
Website traffic saw a significant increase in Q2, up 23% from last year. The Industry Stakeholder Survey and Virtual Training Engagement and Assistance program contributed to that increase. Top ten pages in Q2 were:

1. Industry site homepage (6,957 pageviews)
2. Oregon Tourism Industry Stakeholder Survey (2,255 pageviews)
3. COVID-19 Toolkit (1,462 pageviews)
4. Virtual Training Engagements and Assistance (VTEA) (1,241 pageviews)
5. Give the Gift of Oregon Toolkit (1,125 pageviews)
6. Press Room (778 pageviews)
7. Resources (773 pageviews)
8. Research (743 pageviews)
9. Careers & RFPs (681 pageviews)
10. Destination Management Organizations (646 pageviews)

In Q2 the team launched a new feature which automatically displays upcoming events. You can see this on the [Events](#) landing page. This feature is very flexible and can be used to display upcoming events on nearly any page of the website.



Industry Website Traffic Trend



Monthly - December

FY 2020	FY 2021	
4,989	5,645	13.1%

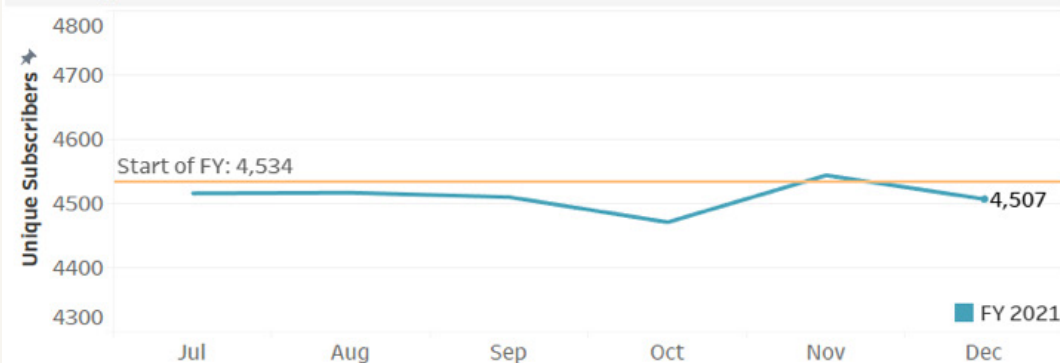
Quarter - Q2

FY 2020	FY 2021	
17,934	22,168	23.6%

FYTD

FY 2020	FY 2021	
34,021	38,129	12.1%

Industry Email List Size Trend



% Chg from Start of FY

-0.60%

Net Gain / Loss From Start of FY

-24

Industry Email Subscribers

In Q2, 166 new contacts signed up to receive our weekly industry newsletter. Overall, between subscriber opt-outs or email accounts that are no longer active, there was a .60% decrease in our industry subscriber list. Open rates and click through rates remain high and we continue to see an engaged audience.

PUBLIC AFFAIRS

Federal

COVID-19 Relief

Throughout Q2, in partnership with U.S. Travel, Travel Oregon reached out to the Oregon federal delegation to advocate that 501(c)(6) organizations, including Destination Management Organizations (DMOs) be included in the federal coronavirus recovery package provisions. DMOs drive brand awareness through sales and marketing efforts that inspire and drive travel, leading to more local job opportunities. As civic-oriented non-profits, these entities have been excluded from many of the available resources, at both the federal and state level, that have been released in response to the pandemic.

On December 27, President Trump signed the Economic Aid to Hard-Hit Small Businesses, Nonprofits, and Venues Act (the "Act") into law. This COVID-19 relief package includes a provision that directs the Small Business Administration to allow 501(c)(6) organizations to access \$300 billion in PPP funding.

Visit America Act

Travel Oregon supported the Visit America Act, S. 3831 and HR 4840. This act would create an Assistant Secretary for Travel and Tourism position at the Department of Commerce. This position will be crucial in the country's recovery from the pandemic.

State

Special Session

The Oregon Special Session took place on Monday, December 21 and focused on four bills, three of which were focused on COVID-19 and wildfire relief. The fourth bill, [Senate Bill 1801](#), temporarily allows bars and restaurants to sell takeout and delivery cocktails and wine in sealed

containers to consume offsite, as long as the customer purchased drinks with a food item. The bill was made effective December 24.

Federal CARES Act

As part of the nearly, \$2 trillion federal CARES Act that passed in March, Oregon received nearly \$1.4 billion of funds. These funds have gone to cities, counties and have been allocated to specific funds through the state's emergency board. Below is an overview of the ways in which these funds have been allocated that may impact the tourism industry:

- \$55 million for counties, with a request that the funds be prioritized for businesses within the hospitality industry. Allocation is approximately \$500,000 per county, with the remaining balance going towards counties on a per capita basis.
- \$65 million for Project Turnkey – over a few series of meetings in October and November, the Oregon Joint Legislative Emergency Board approved a total of \$65 million for this project. Project Turnkey has the purpose of acquiring motels/hotels for use as non-congregate shelter for people experiencing homelessness or at-risk of homelessness.
 - Two discrete funds were provided by the state:
 - > One totaling \$30 million to be awarded in counties and tribal communities impacted by the 2020 wildfires.
 - > One totaling \$35 million for the remaining 28 counties in the state.
 - The Oregon Community Foundation is administering both funds through an application and selection process, with guidance from an advisory committee of state, local, and community stakeholders.

Wildfire Council

The Wildfire Economic Recovery Council completed its work on December 31 and released its [draft recommendation report](#), which includes key findings and recommendations on recovering and rebuilding from Oregon's 2020 wildfires. The council was established to evaluate the economic and community needs of Oregonians following the 2020 wildfire season. Travel Oregon served on the council to represent the needs of the tourism industry.

Oregon Office of Outdoor Recreation Advisory Council

Travel Oregon worked with the Oregon State Marine Board, Oregon Parks and Recreation Department (ORPD), Oregon Department of Forestry, Business Oregon, Department of State Lands, Oregon Office of Outdoor Recreation (OREC), Oregon Department of Fish and Wildlife (ODFW) on drafting a memorandum of understanding to establish the Oregon Office of Outdoor Recreation Advisory Council (OORAC). The signatories, including Travel Oregon, have the following responsibilities as outlined in the memorandum:

- 1) Recommend and implement collaborative strategies, policies, programs and direction that support, expand, and grow outdoor recreation participation, economic development activity associated with outdoor recreation and resource conservation objectives.
- 2) Promote interest, participation, access and diversity in the outdoors and support opportunities for early and life-long outdoor learning.
- 3) Meet regularly with OORAC to discuss strategies, policies, programs and direction that support, expand and grow outdoor recreation participation, talent recruitment and retention, and proposals to enhance business and economic opportunities in the outdoor industry. The council will also serve to support conservation objectives and public outdoor recreation access and opportunities.

RDMO/Public Affairs Meetings with Anna Richter Taylor

As part of a larger goal to achieve Strategy 3: “Execute a clear communications strategy including industry, policymakers and consumers in order to provide the most up-to-date resources, champion the value of tourism, and share compelling Oregon stories,” in Q2, the Public Affairs/Industry Communications team convened meetings with all seven RDMOs for an open conversation about relationships with elected officials, challenging topics or issues, and opportunities to further advance education and awareness about the value of tourism related activity in their region. From these meetings it was confirmed that the 2020 legislative session demonstrated the limited understanding of Travel Oregon’s work, and the role that travel and tourism plays in benefiting the state’s economy at a legislative level. Also, there is a general lack of awareness about Travel Oregon’s programming, including RCTP and grant program.

It is uncertain how COVID-19 impacts may further exacerbate this lack of understanding or present an opportunity to redefine the tourism economy as local communities felt a drastic impact when travel stopped abruptly.

Gaining this insight on RDMO relationships across the state and the issues and projects their communities value can also help us better support our partners and strategize ways to strengthen Oregon’s tourism economy from current and future vulnerabilities.

Key Points, Lessons and Themes

Nearly every RDMO is set up a little bit differently from others – some are 501(c)(6) organizations while others are county entities with county commissioners on their governing boards, etc. Some regions reported strong support of their work, and a general appreciation/understanding of the value of tourism among local elected officials. Other regions expressed having great relationships with state legislators, but challenges at a county or city level. It was an important reminder for us that no one region is the same and when we use general terms like “tourism industry” it means something different to each region.

Other common themes of concern or opportunities include:

- Dollar figures aren’t compelling or credible: Telling a story based on billions of dollars in activity does not resonate with elected officials and often falls flat as large dollar amounts are nebulous, and in some cases not “believed” by elected officials.
- Defending use of TLT is constant: COVID-19 has put the tourism industry in an even more precarious position with the potential of legislators seeking to reallocate TLT for other purposes based on influence of local elected officials struggling for general fund dollars, affordable housing, search and rescue, etc.
- Regions share state representatives but have different needs: The districts an elected official represents do not perfectly align with the state’s seven tourism regions – which can make regional partners weary when funneling information or requests to elected officials/legislators. What is a critical need for Southern Oregon, for example, might not be what is in the best interest of Central Oregon, though they share an elected representative.
- Real people and stories are powerful: Storytelling (not just through marketing) was clearly what all regions identified as the best way to make the case with elected officials at every level and to help communities understand and appreciate the value of tourism even those who may be critical of it. Building a story bank, through our Industry Spotlight mentioned in the Industry Communications section of this report and expanding those stories from just lodging to the other businesses that benefit directly or indirectly is something all regions are interested in receiving more support to advance.

Based on the situation and the information learned from these meetings, the team has several recommendations for how Travel Oregon, with support from the executive team and entire agency, can strengthen our public affairs program and to advocate for Travel Oregon and the state’s TLT programming at a legislative level. We will continue to share updates as this work moves forward.

Letters of Support

Travel Oregon wrote letters of support for the following projects:

- The Clackamas Heritage Partners (CHP) request for an Oregon City Re-Imagine grant for the End of the Oregon Trail Interpretive Center.
- The Oregon Transportation Commission in support of the development of the Yamhelas Westsider Trail, a multi-use trail that connects various communities and businesses in the Willamette Valley.

OREGON OUTDOOR RECREATION ECONOMIC IMPACT STUDY

Travel Oregon, in partnership with OPRD, OREC and ODFW, worked with consulting firm Earth Economics to complete and release the Oregon Outdoor Recreation Economic Impact Study. The first-of-its-kind study finds that in 2019 outdoor recreation supported more than 224,000 full- and part-time jobs statewide and generated \$9.3 billion in wages and compensation. The study also found that in 2019, outdoor recreation in Oregon supported \$15.6 billion in spending, which includes everything from trip-related spending (money spent on recreational trips), to expenditures on equipment-related spending (outdoor recreation gear, apparel, equipment, and repair) by local residents, Oregonians that travel, and out-of-state visitors. The full study, along with fact sheets that break down the data by county, tourism region and state Senate districts (Oregon House district maps coming soon) are available in the [Research](#) section on the industry website.

Industry Communications conducted targeted media outreach, giving the Statesman Journal, The Oregonian and the Bend Bulletin an early preview of the report before sending a [press release](#) on Jan. 14.

CONSUMER COMMUNICATIONS

In Q2 we garnered 52 national and regional stories with a circulation of 171.5 million and an average story score of 8.6/10. We landed a seven-day earned media series on

KOIN AM Extra for the Give the Gift of Oregon campaign, which boosted our numbers. Our story score continued to increase, which reflected the relevance and quality of our pitching efforts and media relationships. Year-over-year, the circulation was down this quarter mainly due to a high number of regional stories, which have lower circulation numbers. However, we still had three big national stories in [The New York Times](#), [Outside](#) and [Thrillist](#) that highlighted how Oregon adapted to ski season during COVID-19.

The New York Times

How Do You Have a Ski Season in a Pandemic?

From how we ride the lifts to where we sleep and what we eat, ski areas are taking steps to minimize crowding and to curb opportunities for the virus to spread.



For comparison, in Q2 of 19/20 we garnered 36 consumer stories with a circulation of 226 million and an average story score of 7.8/10.

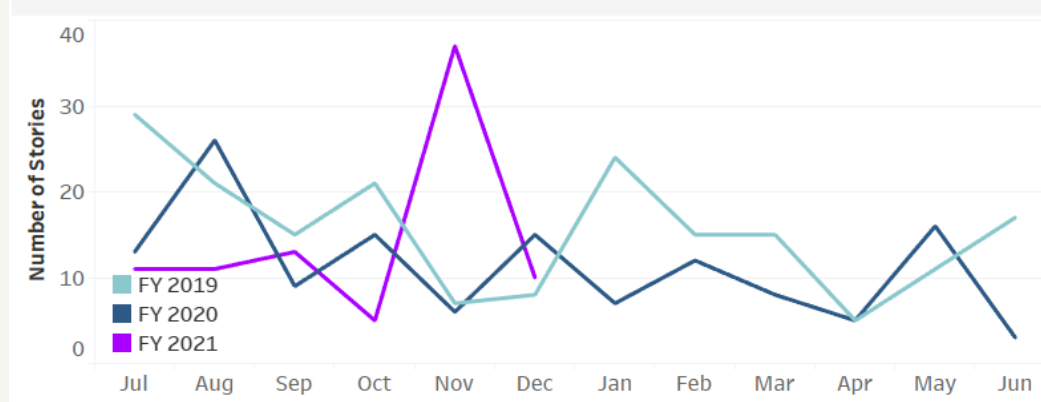
View Q2 coverage report [here](#).

Proactive and Reactive Pitches

Q2 proactive pitches: 61

Q2 reactive pitches: 16

Consumer PR - # of Stories Trend



Monthly - December

FY 2020	FY 2021	
15	10	-33.3%

Quarter - Q2

FY 2020	FY 2021	
36	52	44.4%

FYTD

FY 2020	FY 2021	
84	87	3.6%

Niche Coverage

One of our goals this year is to work with more diverse and niche publications and media contacts. We have established a good relationship with [DeAnna Taylor](#) who is a Senior Staff Writer at [Travel Noire](#), one of the most trusted and popular travel brands serving “millennials of the African Diaspora.” In December, DeAnna wrote this story: “[Outdoor Dining Options in Portland, Oregon](#).”

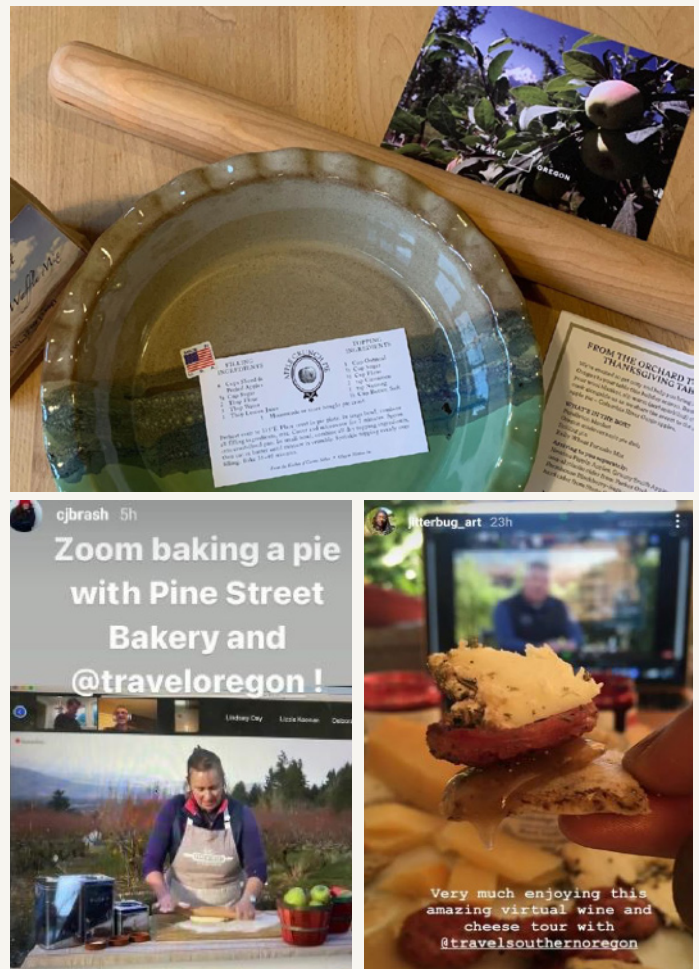


Consumer PR Media Mailers/Virtual Event Update

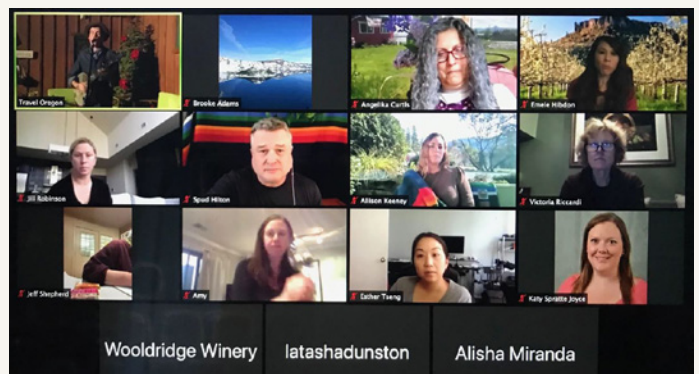
In the December 2020 Strategic Plan Progress report, the consumer communications team introduced the media mailer/virtual events as part of our COVID-19 fall/winter PR strategy. As a reminder, the team has been working with Little Green Pickle and RDMO partners to create seven regional virtual media events and mailer boxes to send to top tier media. The goal of this strategy is to keep Oregon relevant and newsworthy to media by sharing unique, untold stories of the people, places, and products of each region. In total, more than 70 media will receive a box of Oregon-made products and will have an open invitation to visit in person when it's safe to do so.

Since the last report, we've completed three additional virtual events: Hood/Gorge, Southern Oregon and Central Oregon. Here is a [highlight video](#) of the first three events (Eastern, Hood/Gorge and Southern).

The Hood/Gorge event took place on November 23 at Packer Orchard and Bakery in Hood River; eleven national media from outlets including Outside, CNN Travel, AFAR, Travel & Leisure, Fodor's, Sierra Magazine, National Geographic and The New York Times participated. Ahead of the event, the media received a Thanksgiving pie prep kit filled with ingredients and products from the region. View the Zoom recording [here](#).



The Southern Oregon event took place on December 9 at Wooldridge Creek Winery in Grants Pass. Ten national media from outlets including Thrillist, Refinery29, Reader's Digest, LA Times, VICE, Food & Wine and USA Today were treated to a Southern Oregon picnic/happy hour. Ahead of the event, the media received a happy hour kit with goodies from the region including charcuterie and wine from Wooldridge Creek Winery. View the event Zoom recording [here](#).



The Central Oregon event took place on January 20 at Black Butte Ranch in Sisters. Ten national media from outlets including The Wall Street Journal, The New York Times, Backpacker, MSN, Thrillist, National Geographic Traveler, Lonely Planet and Travel & Leisure participated in a winter adventure happy hour. Ahead of the event, the media received a happy hour kit. During the tasting, the media heard from three breweries, Black Butte Lodge, Sparrow Bakery, Sisters Meat & Smokehouse, and Wanderlust Tours. View the Zoom recording [here](#).



Remaining Regional Virtual PR Events Dates

- February 4 - Oregon Coast
- February 17 - Portland

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

VIRTUAL MEETINGS & WEBINARS

American Craft Beer Experience Webinar: Japan, November 14

In November, the U.S. Brewers Association launched “American Craft Beer Experience” month in the Japan market to promote American beer to Japanese consumers. Two Oregon breweries, Breakside Brewery and Deschutes Brewery, collaborated with the U.S. Brewers Association for this campaign. Travel Oregon was invited to participate in the Pacific Northwest Craft Beer Webinar to introduce Oregon as one of the best beer destinations in the U.S. during a 15-minute presentation. Michiko Ono, a Japanese travel writer based in Portland, also participated in the webinar as a guest speaker and spoke to her favorite Oregon beer. The webinar was attended by 50 individuals. Hanako Tokyo Online covered this event in their [online publication](#), which has a circulation of roughly one million. The article highlights Rogue Brewery, as they were the first U.S. craft brewery to export beer to Japan more than 20 years ago and are well loved today.

Cruise America Webinar: U.K., November 24

While international travel has been limited due to the COVID-19 pandemic, tour operators and travel companies have used this time to refresh their content and educate the tour operator and travel agent community. Cruise America asked Travel Oregon to create a new Wonders of Oregon RV itinerary for the U.K. market in preparation for when international travel resumes. This itinerary was then translated into German, French and Dutch. Numerous tour operators have shared that road tripping through the U.S. in an RV will be commonly seen on consumers’ bucket lists. In November, Travel Oregon hosted a webinar with Cruise America focusing on the new Wonders of Oregon itinerary. More than 80 tour operators from the U.K., Ireland, Denmark and the Netherlands attended. Travel Oregon will also be presenting in two Cruise America webinars for German tour operators in February. This education for tour operators is vital to maintaining international awareness of Oregon. RV travel aligns with popular travel trends during the pandemic and its recovery.

Japan Trade Webinars: November- December

On November 26, JTB Media Retailing hosted an Oregon focused destination webinar for their staff and clients. This subsidiary of JTB, one of Japan’s most trusted travel companies, targets consumers ages 40-60 and sells mainly group tours. Travel Oregon presented to a group of 120 participants for 20-minutes.

The following month, Travel Oregon participated in a U.S. destination webinar hosted by Japan Association of Travel Agents (JATA) and Visit USA Japan. This 15-minute presentation on Oregon was attended by more than 600 travel trade professionals in Japan. Both webinars highlighted destinations seen in the Only Slightly Exaggerated videos, which continue to resonate very well with the Japanese market.

CANUSA Webinar: Germany, January 27

Travel Oregon hosted a webinar for CANUSA staff on January 27, focusing on expert tips about all seven regions in Oregon including hotel, campground and activity recommendations. CANUSA is one of Germany’s leading tour operators for travel to the U.S. The Oregon presentation was 25-minutes and trained 34 staff from CANUSA’s seven offices. Since many travel professionals in Germany are currently working part-time due to the pandemic, the presentation was also recorded and sent to all staff members afterwards with follow-up from Travel Oregon.

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

TRAVEL SAFE CAMPAIGN FINAL RESULTS

This fall and winter (August-December), Travel Oregon developed a tactical plan with the objective of raising awareness on how to travel safely in Oregon. We positioned Travel Oregon's owned channels as trusted travel resources by:

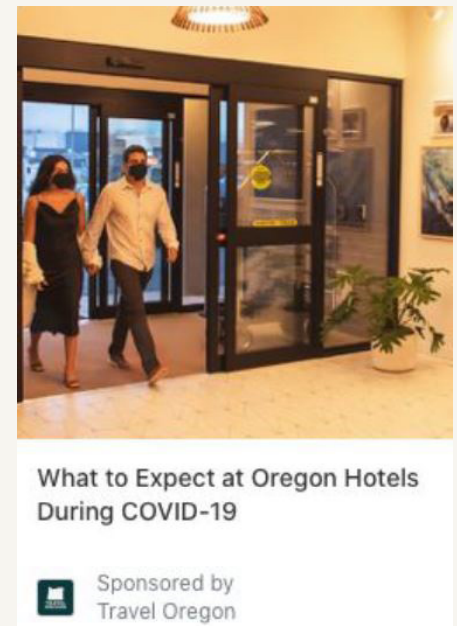
- Raising awareness about how to travel safely in Oregon.
- Encouraging compliance with state and local regulations so businesses can remain open.
- Responsible recreation on Oregon's public and private lands.

Advertising

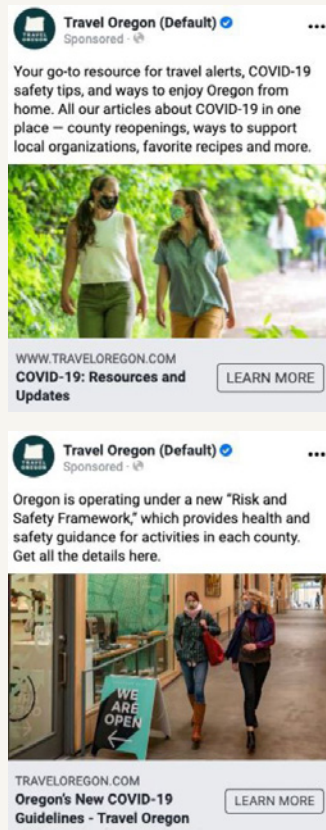
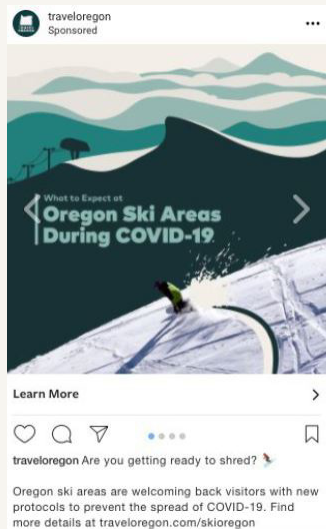
Below is a recap of performance by channel:

- OTA partnerships with TripAdvisor and Sojern finished strong.
 - Compared to last winter's Yeti and Squatch campaign, CPMs (cost per thousand impressions) and click through rates (CTRs) were slightly higher for our Travel Safe campaign. We saw this as positive as our Travel Safe creative was up against very strong trip inspiration content with the Yeti and Squatch campaign.
 - Despite the optimizations outlined in the last report, we weren't able to improve our website engagement. Bounce rate was flat at 82% and pages per session was down 1.3%.
- Our Thrillist buy for Travel Safe mirrored our last Thrillist buy for the first OSE fall 2018 campaign. Our [custom article](#) for this campaign beat Thrillist's internal benchmark for CTR at 0.13% vs 0.10%, but was below the fall 2018 [OSE custom article](#), which came in at 0.21%.
 - Due to COVID-19 limitations, our custom video for the Travel Safe campaign was an updated version of the video that Thrillist produced for our Spring 2018 campaign. Compared to the fall video, the version for this campaign performed better in two key metrics: view completion rate was higher at 3% vs. 1.92% and cost per view (CPV) was cheaper at \$3.86 vs. \$4.23.
- We partnered with Influential (a social media influencer management firm) to select influencers from the BIPOC community to spread our travel safe messaging. The buys consisted of native posts² and paid posts. We generated 363,000 native impressions and 9,200 story views. The paid posts generated a 0.55% CTR, which was seven times stronger than Influential's 0.08% benchmark.

- The PSA style campaign provided an excellent opportunity to partner with local broadcast partners KATU, KVAL, KTLV and KUNP. For this partnership, we ran seven safe travel stories through each station's on-air talent, three stories on AM Northwest, travel safe talking points in weather coverage, four video PSA ads (customized to on air talent for each market) and a digital buy that was targeted to run the banner ads on the station pages where the safe travel stories were posted. Additionally, we were given the opportunity to release several safe travel stories through KATU's email program. This program delivered more than 17 million impressions. While it's impossible to track how many people saw these news segments on TV and then came directly to [traveloregon.com](#), we do know that our advertising banners on these stations and their emails resulted in 5,697 highly-engaged visitors to the website. A benefit of this partnership was the ability to spread a variety of timely travel safe messages via a trusted, statewide source. See Appendix A for the Safe Travel story topics.
- For paid search, we stayed flat to our midway performance. We were glad our performance did not slide as much as expected due to election coverage and a highly competitive holiday shopping season. Our cost per click (CPC) was at \$0.62, which was down 44% YOY. The CPCs at mid-campaign were down 53% so we recovered some ground. Our pages per session ended at 2.83, which was up from 2.67 at mid-campaign. However, pages per session ended at 55% YOY.
- On paid social (Facebook and Instagram), the awareness ads generated 17,985,578 impressions. They resulted in 211,443 clicks to campaign content on [traveloregon.com](#) and 611,841 views to videos supporting local businesses. The click ads have been efficient with an average CPC of \$0.28, which was below our goal for social of \$1.83.



Top Performing Ads:



Key Learnings

Paid Media:

- Adara attribution tracking: Even though the Travel Safe campaign wasn't intended to be a hotel booking generating campaign, we added our Adara tracking pixels to eligible partners like our online travel agencies (OTA). We were surprised that, even without overt travel planning creative, the campaign generated more than half the bookings that we saw during the Yeti and Squatch campaign. Our bookings were also secured with a lower cost per booking at \$1.55 vs \$1.96.
- One observation from our first buy with Influential, as well as partnering with members of the BIPOC community, is that engagement levels differed between partner and owned channels. We saw great engagement within each influencer's channels. Their posts averaged a positive sentiment score of 89%. However, once visitors clicked off to traveloregon.com, we saw low engagement. Bounce rate for visitors from our influencers was at 94% compared to a site average of 68% and campaign average of 81%. We expect a higher bounce rate for social media, typically in the low to mid 80%. We'll work with Wieden+Kennedy (WK) and Influential to increase engagement once visitors land on traveloregon.com.

Paid Search:

- We launched a new travel alerts themed keyword campaign during the Travel Safe campaign. Keywords focused around COVID-19 travel alerts, winter weather advisories, wildfire updates, etc. While this campaign brought in a lot of traffic, it led to a decline in engagement since the travel alerts landing page generated a higher volume of outbound clicks to places like tripcheck.com

and other .gov sites. Despite the declines in engagement, we plan to keep the new travel alerts campaign running as part of our always-on paid search strategy since it provides vital information to travelers.

Sentiment Note:

As expected, there was a clear divide in our social media audience when it came to sentiment about COVID-19 and Oregon's approach.

The first group was desensitized to the pandemic's safety messaging and expressed frustrations at the ongoing restrictions from the governor. Similarly, the second group was unsatisfied but also expressed dissatisfaction with people traveling during a pandemic. Interestingly, both groups were feeling the effects of cabin fever and sought inspiration and comfort and are ripe for our spring campaign. In recent weeks, the Only Slightly Exaggerated campaign experienced another resurgence in popularity. Twitter saw retweets of OSE content from 2019, while the winter adventures of Yeti and Squatch social ads received largely positive engagements.

Oregonians are seeking adventure, craving nostalgia, and daydreaming of post-pandemic travel. This is in line with what we are seeing nationally. The Wall Street Journal recently captured this sentiment in an article titled, "[Post-Vaccine Vacation Dreamers Plot to 'Get the Hell Out of Their House.'](#)" affirming this belief that coronavirus cabin fever is inspiring big-trip plans for 2021.

Sweepstakes

The Oregon Road Ready sweepstakes in partnership with Oregon brand, Yakima concluded on December 31. Messaging was targeted primarily at an Oregon audience and promoted COVID-19 safe travel information and virtual trips. Yakima shared in promoting the sweepstakes with social media support and dedicated newsletters. The sweepstakes received 6,667 number of entries and 556 new email subscribers.

GIVE THE GIFT OF OREGON (GGOO) FINAL CAMPAIGN RESULTS

In November, at the request from Governor Kate Brown's office, Travel Oregon and Business Oregon partnered to create a comprehensive statewide consumer promotion to support local businesses by encouraging Oregonians to shop local through the holiday season. The marketing and communications teams launched the GGOO campaign just before the Thanksgiving holiday. To support this effort, we created custom assets available for partner use and a paid advertising effort.

- Timing: Nov. 18-Dec. 31
- Audience: Active Adventures, 18-45
- Markets: Oregon (primary), Idaho, Seattle, Tri-Cities and Northern California (secondary)
- Budget: \$196,000 (split 50/50 with Business Oregon)

² Native posts are organic, non-paid posts that stay within the social media platform instead of clicking out to an external website.



GGOO Impact

Built Oregon reported that Travel Oregon drove nearly 5,000 sessions to the Built Marketplace during our campaign. We were the top referral source for Marketplace during the campaign, and the platform experienced nearly \$90,000 in sales.

Industry Support

We created a comprehensive toolkit on our industry website that contained media plans and creative assets including photography. The photo assets were contracted with a local photographer and worked with a diversity of talent showing shopping in local boutiques, farmers markets and small retail environments.

Web

To support the GGOO campaign, the content team created a landing page on traveloregon.com that featured local businesses in a series of four key priority categories: [Food and Drink](#), [Outdoors](#), [Arts and Culture](#) and [Future Travel](#) (lodging). Each article highlighted unique Oregon purveyors and artisans with prominent links to businesses and other efforts to encourage the “shop local” concept. In addition, we created regional shopping round up stories that highlighted artisans and makers from each region. This allowed us to target ads regionally.

The landing page also featured links to Oregon Main Streets, along with direct buy links to shopping portals such as Built Oregon Marketplace³, Crafty Wonderland, Genuine Willowa County and Portland Indigenous Marketplace.

In addition to the social promotion, the GGOO articles were the lead feature on the homepage and the December general and culinary travel email editions.

Advertising

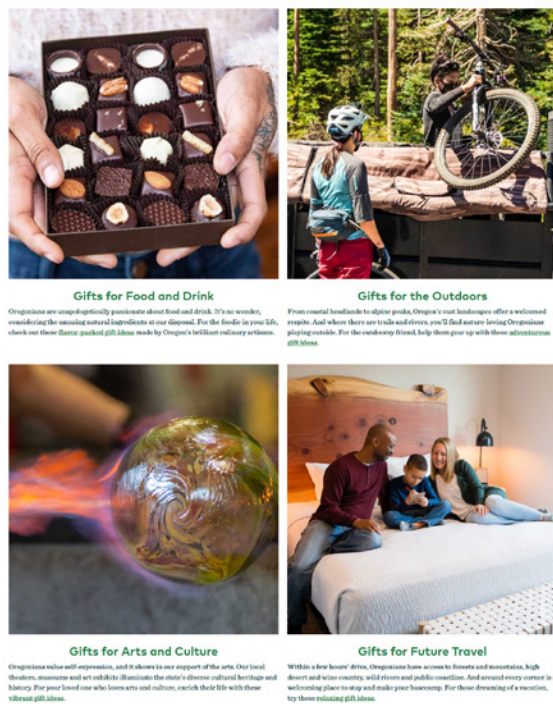
In support of the GGOO campaign, we partnered with Logical Position to run digital display banner ads, a [Gmail Sponsored Promotion \(GSP\)](#) and paid search. This ran from November 24-December 31 with a budget of \$63,000. Our target market consisted solely of Oregonians.

Digital Display Ads

Going into this campaign, we were aware that we were about to compete in one of the busiest and most competitive periods in the whole year (aka Black Friday/Cyber Monday). And contrary to our normal travel-themed audience targeting, we were competing with other brands using Google’s shopping themed target audiences. Therefore, we expected potential higher CPCs and CPMs.

Compared to our last digital display banner ad buy with Logical Position, which was for OSE2, we were surprised to see our CPC fall -78% (\$0.37 vs \$1.74). We attribute it to hyper-targeted ads combined with timely messaging. We were hitting Oregonian shoppers with local shopping ads during the biggest shopping season of the year.

We typically compare the website engagement from the ads YOY, but this campaign was different from any other campaign. Our goal is typically to keep visitors on our site for as long as possible. However, with GGOO, once we got people to traveloregon.com, we encouraged them to leave



³ The Built Oregon Marketplace is a consumer website featuring Oregon founded products.

our site to shop on our partner sites. Therefore, the bounce rate and pages/session for this campaign were higher than previous campaigns.

Gmail Sponsored Ads (GSP)

It has been a few years since we have run Gmail sponsored ads, but the GSP ads aligned nicely with shopping or ecommerce focused messaging. Campaign vs. campaign comparisons were very hard because Google changed the targeting parameters since we last ran a GSP campaign. However, compared to digital display and paid search, our GSP ads had the highest CTR and lowest CPC. Unfortunately, we just learned that Google is discontinuing GSP ads starting July 2021.

Search

Paid search CPC significantly increased 289% to \$3.89. For comparison, we typically average a CPC of less than \$1 for paid search. This jump can be directly tied to the shift towards shopping keywords which typically drive a much higher CPC. Logical Position saw the highest CPCs it had ever seen during the holiday shopping period across all its clients. This could be attributed to major retailers shifting advertising dollars towards digital channels vs. traditional channels like OOH, radio and TV due to COVID-19.

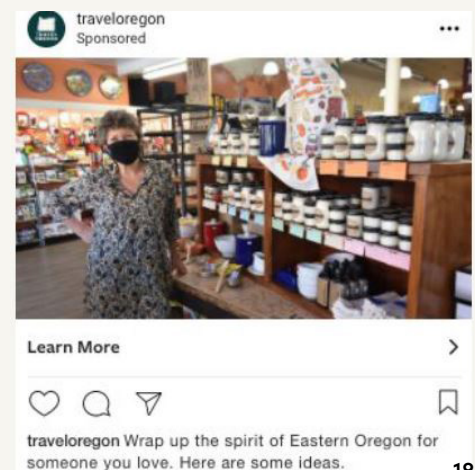
Despite the high CPC, paid search generated the highest number of conversions, which were tracked as outbound link clicks off the GGOO landing pages, as well as email subscriptions and guide orders. Paid search also had the lowest cost per conversion at \$8.04.

Social

To support this campaign, we used Facebook, Instagram, Pinterest and NextDoor to build awareness about how to help businesses and drive clicks to the content on traveloregon.com.

On paid social, the awareness ads generated 5,369,029 impressions. They resulted in 69,074 clicks to the content created for the campaign. The click ads were efficient with an average CPC of \$0.44, which was below our average CPC goal for social of \$1.83, but slightly higher than the Travel Safe campaign, due to holiday season competition.

Examples of top performing ads:



Consumer Communications

- **Earned Media:** In support of GGOO, the consumer communications team secured a seven-day earned media broadcast series on KOIN AM EXTRA that featured all seven regions. The team worked closely with RDMO partners on talking points and securing a local business retailer to be interviewed during each segment. In addition to this broadcast series, the team garnered coverage in print, radio and online publications including [The Oregonian](#), [Outside](#) and [OPB](#) to name a few. In total, there were 31 earned stories with a total of 14.4 million circulation and an average story score of 8.9/10.



- **Paid Media:** In several key areas of Oregon where we did not receive local earned media campaign coverage, we boosted the holiday shopping message with a weekend newspaper ad buy on Saturday (12/12) or Sunday (12/13). Full-page ads were featured in the Baker City Herald, Bend Bulletin, Pendleton East Oregonian, Columbia Gorge News and The Oregonian. They had a combined circulation of over 420,000. Broadcast and online content was received through a partnership with KDRV in Medford. Online content was placed in the Register Guard/Statesman Journal.

Lastly, ads were also placed in the following Coastal outlets:

- Curry Coastal Pilot
- The World
- The News Guard
- The Headlight Herald
- Cannon Beach Gazette
- North Coast Citizen
- Coffee Break
- The Chronicle
- The Chief



Key learnings:

- Consumer Communications
 - We were pleased with the results and credit much of the success to the new relationships we've built since spring 2020 with local broadcast media and national media contacts. The average story score of 8.9/10 showcased the high level of quality for each of these stories meaning that they were feature stories, included key talking points and visuals and mentioned GGOO, Travel Oregon/traveloregon.com. This was the first time that we put consumer PR budget toward paid media spots for a campaign. Overall, it was a good investment, and we will likely do more paid PR to complement our earned PR efforts.
- Social
 - Overall, the GGOO campaign prompted users to share their favorite local businesses, especially for the articles [Oregon Gifts for Foodies](#) and [Oregon Gifts for Fans of Arts and Culture](#).
 - While the [Oregon Coast](#) and the [Willamette Valley](#) received high engagement, others, like Portland Region, unfortunately were subject to backlash due to a combination of factors such as election season and protests downtown. If we did this again, a way to change the focus of comments could be to focus on personal stories of business owners versus the "round up style" of businesses in these articles.
 - We experimented with NextDoor because it's a highly localized platform; however, for this effort, we saw the highest CPC and CPM rates (along with the lowest clicks). This budget will be reallocated to Pinterest for a future shopping effort.

Region Stipend Co-op:

To amplify Give the Gift of Oregon and messaging related to shopping local and supporting small business in Oregon, we provided each RDMO with a \$5,000 stipend to spend by selecting one of two content promotion opportunities: A content promotion plan leveraging Travel Oregon assets and channels, or a custom digital buy with Oregon Media Group. All seven regions participated in this opportunity.



SPRING CAMPAIGN UPDATE

As we shared at the December commission meeting, we are working on our Spring 2021 advertising campaign. We are still actively dealing with the challenges that COVID-19 has presented to the tourism industry and are navigating how we engage with a paid advertising campaign. While we don't know exactly when we will be in market, we do have a confident understanding of what our media target, the Active Adventurer, will need from Travel Oregon to inspire safe, responsible travel statewide. We are anticipating two phases to this work:

1. **Phase 1** – Permission: A short phase tied to a moment in time where leisure travel is about/able to happen with few restrictions. We will use the Welcome Back to Oregon creative developed in Spring of 2020. This creative has a clear message that Oregonians can and should plan their trips.
2. **Phase 2** – Inspiration: A longer phase that inspires Active Adventurers to travel to and around Oregon. We are creating a new Only Slightly Exaggerated (OSE3) film, and there have been minor tweaks to the script that was shared in December. We anticipate a delivery of an anthem film and a variety of cut downs in early May.

For both phases, the team is currently media planning and will continue to update the commission specifically around:

- Final advertising budget and break out for Phase 1 and 2.
- Updates to Active Adventurer target profile. This includes review of target markets.
- Partner co-op program and how it directly leverages Travel Oregon's media buy.

Finally, we are in continued conversation with the governor’s office about the creative content and timing of the campaign launch. We are working to stay aligned with state health criteria that will help make decisions about when it will be appropriate to be in market with a “travel now” message.

Focus Groups

The new OSE3 film will showcase the people, communities and characters that make up our diverse state. To make sure those stories are authentic, we engaged in a focus group process. Travel Oregon collaborated with Wieden+Kennedy (WK) to design and conduct six focus group sessions. Four focus groups were conducted among WK staff affinity groups (We+Black, LatinX, Asiancy, and WKweer) and two were conducted among members of Travel Oregon’s email lists. Travel Oregon is also meeting directly with the Confederated Tribes of the Umatilla, who are depicted within the script to ensure they are represented accurately and appropriately.

To get participants for the two focus groups from Travel Oregon email subscribers, an email callout was sent; 224 people responded to a survey about their sociodemographic background. Travel Oregon selected 16 out-of-state and 28 Oregonian respondents who met at least two of the demographic criteria. Participants were asked to review the OSE3 script prior to the session and share feedback during the focus group. The recommendations from these sessions will be used to ensure Oregon cultures and places are depicted accurately and diverse groups feel welcome when encountering the OSE3 creative.

Overall Takeaway

All conversations were largely positive and constructive, and the script was well-received, with a few recommendations for improving it. Participants were very passionate about Oregon and enjoyed sharing their experiences, favorite places to go, and favorite activities.

Key Recommendations

- Ensure the ethnic diversity of people is clear and the representation of people of color is an accurate representation of Oregon’s diversity.
- Ensure the Happy Canyon spot is an accurate representation of Native American culture.
- Clearly feature accessibility and ensure the specific business name is shown of any shown partners that provide access (e.g., Mt. Hood Express).
- Show interactions between white people and people of color. Do not segregate or show diversity in silos.
- Ensure group activities are vibrant, as this feels more welcoming.
- Opportunities for deeper story telling through content and media partnerships, especially for Latino and Black communities.

DIGITAL CONSUMER PLATFORMS

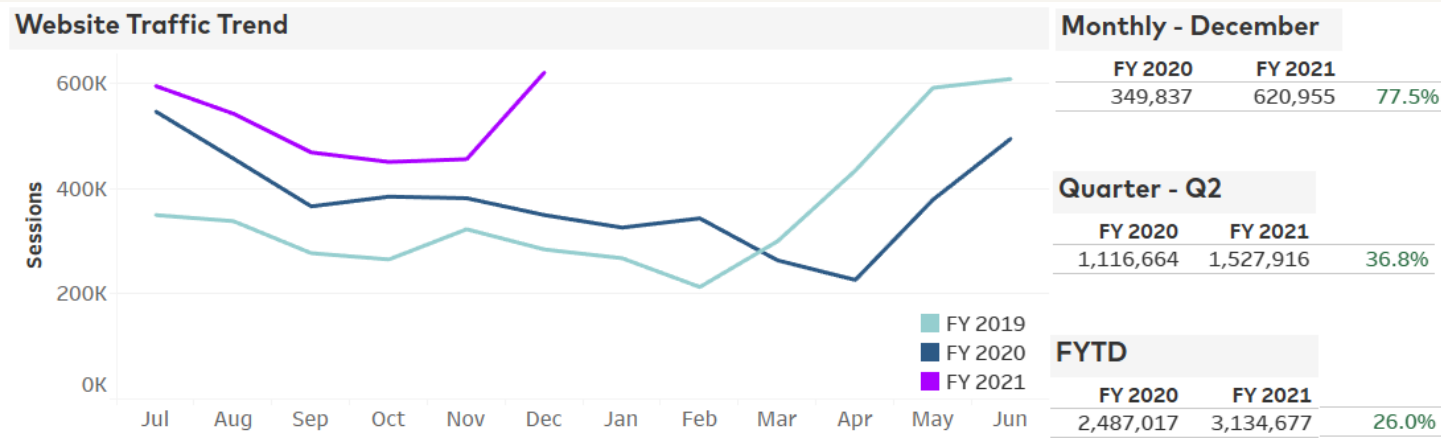
Traveloregon.com

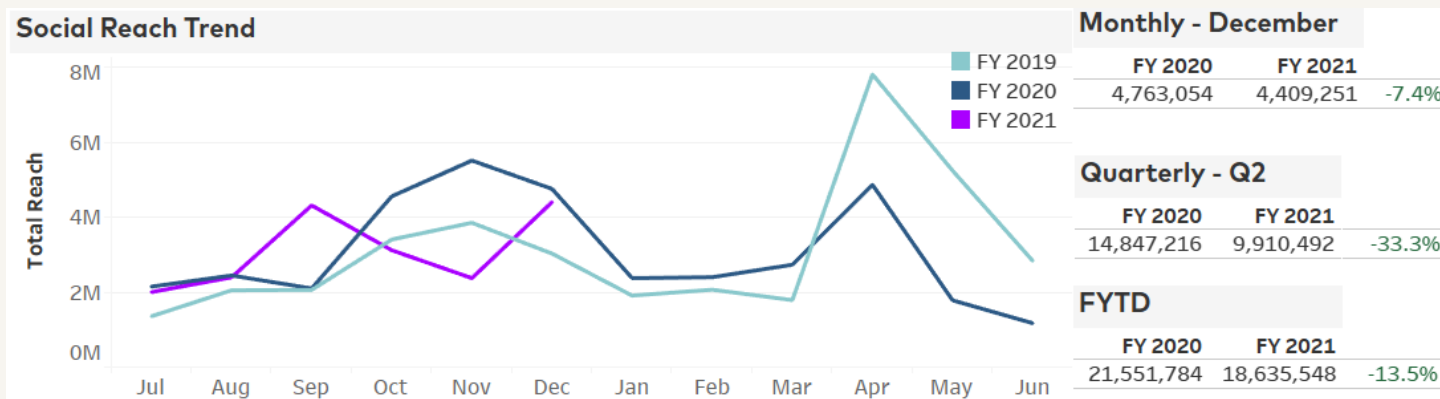
Traffic to traveloregon.com was up 36.8% in Q2 compared to the same period last year. This was positive progress toward the annual goal of 4.98 million total web sessions.

With limited paid efforts driving traffic, organic search traffic was the leading driver of sessions representing 51.9% of the total sessions. The other top drivers of website traffic were social (16.7%) and direct traffic (9.6%).

Content that focused on COVID-19 restrictions, wildfires and the GGOO campaign represented approximately 65% of the top pageviews.

Platform Updates: The most notable enhancement on the consumer site was a new feature that enables editors to feature rich media (podcasts, video, etc.) on key landing pages and in trip ideas. An example of this feature can be seen on the [Ski Areas & Sno-Parks](#) landing page on traveloregon.com. Prior to this launch, visitors would be at least two clicks deep before seeing the featured video.





Social Media

Overall reach for the quarter was down 33.3% with engagement across Facebook at 0.22%, Instagram at 6.25% and Twitter at 2.65%. Engagement on Facebook and Twitter were below goal while Instagram was slightly above goal⁴. This was not surprising as social media was a tough environment during the holidays. The combination of the holidays, COVID-19 fatigue and polarization from a heated election cycle ensured low engagement.

Highlights from Q2:

- Paid media restarted after the wildfire pause. Most ads focused on safe travel information and business support and were capped off by the GGGOO campaign.
- We experimented with seasonal infographics to inspire and inform audiences.

- We celebrated [Native American Heritage Day](#) with a montage video of stories and dances from the Confederated Tribes of Umatilla Indian Reservation.
- We partnered with Oregon Film, Willamette Writers and Soma Games on a social campaign called “#OregonParkBenchStory.” The premise of the campaign was to ask audiences, “if you could go back in time to Jan. 2020, what advice would you give yourself for 2020?”
- Top performing posts included:
 - Inspirational posts: It was clear our audience is inspired by Oregon’s epic landscapes. Top performing posts included [Crater Lake National Park](#), [Cascade Lakes Scenic Byway](#), [Bridal Veil Falls](#) and [Fort Rock State Park](#).
 - Informational posts: The “[Guide to Fall Foliage in October](#)” and “[What to expect at Ski Areas](#)” infographics.



PUBLISHING & CONTENT

The content team produced, published, and distributed 50 stories in Q2. The lineup included:

- 14 stories to inspire shopping local and supporting the [Give the Gift of Oregon](#) campaign, including four thematic and seven regional stories.
- Four new articles to inform our audience about the state’s COVID-19 messaging and winter safety, providing critical travel information for travelers in-market during the pandemic, as part of our frequently updated content.

⁴ FY 20/21 goals for engagement are .38% for Facebook, 6% for Instagram, and 3% Twitter.

- 17 e-newsletter stories designed to keep Oregon top of mind with content related to supporting local businesses and enjoying the state safely and/or remotely.
- Four seasonal features that took a long-form approach to storytelling, prompting emotional connections to Oregon.
- Six stories featuring or crafted by BIPOC Oregonians to reinforce our brand values and mission for a more welcoming state.
- 13 special project stories to support partner efforts, including five sponsored stories (with postponed paid media), six Ski Oregon articles, and two stories honoring wildfire heroes and ways to help.

Content highlights:

- Oregon's diverse cultures and content creators were showcased in stories about [Indigenous foods](#), tips for [Black road trippers](#), and [Black Girls Do Bike](#) community rides.
- Winter seasonal features included [cozy winter experiences](#), how to have [snowy family fun](#) during COVID-19, local groups [diversifying the outdoors](#), and art classes with [Indigenous makers](#). A fifth story about accessibility will publish with a custom video in February.
- Informational articles about winter preparation ranged from what to expect at [sno-parks](#) and [ski areas](#) during COVID-19 to safe [snow tours](#) and [winter safety tips](#).

MARKETING INSIGHTS & VISITOR SERVICES (MIVS)

Visitor Lifecycle Management (VLM)

VLM work in Q2 slowed when we learned that Bonfire, the consulting firm for the project, was purchased by another group and would not be carrying over its existing clients. We focused on tying up loose ends and finalizing work with the remaining time. An important win to note is that our most experienced Marketo developer at Bonfire will be available for independent contractor work. We are working to execute a contract with him to continue our VLM engagement scoring project. We secured a refund for uncompleted work on our VLM project that will be put toward the budget for the VLM consultant.

This fall we learned that Roark Hart will be leaving Travel Oregon to pursue a new career path in Boston, MA. With Roark's departure, we prioritized the offboarding and knowledge transfer throughout December to set ourselves up for future success. Roark has graciously offered a few hours a week to continue building and sending our emails while we undergo the hunt for his replacement.

The team has also been working to prepare the system for testing the VLM engagement scoring programs that have been built within our Marketo instance. The engagement scoring programs will allow us to identify which phase of the visitor lifecycle the visitor is currently in. We can then send them timely content that nudges them towards the next phase. Heavy testing is planned for Q3 as we aim to have the engagement scoring live by the end of Q4.

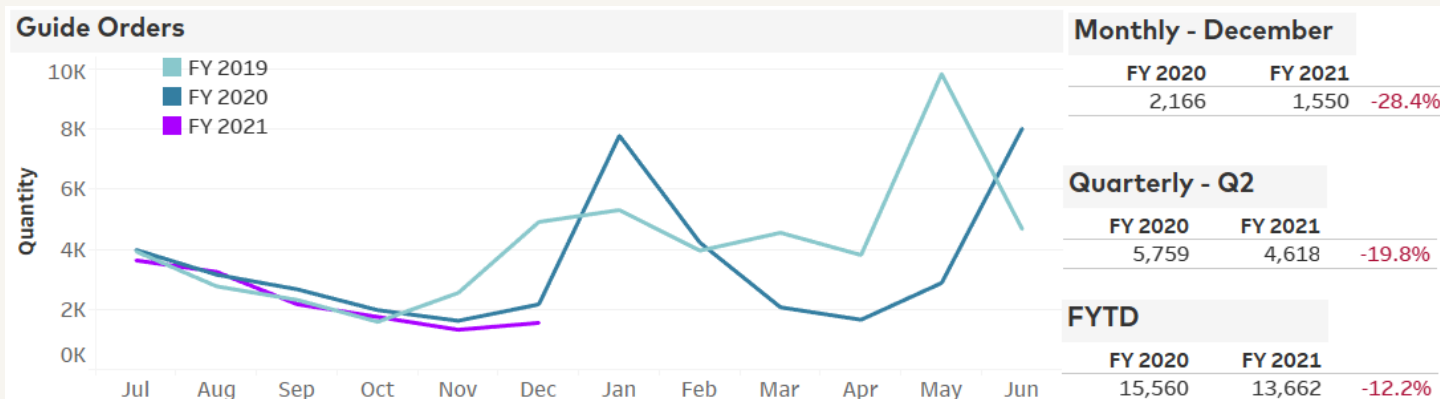
Fulfillment

The 4,618 individual guide orders placed in Q2 represent a 19.8% decrease compared to last year. Year to date (YTD) guide orders were down 12.2%, which was a result of COVID-19-related travel restrictions. The overall goal is to increase individual guide orders by 2% for the fiscal year, which translates to 43,044 total orders.

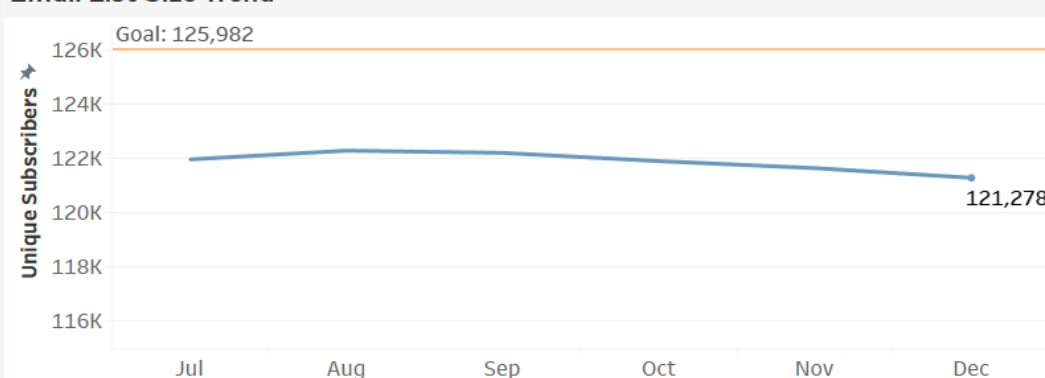
Email

Our email subscriber growth list continued to be hindered by COVID-19. Total list size at the end of Q2 was 121,278, down 0.41% from the start of the fiscal year. Our goal for the fiscal is to grow our list to 125,982 subscribers. We've struggled the last few months to get travelers to join the newsletter program despite multiple efforts to drive subscriptions. We are working on new enrollment drives for Q3.

Each newsletter list saw a YOY decrease in subscribers with the culinary list dropping the most at 78%. The drop in culinary was because last year's sweepstakes leads went to the culinary list. This year the leads went onto the outdoor list, but unfortunately, the sweeps didn't perform as well as expected. We also saw a rise in unsubscribes for each list in Q2. Culinary had the largest rise at just under 14% YOY.



Email List Size Trend



% Chg from Start of FY

December
FY 2021

-0.41%

Net Gain / Loss from Start of FY

-502

From an engagement standpoint, each list saw YOY decreases in open rates. The drops in opens were: general (-9.5%), outdoor (-3.4%), and culinary (-4.8%). For CTR, the general list dropped 18.2% and the outdoor list dropped 13.3%. The culinary list had positive engagement for the quarter with its CTR up 20.7%. 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. Without that content, it was very hard to match or exceed YOY performance.

OREGON TOURISM INFORMATION SYSTEM (OTIS)

Product Development

Q2 focused on releasing functionality that enables OTIS users to upload several listings at a time. As part of that effort, the team worked to improve the user experience, making the steps to upload the spreadsheet and match the data clearer and easier to use.

We also updated OTIS to make it easier for users to manage photos within the listing itself and made enhancements to how photos are managed so that they are more accessible for travelers who maybe visually impaired⁵.

Partner Integrations:

Two new product integrations went live in Q2: [Visit the Oregon Coast](#) and [Visit Hood River](#). Both websites have undergone redesigns and, as part of that process, leveraged OTIS data to power business listings, events and points of interest on their websites.

Product Training:

- Total trained: 6
- Total new users: 1

Region	Created Listings	Updated Listings	Deleted Listings
Central Oregon	60	143	96
Eastern Oregon	11	41	31
Mt. Hood & Columbia River Gorge	140	997	68
Oregon Coast	84	361	131
Portland Region	170	239	370
Southern Oregon	108	394	168
Willamette Valley	133	430	490
Totals for Q4	706	2,605	1,354

Locl + OTIS Partnership

The team embarked on an exciting new partnership with Portland-based company [Locl](#) in December 2020. This partnership is focused on solving two challenges:

1. Managing and distributing tourism listing data more efficiently.
2. Driving awareness to the Google My Business Program (GMB) and encouraging businesses to take advantage of Locl's enhanced features, which make managing GMB profiles easier. (GMB is a free tool provided by Google to help businesses manage their online presence across Google — including Google Search and Google Maps).

The first challenge is an ongoing process. Our team continues to look for opportunities to expand and enhance OTIS listing content with updates from trusted sources.

The second challenge addresses a key learning from the 2019 Miles Google My Business Co-Op. We learned that many tourism businesses in Oregon have not claimed their GMB profile. Claiming your GMB profile and keeping it updated is one of the most important things a business can do for its online presence. This is because:

- Over 90% of searches happen in Google.⁶

⁵ OTIS users can now add Alt Text to images; Alt Text is to describe images, detailed yet succinctly, to visitors who are unable to see them (usually accessing content via screen reading software).

⁶ According to Statcounter as of December 2020 <https://gs.statcounter.com/search-engine-market-share>

- GMB profiles are the single, largest source of organic exposure for businesses online.⁷
- GMB profiles are a significant signal for ranking in Google.⁸

Locl makes GMB easy for users to use by providing businesses with a one-stop-shop for managing their GMB profile, engaging with customer reviews and promoting their products, offerings and events. It also provides users with business performance insights (e.g., map and direction requests, phone calls, website visits, search data, benchmarking, revenue impacts, etc.). Locl proactively provides recommendations for how businesses can optimize their listings and stores analytics data for 18 months (as compared 90 days in Google's platform).

As Oregon emerges from the economic fallout of COVID-19, it will be imperative to drive business to the travel industry to aid in the recovery. Through this partnership, tourism businesses will be provided access to Locl for free. This creates a new and exciting opportunity for DMOs to show additional value to their business partners, helping them build back stronger. The team will also gain visibility into business performance metrics in the aggregate (e.g., region, statewide, etc.), which will aid in understanding the efficacy of tourism recovery in Oregon.

Our goal is to launch this by the end of Q3.

WELCOME CENTERS

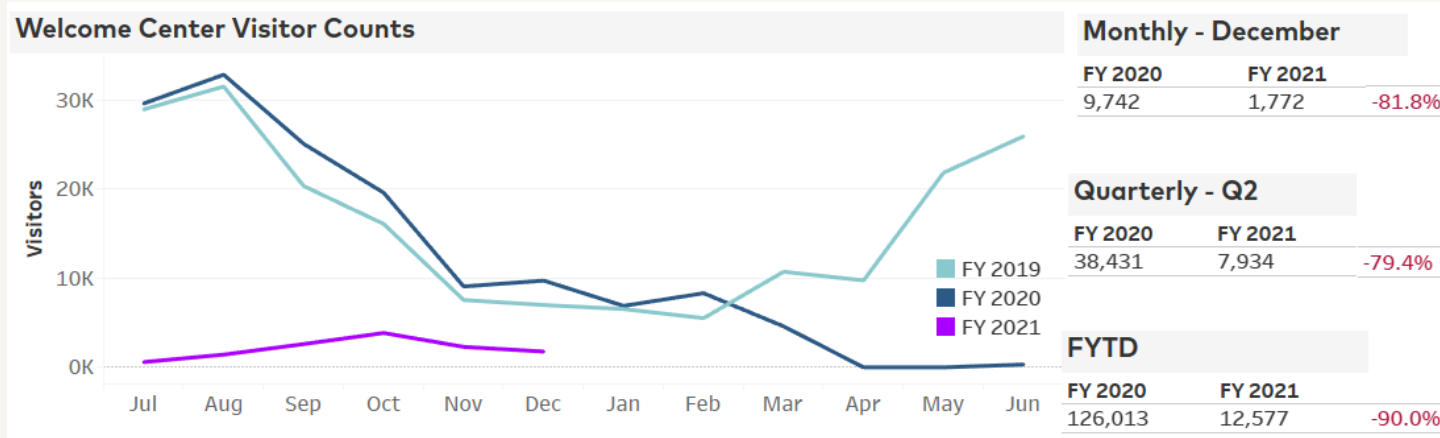
In October, the Ashland Welcome Center hosted a virtual tour of the facility for the Oregon Tour & Travel Alliance (OTTA) member meeting. OTTA members experienced an overview of the amenities available for visitors and tour operators, learned about our new COVID-19 safety protocols and met welcome center staff.

Mid-November brought a swift decline in welcome center traffic after the West Coast states travel advisory was issued. The advisory created a new wave of email inquiries and phone calls to the centers from travelers seeking clarification and advice.

Welcome Center Risk Exposure Assessments and Infection Control Plans were developed in December in accordance with OSHA's temporary rule guidelines. The plans incorporated welcome center staff input and will be updated as conditions change.

A new, two-year contract for the management of the Ashland Welcome Center at the ODOT Siskiyou Rest Area was delivered to Travel Southern Oregon (TSO) for its consideration. The TSO board voted in favor of approving the contract on January 21. Once executed, the contract will take effect March 1, 2021 through January 1, 2023.

Our welcome center staff at PDX worked with Travel Portland and the Port of Portland to put one of our "Take Care Out There" branded face masks on the large, poetry-reading Sasquatch statue next to our welcome center. The statue was part of Travel Portland's giant cuckoo clock and is on display through the PDX Art Program. The welcome center staff enjoys surprising Sasquatch admirers with their very own "Take Care Out There" mask.



⁷ According to data shared by Miles Partnership in 2020 (slide 13 <https://industry.traveloregon.com/wp-content/uploads/2020/11/Inspire-Confidence-with-Online-Listings-OR-October-2020.pdf>)

⁸ According to MOZ <https://moz.com/local-search-ranking-factors#localized-organic-ranking-factors>

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

REGIONAL COOPERATIVE TOURISM PROGRAM

Grant Programs to Open in Spring

Travel Oregon is currently evaluating criteria to finalize Grant Guidelines for the next grant funding cycle. Both the Competitive Grants program (\$1.3 million available to award) and the Oregon Wine Country License Plates Matching Grants program (\$400,000 available to award) will open in the spring. More details to come.

COVID-19 Emergency Response Grant Impacts

COVID-19 Emergency Response Grant awardees were required to submit a report by January 15 to document how the grant funds were used. The grants team is finalizing the review of these reports and the following are quotes from grant awardees that showed the value of these grant dollars in saving Oregonians' jobs:

"Thanks to the grant we only needed to pull \$3287.13 from our reserves to fully support Baker County Visitor Bureau staffing. Please accept our most sincere thanks for the \$5000 award, it kept our doors open for business!!"

– Baker County Unlimited

"These funds allowed us to keep three full time employees and one part time employee working throughout the COVID crisis. Having full staffing meant we were able to message public health updates, responsible travel tips, and keep visitors/locals informed of real-time status for nearby restaurants, entertainment, and nearby parks."

– City of Seaside Visitors Bureau

"The impact of the grant was wonderful! Business was down more than 50%. It gave my employees a sense of security, a boost of morale during a difficult time. Thank you."

– Captain Cook Inn

"I want you to know how much we appreciate the grant for the Sisters Chamber. You are helping to save jobs in Oregon and I cannot tell you how much you, your colleagues and TO has meant to us at this time."

– Sisters Chamber of Commerce

RCTP Planning Process 2021-2023

The Regional Cooperative Tourism Program (RCTP) kicked off the regional planning process with RDMOs for the upcoming 21/23 biennium. The regional program is working in coordination with Travel Oregon departments to compile a Menu of Investment Opportunities (MOIO) document to assist RDMOs in the draft plan development. Timeline of the RCTP program referenced below.

As a reminder, the seven current RDMO 2020-2021 plans are updated on a quarterly basis and can be viewed on the RCTP Dashboard linked [here](#).

RDMO Diversity, Equity, and Inclusion Training

RDMO Diversity, Equity, and Inclusion Training Commission Summary

The RCTP, in coordination with Michele Leedom of Clinton Street Consulting (CSC), completed a series of Diversity, Equity, and Inclusion (DEI) Trainings with RDMO partners. Each session presented a unique opportunity for transformative self-reflection as it pertains to bias and stereotypes, understanding of systemic and structural racism, and opportunities to delve into conflict. The goal of the training was to internalize these

REGIONAL COOPERATIVE TOURISM PROGRAM PLANNING TIMELINE



learnings to create meaningful change and more inclusive environments as individuals and tourism leaders. We will continue to report future progress on this initiative.

Overview of DEI Training Program

Attendees: 25 participants included the RCTP team and our seven regions.

Program Designed and Facilitated by Michele Leedom, Principal, at Clinton Street Consulting.

Timeline & Duration: August 2020–December 2020, 5 months.

DEI training program included:

- Five virtual instructor-led training sessions .
- Three brief sessions with instructor .
- 12 hours of pre-work.
- 2-5 hours with an assigned accountability partner from the training that allowed each trainee to practice listening skills, perspective-taking, expand cultural competency, and navigate difficult conversations.
- Development of a personal action plan to be completed in 6 months following the training.

Topics covered during the training included history, current events, and leadership development skills. The following are quotes from RDMO partners regarding key takeaways from the training:

“The DEI training sponsored by Travel Oregon was comprehensive and very timely. Unlike other trainings we participated in, this program was much more detailed and comprehensive. Thank you, Travel Oregon, for the chance to participate.”

- Brad Niva, Travel Southern Oregon

“I found the RDMO DEI Training both personally and professionally incredibly valuable. I appreciate Travel Oregon for allowing us to share the experience with our RDMO counterparts as well, to build off the trust and openness we as a group have cultivated over time with the help of the Global Strategic Partnerships team.”

- Lizzie Keenan, Hood-Gorge Region

“The recent RDMO DEI training provided a structured and helpful first step in OCVA’s commitment to integrating inclusivity and acknowledging social justice issues in our region. Building trust with fellow RDMOs and Travel Oregon during this training has set a precedent that we can converse, collaborate and learn from each other in the DEI space.”

- Arica Sears, Oregon Coast Visitors Association

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)

INDUSTRY-WIDE WEBINARS

De-escalation Training & Customer Service

On November 19, panelists shared their direct experiences and best practices for creating positive customer service experiences amid physical distancing regulations and other requirements that have significantly impacted visitor experiences. Panelists include representatives from public lands, restaurants, and craft beverage. This training was the second in a short-series offered in collaboration with the Hood-Gorge region, Oregon Hospitality Foundation and Columbia Gorge Community College Small Business Development Center. Check out the recording [here](#).

Oregon Business Plan – Tourism Industry Cluster Session

On December 3, this Cluster Session was hosted in partnership with Travel Oregon and the Oregon Business Council. The session focused on the pandemic’s impacts on Oregon’s tourism economy, the potential recovery trajectory and what 2021 may bring. Panelists included representatives from America’s Hub World Tours, Travel Portland, Escape Lodging, and the Atticus Hotel. This session was co-moderated by Travel Oregon CEO, Todd Davidson, and Oregon Restaurant & Lodging Association (ORLA) CEO, Jason Brandt. This Tourism Cluster Session concludes a number of industry cluster events held this year as part of the 2020 Oregon Business Plan. Check out the recording [here](#).

BUSINESS ENGAGEMENTS

Tour Operator, Guide & Outfitter (TOGO) Online Forum Series

Travel Oregon is partnering with Oregon Outfitter & Guide Association (OOGA) and Adventure Travel Trade Association (ATTA) to develop and deliver the second phase of the TOGO Online Forum Series delivered through the VTEA program. The first phase of this programming was completed in Fall 2020.

The first engagement in the Winter/Spring 2021 series was ATTA’s *Come Together*, a diversity discussion hosted by ATTA on Feb 4. Travel Oregon provided scholarships for 26 region-based TOGO businesses to attend, as well as Travel Oregon program staffers. On Feb. 17, Travel Oregon hosted an engagement for *Come Together* scholarship recipients

to dive deeper into ATTA's Diversity in Adventure Travel Report, discuss key learnings from *Come Together* and share ideas of implementation in Oregon.

Visit the [Tour Operator, Guide & Outfitter VTEA industry site page](#) to learn more, view recordings of past events and register for upcoming events.

PARTNERSHIPS UPDATE

inVisit Partnership

Travel Oregon is partnering with [inVisit](#); a visitor management app designed for hotels, restaurants, and other event facilities to monitor safety and compliance protocols. This tool improves customer traffic management through a fully automated web-based solution, while creating a standardized platform for DMOs to keep track of visitors across all locations.

The partnership will assist Travel Oregon's overall recovery strategy to support Oregon's tourism economy and community livability. To ensure success, Travel Oregon is managing a beta testing period with 20 hotels across the state, in partnership with ORLA. The beta period will be March-June (this would capture Spring Break and Memorial Day travel).

Travel Oregon will partner with ORLA and our RDMOs to ensure we have a diverse selection of hotels participating in the program.

This program is a solution to help Oregon businesses stay safe and open.

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 LAUNCH

On January 14, Travel Oregon launched a new program called [Destination Ready](#)—an effort to make strategic investments in partnership with Oregon's tourism destination leaders to strengthen key tourism products and visitor experiences for summer 2021. This direct investment program is being led by the Destination Development department. The program is soliciting proposals and will engage with the awarded organizations and project teams by offering direct financial investments and program and technical assistance as needed. The objective of this program is to support the development,

enhancement and stewardship of visitor experiences that are COVID-19 appropriate, which will aid in economic recovery, enhance local livability and provide access to a diversity of explorers.

This investment program is intended for RDMOs and DMOs, municipal government and public entities, economic development entities, nonprofits, federally-recognized tribes, and supporting local partners focused on recreation, downtown development and culinary or agritourism. Project awards can range from \$10,000-\$50,000 in combined cash and consulting time; all projects are expected to be relatively "shovel-ready" and completed within six months of the execution of a financial agreement. Due to the short-term nature of the program, Travel Oregon has created a set of [eligible visitor experience projects](#) that are available to destinations for immediate funding and support.

Travel Oregon awarded projects on February 11 with projects to kick-off in late-February. More information about this program will be shared during the Feb. 23 commission meeting.

DESTINATION-BASED STUDIOS, ENGAGEMENTS & NETWORKS

Willamette River Recreation Studio

The Willamette River Recreation Studio Steering Committee has refined the scope of work for projects in advance of paddle season with support from Travel Oregon and Willamette Valley Visitors Association. Both organizations are contributing funds towards projects that include river-related infrastructure investments and communication campaigns that focus on understanding the river, supporting safety and stewardship, making the river more accessible for users and connected to tourism business. Currently, the projects have direct funding of \$55,000 and are leveraging around \$150,000 in cash for aligned projects.

North Coast Tourism Management Network

The North Coast Tourism Management Studio hosted their Winter Network Meeting on January 28 with 48 attendees from across Clatsop and Tillamook counties. The updated network priorities include trail congestion, human and pet waste, trash management, public health, parking and business resiliency. One of the recent network projects has been the regional take-out campaign to save coastal jobs. This campaign is still in effect.

Columbia Gorge Tourism Alliance (CGTA)

The CGTA has completed a set of bi-state COVID-19 appropriate itineraries that support economic exchange from Gorge residents from locals exploring safely. Staff of the CGTA are working with businesses in Hood River and Wasco counties to support capacity around Google My Business and OTIS integration.

OREGON TOURISM STUDIO ACTION TEAM PROGRESS

John Day River Territory

The John Day River Territory leadership team, convened by the Condon Chamber of Commerce, has finalized their WeSpeak regional programming and communications. The program design and content updates needed as a result of COVID-19 has been completed. An additional refresh and the virtual front-line staff trainings will be conducted in spring 2021.

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

To support this strategy, Travel Oregon has established priority activities, one of which includes: *WORKPLACE LEARNING, PLANNING AND CULTURE* - *Committing to continually educate ourselves, advancing our workplace culture and long-range planning to support systemic change.* To support this priority –building off the October 2020 all staff training: “Leading with a Racial Equity Lens for Structural Transformation” — Scott Winn, our current racial equity consultant, led all staff through a strategic planning workshop. The workshop purpose included: confirming Travel Oregon’s commitment to lead with a racial equity lens for 2021-25 strategic planning, establishing the rationale, drafting long-term racial equity outcomes and shorter-term goals to help impact those outcomes. The DEI Taskforce will refine these with the guidance of Scott Winn, and that output will be a direct input into 2021-25 strategic planning.

APPENDIX

Travel Safe Campaign Local Broadcast Story Topics

- Wildfire Recovery (partnership with Travel Southern Oregon and Willamette Valley Visitors Association).
- Responsible behavior when accessing the outdoors (partnership with Office of Outdoor Recreation).
- Safe pumpkin patch experiences (partnership with Oregon Food Trails statewide).
- Tips for hunting and fishing safely during COVID-19 (partnership with Oregon Dept of Fish and Wildlife).
- Getting outdoors for your mental health (partnership with OHSU, ViveNW and Oregon for the Outdoors).
- Thanksgiving in wine country during COVID-19 (partnership with wineries statewide).
- How to stay safe when accessing winter recreation spots (partnership with US Forest Service).
- Updates to ski areas due to COVID-19 (partnership with Ski Oregon).
- Safe driving tips (partnership with Oregon Dept of Transportation).

Oregon Tourism Commission

Profit & Loss Budget vs. Actual

July 1, 2020 - December 31, 2020

	July 1, 2020 - December 31, 2020	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	12,125,178	16,000,000	(3,874,822)	75.8%
Lodging Tax from Prior FY	7,892,983	7,892,983	-	100.0%
Interest Income	1,589	-	1,589	100.0%
Misc. Revenue	1,659	-	1,659	100.0%
Rental Income	12,696	-	12,696	100.0%
Conference/Event Revenue	-	190,000	(190,000)	0.0%
Welcome Center Brochure Program	4,047	20,000	(15,953)	20.2%
Federal Grant Funds	-	-	-	0.0%
Total Income:	20,038,154	24,102,983	(4,064,829)	83.1%
Beginning Fund Balances:				
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	-	910,000	(910,000)	0.0%
Beginning Balance - All other TO programs	8,625,361	8,625,361	-	100.0%
Total Beginning Fund Balances:	20,820,387	21,730,387	(910,000)	95.8%
Total Sources:	40,858,541	45,833,370	(4,974,829)	89.1%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	2,085,531	2,752,000	(666,469)	75.8%
Grants - future (net of administrative expense)	994,265	1,312,000	(317,735)	75.8%
Total Future Programming - Statutory	3,079,795	4,064,000	(984,205)	75.8%
Other Programming & Reserves				
Marketing & Sales Development (from G. Marketing Budget)	500,000	7,531,484	(7,031,484)	6.64%
Total Future and Other Programming & Reserves	500,000	7,531,484	(7,031,484)	6.64%
Total Future and Other Programming & Reserves	3,579,795	11,595,484	(8,015,689)	30.9%
Expense				
Global Marketing	3,651,758	13,535,879	(9,884,121)	27.0%
Global Strategic Partnerships	345,700	1,006,513	(660,813)	34.3%
Global Strategic Partnerships - RCTP	8,182,730	8,422,761	(240,031)	97.2%
Global Strategic Partnerships - Grants	290,482	4,584,492	(4,294,010)	6.3%
Global Sales	429,193	1,272,233	(843,039)	33.7%
Destination Development	418,163	1,466,619	(1,048,456)	28.5%
Administration & Operations	1,491,647	3,949,389	(2,457,743)	37.8%
Total Expense	14,809,673	34,237,886	(19,428,213)	43.3%
Total Uses:	18,389,468	45,833,370	(20,412,418)	40.1%
Net Income	22,469,073	-	22,469,073	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	222,872	-	222,872	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%
Total Sources	929,886	707,014	222,872	
Uses:				
Tourism Promotion	110,972	240,086	(129,114)	46.2%
Grants	65,210	466,928	(401,718)	14.0%
Total Uses	176,182	707,014	(530,832)	
Net Income	753,704	-	753,704	
Total Net Income	23,222,777	-	23,222,777	

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 December 31, 2020
ASSETS	
Current Assets	
Checking/Savings	
Cash - programming and reserves	26,442,263
Cash - Grants - Committed, not disbursed	2,781,082
Cash - Committed for Future Grants	994,265
Cash - Committed for Future RCTP	3,484,675
Restricted Cash - Wine Country Plates	922,527
Total Checking/Savings	<u>34,624,812</u>
Accounts Receivable	<u>5,653</u>
Other Current Assets	<u>10,383</u>
Total Current Assets	<u>34,640,848</u>
Fixed Assets	333,000
Other Assets	<u>32,982</u>
TOTAL ASSETS	<u><u>35,006,831</u></u>
LIABILITIES, EQUITY & FUND BALANCES	
Liabilities	
Current Liabilities	
Accounts Payable	<u>492,368</u>
Other Current Liabilities	<u>418,757</u>
Total Current Liabilities	<u>911,125</u>
Long Term Liabilities	<u>3,428</u>
Total Liabilities	<u>914,552</u>
Equity & Fund Balances	
Regional (RCTP) - for distribution next FY	3,484,675
Grants - for future distribution	994,265
Invested in capital assets	333,000
Reserved for Immediate Opportunity Fund (IOF)	1,450,000
Operating Reserve	3,148,422
Reserved Program Fund Balances	860,429
Unanticipated TLT from FY2020	429,888
Restricted for Wine Country Plates	922,527
Net Income	<u>22,469,073</u>
Total Equity and Fund Balances	<u>34,092,279</u>
TOTAL LIABILITIES, EQUITY & FUND BALANCES	<u><u>35,006,831</u></u>

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.



TRAVEL  OREGON

OREGON TOURISM COMMISSION

319 SW Washington Street, Suite 700
Portland, Oregon 97204
971.717.6205

traveloregon.com

industry.traveloregon.com