

STRATEGIC PLAN PROGRESS REPORT

OCTOBER 2021

ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, is a semi-independent state agency whose mission is to 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. Travel Oregon aims to improve Oregonians' quality of life by strengthening the economic impacts of the state's multi-billion-dollar tourism industry, which employs tens of thousands of Oregonians.

This Strategic Plan Progress Report (SPPR) is a high-level summary of key initiatives and programs embedded within Travel Oregon's 2021-23 Strategic Rebuild 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 2021-23 Strategic Rebuild Plan since the Commission's last meeting.



MESSAGE FROM CEO



Dear Commissioners,

I believe in the power of travel and tourism. I believe it has the potential to create a better life for all Oregonians, preserve this place we are privileged to call home, and transform the lives of all who travel Oregon's waters, paths and byways and experience her grandeur, mysteries, and personalities.

As Travel Oregon continues its evolution and adaptation as a destination management organization, we must engage our collective wisdom to identify, understand and operationalize these latent qualities in a manner consistent with our vision for Oregon and for all Oregonians.

This is my hope for the travel and tourism industry. This is my hope for us.

The [Rebuild Strategic Plan](#) adopted last June reflects this hope and embraces the industry's and the agency's potential. In actuality, the Rebuild Plan is serving as a "bridge" to our [Transformational Plan](#). We have actions already underway, and positions added to address our capacity needs so we can better position ourselves to reimagine, realize and release our full potential. So, with nothing less than a transformed industry and agency as our objective, we are taking the next six months, in collaboration with our industry partners, to:

- Reimagine how tourism contributes to a better life for all Oregonians, how travel enhances communities and contributes to equitable livability, and how we can create more economic resilience for our diverse workforce.
- Assess our destination, our role as a destination management organization (DMO), our business practices,

and undergoing an organizational design process to better lead and support Oregon's tourism industry.

- Do all of this through a racial equity lens.

Our planning work isn't over, and our potential is not fully realized. Acknowledging our role as an economic development agency with a responsibility to ensure benefits are felt in communities, businesses, and households statewide, we will be facilitating meetings with focus groups and partners over the coming months. We need to understand how Oregonians feel about travelers specifically and tourism generally in their communities, as well as how satisfied visitors are with their Oregon experiences. This information will lead to adaptations in our sales and marketing efforts, our product development investments, and our co-created initiatives with RDMO and DMO partners for example.

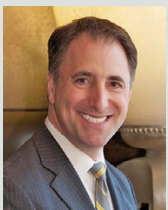
I read an article recently that said, "Strategy is not a science; it is an art of big thoughts, ongoing transparent communication, and constant adaptation. Strategy works best when we lay out an optimistic big picture and work out contingencies as they come."

Some say that hope is not a strategy. Perhaps not. And I don't see hope as the end point of strategy, but I firmly believe it is an indispensable ingredient. It frames strategy's narrative, and allows for creative, optimistic adaptation. So, as we travel this path to our Transformational Plan together these next few months, we must be certain of our tremendous obligation to show up, share, listen and hope. The next six months are going to be about dreaming big, imagining what may seem unimaginable and to tactically operationalize our hope for our industry.

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** October 5 Oregon Tourism Commission Meeting

STRATEGIC PLAN PROGRESS REPORT

- 9** Lead with a racial equity lens
- 10** Rebuild statewide economic impact
- 22** Support & empower oregon's tourism industry
- 25** Champion the value of tourism
- 28** Run as an effective business

PERFORMANCE & ACCOUNTABILITY

- 30** Profit and Loss and Balance Sheet



DYLAN VANWELDEN

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 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

October 5, 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.	Willamette Valley Wildfire Recovery	
9:05 a.m.	Public Comment	Chair Youngblood
9:10 a.m.	Commission Business Review of Commission Packets	Chair Youngblood
9:15 a.m.	Commission Action	Chair Youngblood
9:15 a.m.	Approval of Minutes	
9:17 a.m.	CEO Evaluation	
9:20 a.m.	Transformational Strategic Plan Update	Frank Cuypers & Staj Olson
10:00 a.m.	BREAK	
10:10 a.m.	Reports, Updates & Discussions	
10:10 a.m.	Why Guides Program and Global Sales Update	Petra Hackworth & Gabi Duarte
10:25 a.m.	Advertising Update	Bryan Mullaney & Katy Clair
10:45a.m.	2021/22 Key KPI Results Review	Bryan Mullaney & Ladan Ghahramani
11:05 a.m.	Tribal Tourism Workgroup Update	Lisa Iteel & Michelle Liberty
11:20 a.m.	RCTP Investments Update	Harry Dalgaard & Kate Sappell
11:40 a.m.	Willamette River Recreation Studio Update	Alexa Carey & Tori Middlestadt
11:55 a.m.	Other Business	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 "October 2021 – Tourism Commission Meeting" in the subject line.

Next Tourism Commission Public Meeting – Feb. 15, 2022

OREGON TOURISM COMMISSION

Progress Report | October 2021

As we continue to navigate the COVID-19 pandemic, Travel Oregon has pivoted our work, and the strategies that drive this work. With the adoption of the [2021-23 Rebuild Plan](#), a crucial new Imperative was identified and will be critical to be at the forefront of our work: Lead with a racial Equity Lens.

This overarching imperative will be woven throughout our work and allow us to be radically transformational in defining our approaches to serving each other, our communities and the land and waters that we have the privilege to promote and the responsibility to preserve. Working 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.

LEAD WITH A RACIAL EQUITY LENS

1. Provide tourism stakeholders access to diversity, equity and inclusion awareness-building opportunities.
2. Engage Oregon tourism industry with a commitment to racial equity and, by extension, Oregon residents.
3. Prioritize opportunities to engage with and amplify Black, Indigenous and/or People of Color (BIPOC)-owned businesses/organizations.

REBUILD STATEWIDE ECONOMIC IMPACT

1. Execute targeted advertising campaigns that support economic recovery.
2. Drive awareness of Oregon as a destination in key global markets.
3. Generate business and product development opportunities.
4. Utilize community investments and grants to rebuild local tourism economies and ensure industry resilience
5. Inform visitors on public health regulations and responsible outdoor recreation practices.
6. Support tourism sectors, local communities and regions disproportionately impacted by COVID-19.

SUPPORT & EMPOWER OREGON'S TOURISM INDUSTRY

1. Support local communities and businesses in their reopening and enabling safe travel.
2. Focus on visitor management initiatives that address visitor management pressures.
3. Provide development and training opportunities for the industry.
4. Partner and support public natural resource management agencies (local, state, federal, tribal) with an emphasis on outdoor recreation and wildfire prevention.
5. Manage the industry visitor information network.
6. Establish and foster relationships and trust with Oregon's Confederated Tribes.

CHAMPION THE VALUE OF TOURISM

1. Foster partnerships with government agencies to provide perspectives on policies, programming and funding that impact Oregon's tourism industry.
2. Empower and equip Oregon's tourism industry with power-of-travel and issue-oriented messages.
3. Share compelling Oregon tourism stories to create awareness and improve perception around the industry, among residents and policymakers.

RUN AS AN EFFECTIVE BUSINESS

- Monitor and adapt budgets and strategies to be responsive to the changing environment.
- Support staff with direction and clear communication.
- Prepare to return to the office and adopt new ways of working (customize digital and hybrid meetings, work remotely part-time, build in more flexibility).
- Use technology to make Travel Oregon more effective and efficient.

LEAD WITH A RACIAL EQUITY LENS

Provide tourism stakeholders access to diversity, equity and inclusion awareness-building opportunities

To support our vision of building a better life for all Oregonians, Travel Oregon has chosen to lead with a racial equity lens – working to ensure tourism is enhancing communities, contributing to equitable livability, and creating economic resilience for our diverse workforce.

To lead with a racial equity lens, Travel Oregon felt it was paramount the Oregon tourism industry is both excited and committed to join us in this work. To help grow support and understanding, we invited key members of the industry to partake in a “Leading with Racial Equity” training with equity expert, Scott Winn. Through exercises, discussions and presentations, this two-day training helped strengthen the participants knowledge of leading with a racial equity lens.

More than 50 members attended from the following organizations, which were identified and prioritized with support from Travel Oregon’s internal DEI Taskforce:

Ashland Welcome Center
Columbia Gorge Tourism Alliance
Consulting Sensei
Crissey Field Welcome Center
Destination Think
Eastern Oregon Visitors Association
Klamath Falls Welcome Center
Lieb Management
Merete Hotel Management
Mt. Hood Territory - Clackamas County Tourism
National Park Service
Ontario Welcome Center
Oregon Coast Visitors Association
Oregon Dept of Fish and Wildlife
Oregon Destination Association
Oregon Film
Oregon Heritage Commission
Oregon Main Street
Oregon Office of Outdoor Recreation
Oregon Parks and Recreation Department
Oregon Tourism Commission
Oregon Tour and Travel Alliance
Oregon Trails Coalition
Oregon Wine Board
SAGE Center - Boardman Welcome Center

Seaside Visitors Bureau
Sport Oregon
Trailkeepers of Oregon
Travel Oregon
Travel Portland
Travel Southern Oregon
Visit Central Oregon
Visit Hood River
Willamette Valley Visitors Association

Engage Oregon tourism industry with a commitment to racial equity and, by extension, Oregon residents

Strategic Planning Community Engagement

Travel Oregon has retained a local, Black-woman-owned company, Empress Rules. Empress Rules is an equity consulting firm specializing in AEI (anti-racism, equity and inclusion) strategic planning, executive coaching and community engagement. This firm is supporting us by leading the creation and delivery of an anti-racist community engagement (BIPoC survey and focus groups) to identify needs and solutions to improve outcomes for BIPoC employees, businesses and travelers who have been marginalized by the tourism industry.

Prioritize opportunities to engage with and amplify Black, Indigenous and/or People of Color (BIPOC)-owned businesses/organizations

Vive NW Guided Experiences for the Latino Community

Based in Portland, Vive NW fosters and increases cultural diversity in the outdoors, outdoor industries, and lifestyle of the Pacific Northwest; their staff specialize in creating Spanish-language content for social media and promotes activities and experiences to their diverse audience. Travel Oregon and Vive NW have partnered with First Nature Tours to develop a series of three new tour programs. This series, two single day tours and one overnight departure, have been created for Oregon’s Latino community engaged with Vive NW’s “TV Jam” social media platforms. In addition to tour development, Vive NW produced video content and social media posts promoting the tour programs, focusing on access, enjoyment and engagement with outdoor experiences via First Nature Tours. The tours themselves include bilingual guides, lunch from local Latino-owned restaurants in Oregon, and experiences for a variety of skill and interest levels. The first tour, a stand-up paddle boarding experience followed by a wine tour, took place Saturday, September 11 with 14 participants.

Camp Yoshi New Product/Pre & Post night program with Campfire Hotel Bend

Travel Oregon has partnered with new, Portland-based, small group tour operator Camp Yoshi by connecting their clients to pre- and post-tour hotel stays. The first lodging partner to fit the needs of their clients is the Campfire Hotel in Bend, who is providing a group rate for any of Camp Yoshi's clients that need accommodations before or after one of their outdoor excursions. Camp Yoshi's programs are created by black travelers for black travelers and their allies. The tour operator is providing two brand-new departures in fall 2022 featuring the Painted Hills, Alvord Desert, and other outdoor experiences.

Global Marketing DEI KPIs

New for FY2020-21, the Travel Oregon marketing team created marketing-specific diversity, equity and inclusion (DEI) key performance indicators (KPIs). Stemming from previous DEI workshops, the social justice movement and Travel Oregon's equity statement, the team developed a set of KPIs to track our progress towards making Oregon welcoming for all. After reviewing the external marketplace for existing marketing-related DEI KPIs, we did not discover any organizations publicly outlining DEI KPIs for their advertising efforts. Therefore, we decided to follow our agency values and blaze our own trail with developing these important metrics.

Throughout the process, we met with DEI consultant, Tamara Kennedy-Hill, and Travel Oregon's DEI Taskforce to ensure we were on the right path. In the end, we settled on five KPIs centered on the framework listed here.

- Impressions
- Representation in ads
- Representation on familiarization (FAM) trips
- Media pitches
- Inclusion in creative process
- Representation in content

These KPIs are still a work in progress, we look forward to sharing specifics and reporting methods in 2022.

REBUILD STATEWIDE ECONOMIC IMPACT

Execute targeted advertising campaigns that support economic recovery

Welcome To Oregon Again Final Campaign Results

On June 1, Travel Oregon launched the Welcome to Oregon Again (WTOA) advertising campaign. The campaign ran June 1 – July 25 with a pause leading up the 4th of

July holiday. During the pause, all messaging focused on responsible recreation and safe travel.

The WTOA launch concluded Travel Oregon's 16-month hiatus from inspirational advertising. We saw incredible results, with the first two weeks of the campaign receiving more traffic to the WTOA hub page (campaign landing page) than the first two weeks of our last major advertising campaign, the second installation of Only Slightly Exaggerated (OSE2). This was a great win for Travel Oregon because a campaign goal was to inspire people to seek information through traveloregon.com, our social channels, 1-800 number, and welcome centers. The focus for each of these channels were core pillars of safe travel, responsible recreation and business resiliency.

Paid Media Results Overview

The campaign results were strong. For comparison purposes, we'll use OSE2. Here is a recap of performance by channel:

- Online Travel Agency (OTA) partnerships with TripAdvisor and Sojern performed well, proving that engaging with visitors who are in the traveling mindset was an effective strategy.
 - From a web performance standpoint, the OTA buy surpassed OSE2, with a lower cost per click (CPC) (\$7.37 vs \$8.11), lower cost per view (CPV) (\$0.02 vs \$0.03) and a cheaper cost per thousand impressions (CPM) (\$10.36 vs \$16.69).
 - From an attribution standpoint, the OTA buy generated a more efficient cost per booking (\$14.06 vs \$20.04) than OSE2.
- For digital video and display, Travel Oregon partnered with Gamut, Reddit and Zefr. This enabled us to have a direct comparison with OSE2.
 - Across digital video, the WTOA buy generated a slightly higher CPV (\$0.03 vs \$0.02) and CPM (\$11.81 vs \$11.68) than OSE2. This was attributed to the pandemic's effect on digital video costs as advertisers have turned to the more flexible digital space.
 - For digital banners, the OSE2 campaign didn't have a heavy banner buy so it's hard to find a direct comparison. The WTOA buy generated a CPM of \$4.08 and a CPC of 0.18%, which was above the industry benchmark of 0.1%.
- Travel Oregon utilized two new sponsorship partners to support our DEI efforts.
 - Travel Oregon sponsored KOIN's Pride Parade, and, while it was a low overall spend and low overall traffic to traveloregon.com, the ads and sponsorship units generated some of the best engagement of the entire campaign.
 - We partnered with the Portland Timbers because its audience over-indexes with the Latino markets.

The majority of the ads were in-stadium units (e.g., goal carpets, billboards and TV units, scoreboard adjacency ads). This sponsorship will carry through to the upcoming OSE3 campaign launching this fall.

- Given the impactful nature of the WTOA ads and the increase in car travel during the pandemic, out of home (OOH) billboards offered a strategic advantage in key Oregon markets like Portland, Eugene and Medford.
 - 91 OOH units, consisting of exclusively digital OOH (e.g., EV car charging stations, digital bulletins and digital posters) generated 6.3 million impressions.
- Paid search continued to be a consistent and effective traffic driver.
 - Year over year (YOY) results showed a 32% increase in CPC at \$0.54. However, traffic to traveloregon.com was up 115% at 145K sessions.
 - Engagement on traveloregon.com from paid search showed a decline in all key metrics outside of our conversion metrics. Bounce rate was up 8% YOY, and pages per session was down 17%.
- As with our last few major advertising campaigns, additional media from Google Display Network and YouTube was included. This is run by Logical Position, our paid search vendor specializing in Google.
 - For digital display, the banner ads generated a stronger click through rate (CTR) than the OSE2 ads (0.58% vs 0.13%) and a significantly lower CPC (\$0.3 vs \$2.16).
 - YouTube video ads generated a higher CPV than OSE2 (\$0.02 vs \$0.01) and a higher CPM (\$12.62 vs \$8.76).
 - New for this campaign, we tested Google's new Discovery ad platform across display and video. These discovery ads are more dynamic than traditional banners and allow for copy and image variations, as well as an increased presence on Google's digital properties. Discovery ads generated a \$0.22 CPC and a 1.51% CTR. These results were so strong that funds were reallocated from other parts of the buy to support additional discovery ad units.
 - Given the pandemic's devastating effect on travel, extra efforts were focused on driving email sign up and visitor guide order conversions via paid search. In the end, guide orders from paid search were up 93% YOY, and email sign ups were up 97%.

Key Takeaways:

- Paid Media:
 - In terms of attribution results, it was surprising to learn that bookings slightly leaned towards business travelers vs leisure travelers.
- Attribution data highlighted that, despite its troubles, Portland ranked as the top destination in terms of

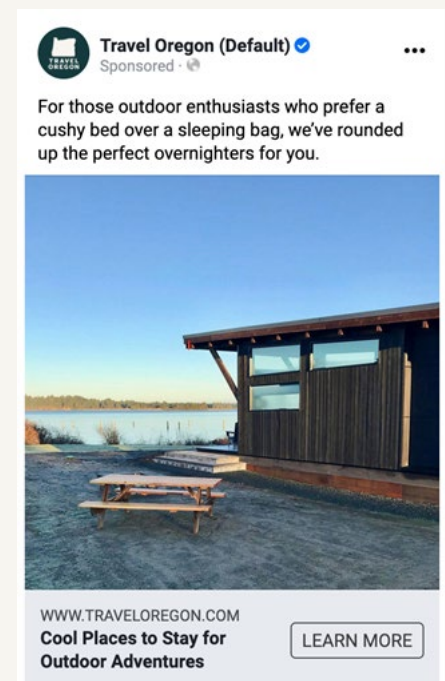
bookings for the campaign, which highlights a positive trend for the city.

- New sponsorships with the Pride Parade and Portland Timbers proved successful. We will continue to look for opportunities for future campaigns.
- In relation to impression goals for DEI KPIs, we learned that certain advertisers struggle to deliver in full due to small audiences. This problem should dissipate when expanding our targeting outside of just Oregonians.
 - Logical Position:
 - > Initial results with Discovery ads proved successful. Different options and layouts for the new ad format will continue to be tested.
- CPM and CPC have been increasing as we've pushed for more volume and visibility. This is a similar story across all industries as the world shifts to more online advertising.
- Portland Region has seen decreased keyword traffic over the past few months.

Social Results Overview

The WTOA campaign saw the largest investment in social outreach for any campaign to date. The goals of the social efforts were to:

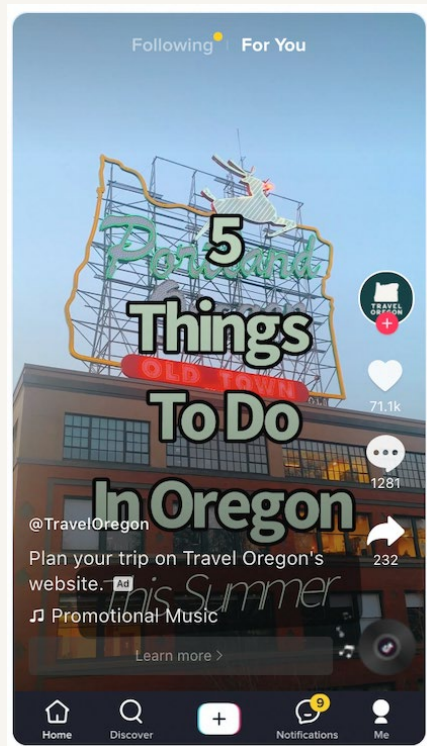
- Inform Oregonians that in-state travel was now encouraged.
- Prioritize health and safety messaging across channels.
- Incorporate Spanish-language versions of key creative.
- Focus on storytelling and itinerary inspiration, while keeping our audience informed on statewide health and travel updates.
- Promote Oregon experiences by tapping into traveler nostalgia to inspire exploration in Oregon, when the time is right for them.



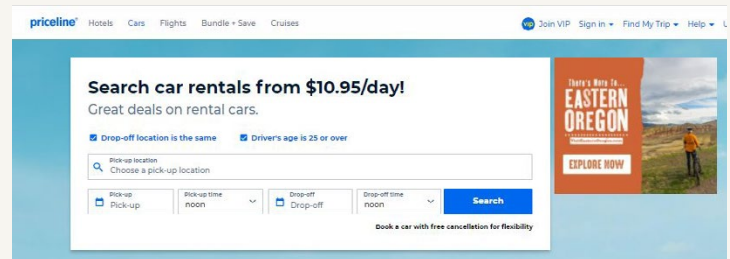
Facebook/Instagram, Pinterest, Nextdoor and TikTok were the primary platforms used for the campaign. The effort drove 282,374 clicks to content on traveloregon.com and garnered 35,839,843 impressions and 3,200,870 video views. The campaign was also extremely efficient with lower-than-expected CPC to the site content and efficient CPVs for video content.

Key Learnings:

- Using an array of creative units and formats (e.g., user generated content [UGC], Instagram Guides, Carousels, etc.) keeps users engaged and familiar with the Oregon brand.
- The 6-second video units where the call to action and branding appeared earlier were very cost effective (approximately \$0.01 CPV).
- This campaign was our first foray into TikTok, and we used a mix of our own videos and TikTok influencer videos to drive awareness about Oregon and clicks to the website. The content created by our influencers was also used in ads to drive traffic to the website. These ads outperformed the standard video ads, driving a 45% more efficient CPC and 83% more effective CTR, driving nearly 78,000 clicks to content.
- Sentiment about Portland continues to generate a visceral negative reaction, and we need to prepare for this with OSE3. This is also an opportunity to highlight the work of individuals and non-profits working to bring the city back.
- Because our audience likes to share personal experiences in comments, engaging in these natural conversations is an important mechanism to engagement within the platform.



This co-op ran from mid-June through September 30. Initial results have indicated a strong return on advertising spend across all regions. Final results will be available by Q2 of FY2021-22.

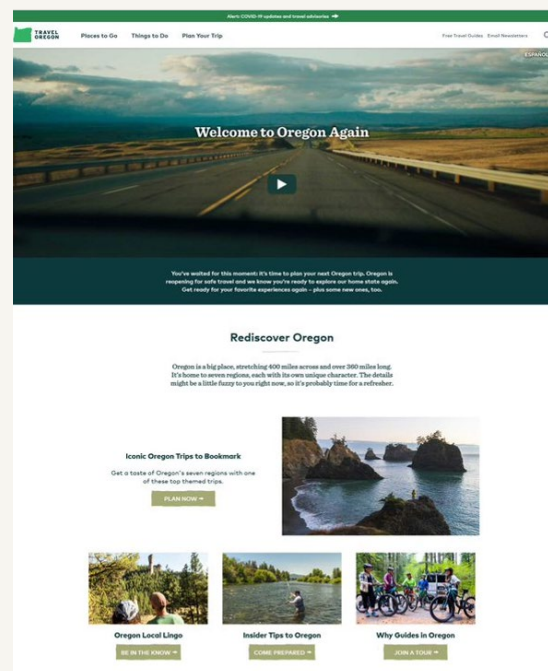


Web and Content

The WTOA hub on traveloregon.com was designed to showcase the campaign video and provide inspiring content, while making sure our audience was aware of the latest health, safety and responsible recreation information.

The hub and sub-pages garnered a total of 303,752 pageviews throughout the campaign period. This was approximately 7.5% of the total site pageviews.

Engagement on the hub and the featured content was also strong. The campaign hub was the most popular page during the campaign, and visitors spent an average of 1.11 minutes on the content (compared to 0.41 seconds on average). In addition, the majority of stories in the Top 25 “most scrolled pages” during the campaign period was campaign content.



Regional Direct Spend

With the WTOA campaign, Travel Oregon supported regional partners by offering a direct investment co-op with three OTA partners – Kayak, Priceline and OpenTable. Each region received \$70,000 to spend with these partners and was able to determine their target audience and utilize their own creative and messaging.

These OTA's reach a huge network of potential visitors and expose them to regional creative and messaging. Beyond bookings, this program delivers regional itineraries, custom influencer content, promotion and more.

Public Relations

In June 2021, the Travel Oregon PR team created and executed two Why Guides Media Days to generate stories that inspire Oregonians to explore their state. The goal for these was to promote small businesses and Oregon guides through the [Why Guides program](#).

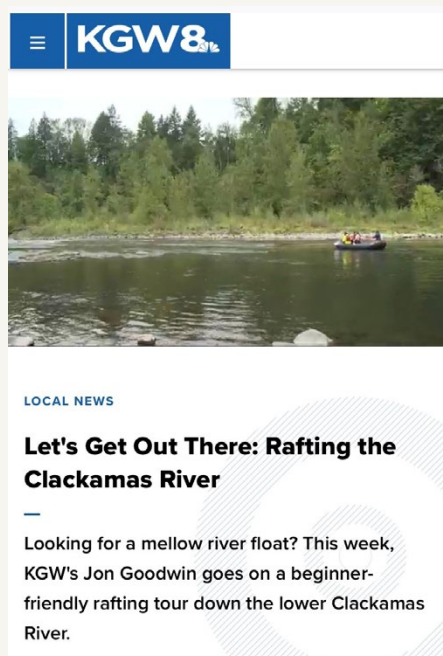
Media Day #1: Willamette Valley – Independence, Ore.

The Independence experience included floating the Willamette River Trail on a guided kayaking tour with [Woodward Surf Co.](#), lunch at [Territory Restaurant](#) in the new Independence Hotel, and stops at [Gilgamesh Brewing's](#) newest tap room [The RIVER](#) and woman-owned [Jubilee Champagne and Dessert Bar](#). Attendees heard from Ashley Massey, Public Information Officer of the [Oregon State Marine Board](#), and Shawn Irvine, Economic Development Director at the City of Independence, in addition to small business partners.

Three media attended the event, including Emily Teel with the Statesman Journal and Better Homes & Garden, and freelancers Matt Wastradowski and Geoff Nudelman. To date, one piece of coverage has been secured as a result of the trip – Independence will be included in the Moon Oregon for Moon Travel Guides written by Matt Wastradowski. We anticipate one more story on Independence with the Statesman Journal in the coming months.

Media Day #2: Mt. Hood/ Columbia River Gorge – Estacada, Ore.

The Estacada event included a float on the Clackamas River on a guided kayaking tour with [Blue Sky Rafting](#), lunch at [Harmony Baked](#), a visit to female-owned [Lennox Jai Boutique](#), a mural tour with [ArtBack](#) and a visit to [Stone Circle Cider](#). Attendees heard from Christina Richartz with the Estacada Chamber of Commerce and met with regional partners Annie Austin and Lizzie Keenan representing the Clackamas and Oregon's Mt. Hood Territory, in addition to small business partners.



Three media attended the event, including Emily Lindstrand with Estacada News, Jonathan Goodwin with KGW and host of Let's Get Out There and freelancer Jennifer Burns Bright. To-date, one [KGW broadcast story](#) has been secured because of the trip. We anticipate more stories to appear in the coming months.

Sweepstakes

Oregon's birthday sweepstakes launched on February 14 and concluded June 30. The sweepstakes gave consumers the opportunity to win two Pendleton blankets and garnered 31,236 entries and 6,098 email newsletter subscribers.

ONLY SLIGHTLY EXAGGERATED 3

This October, Travel Oregon plans to launch our largest fall campaign to date, Only Slightly Exaggerated 3 (OSE3). We are excited to launch this inspirational campaign when the industry will need it – heading into the fall and winter season. This creative will inspire our audience to take safe and responsible trips statewide, not just to explore the epic landscapes Oregon offers, but also to experience the communities and culture along the way. The campaign will feature the people and heritage of Oregon in a way that stands out from the first two versions of the Only Slightly Exaggerated campaigns, which primarily focused on outdoor recreation and locations. There are subtle details like close ups of faces and reactions and real Oregonians like George Fletcher, a Black cowboy who rode in the 1911 Pendleton Round-Up; Portland Trail Blazers Bill Walton and CJ McCollum; famed Oregon writer Cheryl Strayed and world champion athlete Ashton Eaton, to name a few. You'll also be immersed in iconic Oregon events like the Pendleton Round-Up and Oregon Shakespeare Festival.

As the largest fall Travel Oregon campaign to date, the campaign will launch with a \$3 million paid media campaign to inspire, engage and convert our Active Adventure target audience. The size of this budget also allows us to reach a regional audience beyond Oregon for the first time since the pandemic began.

- Primary Markets: Oregon (Portland, Eugene, Bend, Medford), Seattle, San Francisco
- Secondary: Sacramento, Los Angeles, Tri-Cities/Yakima

Media Objective: Inspire Active Adventurers to explore Oregon this fall and winter. Sustain media within Oregon to drive bookings among those easiest to convert and inspire out-of-state markets to book a safe travel experience.

- Inspire: Spread awareness through a variety of tactics, prioritizing the long-form video to leave a memorable impression of Oregon.
- Engage: Drive connections with impactful contextual alignment, audience targeting, and custom content, leading to consideration.

- **Convert:** Convert interested travelers through website drivers, OTA media and search tactics, driving heads-in-beds and leads.

The campaign is currently scheduled to run October 6-November 30. We are working closely with the governor's office to ensure this campaign is launched safely and drives the most economic impact possible.

PORTLAND REGION

We are continuing to support the Portland Region through their recovery marketing programs. As discussed previously, this region has been disproportionately impacted by the events of the last 18 months. Travel Portland's summer advertising campaign that was run with Travel Oregon's media team at Wieden+Kennedy concluded on August 31. Travel Oregon and Travel Portland continue to meet bi-weekly to discuss alignment opportunities. From those discussions we have entered into joint "always on" programming, asking key media partners to ensure that the Travel Oregon and Travel Portland buys directly align and enhance one another.

DIGITAL CONSUMER PLATFORMS

Traveloregon.com

Traffic to traveloregon.com was up 80.2% in Q4 compared to the same period last year. It's notable that June's traffic (745,160) marked the highest number of web sessions for any single month in traveloregon.com history (data goes back to FY2013-14). A combination of factors including pent-up demand for traveling, increasing vaccination rates (and confidence) along with our paid WTOA campaign were likely the cause of this traffic increase.

Annual

As a result of this record-breaking traffic, the year ended 48.8% above our anticipated goal of 4.5 million. Organic search¹ traffic continued to lead the traffic growth with 64%

of the total sessions. The other top drivers of website traffic were social (9.6%), direct² (9.1%), and paid search (7.3%).

Platform Update

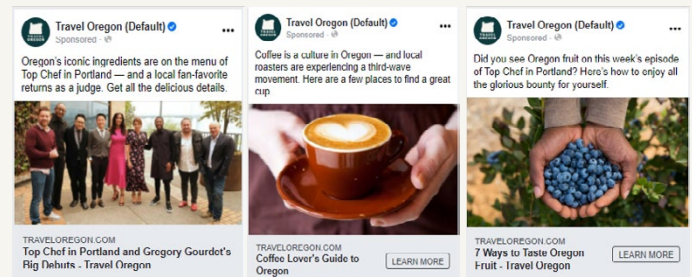
The Integrated team continued to address the maintenance priorities, including several website accessibility tickets³ and created more robust documentation to support the WordPress plugin⁴ used by Travel Oregon and industry partners to import and display OTIS listings on their website.

Social Media

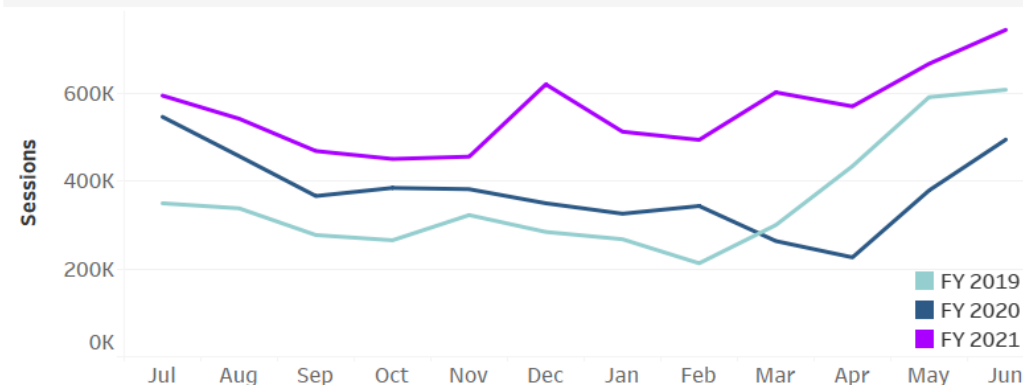
Overall reach for Q4 was up 65.3% due to the unprecedented investment in paid social. The campaign investment in June emphasized a mix of video views and paid posts driving traffic to traveloregon.com. These types of posts don't always boost engagement measured through likes and comments. Therefore, engagement across Facebook was at 0.14%, Instagram at 3.93% and Twitter at 2.33%, which were all below goal⁵.

Social highlights included:

- **Top Chef support:** To leverage and amplify the positive attention for Portland and Oregon by Bravo's "Top Chef," we launched a social effort to highlight the people and places featured by the show. We targeted affinity groups and fans of "Top Chef" each week and shared deeper content, like Portland's [coffee culture](#), [Tribal fishing](#) and [Oregon's summer fruit](#).



Website Traffic Trend



Monthly - June

FY 2020	FY 2021	
494,945	745,160	50.6%

Quarter - Q4

FY 2020	FY 2021	
1,100,653	1,983,841	80.2%

FYTD

FY 2020	FY 2021	
4,521,057	6,728,592	48.8%

¹ Organic search traffic is acquired when a user uses a search engine to reach traveloregon.com and is not affected by advertising/paid search.

² Direct Traffic mostly occurs when a user enters the traveloregon.com URL directly into their browser; when Google is unable to detect a referral source, traffic is also attributed as "direct"

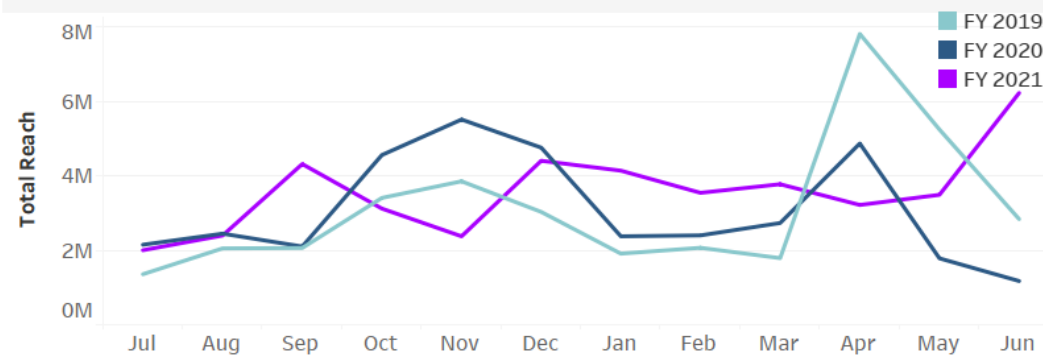
³ Web accessibility means that websites, tools, and technologies are designed and developed so that people with disabilities can use them. Source: <https://www.w3.org/WAI/fundamentals/accessibility-intro/>

Note: accessibility enhancements are being rolled out incrementally across the industry website as well.

⁴ A plugin is a piece of software containing a group of functions that can be added to a WordPress website. They can extend functionality or add new features to WordPress websites.

⁵ FY 20/21 goals for engagement are .38% for Facebook, 6% for Instagram, and 3% Twitter.

Social Reach Trend



Monthly - June

FY 2020	FY 2021	
1,174,719	6,233,476	430.6%

Quarterly - Q4

FY 2020	FY 2021	
7,834,150	12,948,694	65.3%

FYTD

FY 2020	FY 2021	
36,903,189	43,054,296	16.7%

- We've been strategically using Instagram stories to share partner content (boosting awareness) and for strategic storytelling, using multiple frame stories to drive deeper context to stories on traveloregon.com. An example of this is our [How to Celebrate Juneteenth in Oregon](#), a five-frame story that contextualized the Juneteenth celebration, and places in Oregon holding events to commemorate Juneteenth – with a link to [the full story](#) on the website.

Annual

For the fiscal year, engagement across social was strong with Facebook at 0.58%, Instagram at 6.41% and Twitter at 2.65%. Both Facebook and Instagram were above goal with Twitter slightly lower than expected.

FY2020-21 was a new era in our social channels – we pivoted from the typical inspirational messaging to focusing on safety and resilience for much of the year. This year was one of experimentation not only because of the pandemic restrictions, but because social platforms are maturing, and consumers' use of technology has changed.

PUBLISHING & CONTENT

Travel Oregon produced, published and distributed 55 stories in Q4. The lineup included:

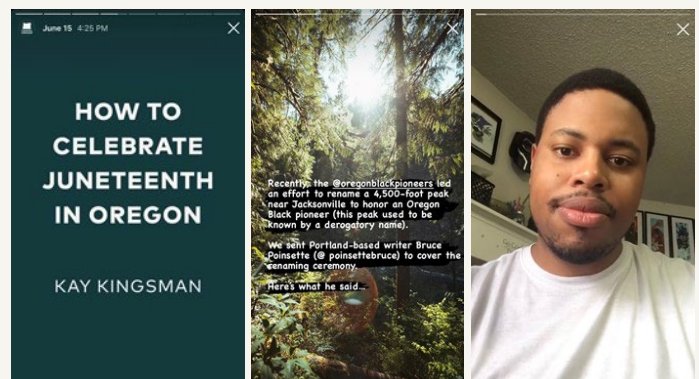
- 19 e-newsletter stories designed to keep Oregon top of mind with content related to supporting local businesses and enjoying the state safely.
- Five seasonal features that took a long-form approach to storytelling, prompting emotional connections to Oregon.
- 19 special project stories to support partner efforts, including supporting "Top Chef" locations, special event coverage and celebrating Oregon's diverse communities to reinforce our brand values and mission for a more welcoming state.

Content highlights:

- Oregon's diverse cultures and content creators were showcased in stories about celebrating [Juneteenth in Oregon](#), an [all-LGBTQ expedition to Mt. Hood](#), and [All-Bodies on Bikes](#), a partnership with Shimano, challenging conventions of representation in the outdoors.



- Summer seasonal features included stories about [destination-worthy breweries](#), [summer road tripping](#) by [Melissa Meitle](#), [adventures in Oregon's outback](#), [canoeing the Willamette Water Trail](#), and tips about [campervan travel](#).
- Other articles ranged from what to expect with [guided tours](#) during COVID-19 and how to [book campsites](#), to what to know about Oregon's [wildfire-impacted areas](#), ways to support the [McKenzie River area](#) and [volunteer opportunities](#).
- We partnered with Oregon Black Pioneers and journalist Bruce Poinsette to cover the [renaming ceremony of a landmark in Southern Oregon](#). The story focused on Oregon's racial reconciliation efforts through the renaming of geographical places to names honoring Black pioneers. This effort is being led by the Black Pioneers. This event commemorated the first such renaming effort, the renaming of a 4,500-foot peak outside Jacksonville to Ben Johnson Mountain. Bruce attended the ceremony, hiked the peak, wrote about the experience for the website and shared his story via Instagram.



5. We're thrilled for the release of [Any Oregon Sunday](#), a film that explores the motorcycle adventures of three Oregon women. This film was funded in partnership with Oregon Film as part of the OregonMade Creative Foundation and Outdoor Adventure Film Grant. This is the fourth project launch of this partnership. As stated in previous reports, this grant program was started in 2019 and aims to support local filmmakers/content creators who are producing innovative content about Oregon that inspires travel to or around the state. The program is administered through the #OregonMade foundation. The grants are offered quarterly and focus on different themes that support Travel Oregon marketing objectives.



[Rooted in Culture](#) has been selected to be part of the Oregon Documentary Film Festival, BendFilm Festival and Klamath Film Festival. The film, which Travel Oregon helped fund, tells of the significance of the camas root to Oregon's Indigenous communities. The film tells the "First Foods" story through the voice of the Suppah family (members of the Confederated Tribes of Warm Springs) who harvest and prepare camas.

The film was produced by Bend-based Wahoo Films and features the camera work of Woodrow Hunt (Klamath/Modoc and Cherokee Tribes). The accompanying web story was written by Robin Maxkii, a member of the Mohican Nation Stockbridge-Munsee Band. The story was part of our spring feature stories.

Publishing and Content Revenue Update

Revenue generated for Travel Oregon through print, email, and website products, including ads in the Travel Oregon visitor Guide and sponsored stories, was down significantly for FY20-21. The year closed with \$524,794 in revenue,

approximately 70% of last fiscal year's total, numbers not seen since FY13-14. This decline was expected as the tourism economy was devastated by the pandemic, wildfires and social justice protests.

MARKETING INSIGHTS AND VISITOR SERVICES (MIVS)

Visitor Lifecycle Management (VLM)

The VLM team spent most of Q4 rolling out the transition plan from Roark Hart leaving, and Ariana Bray-Sweet transitioning to the new Marketing Automation Analyst role. Also, within the quarter, we completed a revamp of the email welcome series logic to allow for more reporting capabilities and long-term flexibility.

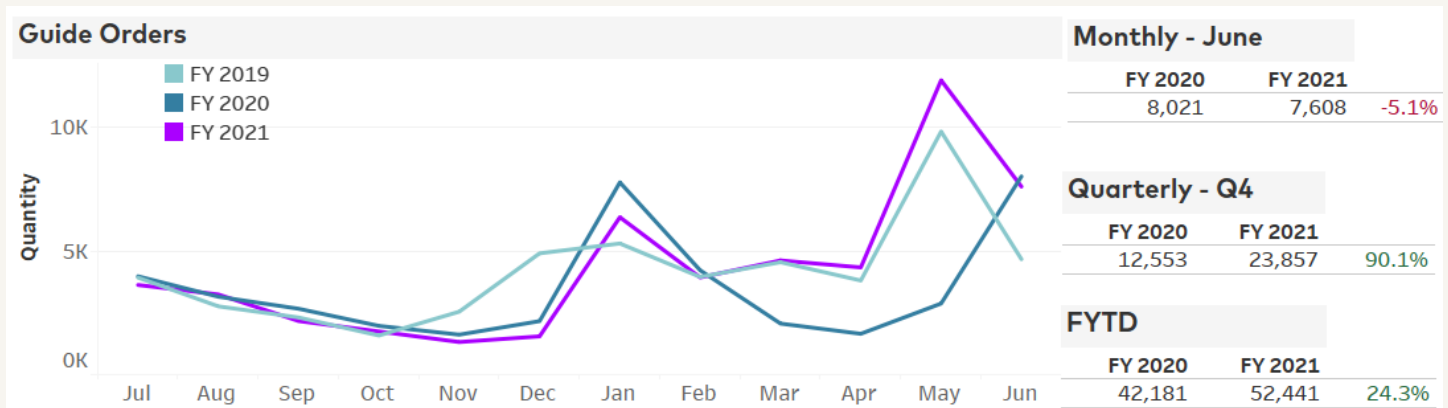
Annual

This fiscal showcased the launch of many core VLM programs. The first was the launch of the VLM quiz, the final piece of the email welcome series, which enabled the ability to capture crucial travel dates from subscribers. Second, dark mode email templates were rolled out to provide a better viewing experience for all subscribers. Lastly, the backend nurture stream logic, the most advanced and important feature of the VLM project, was launched in Q3. After years of planning and prep work, this functionality gives us the ability to track a subscriber's location within the VLM lifecycle.

The fiscal year also had challenges. We navigated a tricky buy out of our primary VLM consultant and ultimately decided to part ways with the vendor. Much of Q3 was spent on a transition plan, recruiting efforts and the creation of a new, elevated position for Ariana to assume Roark's duties.

Fulfillment

A total of 23,857 individual guide orders were placed in Q4, representing a 90.1% increase year over year (YOY). This growth was attributed to a May email promotion for the new Travel Oregon Visitor Guide and a recovery in travel intent with the availability of the COVID-19 vaccine and pent-up demand. It is noteworthy that May's guide orders totaled 11,910, which represents the highest number of guide orders in a single month since data began in FY2013-14.



Annual

In FY 2020-21, there were 52,441 individual guide orders, a 24.3% increase compared to FY 2019-20. This surpassed the fiscal year goal of 2% growth to 43,044 orders by 9,397 orders. The team also finalized a new contract with our current fulfillment vendor, Source Logistics, to extend our partnership through June 2024.

Email

The fiscal email subscriber goal was reached in early Q4 and was surpassed by 5.8% at the end of the FY. The fiscal year ended with more than 133,000 subscribers. The late quarter success can be attributed to the extension of the Oregon Birthday sweepstakes, the new guide order email, small scale promotional ad units and the release of pent-up travel demand.

Each newsletter list saw triple digit YOY increases in subscribers with the culinary list growing the most at 375%. The YOY increases were slightly inflated due to the poor performance with last year’s COVID-19 impacts, but that shouldn’t take away from the amazing gains seen this quarter. As is typically seen with major increases in subscribers, we also tend to see increases in unsubscribes. YOY unsubscribes for each list in Q4 grew, with the outdoor list growing the most at 35% YOY.

From an engagement standpoint, each newsletter was flat or saw slight YOY decreases in open rates. The general list was down 5.3% YOY, the culinary was down 9.3% YOY and the outdoor list was flat YOY. Overall, though, our open rates average well above the industry average so slight decreases are not that concerning. For CTR, the general list was up 40% YOY, the culinary list was up 10.3% and the outdoor list was flat YOY.

Annual

For the FY, the email program saw great gains from a subscriber acquisition standpoint and improving metrics from an engagement standpoint. The general list was up 60%, the culinary list was up 44% and the outdoor list was up 50%. Each niche list also saw minimal YOY increases in unsubscribes, with the culinary up 8.9% and the outdoor

list at 4.3%. The general list was the only list to show YOY decline in unsubscribes at negative 5.6%.

Most of FY2020-21 consisted of limitations around travel messaging across our email newsletters. Despite this, each newsletter only showed single digit decreases for annual open rates. The general list had the largest YOY drop at 7.8%, while the culinary dropped 4.9% and outdoor dropped 3.6%. Our click through rates showed a slightly brighter picture with the outdoor list up 14% YOY. The culinary list ended the fiscal down 2.8%, and the general list landed down 8.4% YOY. With the shift to more inspirational content in late Q4, we expect better engagement rates going into FY21/22.

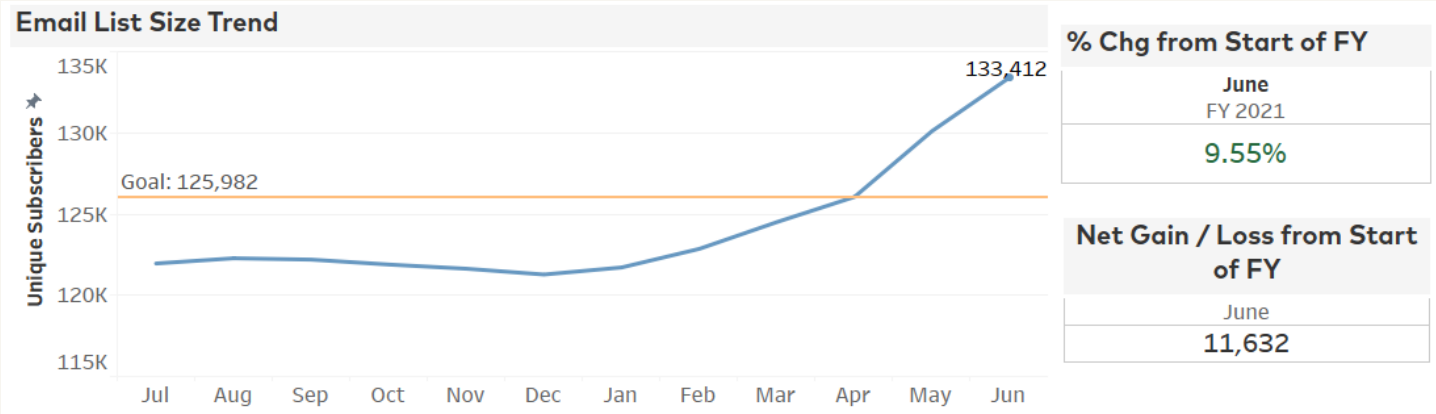
OREGON TOURISM INFORMATION SYSTEM (OTIS) & LOCL

Q4 focused on importing business listing content from Google My Business (GMB) to OTIS through the partnership with Locl⁶.

The integration between Locl and OTIS went live in May. Now OTIS receives business listing updates from Locl nightly. Updates include new listings and changes to existing listings like address changes, phone number, email, website and social media links, descriptions, and cover photo. Locl marks the second time OTIS has integrated with an external content provider – the first was with the Oregon Wine Board (2019) – enabling Travel Oregon to meet partners where they are at, while providing deep value.

OTIS Integrations

- There was one new OTIS integration in Q4:
 - visteasternoregon.com
- There were four total partner integrations in FY20-21:
 - visittheoregoncoast.com
 - visithoodriver.com
 - tastenewberg.com
Note: Taste Newberg revamped in 20-21
 - visteasternoregon.com



⁶ Locl is a Portland-based company specializing in GMB. Through this partnership, Travel Oregon provides tourism-related businesses in Oregon with free access to online tools to help them optimize their GMB profiles and drive business.

OTIS Trainings

- Total trained: Q4 – 7; FY 2020-21 - 28
- Total new users: Q4 – 2; FY 2020-21 - 12

Locl Trainings Since Launch (March-June)

- Total trained: 75
- Total new users: 104

OTIS Usage (Q4)

Region	Created Listings	Updated Listings	Deleted Listings
Central Oregon	45	196	47
Eastern Oregon	22	173	33
Mt. Hood & Columbia River Gorge	154	498	53
Oregon Coast	147	656	124
Portland Region	554	1,587	513
Southern Oregon	53	629	57
Willamette Valley	279	603	536
Q4 Totals	1,254	4,340	1,363

Locl Usage (Mar-June)

Region	Created Listings
Central Oregon	7
Eastern Oregon	4
Mt. Hood & Columbia River Gorge	10
Oregon Coast	18
Portland Region	12
Southern Oregon	13
Willamette Valley	40
Q4 Totals	104

WELCOME CENTERS

Three more welcome centers reopened during Q4: Boardman, Ontario and Klamath Falls. The Oregon City welcome center remains closed until further notice. Visitor counts steadily increased, moving closer to pre-pandemic levels. Brookings experienced 111% more visitors in May than April 2021

(745 vs. 1,572). The most significant increase for the other centers occurred from May to June, with total visitation rising by 89% (6,838 vs. 12,932). The PDX Welcome Center posted the highest visitor increase during that timeframe with 100% more visitors in June over May (2,138 vs. 4,280) followed by Ashland at 49% (1,639 vs. 2,438).

Research

In June, Ladan Ghahramani and Allison George were featured on the Destination Marketing Organization University (DMOU) podcast series on the topic of “[Why Welcome Centers Still Matter](#).” The podcast highlighted the findings of the [Travel Oregon Welcome Center Visitor Spending report](#), which utilized data digitally collected by welcome centers and the annual visitor spending estimates by Dean Runyan Associates. The findings showed that travelers who stop at welcome centers spend 68% more on their entire trip in the state than visitors who do not stop in. This equates to an average spend of \$492 per trip vs. \$293 per trip.

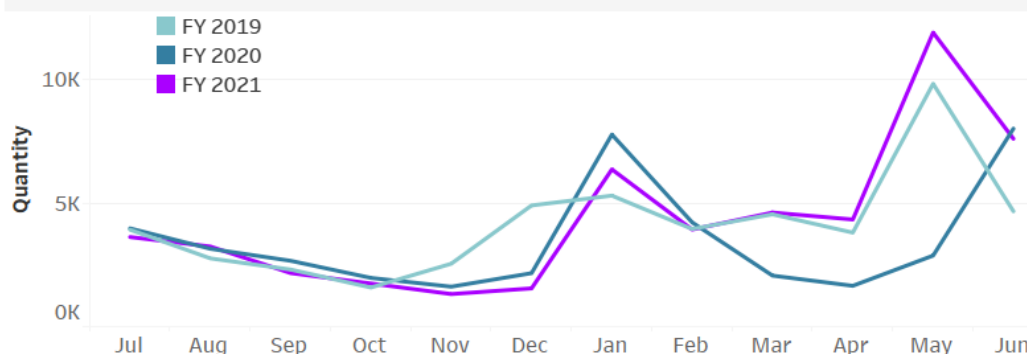
Annual

The confluence of the pandemic, social unrest and wildfires made for an extremely challenging landscape for our visitor services frontliners. Despite the hardships, they were safely there for our visitors through it all, delivering exceptional customer service.

Two of our PDX Welcome Center team members, Stephannie Lewis and Erin O'Connor, received individual honors from the Port of Portland as “employees who truly stand out as extraordinary.” Stephannie received the PDX Excellence in Service Award on March 12, for going above and beyond in helping two distraught students reunite with their luggage before their Eugene shuttle departed. On July 27, Erin received the PDX People Quarterly Award



Guide Orders



Monthly - June

FY 2020	FY 2021	
8,021	7,608	-5.1%

Quarterly - Q4

FY 2020	FY 2021	
12,553	23,857	90.1%

FYTD

FY 2020	FY 2021	
42,181	52,441	24.3%

for her outstanding efforts finding lodging for two stranded couples during the June heatwave, when no hotel rooms were available.

We have no doubt that the hard work of our PDX Welcome Center staff, helped Travel + Leisure magazine once again name PDX as [America's Best Airport](#).

But it's not just our PDX Welcome Center staff that are receiving high praises - here are a few quotes from visitors about their welcome center experiences this year:

- "I have found the people staffing your information centers to be outstanding, the young man in the Seaside welcome center was no different. He helped me find great places to visit and things to do, information for planning my next visit to Seaside with my daughter. The booklet/map of all the old houses on the promenade. Friendly, helpful, knowledgeable, full of suggestions, going that extra mile to make my visit outstanding."
- "Awesome experience! Great and reliable recommendations! State should advertise this as first stop! A must."
- "This was our first visit to the Pacific NW. We were blown away by the natural wonders. Sandy (at the southern Welcoming Center) was fantastic. Enthusiastic and extremely helpful. Her advice added greatly to our trip. We felt very welcomed to the state, both at the Welcome Center and during our travels. Oregon is a friendly and remarkably beautiful place. Not every state is welcoming to travelers and guests but every state should be more like Oregon."

Drive awareness of Oregon as a destination in key global markets

Xpo Pro Virtual All-American Roadshow: June 29

Travel Oregon, RDMOs and more than 20 Oregon tourism industry partners participated in Xpo Pro's virtual All-American Roadshow. Oregon partners included DMOs like Visit McMinnville, tour operators like South Coast Tours and Envi Adventures, and lodging partners like Cousins Country Inn and Black Butte Ranch. The virtual, business-to-business program was developed for travel agents who are eager to learn about and book new experiences for their client base, as their customer base shifts to domestic travel rather than international adventures. Business-to-business expos and shows, like this, drive awareness and engagement among a key market demographic that is keen to connect their customers to local suppliers, tour operators, outfitters and guides in Oregon. During the one-day expo, travel agents had the opportunity to meet virtually with these Oregon suppliers and gather resources to begin curating their customers' next adventure. There were more than 1200 participants in the virtual expo, giving Travel Oregon the opportunity to create new relationships and foster existing ones in the travel agent community.

Why Guides Program Update

As mentioned in the June 2021 Strategic Plan Progress Report, Travel Oregon's Why Guides program is an agency-wide effort to recognize and promote tourism industry operators, guides, and outfitters as one of the state's top tourism assets. To date, the Why Guides program has registered 60 guides from a wide range of activities including photography, wine tasting, cycling, history tours, backpacking, fishing, floating and white-water rafting. These guides are responsible for leading tours around all seven regions of the state and servicing more than 420,000 guests each year. The registry has become a vital tool for finding tour providers by region or activity, growing partnerships, and even gathering real-time feedback from the guide/outfitter community on issues impacting their business and how Travel Oregon can better serve them. The registry will remain open until the end of 2021 to allow for more guides to be included in future marketing and promotions.

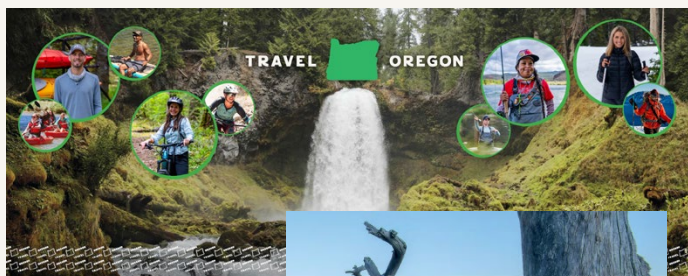


Opportunities provided via the Why Guides program continue to see success agency-wide, including:

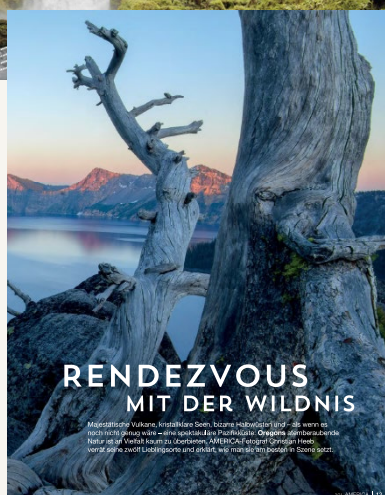
- Brand USA's Air Canada promotion kicked off in September with a customized Portland, Oregon landing page that promoted flights to PDX and bookings with Why Guides-registered companies.
- Why Guides content and messaging was included in the Welcome to Oregon Again social media campaign this summer with successful engagement on Facebook, Instagram and on Pinterest, where it was the highest performing content of the campaign.
- The Why Guides program aligned perfectly with Mt. Hood and the Columbia River Gorge region's promotion of guides and outfitters as a destination management tactic. The region completed a five- week promotion

with local news station, KOIN/CW, this summer. The segments highlighted locally owned tour companies, trip giveaways, and insights into the benefits of taking a guided tour. The segment can be viewed [here](#). The program's success led to an additional earned media piece, that can be seen [here](#).

- Travel Oregon's domestic PR team held a Why Guides press tour in August, promoting guided services around Estacada to prominent local media.



- This year's IPW design will prominently feature the guiding community based on stills captured as part of the Why Guides program, including in the booth backdrop where client appointments will be held and in an IPW Daily magazine advertisement, both pictured.



IPW: Las Vegas, NV September 18-22

U.S. Travel hosted IPW in Las Vegas in-person this September. Health, safety and maintaining an atmosphere for successful business appointments was top of mind. All delegates were required to show proof of vaccination, or a negative COVID-19 test in order to attend and masks were required indoors at the show. With the help of U.S. Travel, the National Interest Exception (NIE) has become a key pathway for IPW buyers to cross international borders and attend IPW. A simple online form can earn buyers a waiver to enter the U.S. from countries currently suspended from entry, offering U.S. suppliers a chance to meet and do business with buyers vital to the industry's future success. Clients not able to attend from Europe will have an opportunity to connect with Travel Oregon at Brand USA's World Travel Week in London in October as there are minimal travel restrictions between the U.K. and the European Union.

Travel Oregon and Travel Portland had neighboring booths at the show, as in year's past, and full schedules of business and media appointments. Once again, Travel Oregon

sponsored the Chairman's Circle Honors event with Visit California, honoring companies who bring a high volume of tourism business to the U.S.

International Media Coverage

In August of 2019, German journalist, Verena Wolff, came to Oregon on a press trip visiting cities along the Oregon Coast. Stops included Bandon, Florence, Newport, Pacific City and Astoria. This spring 2021, the trip was used as inspiration for an Oregon-focused article published and picked up in 19 publications in Germany. These publications ranged from small, local papers to larger, regional publications with a total estimated circulation of 1,401,736. The articles featured beautiful photos of the Oregon coast and activities such as dune buggy tours and Circles in the Sand, inspiring German consumers to consider Oregon for their next vacation.



America Journal, a German magazine focused on American travel and culture, featured Oregon prominently in their second issue for 2021. Oregon-based photographer, Christian Heeb, published a photo-based article in the magazine featuring more than 15 stunning photos of Oregon. The same issue featured Oregon in another article focused on Native American culture in the U.S.

Generate business and product development opportunities

OREGON FOOD TRAILS

Central Coast Food Trail Launch

In August, Travel Oregon worked with Central Coast Food Trail Action Team to successfully launch the Central Coast Food Trail – becoming the ninth trail in the Oregon Food Trails program and filling the gap between existing North Coast and Wild Rivers Coast Food Trails. The trail features the thematic elements of forest and farms, coastal abundance and artisan experiences, represented by 39 agricultural and culinary businesses between Lincoln City and Florence. In addition to the [printed brochure](#), Travel Oregon created a companion page on [traveloregon.com](#) for the [Central Coast Food Trail](#).

Trail Updates

Following a challenging year for many culinary businesses, several of the Oregon Food Trails determined the need to update online and printed collateral to reflect changes to participating businesses.

- The Mid-Willamette Valley Food Trail has an updated [brochure](#) and [companion page](#) on [traveloregon.com](#).
- The South Willamette Valley Food Trail has an updated [brochure](#) and [companion page](#) on [traveloregon.com](#).
- The North Coast Food Trail expanded to include businesses in Clatsop County, reflected in a [new brochure](#) and updated [companion page](#) on [traveloregon.com](#).
- The Great Oaks Food Trail updated to reflect business closures and openings with an updated brochure and companion page coming to [traveloregon.com](#) soon.

Gorge Food Trails

This spring the Destination Development and Marketing Services teams worked with the Columbia Gorge Tourism Alliance (CGTA) to extend the Oregon Food Trails brand to Washington farms and businesses now participating on the East Gorge Food Trail and upcoming West Gorge Food Trail. The new logo version allows the trails to evolve in alignment with the interstate visitor experience and community identities of the area, while maintaining the integrity of the Oregon Food Trail brand. The creative work was directed by Travel Oregon and funded by CGTA.



Utilize community investments and grants to rebuild local tourism economies and ensure industry resilience

IRONMAN PARTNERSHIP

Salem has been chosen to serve as the newest host venue, a three-year commitment, for the IRONMAN® 70.3® triathlon. The inaugural IRONMAN® 70.3® Oregon event took place Sunday, July 25.

Travel Oregon, in partnership with Travel Salem, Willamette Valley Visitors Association (WVVA) and Sport Oregon sponsored the event. Bringing this internationally recognized event to Oregon is a strategic investment that

highlights Oregon's rich athletic history and community while also driving safe travel and inspiring future trips to Oregon as part of our road to economic recovery.

Participants enjoyed a down-river swim, a scenic bike through the wine country surrounding the city, and a picturesque run along the river and near the downtown center. This beginner-friendly race proved to be the perfect place for athletes and families to plan an Oregon adventure.

Visit [2022 IRONMAN 70.3](#) for more information on next year's race.

2021-22 OREGON WINE COUNTRY LICENSE PLATES MATCHING GRANTS PROGRAM

Travel Oregon administers funding for the Oregon Wine Country License Plates Matching Grants Program. The 2021-22 program accepted applications between Aug. 11-Sept. 15; 21 were submitted by the deadline, requesting a total of \$424,461. There is close to \$465,000 available to award. The program focuses on wine and/or culinary tourism promotion. Travel Oregon worked closely with its partners at the Oregon Wine Board to include specific types of eligible projects that will be beneficial as the recovery efforts from the COVID-19 pandemic continue. Awards will be announced via email on Nov. 15.

WILLAMETTE RIVER RECREATION STUDIO

The Willamette River Recreation Studio, convened through Travel Oregon, WVVA and C2 Recreation alongside a steering committee, has completed multiple projects over the summer:

- Safety messaging and resources.
- Willamette Water Trail destination pages.
- River recreation infrastructure design and development.
- River cleanups.
- BIPOC Discovery Paddles.



CAPACITY INVESTMENTS

Destination-Based Tourism Networks

Travel Oregon has been investing in the development of action and learning networks to support destination management in three key regions:

- Columbia River Gorge Tourism Alliance
- North Coast Tourism Management Network
- Oregon South Coast Regional Tourism Network

Now that these networks have been in operation for a year or more, Travel Oregon sought to understand how each is functioning and performing. Travel Oregon commissioned George Washington University to evaluate the destination-based tourism networks in 2020-21. The report assessed the value and impact of the network approach as well as offered constructive recommendations and a summary of best practices that can help improve each network's capabilities over time. The final report will be shared through the industry newsletter in the coming months and recommendations will be implemented starting fall 2021.

Resource Assistance for Rural Environments (RARE)

This fall signifies the fifth year of partnership placing high-capacity, graduate-level AmeriCorps placements in rural Oregon through the University of Oregon's Institute of Policy, Research and Engagement RARE placements program. The placements for FY2021-22 started their positions at the beginning of September. In their destination, placements will be focused on tourism development priorities, associated primarily with outdoor recreation, culinary and agritourism, event management and wildfire recovery. The following partners are hosting positions:

1. Eastern Oregon Visitors Association
2. Willamette Valley Visitors Association
3. Travel Southern Oregon Coast

Inform visitors on public health regulations and responsible outdoor recreation practices

INTERAGENCY RECREATION MESSAGING COLLABORATION

This summer, Travel Oregon created an [Oregon Interagency Recreation Messaging Request Form](#) to help our teams align visitor messaging with the needs of natural resource management agencies and key recreation partners. The form was shared during the Interagency Recreation Coordination calls hosted by the Oregon Office of Outdoor Recreation and has helped Travel Oregon convey messages to visitors ranging from recreation area closures due to fire, to tips for accessing popular destinations like the Oregon Caves.

SUPPORT & EMPOWER OREGON'S TOURISM INDUSTRY

Provide development and training opportunities for the industry

OREGON TOURISM LEADERSHIP ACADEMY

The Oregon Restaurant & Lodging Association successfully launched the second cohort of the Oregon Tourism Leadership Academy (OTLA) in July, which is made up of 20 Oregon tourism industry professionals.

The new annual experiential learning program is targeted to public and private sector tourism professionals who are seeking to polish their leadership and professional skills, continue to grow their career accomplishments, and make positive and lasting contributions to the state's tourism economy and its success.

The second cohort lends a unique opportunity for participants, as we expect a great deal of positive momentum throughout the industry as tourism benefits from pent up demand for travel and experiences throughout our great state.

2021 Oregon Governor's Conference on Tourism

More than 500 people registered for the 2021 Oregon Governor's Conference on Tourism, which took place virtually, June 15-16.

If you missed the conference this year or would like to watch a session again, all keynotes and breakout sessions are available on our industry [YouTube channel](#). Sessions included exciting speakers focusing on destination stewardship, working with elected officials, amplifying your role with the local tourism ecosystem and more.

CONVERSATION WITH FUNDERS

Travel Oregon is participating in two virtual conferences as a part of the Conversation with Funders series that includes partners from the Oregon Cultural Trust, Oregon Arts Commission, Oregon Heritage, Oregon Humanities and The Miller Foundation. Information will be shared about Travel Oregon's funding opportunities, how to write competitive grant applications and how to register for the upcoming stakeholder engagement sessions. The Oregon Museums Association Conference was on Sept. 13 and the Oregon Main Street Conference will take place on Oct. 7. Travel Oregon has been participating in the Conversation with Funders series (organized by the Oregon Cultural Trust) since 2016 as a way to provide awareness of Travel

Oregon's grant program, connect with stakeholders across the state and educate potential applicants on how to submit a competitive application. Dozens of session participants have applied for funding from Travel Oregon and have discussed potential project ideas with the grants team. The success in strengthening community connections spurred the RDMOs to attend in-person region-based sessions with Travel Oregon in 2019 and 2020.

SMALL BUSINESS MARKETING SERIES

How to Create Engaging Social Media Content on a Budget

On June 29, Travel Oregon partnered with Vicki and Vanessa Ng of [foodbellypdx](#) to share how businesses can maximize their presence on social media, what food and travel consumers are really looking for, and how to create content that resonates with consumers. 47 people tuned into the webinar live and to date 112 have watched the [recording](#).

Partner and support public natural resource management agencies (local, state, federal, tribal) with an emphasis on outdoor recreation and wildfire prevention

OREGON TRAILS FUND

In late 2019, Travel Oregon and the U.S. Forest Service (USFS) collaborated to finalize a Challenge Cost Share Agreement (CCSA) that created the Oregon Trails Fund (OTF) with the vision to catalyze strategic investment in Oregon's 18,000-mile trail system to provide world-class experiences for present and future generations. The CCSA provides funding that Travel Oregon can access via reimbursement after making direct investments in trail-specific work on national forest lands such as trail group capacity building, trail planning, trail design and development, signage, volunteer events and more. Initially the CCSA provided Travel Oregon \$431,650; in 2021 it was expanded to total \$570,500 in USFS funding.

In Summer 2020, Oregon's trails experienced unprecedented high use as many people flocked to the outdoors during the pandemic. Additionally, many trails were impacted or closed due to the summer's devastating wildfires. The compounding effects of these scenarios prompted Travel Oregon and the USFS to deploy the first year of Oregon Trails Fund investments to "reopen the outdoors." To maintain and develop safe trail experiences for all, Travel Oregon invested in two primary pathways:

Statewide investments: In collaboration with the Oregon Trails Coalition and Trailkeepers of Oregon, Travel Oregon completed the following projects:

- Purchasing and distribution of trail tools and safety equipment to 23 trail stewardship organizations and collaboratives. These tools and equipment grants supported more than 508 trail work parties that engaged more than 2,282 volunteers. The OTF contributed \$25,444 for this project.
- To support volunteers returning to public lands, Trailkeepers of Oregon led a process to build synergy around trail safety protocol training. Through this collaboration, a COVID-19 and wildfire recovery volunteer safety framework was developed and packaged into written and video trail ambassador training modules. The OTF contributed \$22,950 for this project.

Regional investments: Travel Oregon invited RDMOs to receive a 45% reimbursement on OTF-eligible investments. RDMOs invested in ten projects ranging from volunteer trail maintenance events to trail wayfinding and signage. At the close of FY 2020-21, RDMOs deployed a total of \$99,500 to projects and received \$44,775 in reimbursement. See photos from two RDMO OTF projects below.



Travel Southern Oregon provided funding for the Klamath Trails Alliance to clear roughly 60 logs and other trail debris in the High Lakes area.



Caption: Willamette Valley Visitors Association funded COVID-19 safety signage to support volunteers as they performed trail work.

OREGON OUTDOOR RECREATION NETWORK (OORN)

Since the formation of the Oregon Outdoor Recreation Initiative in 2016, the outdoor recreation landscape in Oregon has changed significantly. The Oregon Office of Outdoor Recreation was a top priority for the initiative and has now been up and running since June 2018. In June 2020, Governor Brown's Task Force on the Outdoors recommended the creation of an advisory board that will work with the Office of Outdoor Recreation to begin setting outdoor recreation priorities for the state.

Given the robust landscape of organizations and initiatives, inclusive of the now established Oregon Outdoor Recreation Summit, the Oregon Outdoor Recreation Economic Impact Study, a wide number of outdoor recreation coalitions, and the prominent role the Office of Outdoor Recreation's Advisory Board will play in outdoor recreation priority setting for the state, the Network's Core Team made the decision to sunset the OORN in 2021. New opportunities, like the advisory board, signal that it is time to adjust and support the leaders that are in place to continue this great work. Travel Oregon is excited to continue our leadership role and will remain a key player collaborating with outdoor recreation stakeholders across Oregon.

Manage the industry visitor information network

RDMO 2021-23 Strategic Plans

The seven RDMOs have completed the planning process for the 2021-23 planning cycle. All plans can be viewed on the dashboard [here](#).

Regional Cooperative Tourism Program 2019-21 Biennium Report

The regional program developed an interactive web report in collaboration with the design firm, [DUENDE](#), to highlight investments that occurred in the 2019-21 biennium.

The web report site link is in the final stages of development and will be available for viewing prior to the October 5 Commission Meeting.

The report tells the story of key investments out of the regional program in each of the seven regions and highlights three new categories outside of the typical RDMO plan investments. Those include COVID-19 response, natural disaster efforts, and DEI or social justice initiatives. It is important to provide a comprehensive look at the biennium and share the creative solutions, commitment to communities, and adaptability of our regional partners across the state.

Accessibility Note – 2019-21 Biennium Report

An additional component of the report, spearheaded by DUENDE, is improvements to accessibility on the site. DUENDE completed a thorough audit of the 2017-19 RCTP Biennium Report and used the findings to develop a comprehensive process for improvements. The audit report and recommendations for improved accessibility can be viewed [here](#).

One critical part of the accessibility improvements that the RDMOs participated in was the development of alt text and image descriptions for all assets within the report – this included any images, brand logos, screen shots, etc.

- Alt text is a short, concise, sentence-format summary of an image's primary subject. This text quickly communicates the most relevant and important information about a photo when it cannot be viewed. Alt text is automatically read by most screen readers when they come across an image. Alt text is considered a non-optional element of web images.
- Image description text is more in-depth than alt text and is meant to give a comprehensive understanding of an image through text. Description text isn't automatically read by most assistive tools and is effectively the assisted-viewing equivalent of stopping to observe an image closely.
- Alt text and Image description definitions provided by DUENDE.

Central Oregon Example Image:



Alt Text: Photo image of artists Katie Daisy and Karen Eland standing in front of the "Greetings From..." mural in La Pine.

Image Description: Artists, Katie Daisy on the left and Karen Eland on the right, dressed in their paint-stained aprons, stand next to each other, smiling heartily and posed proudly in front of the new "Greetings From..." Central Oregon Mural Trail installation in La Pine.

2019- 21 RCTP Financial Review

The RCTP team at Travel Oregon has been working with Aldrich Advisors LLC to perform a financial review of 2019-21 RCTP investments. Each region was asked to provide Aldrich with the following financial details:

- Budget vs actuals summary
- Roll over amount from 2019-21
- Transaction listing or detail of expenditures for selected RCTP investments

The final report(s) from this financial review will be provided to the Commission when complete.

CHAMPION THE VALUE OF TOURISM

Foster partnerships with government agencies to provide perspectives on policies, programming and funding that impact Oregon's tourism industry

Public Affairs

State

The Oregon legislature adjourned Saturday, June 26. The focus of major bills were on renewable energy, police reform, wildfire recovery and racial equity bills. Lawmakers passed a record state budget (\$29.4B) with an increase in school spending and large investments in housing and mental health. There were no bills passed that impacted the local/state transient lodging tax rates. Priority 2 bills that did pass are:

- Oregon Film - HB2433 (which contains both the OPIF increase to \$20M per year and the +6 year extension for GOLR and OPIF to 2030) & HB3010 (DEI policy bill) – both passed.

- Cocktails to Go! SB 317 – goes into effect January 1, 2022.
- Outdoor Conservation and Recreation Fund (HB 2171) – appoints the Associate Director of Outdoor Recreation as a non-voting ex-officio member and allocates \$1M from the General Fund to ODFW's Oregon Conservation and Recreation Fund.

Empower and equip Oregon's tourism industry with power-of-travel and issue-oriented messages

RDMO Public Affairs Toolkits

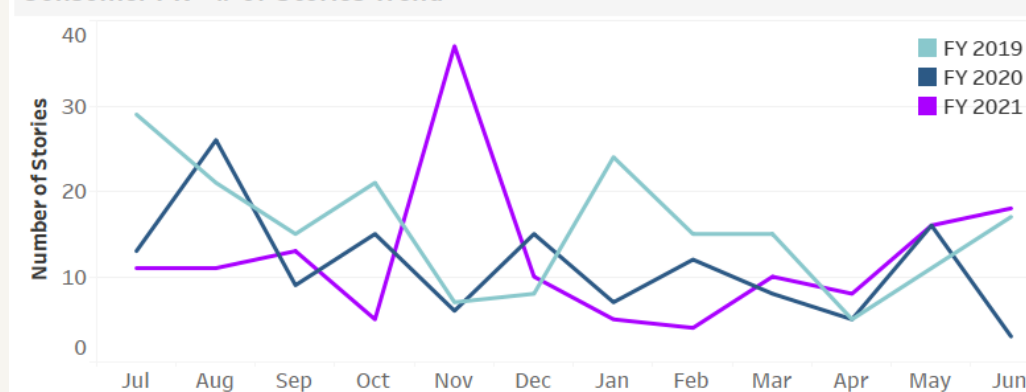
Starting in May, the Public Affairs/Industry Communications team, in partnership with ART Public Affairs and Oregon Destination Association, began one-on-one meetings with six of the state's RDMOs (Portland Region opted out) to begin work on developing customized public affairs plan/strategies. The last meeting was in June; plans are currently being drafted and will be shared with regions in the coming months.

Share compelling Oregon tourism stories to create awareness and improve perception around the industry among residents and policymakers

CONSUMER COMMUNICATIONS

The consumer communications team garnered 41 stories with a circulation of 236 million and an average story score⁷ of 8.95/10. Most of these stories landed in top tier, national publications including coverage in [The New York Times](#), [The Wall Street Journal](#), [Smithsonian Magazine](#), [Travel + Leisure](#), [CNN Travel](#) and two different [Good Morning America](#) segments, to name a few. In comparison, Q4 2019-20 garnered 24 stories, a circulation of 76 million and an average story score of 8.2.

Consumer PR - # of Stories Trend



Monthly - June

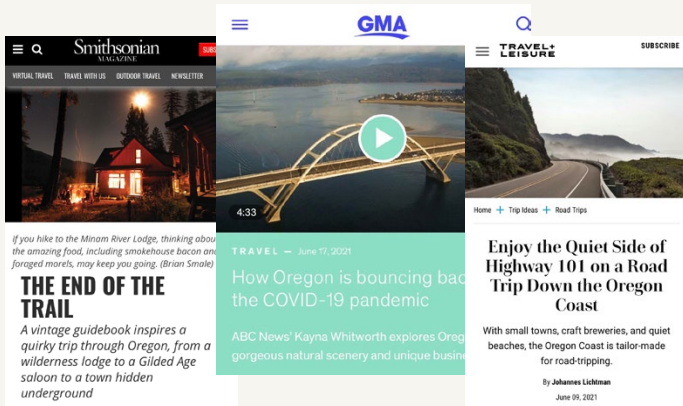
FY 2020	FY 2021	
3	18	500.0%

Quarter - Q4

FY 2020	FY 2021	
24	42	75.0%

FYTD

FY 2020	FY 2021	
135	148	9.6%



Annual

The KPI goals set for FY2020-21 were 182 stories and a circulation of 889 million. The year ended with 148 stories (81.3% of our goal) and an overall circulation of 868 million (97.6% of annual goal). The annual story score increased from 8.30 in FY2019-20 to 8.82 this fiscal year (a 6.3% increase).

Comparatively, FY2019-20 ended with 135 stories, a circulation of 1.03 billion and average story score of 8.30.

Key Takeaways

1. The average story score continued to increase, which showcased the quality of secured coverage. This means the stories landed in more top tier publications, Oregon was the featured topic of the story and there were images and links included.
2. In July 2020, media were not traveling and mainly interested in stories about the pandemic. By spring, this began to shift. Media were interested in learning about ways the tourism industry was recovering and adapting, as well as predictions for spring/summer travel.
3. Like FY2019-20, there was a decline in circulation numbers due to COVID-19 in FY2020-21. The travel media landscape continued to be heavily impacted by the pandemic through spring 2021, which affected circulation numbers.
4. The seven regional virtual events were innovative when we launched them in fall 2020. We received positive feedback from the media who attended them, which led to new media relationships and coverage throughout the year.
5. New relationships with local broadcast media were established. A highlight of this was the five-day earned media segments on KOIN for Give the Gift of Oregon in November 2020.

6. As COVID-19 numbers decreased and vaccinations increased in the spring, there was an uptick in media interest in press trips. Between April-June we safely executed eight press trips including a crew from Backpacker Magazine who explored the backcountry of the Wallowas with a local guide.
7. There was strong success partnering with a Ski Oregon ambassador in the winter to provide accurate information on ski destinations and newsworthy story ideas. This partnership resulted in multiple top tier story placements.

Industry Communications

Media Coverage

The [Q4 Industry Communications Coverage Report](#), generated through Cision, includes stories that speak to the agency's work/programming, and earned media placements from both proactive and reactive outreach. The Industry Communications team saw strong results from both reactive media requests and proactive outreach this quarter. In early May, Travel Oregon announced the recipients of the Competitive & Recovery grant program which marked the start of excellent coverage around agency efforts to support economic recovery across the state. In June, the team worked with Maxwell PR to garner coverage around the release of the 2020 Dean Runyan Associates economic impact report. There were also several media pick-ups of Travel Oregon's vacation packages as part of the state's "Take Your Shot" vaccination campaign.

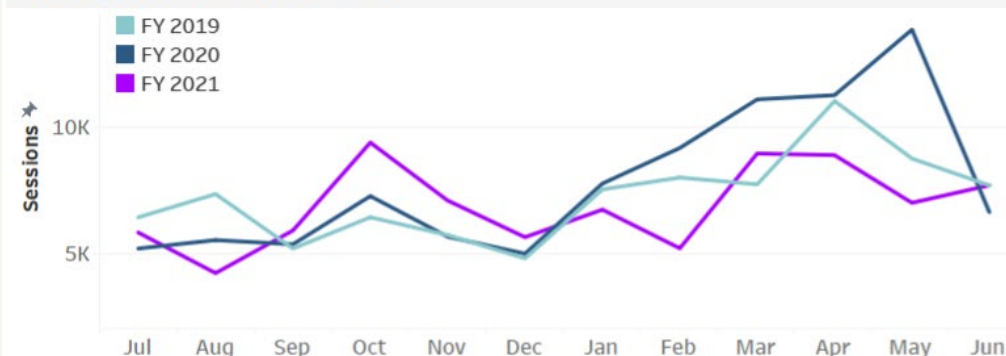
Press releases:

- May 3, "[Travel Oregon awards more than \\$2.4 million for projects that promote economic recovery across the state.](#)"
- June 15, "[Travel Oregon brings hundreds of business and community leaders to rebuild Oregon's tourism economy.](#)"

Industry Spotlight

The [Industry Spotlight newsletter](#) is sent to the industry listserv bi-monthly, providing 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. June's spotlight featured a story about [Stem Wine Bar](#) in Portland, [Willamette River Water Trail development and safety](#) (partially funded by the Destination Ready program), and an article exploring [How Some of Oregon's Tribes Have Navigated the Pandemic](#).

Industry Website Traffic Trend



Monthly - June

FY 2020	FY 2021	
6,646	7,712	16.0%

Quarter - Q4

FY 2020	FY 2021	
31,863	23,642	-25.8%

FYTD

FY 2020	FY 2021	
94,004	82,699	-12.0%

Industry.TravelOregon.com

We saw a decrease in web traffic in Q4 which was a result of fewer online trainings and events than we'd had over the winter months with the VTEA program. The top 10 pages visited over Q4 were:

1. Industry homepage (5,334 page views)
2. Oregon Governor's Conference on Tourism (2,990 page views)
3. Grants (1,196 page views)
4. Careers/RFPs (1,145 page views)
5. Governor's Conference Breakout Sessions and Speakers (1,095 page views)
6. Press Room (980 page views)
7. Industry Newsletter sign up (969 page views)
8. Destination Management Organizations (967 page views)
9. Opportunities (844 page views)
10. Competitive and Recovery Grants (844 page views)

We're hopeful that web traffic will increase in Q1 2021 as a result of new job and RFP opportunities, the Oregon Wine Country License Plates Matching Grants program, virtual events and new research and reports.

Platform Update

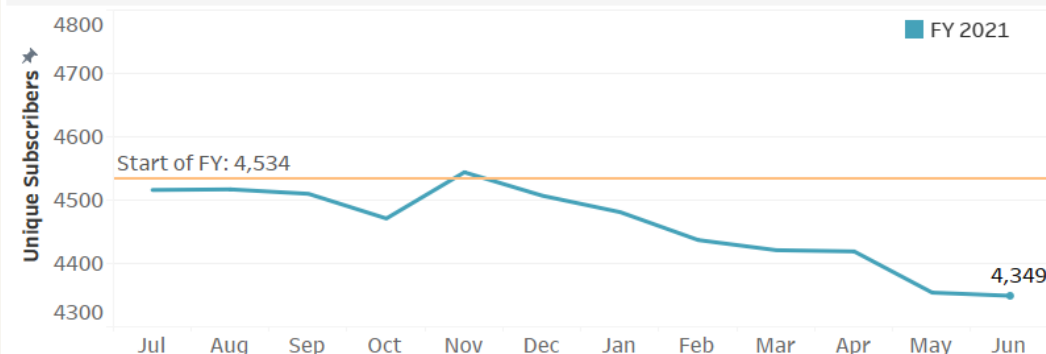
Q4 focused on addressing tickets from the maintenance backlog, including refinements to the Industry Newsletter subscription form to make it more user-friendly. The team also audited the industry site for accessibility and compiled recommendations for improvements and priorities. These improvements will be rolled out throughout FY2021-22.

Industry Newsletter

In Q4, the industry newsletter subscriber list decreased by 73 subscribers, and we received 61 notifications from new subscribers. To help increase the number of subscribers, we have made a platform update, as mentioned above. This update makes the opt-in option more user-friendly; users only need to opt-in using one button. The page was originally designed using two opt-in buttons which confused users and resulted in fewer successful subscriber opt-ins.

The Industry Newsletter continues to be distributed weekly and averages a 29% open rate.

Industry Email List Size Trend



% Chg from Start of FY

-4.08%

Net Gain / Loss From Start of FY

-185

RUN AS AN EFFECTIVE BUSINESS

Monitor and adapt budgets and strategies to be responsive to the changing environment

RESEARCH

Data Management System

To meet the increasing research needs across all departments in Travel Oregon, the research team began developing a data management system called Data Lake. This system is a process and platform to better organize, integrate, report and manage access to data for Travel Oregon staff and eventually industry partners. The first phase was completed in Q4 by compiling thirty industry datasets from across the organization and connecting it to the Data Lake platform. Furthermore, the research team completed a pilot project to clean, analyze and report the socio-demographic profile of our industry partners to help inform Travel Oregon's transformational plan development.

Survey Bank

The research team re-evaluated and updated the consistency and inclusivity of Travel Oregon's socio-demographic survey questions to ensure our research is representative of diverse communities. The research team then shared of the revised [questions](#) for adoption internally and by the industry. This audit was a significant step in future data collection efforts and will have a lasting impact at Travel Oregon and across our industry in helping us to execute our DEI vision and strategy.

The next phase for this project is to share the Survey Bank with Travel Oregon contractors and partners to help facilitate consistent data collection and representation across Oregon's tourism industry.

FINANCIAL UPDATE

2020-21 (FY2021) Financials

Final Transient Lodging Tax (TLT) income, inclusive of accrued TLT totaled \$23,486,589. The unanticipated income of \$3,486,589 over the budgeted \$20 million TLT was allocated per statute, with 20%, \$697,318 for the RCTP, and 10%, \$348,659 for Competitive Grants. The remainder, \$2,440,612 will be held as reserved fund balance until spring 2022, at which time the proposed use of the funds will be submitted to the commission as part of the budget modification.

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

Quarter	TLT	\$ Change from prior FY	% Change from prior FY
Q1 (April-June lodging)	\$3.2M	(\$7.4M)	-70%
Q2 (July-Sept lodging, TLT @1.5%)	\$8.9M	(\$5.9M)	-40%
Q3 (Oct-Dec lodging)	\$5.0M	(\$3.1M)	-38%
Q4 (Jan-March lodging) – to date: one deposit + accrual remaining	\$6.3M+	\$159K	+2.6%

Compared to the same period last year TLT funds decreased 41%.

July 2020 - June 2021	July 2019 - June 2020	\$ Change	% Change
\$23.5M	\$39.7M	(\$16.2)	-41%

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

Regional FYTD change, FY2021 vs FY2020 (as reported by DOR, before DOR fees and adjustments)		
Region	\$ Change	% Change
Central Oregon	(605,695)	-13.7%
Eastern Oregon	(390,413)	-28.3%
Mt. Hood & Columbia River Gorge	(443,326)	-28.5%
Oregon Coast	(715,746)	-7.9%
Portland Region	(11,401,617)	-73.3%
Southern Oregon	(920,377)	-27.1%
Willamette Valley	(2,284,421)	-47.1%
Totals	(16,761,595)	-41.6%

2021-22 (FY2022) Financials

First quarter FY2022 Transient Lodging Tax (TLT) revenue is \$7,329,633.39. Compared to the same period FY2021, TLT increased 128%; compared to FY2020, TLT is down 31%.

July 2021 - Sept. 2021	July 2020 - Sept. 2020	July 2019 - Sept. 2019
\$7.3M	\$3.2M	\$10.6M

Analysis of Q1 TLT by region is pending receipt of data from the Oregon Department of Revenue.

Wine Country License Plates

Fiscal year 2021 proceeds from Wine Country License Plate (WCLP) sales totaled \$445,582. Fiscal-year-to-date 2022 proceeds are \$83,936.02. Distribution of WCLP program funds is administered by the Global Strategic Partnership team under guidelines established by the commission per ORS 805.274.

Support staff with direction and clear communication

STAFFING UPDATE

Four valued team members have left the agency since our last report. While we were sad to lose them, we were thrilled that all four were moving on to big and exciting life changes and opportunities.

- Sachie Yorck, our former Content & Community Manager, departed in mid-June due to a relocation to her home state of Hawaii.
- Sara Morrissey, our former Director of Industry Communications and Public Affairs, accepted a key position with the Portland mayor's office where she is serving as Deputy Chief of Staff.
- Courtney Brie Doss, our former Grants Coordinator, relocated to Los Angeles.
- Robert Kutter, our former Accounting Specialist, relocated to New York City. He is continuing on in a part-time, limited duration role to assist with key accounting projects and priorities.

We proceeded with recruiting for three of these roles and are utilizing contractors and awaiting the completion of our Transformational Plan and associated internal redesign to recruit for the public affairs role.

- Louisa Mariki joined us as our new Grants Coordinator on July 12. Louisa comes to Travel Oregon after serving as Provost and VP of Development for Wayfinding Academy and prior to that, working as a Program Coordinator for Oregon Humanities where she developed and implemented a statewide grants program with CARES Act funding. Louisa's background in development and program management, along with her organizational skills, finance background and sense of ownership and accountability have made her a tremendous addition to the team. Raised in Tanzania, where 17% of the budget comes from tourism, Louis understands the impacts the industry has as a key economic driver.
- GhieAnne Moreno joined us as our new Accounting Specialist on August 2. A recent college graduate with a Bachelor of Science in Accounting, GhieAnne attended Portland State University for a year and was drawn back to her "forever home" after she graduated

from San Francisco State University. Her recent work experience includes working in Accounting and Office Administration, and she's also a seasoned hospitality pro from her days as a Front Desk Agent and Night Auditor.

- Jen Anderson will join the Integrated Marketing team on Monday, October 4 as the new Content & Community Manager. Jen has been the Senior Travel Editor at MEDIAmerica writing and editing stories and coordinating assignments for Travel Oregon, Travel Salem, Oregon Wine Board, OCVA and many. Jen knows what makes a good story and how spin a good travel story and she brings a wealth of journalism experience with her – she's covered everything from politics and food and drink to local news and sustainability for the Associated Press and the Portland Tribune.

Prepare to return to the office and adopt new ways of working (customize digital and hybrid meetings, work remotely part-time, build in more flexibility)

This summer an internal Telework Task Force was created to assess employee survey feedback, the state's data on the future of telework, as well as general business data and trends in order to provide recommendations to the CEO that will inform our future telework. We expect the task force to provide recommendations by November. Additionally, given the recent challenges with the COVID-19 Delta variant, we plan to tie our future telework policy rollout with the finalization of our upcoming Transformational strategic plan and organizational design.

Use technology to make Travel Oregon more effective and efficient

Travel Oregon has hired a new Managed Services IT Provider (MSP) to serve as the agency's main point of contact for technology related needs. In the 2019-21 biennium the Operations department undertook the work of acquiring competitive bids and interviewing several different organizations ultimately deciding to hire Portland Internetworks as the MSP. Portland Internetworks is a highly regarded B-Corp operating in NE Portland and has been operating since 1997, their B-Corp certification was established in 2019.

In the fall of 2021 Travel Oregon will be replacing the current phone system with company issued cell phones and a VOIP phone service with T-Mobile and Dialpad. These services were established by way of a statewide NASPO pricing agreement implemented and managed by the Department of Administrative Services. This change will result in efficiency improvements as well an overall change in how the phone system is supporting staff while working remotely.

Oregon Tourism Commission
Profit & Loss Budget vs. Actual
July 1, 2021 - August 31, 2021

	July 1, 2021 - August 31, 2021	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	4,983,687	30,700,000	(25,716,313)	16.2%
Lodging Tax from Prior FY	-	-	-	0.0%
Interest Income	177	-	177	100.0%
Misc. Revenue	2,347	-	2,347	100.0%
Rental Income	7,205	44,600	(37,395)	16.2%
Conference/Event Revenue	-	125,000	(125,000)	0.0%
Welcome Center Brochure Program	3,016	15,000	(11,984)	20.1%
Federal Grant Funds - CSA	-	65,000	(65,000)	0.0%
Total Income:	4,996,432	30,949,600	(25,953,168)	16.1%
Beginning Fund Balances:				
Beginning Balance - Regional	4,767,420	4,767,420	-	100.0%
Beginning Balance - Grants	4,834,706	4,834,706	-	100.0%
Beginning Balance - Operating Reserve	293,000	293,000	-	100.0%
Beginning Balance - IOF	-	-	-	0.0%
Beginning Balance - All other TO programs	13,146,169	13,146,169	-	100.0%
Total Beginning Fund Balances:	23,041,295	23,041,295	-	100.0%
Total Sources:	28,037,727	53,990,895	(25,953,168)	51.9%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	897,064	5,526,000	(4,628,936)	16.2%
Grants - future (net of administrative expense)	443,548	2,732,300	(2,288,752)	16.2%
Total Future Programming - Statutory	1,340,612	8,258,300	(6,917,688)	16.2%
Other Programming & Reserves				
Marketing & Sales Development (from G. Marketing Budget)	6,000,000	7,500,000	(1,500,000)	80.0%
Total Future and Other Programming & Reserves	6,000,000	7,500,000	(1,500,000)	80.0%
Total Future and Other Programming & Reserves	7,340,612	15,758,300	(8,417,688)	46.6%
Expense:				
Global Marketing	4,959,740	16,222,269	(11,262,530)	30.6%
Global Strategic Partnerships (GSP)	240,048	2,394,075	(2,154,027)	10.0%
GSP - RCTP	3,276,224	5,381,420	(2,105,196)	60.9%
GSP - Competitive Grants	41,887	3,284,268	(3,242,382)	1.3%
GSP - Additional Grants	-	413,137	(413,137)	0.0%
GSP - RDMO Recovery & Stability Funding	774,145	1,500,000	(725,855)	51.6%
Global Sales	216,990	2,581,419	(2,364,430)	8.4%
Destination Development	207,992	1,535,289	(1,327,297)	13.5%
Administration & Operations	514,258	4,920,716	(4,406,459)	10.5%
Total Expense	10,231,284	38,232,595	(28,001,311)	26.8%
Total Uses:	17,571,895	53,990,895	(34,919,000)	32.5%
Net Income	10,465,832	-	10,465,832	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	42,040	-	42,040	100.0%
Beginning Balance for Distribution: Tourism Promotion	324,962	324,962	-	100.0%
Beginning Balance for Distribution: Grants	572,297	572,297	-	100.0%
Total Sources	939,299	897,259	42,040	
Uses:				
Tourism Promotion	43,636	324,962	(281,326)	13.4%
Grants	28,300	572,297	(543,997)	4.9%
Total Uses	71,936	897,259	(825,323)	
Net Income	867,363	-	867,363	
Total Net Income	11,333,194	-	11,333,194	

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 August 31, 2021

ASSETS

Current Assets

Checking/Savings

Cash - programming and reserves	13,864,400
Cash - Grants - Committed, not disbursed	879,330
Cash - Committed for Future Grants	443,548
Cash - Committed for Future RCTP	1,787,476
Restricted Cash - Wine Country Plates	1,987,332

Total Checking/Savings	18,962,086
------------------------	------------

Accounts Receivable	887,953
---------------------	---------

Other Current Assets	309,514
----------------------	---------

Total Current Assets	20,159,552
----------------------	------------

Fixed Assets	333,000
--------------	---------

Other Assets	32,982
--------------	--------

TOTAL ASSETS	20,525,535
---------------------	-------------------

LIABILITIES, EQUITY & FUND BALANCES

Liabilities

Current Liabilities

Accounts Payable	630,862
------------------	---------

Other Current Liabilities	484,833
---------------------------	---------

Total Current Liabilities	1,115,695
---------------------------	-----------

Long Term Liabilities	3,428
-----------------------	-------

Total Liabilities	1,119,122
-------------------	-----------

Equity & Fund Balances

Regional (RCTP) - for future distribution	1,787,476
---	-----------

Grants - for future distribution	443,548
----------------------------------	---------

Invested in capital assets	333,000
----------------------------	---------

Reserved for Immediate Opportunity Fund (IOF) - available	738,245
---	---------

Reserved for Immediate Opportunity Fund (IOF) - designated	255,205
--	---------

Operating Reserve	1,852,422
-------------------	-----------

Unanticipated TLT from FY2021	2,440,612
-------------------------------	-----------

Restricted for Wine Country Plates	1,090,073
------------------------------------	-----------

Net Income	10,465,832
------------	------------

Total Equity and Fund Balances	19,406,413
--------------------------------	------------

TOTAL LIABILITIES, EQUITY & FUND BALANCES	20,525,535
--	-------------------

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
Profit & Loss Budget vs. Actual
July 1, 2020 - June 30, 2021

	July 1, 2020 - June 30, 2021	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	23,486,589	20,000,000	3,486,589	117.4%
Lodging Tax from Prior FY	8,322,871	8,322,871	-	100.0%
Interest Income	2,925	3,500	(575)	83.6%
Misc. Revenue	8,998	7,500	1,498	120.0%
Rental Income	37,914	-	37,914	100.0%
Conference/Event Revenue	14,000	-	14,000	100.0%
Welcome Center Brochure Program	8,873	9,000	(127)	98.6%
Federal Grant Funds	114,778	-	114,778	100.0%
Total Income:	32,092,948	28,342,871	3,750,077	113.2%
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	1,003,000	1,003,000	-	100.0%
Beginning Balance - IOF	456,550	456,550	-	100.0%
Beginning Balance - All other TO programs	9,485,791	9,485,791	-	100.0%
Total Beginning Fund Balances:	23,140,366	23,140,366	-	100.0%
Total Sources:	55,233,314	51,483,237	3,750,077	107.3%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	4,249,317.75	3,552,000	697,318	119.6%
Grants - future (net of administrative expense)	2,060,658.88	1,712,000	348,659	120.4%
Total Future Programming - Statutory	6,309,977	5,264,000	1,045,977	119.9%
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	6,809,977	12,795,484	(5,985,507)	53.2%
Expense:				
Global Marketing	9,688,215	14,078,879	(4,390,665)	68.8%
Global Strategic Partnerships (GSP)	927,438	1,006,513	(79,075)	92.1%
GSP - RCTP	8,413,391	8,422,761	(9,370)	99.9%
GSP - Competitive Grants	3,474,309	4,584,492	(1,110,182)	75.8%
GSP - Additional Grants	1,486,135	1,650,000	(163,865)	90.1%
GSP - RDMO Recovery & Stability Funding	-	1,500,000	(1,500,000)	0.0%
Global Sales	902,813	1,272,233	(369,419)	71.0%
Destination Development	1,522,609	1,766,619	(244,011)	86.2%
Administration & Operations	3,638,229	4,406,256	(768,027)	82.6%
Total Expense	30,053,139	38,687,753	(8,634,614)	77.7%
Total Uses:	36,863,116	51,483,237	(7,588,637)	71.6%
Net Income	18,370,198	-	18,370,198	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	445,582	-	445,582	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	1,152,596	707,014	445,582	
Uses:				
Tourism Promotion	110,972	240,086	(129,114)	46.2%
Grants	90,478	466,928	(376,450)	19.4%
Total Uses	201,450	707,014	(505,564)	
Net Income	951,146	-	951,146	
Total Net Income	19,321,344	-	19,321,344	

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 June 30, 2021

ASSETS

Current Assets

Checking/Savings

Cash - programming and reserves	21,699,326
Cash - Grants - Committed, not disbursed	1,050,432
Cash - Committed for Future Grants	2,060,659
Cash - Committed for Future RCTP	5,648,462
Restricted Cash - Wine Country Plates	1,119,969

Total Checking/Savings	31,578,848
------------------------	------------

Accounts Receivable	3,644,897
---------------------	-----------

Other Current Assets	306,689
----------------------	---------

Total Current Assets	35,530,434
----------------------	------------

Fixed Assets	333,000
--------------	---------

Other Assets	32,982
--------------	--------

TOTAL ASSETS	35,896,416
---------------------	-------------------

LIABILITIES, EQUITY & FUND BALANCES

Liabilities

Current Liabilities

Accounts Payable	4,751,951
------------------	-----------

Other Current Liabilities	469,878
---------------------------	---------

Total Current Liabilities	5,221,829
---------------------------	-----------

Long Term Liabilities	3,428
-----------------------	-------

Total Liabilities	5,225,256
-------------------	-----------

Equity & Fund Balances

Regional (RCTP) - for future distribution	5,648,462
---	-----------

Grants - for future distribution	2,060,659
----------------------------------	-----------

Invested in capital assets	333,000
----------------------------	---------

Reserved for Immediate Opportunity Fund (IOF) - available	798,245
---	---------

Reserved for Immediate Opportunity Fund (IOF) - designated	195,205
--	---------

Operating Reserve	2,145,422
-------------------	-----------

Restricted for Wine Country Plates	1,119,969
------------------------------------	-----------

Net Income	18,370,198
------------	------------

Total Equity and Fund Balances	30,671,160
--------------------------------	------------

TOTAL LIABILITIES, EQUITY & FUND BALANCES	35,896,416
--	-------------------

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

KATIE FALKENBERG