

**TRAVEL**



**OREGON**



**OREGON TOURISM COMMISSION**  
**2022-2031 DRAFT TRANSFORMATIONAL STRATEGY**

**2.15.22**



# ABOUT TRAVEL OREGON

The Oregon Tourism Commission (OTC), doing business as Travel Oregon was formed in 1995 and granted semi-independent agency status in 2003 by the Oregon state legislature. Funded by the 1.5% statewide transient lodging tax, Travel Oregon carries out statewide work as the official destination management organization— directly investing 30% into Oregon’s tourism industry and communities through the dedicated Regional Cooperative Tourism Program and competitive grants program.

A nine-member board of commissioners, including three tourism promotion representatives, five lodging representatives and one public-at-large representative (ORS 284.107), are appointed by the governor to oversee the agency and approve the budget and strategic plan that directs the actions of the Travel Oregon staff.

The original legislative findings from Chapters 284 and 320 of the Oregon Revised Statutes, which created the OTC over 25 years ago, remain ever-present and guide the transformational strategy.

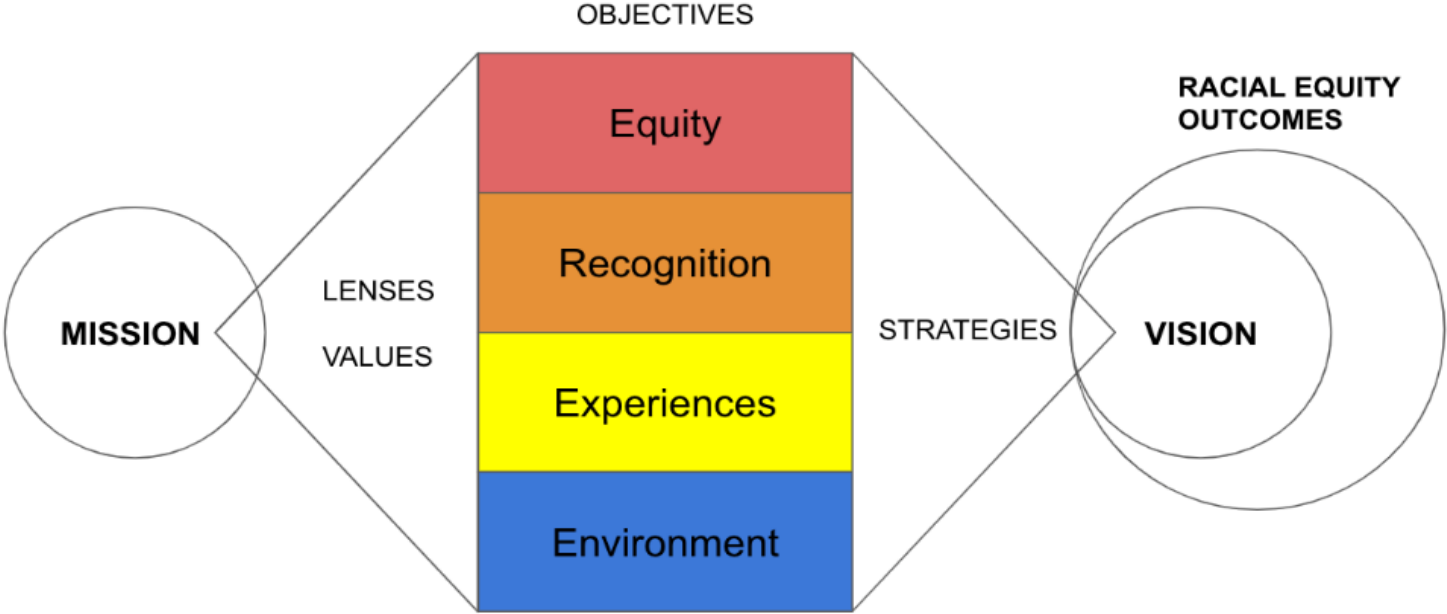


# WHAT IS THE TRANSFORMATIONAL STRATEGY?





# FRAMEWORK





# VISION AND MISSION

A woman in a grey long-sleeved shirt and dark pants is fly fishing in a river. She is standing on a grassy bank, holding a fishing rod with a long, thin line that arches over the water. The river is surrounded by dense green vegetation, including tall grasses and trees. The water is dark and reflects the surrounding greenery.

## VISION

Oregonians and visitors are acting on a common purpose to steward the environment, advance equity and prosperity for all, and respect the diversity of our experiences and cultures.

## MISSION

Travel Oregon works to create statewide equity, stewardship and well-being alongside our stakeholders by optimizing visitation, investing in communities and strengthening the resiliency of the tourism industry.



# LENSES





# RACIAL EQUITY LENS

- What are the racial inequities that exist related to this work?
- How might decisions around this work contribute to racial inequities and/or racial equities?
- Who benefits from this decision? Who will be burdened by it?
- How might unintended consequences that contribute to racial inequities be mitigated as the decision is made and implemented?



# DESTINATION STEWARDSHIP LENS

- Does this work balance and meet the economic, environmental and social/cultural needs of a destination, focusing on long-term livability and well-being?
- What are the consequences of this work for the people living seven generations into the future? Have the decisions been made after weighing those consequences?
- Have residents and stakeholder been involved in an inclusive way—informing, validating and co-creating the management of the destination, including promotional efforts, accommodations, transportation and more.





# WHY THIS STRATEGY?





# 3 FOCUS AREAS

## SOCIETAL

Overturning racism and social inequities with an emphasis on community livability and well-being.

## ENVIRONMENTAL

Mitigating impacts of the climate crisis with a priority on wildfires; reducing high visitation challenges.

## ECONOMIC

Recovering from the global pandemic with a focus on workforce resiliency.



# KEY PERFORMANCE INDICATORS

1. Racial diversity of tourism industry and visitors.
2. Visitor and resident sentiment.
3. Socio-economic impacts of tourism (including workforce earnings).
4. Carbon footprint of tourism.







# OBJECTIVES

1. Oregon is striving to be a place of equity.
2. Oregon is recognized as a flourishing destination.
3. Oregon delivers remarkable experiences.
4. Oregon respects the natural environment.

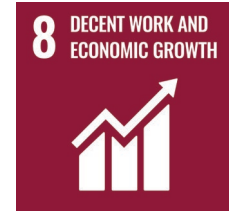


# STRATEGIES



# OREGON IS STRIVING TO BE A PLACE OF EQUITY

*Oregon's tourism industry is contributing to overturning systemic inequities that harm marginalized communities, particularly BIPOC.*



1. Increase awareness of and advocate for social equity within Oregon's tourism workforce (e.g., housing, earnings, education).
2. Foster deep relationships with and elevate the voices of BIPOC, including Oregon's nine federally recognized tribes, as well as LGBTQIA+ and other marginalized communities.
3. Provide the tourism industry with opportunities to better understand how tourism impacts racial inequities and how to apply the Racial Equity Lens to their work.
4. Integrate diversity, equity and inclusion into programming, guidelines, budgeting, contracting, and employee hiring and trainings to shift agency culture to one of transparency and accountability.

# OREGON IS RECOGNIZED AS A FLOURISHING DESTINATION

*Oregon leaves positive and lasting impacts on people's lives.*

1. Build recognition of the value of tourism to improve perception and increase advocacy among industry workforce, residents and policymakers.
2. Tell authentic, honest stories that accurately reflect the historic and present intersecting identities and cultures of Oregon's communities.
3. Leverage Oregon's brand by engaging broader audiences that are inclusive of Oregon's diverse cultures, people and places.
4. Create flexible, targeted promotions that address visitor pressures— dispersing visitation and economic impacts— by focusing on visitor passions and market research/trends.
5. Align and support communications across the tourism industry to improve visitor behaviors and experiences with timely information, responsible recreation practices and respect for all communities.
6. Expand opportunities for residents and tourism stakeholders to actively engage and collaborate in destination management processes; provide timely feedback loops.





# OREGON DELIVERS REMARKABLE EXPERIENCES

*Oregon is a thriving place to live and visit.*



1. Improve existing, and support the development of, inclusive and safe tourism-related facilities and tourism products (e.g., visitor experiences, tour offerings, attractions, public spaces) to better serve marginalized communities.
2. Stimulate and bolster regenerative tourism business and product development opportunities that provide visitors with immersive Oregon experiences, particularly in rural communities and tribal lands.
3. Reduce high visitation pressures and increase community livability by investing in the development of niche tourism product that is based on growing visitor demand and Oregon's competitive advantage (e.g., outdoor recreation, culinary, agritourism, arts and culture).
4. Provide resources and assistance to tourism-related businesses, organizations and communities that are experiencing, or have recently experienced, crises (e.g., wildfires, extreme heat, global pandemic, homelessness).
5. Utilize partnerships to advance educational and career opportunities to develop, attract and retain tourism workforce.

# OREGON RESPECTS THE NATURAL ENVIRONMENT

*Oregon's tourism industry is working towards a regenerative future.*



1. Create and implement a climate action plan to reduce tourism industry carbon emissions.
2. Partner with and support public resource management agencies (local, state, federal) to mitigate visitor impacts on public lands and waterways.
3. Provide the tourism industry with opportunities to better understand how tourism impacts the climate crisis, livability and well-being, and how to apply the Destination Stewardship lens to their work.



HOW WILL THE STRATEGY  
MOVE FORWARD?







THANK YOU  
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