

**Public Written Comments Received on
Travel Oregon's 2022-2031 [Draft Transformational Strategy](#)**

*The public comment period was posted on industry.traveloregon.com
and was open from Jan. 28, 2022 to Feb. 21, 2022 at 5:00p.m.*

MBD Development Manager, Mt. Hood Meadows Oreg., LLC

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Portland, Oregon 97209
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February 20, 2022

Re: Travel Oregon Draft Transformational Strategy Comments from Mt. Hood Meadows Oreg., LLC

Dear Travel Oregon:

Mt. Hood Meadows Oreg., LLC supports authentic initiatives that improve diversity, equity and inclusiveness. Our company supports the transformational concepts drafted by Travel Oregon and applauds their leadership to create this guiding document. While we don't see this as a complete strategic plan, we do see it as an important step forward and respectfully request that another draft be created and re-opened for a broader public comment period to build understanding and buy-in for these important concepts.

We have read the written comments by several tourism leaders regarding this draft that correctly point out that the core mission of Travel Oregon is to promote tourism throughout Oregon, as well as making the fundamental principles of kindness, inclusiveness and respect for all people and our land and waters as outlined in this important first draft.

Many of the concepts in this first transformational draft align with Meadows' own DEI initiatives and sustainability core values. While overdue, we believe that it is the right time to proactively pursue this transformational effort. We respect and agree with the comments of several Travel Oregon Board Members to now carefully work through a collaborative process to achieve a well-crafted second draft of this transformational document. Once such a document has been agreed to, then work should commence on the development of a strategic plan that can be implemented and managed with established metrics highlighting successes and areas for continual learning and improvement.

We believe this draft can also be refined into an effective second draft that will provide essential guidance and direction for tourism advertising and promotional decisions , including media placement and budget, partnership selection and relations, organizational structure and most importantly, messaging consistent with the State's vision to:

"Build a more equitable Oregon where everyone has the opportunity to be heard and thrive".

We also support Travel Oregon Board sentiment that once refined, this draft deserves a more thorough public and Board review process, so that stakeholders may participate and more thoroughly understand and support the direction for transformation and ultimately the creation of a workable strategic plan.

We believe it is the role of Travel Oregon to message that Oregon is striving to be a place of equity, both in word and deed. We urge advertising campaigns focus on creating realistic and authentic expectations for guest experiences.

Consistency and alignment of our values with our actions support our commitment to environmental stewardship and sustainability . We seek ways to 'walk the talk ' of environmental stewardship from promoting transit and alternative energy to finding sustainable alternatives to single use plastic service wear. *"We do not inherit the earth from our ancestors; we borrow it from our children."* -- Wendell Berry.

Thank you for this opportunity to comment on this first transformational draft. Know that Mt. Hood Meadows Oreg., LLC, its leadership team and our employees support efforts to make Oregon a place of diversity, equity and inclusiveness.

Sincerely,

MBD DEVELOPMENT



Matthew B. Drake
President, MBD Development
Manager, MHMO, LLC

c.c.: MHMO, LLC Leadership Team
MHMO, LLC DEi Team
MHMO, LLC Board



Feb. 10, 2022

Oregon Tourism Commission
319 SW Washington, Suite 700
Portland, OR 97204

RE: 2022-31 Transformational Strategic Plan

Dear Commissioners,

Oregon's Mt. Hood Territory would like to thank the Oregon Tourism Commission and Travel Oregon staff for their efforts and collaboration in developing Travel Oregon's Draft 2022-2031 Transformational Strategic Plan and for the opportunity to provide feedback.

We appreciate that racial equity and stewardship received elevated focus and that making improvements in these areas is incorporated into Travel Oregon's priorities for our state's tourism industry. There is shared value around these issues and there is certainly room for improvement. To that, we look forward to being an active partner in helping to bring about positive and meaningful change.

With that said, we have input and questions about the draft plan we wish to share. The values and benefits tourism brings to communities across the state have been significantly downplayed. While briefly referenced in a couple points enumerated on page five, they are not spoken to in the body of the plan. The plan needs to clearly reaffirm the value of tourism so it is not lost by the reader or those outside the industry.

Similarly, to say that looking at tourism through a stewardship lens is "transformational" leaves a reader with the impression that no effort or attention had previously been given when in fact much good work has been done by organizations and individuals within the industry. On these topics, the strategy comes across as dismissive of previous efforts, contributions and successes.

We whole heartedly share and support the aspirations and intentions that have been brought forth. And we agree that employing a "lens" approach will be a helpful tool in ensuring these values are in every program and decision. However, as drafted, the plan reads more like a value statement than an actionable plan. The language is so aspirational it begs the question "what does it mean?"

What is missing are details about how destination organizations and tourism partners can realistically influence the desired changes identified in the plan. What are our leverage points?

It is not a question of “is this tourism’s lane?”. Rather, the question is “what tools are available to us to get the job done?” We also have question about how some of the key performance indicators and outcomes can effectively be measured. For industry leaders and local tourism partners alike, to see our place in a plan, we need greater understanding of the roles we can play, the value we can bring and how success can be tracked.

We foresee that many of the strategies listed under the plans objectives will require significant investments in tools and resources for industry partners. While the plan will be Travel Oregon’s, most of the action required to bring about change will happen at the local and operator level. State-level goals, objectives, visioning, and trainings will not be enough.

This is important work that sets the stage for generations into the future and should not be rushed. With many questions left unanswered in the draft plan, we feel more time should be given before adoption to consider all feedback and how it informs this future vision. With thoughtful refinement of the plan, the adopted plan can be a tool to align tourism’s work strengthening our communities through the visitor and experience economies with the vision and values in a way that empowers industry partners to strive toward the vision set forth.

Again, we appreciate the Commission and Travel Oregon staff for their leadership in developing this roadmap for our industry and thank you for the opportunity to provide input on the draft place.

Sincerely,

Samara Phelps

Samara Phelps
Executive Director
Oregon’s Mt. Hood Territory





To: Oregon Tourism Commission
Fr: Oregon Destination Association
Date: February 11, 2022
RE: Transformational Plan Draft Comments

Dear Chair Youngblood and Members of the Oregon Tourism Commission:

Thank you for the opportunity to present comment on the Draft 10-Year Transformational Strategy for Travel Oregon.

The Oregon Destination Association (ODA) is comprised of more than 60 Destination Management and Marketing Organizations (DMOs) from across Oregon. Our stakeholder DMOs are the grassroots, boots on the ground tourism engine in every local and regional destination within Oregon. As a statewide tourism industry association, and partner with Travel Oregon, ODA is charged with being the statewide eyes, ears and voice for the collective of our unique and diverse DMO stakeholder priorities.

Undertaking transformational planning for the tourism industry is a daunting task. We are grateful that Travel Oregon embraced the challenge to lead our industry as we emerge from this unprecedented and extended period which has been overshadowed by a global pandemic and a variety of societal and environmental impacts.

As presented, the Draft plan is a beautifully written, broad foundation to guide the work of Travel Oregon over the next decade. We entrust that our careful review and key comments will help support and shape the evolution of the Draft Plan.

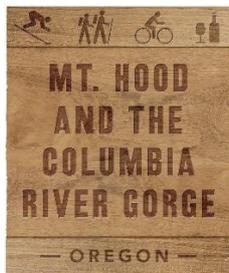
ODA stakeholders have entrusted Travel Oregon to lead the tourism charge passionately and responsibly for the state. This Plan is the opportunity for Travel Oregon to boldly identify and invite actionable tourism leadership strategies and tactics that will continue to align and unify Oregon's tourism industry for the next decade.

The Draft Plan is inspiring and aspirational. However, we encourage Travel Oregon to expand the broad foundation of the Plan to clearly define actionable strategies in two key areas of DMO priority:

- Articulate and prioritize the primary tenet of tourism as a key economic driver for Oregon by defining strategies and tactics to inspire off-peak, overnight visitation to Oregon's diverse destinations; thereby resulting in year-round employment for tens of thousands of Oregonians contributing to statewide economic vitality and stability
- Prioritize defining and communicating to DMO stakeholders about the proposed changes in Travel Oregon's organizational structure and operations. This will ensure statewide industry stakeholders know with whom and how to best support, leverage and incorporate Travel Oregon priorities within DMO local and regional destination planning

In closing, this process is too vitally important to rush, and we ask that Oregon's tourism industry stakeholders be allowed the opportunity to review, engage and comment on a revised draft of the Transformational Plan before it is formally adopted by the Commission.

Thank you for your time and consideration. Respectfully submitted for ODA by Alana Hughson.



Dear Travel Oregon Staff and Commissioners,

Thank you for the opportunity to participate in the Transformational Planning process and for the opportunity to comment on the Draft 10 Year Transformational Strategic Plan.

While there are components to this plan that feel true to where the industry is ready to go, there is so much context missing in it that makes it hard to understand what it means for Travel Oregon and tourism in the state. On behalf of the Mt. Hood and Columbia River Gorge Region and our local DMOs, I would like to provide the following public comments and key questions for Travel Oregon staff and Commission to consider:

Where is tourism in this Strategic Plan?

Tourism is the tool that we, as the industry, and Travel Oregon, as the steward of our industry, utilize to build a positive impact in the state of Oregon. That point feels lost in the majority of this plan. The why and how tourism can be, and is, an important tool in meeting the stated core values, and in working towards this mission and vision, is not stated clearly in this document and thus makes it really hard for the industry to see themselves in it. What is missing is the structure for our partners to be able to see how the work that they do now and in the future relates to the vision put forward.

The economic impact value of tourism is missing.

The omission of talking about tourism's role as an economic driver for the state is concerning. This really should be the third lens with which Travel Oregon's work is filtered through, in addition to racial equity and destination stewardship. Tourism creates jobs for residents. Tourism supports our small businesses from metro areas to rural communities. Tourism builds and enhances experiences for residents that enhance livability. And without tourism's economic support, there would be no tourism dollars for us to accomplish the values and goals stated in this document.

This document reads like an aspirational values statement, not a Strategic Plan.

The Strategic Plan reads like a high level, aspirational, values statement. Feedback from my partners in the region included "these are pretty words" and "this is so aspirational that it comes across as inauthentic." There are a lot of great points and values within it, but there's no meat to a strategic plan here. How do these values relate to our work in the past and moving forward into the next 10 years? What does tourism's role look like? How is Travel Oregon accountable to this work? It almost comes across as pandering by calling this document a strategic plan when there is no real plan here.

The language of the Strategy is not written for all Oregonians.

I really appreciate that the document includes a section dedicated to key terms, but even with those, one of my first concerns reading it was that I have partners in some of my communities who do not use this same lexicon and will not see themselves and their tourism work in this document. A common language understood by all is the way to bring everyone on board. Otherwise this plan, and its forthcoming work, will likely start to alienate partners who we should be trying to support and bring with us.

Using a Destination Stewardship lens is not a transformational "dramatic change" for Travel Oregon nor for tourism partners around the state. It is already a core part of what we do.

This plan calls out that using a Destination Stewardship lens is a transformational “dramatic change” for Travel Oregon and Oregon’s tourism industry. It is not. In our region alone we have invested in destination stewardship for over 5 years. Travel Oregon has been at it for over a decade. I am excited to see it represented at such a high level in this new plan, but I think it is critical to recognize the history of destination stewardship work led by the tourism industry to show how far we have already come and the opportunities to expand upon it into the future.

In addition to the comments above, I have some more specific feedback to provide on components of the 10 Year Transformational Strategic Plan.

- Where is the data to back up how and why this plan will be transformational?
- Under Core Values, where integrity is outlined, I would love to see “acknowledge shortcomings” listed as well as celebrating successes. I think as a whole our industry struggles to talk about things that didn’t work, and only wants to highlight wins. This can be a disservice to many when some of life's greatest learnings come from failures. If we can’t feel comfortable sharing those challenges, we will hold back our industry’s future success.
- Where you list the three focus areas that stakeholders prioritized in the research leading up to this plan, those were the main three topics we were told to provide feedback on.
- I appreciate having a key terms definition section. I would suggest adding some more terminology to it that is used throughout the document.
 - Add Social equity
 - Add Socio-economic impact
- Comments about the Key Performance Indicators (KPIs)
 - I am curious why none of these KPIs are qualitative. I think it is time for our industry to evolve our performance with more holistic performance tracking with both quantitative and qualitative KPIs. The 4 listed here do not fully encapsulate the value of the work that we do.
 - I am also curious how these KPIs will be tracked. Do we even have the capacity to calculate carbon emissions for the entire industry? What lift is expected from tourism partners to help collect this data?
- I appreciate the alignment with the UN Sustainable Development Goals but wonder why the Tourism for SDGs, created by the UNWTO, was not used instead as it is the official tourism filter of the SDGs and frames the conversation around tourism in a more practical way than the larger SDG context and definitions do.
 - Objective 1: I would suggest adding SDG5 to this one, which is Gender Equity which aligns well with “Oregon is striving to be a place of equity.”
 - Objective 2: I don’t believe UN SDG3 is the correct fit here. This UN Goal is focused on global health with examples like sanitation, hygiene, functioning health systems, and the like. I don’t see how Oregon being recognized as a flourishing destination and the work of Travel Oregon relates to better health systems. Additionally, if you look at the UNWTO tourism connection to SDG3, it describes it as “Tax income generated from tourism can be reinvested in health care and services, improving maternal health, reduce child mortality and preventing diseases. Visitors fees collected in protected areas can as well contribute to health services.” Yet the strategies listed for this objective connect to storytelling and communication that address visitation patterns, tourism advocacy, and responsible recreation. The alignment here does not track.
 - Objective 2: I would add SDG 17, Partnerships for the Goals to this objective as that correlates well with Strategy 6 in this objective.
- Objective 3: Strategy 2: Significant education, training, and resources are needed across the industry on what regenerative tourism is and how folks can adapt their

business models before “stimulating and bolstering” this work in an equitable way can be accomplished. Also, I am concerned about only calling out rural communities and tribal lands here. If this is a critical focus area for the state it needs to be supported and bolstered in our metro areas as well.

- Objective 3: Strategy 3: While I appreciate the recognition that parts of Oregon are experiencing high visitation pressure that affect community livability, the strategy outlined here is lacking. Developing new product somewhere else provides no guarantee that it is going to reduce high visitation at other places. It might help spread length of stay, but won't necessarily divert traffic. What is also needed is resources and investment in better systems for visitation at our high use areas in conjunction with new product development.
- Objective 3: Strategy 4: Very happy to see this strategy listed in the plan. I would ask that “recently” be removed from the sentence though. As we have seen from communities in the Mt. Hood and Columbia River Gorge region, 4 years after the Eagle Creek Fire the Gorge is still experiencing significant landslides and highway closures impacting nearby communities. 2 years after the Riverside Fire, Hwy 224 is still not open and rec sites have not been worked on yet, significantly impacting the tourism industry in Estacada. Their need for support from Travel Oregon and local DMOs extends beyond the moment the crisis happens and recently thereafter. Another option would be to reflect on the length of time a crisis may be experienced in the copy of this strategic point, that being immediate to multiple years.
- Objective 4: Strategy 2: I would suggest updating this to “mitigate negative visitor impacts and support positive visitor impacts.” Trail Ambassadors is a great example of a program currently supported by Travel Oregon that both mitigates negative impacts and supports positive ones. If Travel Oregon only focuses on negative impacts, they will always be in a reactive role. If the work is to be truly regenerative, supporting positive impacts for better visitation is just as important as mitigating negative impacts.
- Objective 4: Strategy 3: I love the idea of this strategy, but to be successful it requires more than just “providing opportunities to understand” the work. When you look at how many small businesses (1-5 employees) make up the tourism industry in the state, capacity and tools for executing this work is near impossible. Based off learnings from past training opportunities, additional capacity to help support follow through is a key piece missing in how this strategic point is written.

Again, I thank you for the opportunity as an RDMO and Mt. Hood and Columbia River Gorge representative to provide feedback and be a part of this process. It is exciting to see a glimpse of what tourism's transformation will look like over the next 10 years but I am concerned that the way it is presented in this document is not providing the right guidance and impact we as a destination were hoping to see.

I hope that the commission and staff take this feedback into consideration and I am more than happy to discuss my region's feedback in more detail if needed.

Thank You,
Lizzie Keenan

Regional Lead

Mt. Hood and Columbia River Gorge Regional Tourism Alliance

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lizzie@hood-gorge.com

TRAVEL PORTLAND

100 S.W. MAIN ST., STE. 1100 | PORTLAND, OR 97204 | 503-275-9750 | TRAVELPORTLAND.COM

Travel Oregon and Members of the Oregon Tourism Commission,

Thank you for the opportunity to contribute comments on Travel Oregon's Draft 10-Year Transformational Strategy. Travel Portland recognizes and commends Travel Oregon staff and agency partners on the aspirational nature of this plan. We, too, are committed to doing the critical work to ensure a better future for all Oregon communities and to working toward a welcoming environment for all who visit. Ensuring the tourism economy is accessible to everyone in Oregon will result in equity, advancement and desired outcomes across many areas.

Knowing ORLA and individual hotels and businesses are invited to comment, Travel Portland's input is centralized around our work as a DMO, our role as the RDMO for the Portland Region and a portion of our funding resources being tied to the statewide lodging tax. Travel Portland actively works with and promotes hotels in downtown, the Lloyd/Convention District, Jantzen Beach and the area around Portland International Airport, in addition to short term rental properties throughout the city. Properties range from large to small, private to corporate-owned and every one of them collects and remits the very lodging tax that funds our tourism efforts. As the Portland Region RDMO, Travel Portland works closely with our sub-regional DMOs to promote tourism assets in and beyond Portland, including lodging, in rural and also more urban cities throughout all of Washington and Columbia counties, the metro area of Clackamas County and Gresham.

Upon review of the thoughtful draft that has been shared with the community for public comment, we encourage Travel Oregon to clarify its role and commitments to the original legislative language that has afforded Travel Oregon, RDMOs and DMOs the opportunity to build a robust tourism economy here in Oregon. Ensuring stability and confidence in the tourism industry's ability to serve as an economic development sector in the state is key to protecting our current funding models and the industry as it evolves under the guidance of future generations.

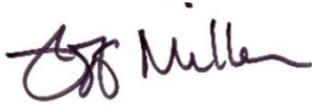
While our comments on the plan are in line with sentiments shared in both the Feb. 15, 2022, meeting of the Oregon Tourism Commission and in other discussions around the Strategy document, we have taken this opportunity to address the members of the Oregon Tourism Commission with a few comments. We hope the thoughts of all those contributing feedback will be taken into consideration as you work toward a next draft of this document and refine your organizational structure and work plans for input from your stakeholders and the larger tourism industry:

- Tourism serves as an economic development strategy for the state. The passing of the 1% lodging tax pushed Oregon forward and the 1.5% modification made us competitive with other destinations like never before. We would like to see the plan include more clarity around tourism specifically and the sector as an economic development engine. This concept is shared in conversation and presentations around the plan, but it does not come through in the written document.

- At its core, the DMO role is to fill lodging properties to drive economic impact in communities of all sizes, both rural and urban. Travel Oregon’s position as the lead agency driving the immense statewide economic impact derived from tourism spending is not present in this strategy. We would like to see the strategy address the critical role tourism plays as an economic engine for our cities and urban areas and Travel Oregon’s commitment to its responsibility to drive demand and industry growth for the future. Oregon is listed as the destination throughout; stating the diversity and recognizing the different challenges and offerings of Oregon’s urban and rural destinations may help all destinations see themselves more clearly in this strategy.
- The aspirational objectives align with work toward a better future, and each is admirable as a guiding principle around how an organization conducts itself and works with others. As noted in the plan, *“Travel Oregon set out to transform the role of tourism in Oregon.”* and *“This strategy presents an ambitious and necessary vision for tourism in Oregon – one that reaches beyond our typical purview and includes long-range outcomes.”* Upon review, some items feel too far out of the tourism lane (i.e. homelessness, criminal justice), while language relating to marketing the destination is absent from the strategy. ORS Chapter 284.111 specifically calls out the required deliverable of a comprehensive marketing plan, yet marketing is not mentioned. We ask that the commission consider what risk this could create around our funding model if priorities are tied to items that are admittedly outside tourism’s purview.
- As the RDMO for the most populous and economically hardest hit region, Travel Portland appreciates the opportunity Travel Oregon created for us and our fellow RDMOs to give time and provide input to Destination Think in Fall of 2021. The current role of RDMOs is to work, support and partner regionally and with Travel Oregon to implement the intent of the legislation, and as such Travel Portland asks that RDMO input is included in this long-term strategy document, since outcomes of the plan will likely impact the daily work of RDMOs. Though called out in the “key terms” section of the strategy document, RDMOs are not mentioned anywhere else. Additionally, under the key terms, it states that RDMOs are “statutorily required to submit regional plans for use of state dollars for the Regional Cooperative Tourism Program.” Though RDMOs do submit plans, as written, 284.131, 4(c)(A-E) requires the Oregon Tourism Commission to do specific things, but there is no mention of RDMOs or work plan requirements of RDMOs in the statute.
- During the recent meeting of the Oregon Tourism Commission, a discussion around Travel Oregon engaging in convention sales/event efforts arose. As Oregon’s largest city, the air-service gateway to our state and the region most impacted by the loss of convention business in Oregon, the return of large meetings and conventions to Portland is critical to our industry and market recovery. Though we do not expect Travel Oregon’s role to evolve into the convention sales area, the opportunities around investing large grant dollars into signature and large-scale event recruitment (i.e. national and international sporting events or film and television productions) in the next five to ten years could be a critical lever in destination and reputation recovery. This type of financial support will be more critical to market recovery than tourism industry investment in livability or other issues that are policy-based and have dedicated funding mechanisms at the city, county, region and state levels.

Thank you to the Oregon Tourism Commission for the thoughtful discussion on Feb. 15, 2022, and to the Travel Oregon team for the work that has gone into this process and this document. We look forward to future stages when work plans and budgets make clear the priorities that will evolve from the final strategy.

Thank you for your consideration of our comments,

A handwritten signature in black ink that reads "Jeff Miller". The signature is written in a cursive style with a prominent loop at the beginning of the first name.

Jeff Miller
President & CEO, Travel Portland
RDMO for the Portland Region



Oregon Tourism Commission
319 SW Washington, Suite 700
Portland, OR 97204

RE: 2022-31 Transformational Strategic Plan

Dear Commissioners,

Thank you for the time and effort that has been dedicated to developing the Transformational Strategic Plan. The Willamette Falls and Landings Heritage Area Coalition is eager to play an active role in adding to Oregon's tourism industry and is excited to see the new goals you have set forth. We are glad to see that many of your objectives align with our own and the work we have recently been doing relating specifically to issues of race, diversity, equity, and inclusion.

The Coalition does have some concerns we wish to share before this plan is formally adopted. Overall, we would like to see some more clarity, specifically related to the actionable nature of this document. We also want to encourage you to fully seek the input of your stakeholders as they will largely be responsible for carrying out this work.

While the Transformational Strategic Plan outlines important goals, it seems to neglect specifically how the tourism industry will play a part in achieving them. We believe that tourism is well positioned to play a key role in influencing these cultural shifts. This recent draft provides a good foundation of how to start this work from a values standpoint, but it does not describe how these values will be put into action or how the tourism industry is uniquely positioned to carry out this work.

Additionally, we encourage the Commission to continue seeking input from industry partners before adopting the plan. Organizations like the Coalition and other destination operators have unique perspectives on the influence we have in our communities. Industry input should be an essential part of this strategic planning process that will help develop a stronger plan and lead to better commitment from the organizations who will help implement these changes.

The Coalition is glad to see this upcoming strategic plan and looks forward to being a part of its implementation. We hope our comments are constructive and lead to an even stronger final version. Thank you again for your work towards enhancing Oregon's tourism industry.

Sincerely,

Britta Mansfield
Executive Director



February 16, 2022

Dear Chair Youngblood and the Oregon Tourism Commission:

Thank you for taking a substantial look into the roles, responsibilities, and strategy Travel Oregon delivers to the tourism industry on behalf of the state and communities within it. While we wish more time had been given to evaluate and review the plan, our comments are offered below:

To start, we appreciate the acknowledgement of historically marginalized communities and the recognition of how climate change can negatively impact our destinations. Realizing action plans are yet to come, it is difficult to know or to understand how Travel Oregon intends to play a role in these areas, but Visit Bend is eager to work with you on these priorities.

One area in which we would encourage more attention is the social equity dynamics the state of Oregon is facing. Bend as a community is no different. Historically the industry has inadequately supported the human workforce. The workforce is at the foundation of the experiences we hope to offer. For too long we have leveraged them to their breaking point. Social equity, and a recognition of this reality, should find a place in future action plans, along with support for historically marginalized communities.

Additionally, what makes Oregon unique and desirable is an abundance of incredible natural resources we all leverage to the benefit of our communities. These areas are at risk of exposure to the impacts of climate change. We do not currently feel that the transformational plan goes far enough to accept this reality.

Our final comment is that the transformational plan does not acknowledge the current inefficiencies of the RDMO model, nor does it discuss changes required to the organizational structure or operations of Travel Oregon to implement the transformational plan as outlined.

The future of Oregon needs Travel Oregon to lead and to follow through on the transformational plan ultimately approved by the commission. The economy and wellbeing of ALL Oregonians depend on it. The natural environments that have given us so much depend on it. The ability for Oregon's economy to grow, evolve and thrive depends on it. We recognize the action plans are coming and we eagerly await the substance of those plans.

Respectfully,

Kevney Dugan
Visit Bend
President/CEO



February 14, 2022

Oregon Tourism Commission
319 Washington St. Suite 700
Portland, OR 97204

RE: 10-Year Transformational Strategy Draft

To Members of the Oregon Tourism Commission:

We wanted to take a moment to thank you for everything you do as leaders alongside Travel Oregon staff to maximize our state's tourism promotional efforts. The Oregon Restaurant & Lodging Association (ORLA) has been on the frontlines of the 2-year pandemic on behalf of the hospitality industry. We have much to do collectively to create a laser-like focus to assist Oregon's tourism economy in recovering and thriving once again. Our ongoing collaborative approach with local and regional tourism organizations will prove critical in the years ahead.

ORLA board leaders and professional staff have had the opportunity to thoroughly review the early February release of Travel Oregon's 10-year Transformational Strategy. We would like to share the following observations and comments which are a fair representation of industry feedback received to date and encourage you to extend the open comment period for additional feedback given the recent release. Specific comments pertaining to the draft document include the following:

- Comments pertaining to exploration and travel in Oregon for all with a unique opportunity to showcase Oregon's open invitation to welcome BIPOC communities is welcome and admirable.
- While well intentioned, the document misses the mark in showcasing a laser-like focus on industry recovery and advancement over the next 10 years.
- The 10-Year Transformational Strategy, in addition to future biennial strategic plans, have the potential to empower all tourism professionals with a playbook for best-in-class recovery goals. The final version of the strategy should provide a more comprehensive value proposition for Oregon's lodging operators with the central goal revolving around more year-round overnight stays and employment opportunities.

ORLA remains a proud partner of Travel Oregon and we are grateful for the exceptional working relationship we enjoy with both the Oregon Tourism Commission and professional staff to fully leverage all opportunities to showcase Oregon's collaborative spirit. A prime example of this collaboration is the success of the Oregon Tourism Leadership Academy coordinated in partnership with Travel Oregon and the Oregon Destination Association.

We greatly appreciate the opportunity to participate in open communication about the current draft strategy and look forward to working with our partners at Travel Oregon as you execute future biennial action plans to hone in on our many opportunities to welcome leisure travelers back to Oregon year-round.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Brandt", written in a cursive style.

Jason Brandt President & CEO
Oregon Restaurant & Lodging Association



Dear Travel Oregon Staff and Commissioners,

The Columbia Gorge Tourism Alliance thanks you for our opportunity to comment on the Draft 10 Year Transformational Strategy for Travel Oregon.

We appreciate the amount of time and outreach that has gone into this work and understand that this is a high-level vision and framework that will guide the more detailed strategic plans and budgets.

Viewing this strategy from the perspective of the Columbia River Gorge region's 15 Year Vision, we are very much in agreement with the elevated focus on destination stewardship. As a region that is threatened by high levels of visitation, we are aware of the need to add tools to use alongside the traditional marketing approach. Stewardship gives us clear and purposeful actions that create long-term solutions to help balance the positive economic impacts of the visitor economy with community livability and the protection of our natural and cultural resources - the very resources that attract visitors to our area.

The focus on destination stewardship supports our work to avoid the natural progression towards overtourism that we have seen in many areas around the world and already in parts of the Gorge.

Objective 1: Oregon is striving to be a place of equity

Within this focus we see strong support for our work in 'Welcomability' – helping to create experiences in both our towns and on trails that are safe and inclusive. We find this to be fundamental to our role of hosting guests in our shared home. We would love to see the disabled community included explicitly within the strategies. Accessibility is a key part of equity – both in the outdoors as well as in our communities.

Objective 3: Oregon delivers remarkable experiences

Many of our projects underway will help fulfill this objective, including our Food Trails, cultural heritage and visitor dispersal initiatives, as well as our support of region-wide small business recovery. We know that visitors do not just come to view the beauty of our area but also to experience our unique culture through its businesses, events and landscape. This is what sets

us apart from all of the other destinations visitors can choose from. This objective protects our competitive advantage and keeps people coming back.

We request that Travel Oregon considers experience development not only as a strategy for alleviating pressures from high visitation (#3), but also as a strategy for diversifying and deepening the positive impacts of the tourism economy across all types of communities. Additionally, we believe that food, arts and culture and outdoor recreation should not be considered “niche,” but rather the driving force of Oregon’s tourism economy.

Objective 4: Oregon respects the natural environment

And here is where we find support for our efforts to avoid the overuse and congestion of our trails, rivers and lands. We also feel this is a clear home for our car-free focus and our efforts to develop a regional transportation system. We would love to see transportation listed explicitly in the strategies here as well.

With these objectives, we see the ability to create and sustain projects that not only create a vibrant and prosperous visitor economy in the short term, but also maintain and protect that vitality into the future.

Thank you.

Emily Reed
Columbia Gorge Tourism Alliance

Name: Kari Westlund

Affiliation: RDMO/DMO

Region: Willamette Valley

Comment: Chair Youngblood and members of the Oregon Tourism Commission,

Thank you for the opportunity to comment on the draft Transformative Plan.

A ten-year strategy document provides an important framework and clarifies priorities for focus for biannual and annual cycles of work.

The draft plan beautifully articulates values we all hold dear,

And it articulates societal outcomes that we all value.

That it says so much, with such brevity, is commendable.

But when I read it, I felt something essential was missing;

that perhaps the Oregon Tourism Commission, dba Travel Oregon, was overlooking or understating its primary purpose.

Travel Oregon is in a position of trust. It has a responsibility and is accountable for its unique economic development role in ensuring the economic vibrancy of the visitor industry and lodging sector.

It needs to embrace this role, articulate it in this plan and every plan, and clearly claim it as its mission and primary focus.

I am hopeful that the Commission will ensure that this important recognition of role and responsibility is clearly prioritized in this, and any other strategy document or plan published out by Travel Oregon.

As I read the draft carefully, I took the concept of regenerative thinking to heart, and I wondered what the future holds for the carefully crafted partnership between industry and government that funds Travel Oregon. If funding at the state level for Travel Oregon is lost, so is funding at the local level. Everything we worked so hard for unravels.

More clearly articulating Travel Oregon's primary mission in growing the visitor economy is imperative to maintaining its connection to its funding source.

Please ensure that stakeholders be allowed an opportunity to review and comment on a revised draft before it is formally adopted. I realize timelines are short, but the gap in the current draft is significant and very important.

Thank you for the opportunity to provide my perspective and input on this important long term strategic document.

Name: SHANNON SINGLETON, Director of Equity and Racial Justice, Office of Governor Kate Brown

Affiliation: Government

Comment: A few pieces of feedback:

- I'm sharing a memo* I put together for Coop and Gina that has a bit more robust of an equity lens tool that I'd encourage Travel Oregon to consider adding to the lens they have on page 10
- Page 11—economic focus area—is there anything about equity here? It shouldn't just be in the "societal" category but permeate every aspect of their plan
- Page 13, #20—add people with disabilities
- Page 15, #4— add marginalized business here too; essentially can they be seeking to work with and support BIPOC businesses as part of this objective and specific strategy?

Thanks for the opportunity and I hope this is helpful! I really love that they are paying attention to this and the plan looks good overall!

*MEMO: Following our discussion, I have prepared the following proposal for a racial equity lens tool to be used in decision-making by all Governor's Office staff. The tools below are excerpts from the "Oregon Statewide DEI Action Plan"¹ and "Racial Equity Toolkit An Opportunity to Operationalize Equity" from GARE.² I recommend that we use both, encouraging staff to use the abbreviated version only when timeline demands it. All efforts should be made to do the more thorough analysis.

I'd also recommend that memo, presentations, exec team items shared, include a mention of the answers to these racial equity lens tool questions so we can develop a shared responsibility for the assessment and not rely on someone having to ask about the equity impacts. Regular use of this tool will result in a fuller integration of assessing racial equity in our decision-making.

Racial Equity Lens Tool for Decision Making

1. What are the desired results and outcomes with this program?
2. Does the program have different impacts within different geographic areas?
3. What are the racial demographics of those living in the area or impacted by the program?
4. How are you collecting, reviewing, and analyzing demographic data to inform program decisions?
5. How are you notifying and educating constituents in the collection of this data and how it will be used?
6. How is demographic data being woven into program decision-making?

¹ https://www.oregon.gov/lcd/Commission/Documents/2021-09_Item-2_Directors-Report_Attachment-A_DEI-Action-Plan.pdf

² https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf

7. Will this data, or a version of this data, be incorporated into the agency's open data efforts, so that constituents may view and understand this dataset?
8. Who benefits from the program, both directly and indirectly?
9. Who will be burdened from the proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
10. How does the program increase or decrease racial equity? Does the program have potential unintended racial equity consequences? What benefits may result?

Racial Equity Lens Tool for "quick turn-around" Decisions:

We know that there are times when decision making in government can require a rapid decision. We still can make time for an abbreviated tool to assess racial equity impacts of the decision.

1. What are the racial equity impacts of this particular decision?
2. Who will benefit from or be burdened by the particular decision?
3. Are there strategies to mitigate the unintended consequences?

Name: Bob Hackett

Affiliation: RDMO/DMO

Region: Southern Oregon

Comment: Thank you for opportunity to submit comment. My comments are very text-specific as I feel the overarching omission of the industry narrative as it relates historically and currently to our impact on the state's economy has been strongly made elsewhere; I echo that sentiment. My only other general comment is that it is my wish that we not threaten the prime distinction between the tourism industry and others in the state—namely that we are truly a non-partisan agency—with a long-term strategy that reads more as a political document than an industry's strategic plan. I'm not saying that it will, but most of my territory is deeply conservative and deeply rural—and I have never had a political conversation in all my years of doing tourism work in my region. I hope that will continue—it is necessary that that continue for us to actually be able to do our work fairly and effectively across the whole state. We need to lead with economic impact and also state our larger goals to be welcome into every room in the state.

- 1) What exactly does "optimize visitation" mean in the mission statement as drafted? In a mission statement it seems like you should avoid ambiguity and I'm guessing what you mean here. Don't think that's the goal.
- 2) How does TO plan to measure "socio-economic impact" per KPI #3? We all get the "economic" part of that, but what other "socio" KPIs will the industry begin to assume the responsibility for measuring?
- 3) Objective 1, Strategy 4: This goal reads in a way that suggest the current culture is NOT transparent or accountable—is that true? How would DEI principles change the culture in ways expressed in this strategy? This strategy raises more questions than it answers for me.

Name: Dawnielle Tehama
Affiliation: RDMO/DMO
Region: Willamette Valley
Comment: Travel Oregon, Oregon Tourism Commission

I appreciate the efforts of all involved in the 10 year Transformative Destination Plan that is up for review, discussion and future adoption. It is enlightening to see that planning is looking into the future and that our industry is trying to shift to support new ways of doing business, ways to support our local communities and how we can be more inclusive and truly welcoming.

Although I understand operating during a pandemic, with lessened capacity and less funding is a challenge in its own right, this plan did have some gaps that I would like to voice.

My first concern is the duplication of the land acknowledgement; it is almost verbatim to the State of Oregon's Diversity, Equity and Inclusion Action Plan. Was this intentional? There is also oversight to capitalizing "Indigenous". You are free to consult the Tribal Tourism Group, but I feel that you need to capitalize this word throughout as it does represent a group/community of people as it is a sign of respect the same way that English, French and Spanish etc. are capitalized.

The use of *Key Terms* that have not been regularly used in all areas of tourism in the past raises concern. How can we combat the confusion of where tourism intersects with other issues?

Regarding these terms, I have outlined those that concern me below:

Destination Stewardship -- how has Travel Oregon and its partners (RDMOs included) engaged with residents and stakeholders on this? Is it Travel Oregon's plan to engage more with residents in the future? Is there an understanding or a plan in place as to who is engaging and at what level?

Equity - If we highlight Equity, should we not also have Equality as a Key Term?

Marginalized communities - Please capitalize "Indigenous"

Racial equity - There is in-text citation(4) and there is no link in the footer. Can this be corrected to properly identify the reference?

Page 8 :

It is identified that "*These outcomes are strategically labeled Racial Equity Outcomes;*" are we to understand that the 10 year plan primarily focuses on Racial Equity Outcomes and negates work and tactics that have been important and implemented in the past? If not, how are these working in tandem? And, how can we be sure that we align and have capacity as RDMOs?

Page 9: When will we be able to see the how Travel Oregon has re-worked internal policy to ensure *Racial equity exists in Travel Oregon's contracting, hiring, retention and promotion.* Will there be support for RDMOs and DMOs to also begin to make these changes? And, what metrics are being used to identify what racial equity is? Will that vary based on the location in which we are implementing any partnership with Travel Oregon as we are diverse in our locations? What is good for one area is not good for others.

Under Core Values - how are we measuring this work if we are partnering with TO on tactics? Are there new KPIs that we need to be made aware of? And will these KPIs be achievable?

Page 12:

Should there not be KPIs identified that align with all objectives as outlined on page 8? And, how are we to measure these? If Travel Oregon is measuring internally how are we, as stakeholders holding accountable the departments undertaking the work and vice versa?

Page 13:

Strategy 3: Who will supply our industry with these opportunities and what would those opportunities look like? Trainings, documents, etc.?

Page 14-16:

How do we weave in the work that is already being done in community? Some of these strategies outlined are already in process across the state, and in the Willamette Valley, we have been engaging on for years. To have this document read as though these are new ideas or emerging trends shows that there has been a lack of dialogue and a lack of communication between community and state, and I fear that my partners will feel the same. How does Travel Oregon suggest I mitigate that? In short, I read objective 2.4 as work that is already woven into our operations. And, I feel that Goal 8 under the UNSDGs is missing from this work.

In closing, how can we be sure that we hold ourselves accountable and not “greenwash” and use these terms to tokenize what BIPOC and Marginalized communities have lived and been subjected to for their lifetimes?

I would have assumed that this document would set criteria and a platform for what we are to do to be responsible moving forward. This lacks the initiatives I believe my partners were looking for - I can honestly admit I was. I feel this document also lacks the actions that will be taken as a guideline. It is written as more inspirational than having any objectives that are easily measurable. It also lacks the organization chart for Travel Oregon so we know who to contact regarding what topic of discussion or area. I understand that the organization chart is or will be in process, but that seems backwards to me; would we not want to ensure we have staff capacity and knowledge prior to implementing such lofty and overarching (yet totally attainable) goals?

Thank you for your time and attention to these concerns.

Respectfully,



Dawnielle Tohama

Executive Director, Willamette Valley Visitors Association

Name: Kheoshi Owens

Affiliation: Racial Equity Contractor

Comment: Thank you so much for listening to the input of BIPOC communities. We could center race more and I see an effort to make a difference. I would be great to see Travel Oregon take more ownership over its role in the exclusion of BIPOC or People of the Global Majority.

Land Acknowledgement - What are you going to give in return? What is the intention of a land acknowledgement if you plan to give nothing in return? If you plan to give something, it should be listed here. Its like a white person in a gentrified neighborhood with a "Black Lives Matter" sign. Its performative.

BIPOC - This acronym was intended to draw attention Anti-Black racism and Indigenous invisibility. Travel Oregon should adopt the BIPOC project commitments to address the following factors:

- Address how three pillars of racism – Native invisibility, anti-Blackness and white supremacy - are internalized and show up in mutually reinforcing, distinct, and specific ways within BIPOC spaces and impede our efforts to collaborate across difference;
- We disrupt calls for "unity" by making explicit dynamics of power across intersectional identities within a racial hierarchy underpinned by Native invisibility, anti-Blackness and white supremacy, and center BIPOC most at the margins;
- We seek to intentionally reframe the Black/white binary to cultivate anti-racist analysis, knowledge and practice among a wider group of BIPOC, to call us all into racial justice work; and
- We offer a vision of solidarity rooted in reimagined relationships between BIPOC in an anti-Black, white supremacist society.

What is the Strategy - An "Action" Box should be added to the diagram. Accountability is often missing.

Racial Equity Outcomes - This is offensive. This makes it sound like an "All lives matter situation" and that is not what this is. This also includes racial equity for white people, which currently have white supremacy. Please center race and be direct.

Vision – add "racial" in front of "equity." Prosperity for all – what about justice?

Mission – add "racially diverse" in front of "communities"

Core Values – add "racial" in front of "equity."

KPIs – can you also look at racial diversity of leadership, not just staff overall?

Objectives – what about repairing harm?

Obj 1. Strat 3 - We need to move beyond understanding. If people don't know by now, then they don't want to know. We need to move into the action phase.

Obj 1. Strat 4 - Diversity is a byproduct of racial equity. It doesn't happen the other way around, as we have seen over the last 60+ yrs.... Suggest adding: Integrate [Anti-racism](#), [racial equity](#) and inclusion into programming, guidelines, budgeting, contracting, and employee hiring, [employee performance](#) and trainings to shift agency culture to one of transparency and accountability.

Obj 2. Strat 5 – add “diverse” in front of “communications”

Obj 3. Strat 1 - If you are going to use the term “marginalized” make sure to include “by whom.” I am not marginalized in Atlanta or in the Black community. I am not marginalized in Ghana or Nigeria. I am not marginalized at multicultural functions. I am marginalized by people and institutions that are rooted in white supremacy. Also, As a Black person, there is no place on this earth that is safe for me. We use the term “safer” instead.

Obj 3. Strat 3 – replace “niche” with “culturally responsive”

Obj 3. Strat 4 - Racism is a crisis. We get murdered every day.

Obj 3. Strat 4 – add “culturally responsible” in front of “educational”

Obj 4. Strat 1 – add “work in collaboration with diverse communities to...”

Obj 4. Strat 2 - How can one give a land acknowledgement and not include the tribes here?

How will the strategy move forward – add in “working in collaboration with local tribes, BIPOC Community based liaisons historically excluded in the past”

Conclusion – a decade is too long. This should literally be a “living document” that is revisited often, adjusted, and should be re-evaluated every year

Name: Marianne Vydra

Affiliation: Other

Region: Willamette Valley

Comment: Greetings, I was just reading through the Transformational Strategic Plan - with respect to the Land Acknowledgement - is it possible to create a revenue stream in each region to the Tribal Foundations/Projects located in each, as we all benefit from enjoying these lands.

Name: Mark Ottenad

Affiliation: RDMO/DMO

Region: Willamette Valley

Comment: One suggestion I believe to be in alignment with the Transformational Strategic Plan, RE OBJECTIVE 4 STRATEGIES: Recommend adding a strategy that focuses on public education regarding tourism industry climate-action plans, programs and projects.

Name: Jon-Paul Bowles

Affiliation: Tourism-related business

Region: Portland Region

Comment: This plan is a welcome inflection point for the tourism industry in Oregon. We are at a tipping point. Managing visitor impacts through design and development is more important than promotion in the lives of many Oregonians. Given this reality, and the plan's focus on destination stewardship, equity, and climate, I hope to see a significant shift in resources, including budgets, to fund destination management relative to traditional destination marketing. Simply put, I hope to see transformational resource behind this transformational plan, which I fully support.

Name: David C. Snider

Affiliation: Government

Region: Mt. Hood & the Columbia River Gorge

Comment: One of the tourism-related items that deserves state support is the Mt Hood Express shuttle system currently operated by Clackamas County. This shuttle moves skiers and snowboarders as well as hikers and mountain bikers to outdoor recreation assets on Mount Hood. It starts in Sandy and ends at the ski resorts on the south side of the mountain. This service is rapidly expanding in popularity due to the parking issues at Timberline and Meadows. It is also a fantastic way to decrease carbon emissions by reducing the number of vehicles on Highway 26. Directly addresses all of the strategies contained in Objective 4. Also addresses Objective 2 (strategy 4) and Objective 3 (strategies 1, 3).

Name: Citizen

Affiliation: other

Region: Oregon Coast

Comment: Your strategic plan is based upon the very principals you claim to be battling against. In your effort to be inclusive you have purposefully, explicitly and derogatorily excluded a group of people simply based upon their skin color. This is a racist document and should be destroyed for the hateful and vile garbage it is.

The irony of this is hilarious given that the CEO is a white male. (yourself hate is limited to you and should not be cast out on the masses)

By defining Equity as your pillar stone you are making an immediate assumption that there is not equity now. If you make that leap then you are forced to prove your claim that things are somehow inequitable because of something that your organization is doing.

If your organization is indeed currently operating in an inequitable manner then the simplest

route is to fire all the racists working for your organization and re-hire people not educated in a liberal/ leftist racist lens. Hint: normal people do not see race and treat everybody equally. Specific to your document: you wasted your money. A strategic plan is not 17 pages long. It is much more involved, looks at real problems and defines true actionable guidance. I could pick apart individual statements but the entire document is garbage. Want more? Your KPIs are garbage. You have no way to measure what you are laying out. It would all be supposition and innuendo. Your tax payers deserve better.

Name: Rashae Burns

Affiliation: Non-profit

Region: Portland Region

Comment: As a black native Oregonian, I do not like reading materials meant to as strategic plan support of my community that uses deficit language like marginalized to define the community you are seeking to uplift and empower. In doing this you are deflecting acknowledgment of racial disparities the state's history has of exclusion for the BIPOC communities and Tribes in Oregon tourism. If we are talking about being inclusive to all then the strategies should call in those communities directly instead of continuously referring to them as marginalized. You lose the intention of who this transformation is serving when not calling it in directly. I would like to hear more actions or examples of steps you will take in the strategies. Where are the anticipated outcomes that you are striving to achieve to measure the progress of the strategic plan? Was this Strategic plan about inclusivity and equity led by a person in the BIPOC community?

Name: Paul Jellema

Affiliation: Other

Email address: paul.jellema@nike.com

Region: Oregon Coast

Comment: Please make sure the mission is clear i.e. bring people to our beautiful state! I'd emphasize that we're not starting from zero - let's broadcast the stunning natural diversity of the state, as well as the diversity in its population.

Things like the track & field worlds but also like ("Something New!") the PDX UCI Cycling Worlds support both short term and even more important long term goals of the city and the state. Increased revenues and employment in the travel and hospitality industry should rub off on further investing in equality and diversity.

Name: Ryan Barrett

Affiliation: Other

Region: Portland Region

Comment: PDX Cycling Worlds is an event that is in development and would bring riders, fans, and a global audience to biketown. Our city is in need of a win—let's bring the event to Portland. Please visit <https://www.pdxcyclingworlds.com/>

Name: Bonnie Lippitt

Comment:

1. I really see and appreciate the effort to make this transformational. This is evident by using equity goals as the starting point for what follows, not adding them on to existing strategies which is how this has generally be handled in the past. I also laud the land acknowledgment, especially the acknowledgement that speaks to these being ongoing and current communities, federally recognized, etc.
2. My experiences before I retired allowed me to continually hear feedback from BIPOC that while we wanted Oregon to be welcoming to all, it currently isn't. This strategy starts to acknowledge and tackle this in a more transparent, deliberate way. I also noted the following gaps and/or questions I was left with regarding the strategy:
3. There are many linkages and references with the Global Sustainable Tourism guidelines and some pertinent state-wide efforts and strategies. However, there was nothing to link to or even mention any National Strategies it might support. I know it has been a seesaw with changing administrations, but there are likely still some ways in which we connect to national initiatives that are longer running.
4. Another item in reference to National work is the fact that Oregon has about 50% land ownership by the federal government and linking to the strategies of these land management agencies themselves might be a way to make that national link but in a more relevant way. Especially since they will be instrumental in achieving some of these strategies.
5. Travel Oregon has always been an incredibly strong leader in the state and hopefully that legacy continues. However, it is also important to support other important goals when possible and not necessarily be the leader. Convening is also an important role TO can play and that can continue as a way to support broader networks, But it might also be important to a strategy such as this one to identify how TO might contribute to efforts ongoing by other long-term partners that have TO in a supporting role. Perhaps that will come with the 2-year focused strategies. However, we have learned through the years that there are some efforts TO is instrumental supporting that don't start or end with TO. I am picturing the Network charts where the center is not an agency but a shared effort. Something to consider and perhaps help reduce duplicative efforts, even if all are well-meaning.

Name: Doug Duguay

Affiliation: Tourism related business

Region: Portland Region

Comment: During the 2010s, Portland was flying high cyclo tourism. Since then, the city has lagged behind cities like Minneapolis, Bentonville, and Fayetteville. Portland needs a catalyzing event such as the World Cycling Championships. As the town hosted the Cyclocross worlds, Fayetteville, Arkansas, was all over the cycling media recently. They are positioning themselves in Portland's place as the best cycling city in the United States.

Name: George Mardikes

Affiliation: Other

Region: Portland Region

Comment: Oregon and the Portland Metropolitan Area Need to Dream Big!

A state without goals and dreams fails its citizens. People need long term goals to work toward. Landing the Road Cycling World Championships is such a project to get people involved in dreams. It is the biggest annual single-city sporting event in the world! Hundreds of thousands of people show up for these 11 races, which are also broadcast to over 120 countries, and watched by 300M people. Projected to bring more than 200,000 Oregonians to watch the races and over 30,000 out of state visitors to attend.

A project like this puts the state back into the spotlight!

Like the Olympics, these athletes (1,000 Men & Women from 70 countries) compete for their countries, not their trade teams. And in Greater Portland, where over 100 languages are spoken at home, it will make for a very fun & festive community event! Let's get them all involved!

But the opportunity is bigger than a bike race. Hosting this event will bring the community together, re-energize the bike-movement, provide a lasting economic boost, and showcase the city & state to millions of people around the world, which will contribute to tourism, business development, and future athletic events.

Partner with PDX Cycling Worlds Inc. to make this happen!

Name: Leslie D Carlson

Affiliation: Non tourism-related business

Region: Portland Region

Comment: Hello, I am writing to encourage you to bring the Road Cycling Worlds to Oregon! As a lifelong cyclist who is involved with Oregon's cycling and racing communities, this would be a big boost for small business and for the larger economy. Thank you.

Name: Lori Grady

Affiliation: Other

Region: Willamette Valley

Comment: Hi, I don't see crime mentioned here as an important factor in tourism. Crime will scare off tourists. I know a lot of my friends in CA don't want to come to Portland anymore because of the crime. You can set up a great tourist industry, but no one will come because it is not safe. Every time you park your car it's a wonder if it is going to be there when you get back, or broken into. Not to mention walking past all the home less on the streets. Garbage is everywhere. How are you going to make the tourists feel safe to even want to come to Oregon?

Name: Zac Garrard

Affiliation: Other

Region: Portland Region

Comment: Please prioritize highlighting Oregon's bike culture and events further. Point out the ability to take a bike on the Amtrak. The ability to bike to scenic areas through the region rather than solely drive there. Help provide grants and funding for small towns and business to host events related to cycling.

Name: Tony Salvador

Affiliation: Other

Region: Portland

Comment: I would like to comment on the strategy in the 2022-2032 strategy document. But there is little actual travel strategy to comment on in the travel strategy document. Instead, there's a mishmash of beautiful intentions, random strategic statements, and a range of values, plans and actions, etc.

There's no actual "strategic framework" with a perspective, that identifies choices and decisions that Travel Oregon would make and not make as related to tourism in Oregon. Choices, in the context of the relevant ecosystems – natural, human, social, cultural, etc. – are the essence of strategy.

To demonstrate what I mean, here's a quick **example** of a Travel Oregon Transformational Strategy

Whether we like to think about it this way or not, we are competing for travelers. They have choices. And so do we. And we are most certainly not starting from scratch – we have an diversity of natural, cultural, societal, physical and economic assets. What framework aligns the choices we wish to make with the travelers' potential choices? Why would *they* choose Oregon? What is the transformation tourists would see as a result of this strategy? What is the transformation *we* seek as a result of this strategy?

Keeping in mind that a) we are competing for travelers b) we have assets and experiences we can offer, adapt, transform, or invent and c) keeping in line with Travel Oregon's charter, what might first be some strategic, transformational **goals**?

- a) Between 2022 and 2032, we wish to increase the number of unique visitors to Oregon by x%, the number of return visitors by y%. (With separate goals, perhaps, for each RDMO.)
- b) Between 2022 and 2032, we wish to ensure the distribution of travelers throughout the state according to [a set of] guidelines – geographically, financially, socially, equitably, environmentally, etc., from the Alvord Desert to Astoria, from Bandon and to Hell's Canyon and everywhere in between.
- c) Between 2022 and 2032, we wish to seek a wide diversity of travelers from various races, ethnicities and backgrounds, as well as from various states and/or countries, with varied interests aligning to opportunities and experiences offered by Oregon and Oregonians.
- d) Between 2022 and 2032, we wish to ensure that the percentage of Oregonians in the travel and hospitality industry increases from X% to X+n%, that those in the industry are all paid a living wage – above minimum, with benefits, year-round; that the industry equitably invests in, hires and funds travel industry entrepreneurs and that the tourism industry workers represent the full range of Oregon's diverse population at all levels of organization.
- e) Between 2022 and 2032, we expect city, county and state revenues due to travel to rise X dollars and Y%. (Could get fancy and say: as well as X% over the baseline rise in state revenues due to taxation.)
- f) Between 2022 and 2032, we expect business owner revenues from destination travelers to increase x%.

g) As to the “transformation” intent of the strategy, one goal might be to establish a mechanism by which Oregonians and Oregon businesses through or independent of their RDMOs, can propose and have considered for investment specific Travel Oregon destination ideas for unique, comprehensive and diversified travel experiences appropriately and continuously across the state in a consistent way.

Subsequent to these “strategic goals – and again, these were just examples – we need an actual **strategy** – a consideration of relevant conditions and capabilities resulting in a framework **that guides decision making** to achieve these goals.

A strategic framework is one that suggests actual “strategic choices”. Following on the legislative purposes of the OTC, and what I could glean from the draft transformational strategy document, an example of such a framework might look like this:

Invest: Travel Oregon invest to align market outreach (to travelers) with (RDMO) tourism requirements. Metrics will be based on a return related to the growth of the distribution of tourism across the state. Investments will be for everything from improving state facilities, to supporting local businesses, to marketing, etc.

Raise: Travel Oregon will invest time, funds and decision making disproportionately for existing and new initiatives that raise and establish statewide – geography & population – equity of participation and benefit to for Oregon’s travel industry. Travel Oregon will actively invest in raising the capacities of individuals and regions in meeting the demands of the modern tourism industry.

Solicit: Travel Oregon with worth with RDMOs, the current tourism industry and citizen drives new initiatives on a regular and equitable basis to solicit specific target market travel segments aligned with specific events, regions, seasons, experiences. Travel Oregon will work with all these constituents to ensure equity of access to and support for developing proposals and plans. For example, Travel Oregon will equitably consider and resource support for very large initiatives that bring hundreds of thousands of people to Oregon as well as initiatives that bring fewer numbers but that align with the other elements of this framework, e.g., supporting smaller initiatives in regionally low tourism locations.

Sustain: Travel Oregon will invest time, funds and decision making disproportionately for existing and new initiatives that emphasize environmental protection and improvements, that mitigate climate change, and that encourage and promote stewardship.

Preserve: Oregon is for Oregonians. We live here. Travel Oregon will invest time, funds and decision making that aligns tourism with Oregonian’s regional and statewide desires for ongoing and future (Seven Generations) livability for all Oregonians.

Quick Example

Example 1: Absolutely, we should be supporting the World Track and Field Championships. We should be encouraging and coordinating “running” and other complementary “running” activities throughout the state, with our people, our schools, on our trails, working with companies to plan running holidays, etc. This is building on something new.

Example 2: Similarly, we should be encouraging new things – like the movement to bring the World Cycling Championships to Oregon. It’s structurally similar to running, but taps into a

entirely different segment of the population – from commuters, to road cyclists to mountain bikers, and so on. Cycling is an underrated attraction in Oregon, that plays into our natural, social and economic aspects.

Using a little imagination, you can start to see how some programs within each particular “World Championship” event would fit, and others would not. As a quick exercise, consider the strategic framework. Travel Oregon would make choices on **Investing, Raising, Soliciting, Sustaining, and Preserving**. For example, according to the framework, Travel Oregon would favor investing in endeavors where it is expected to result in disproportionate growth across the state and in those that raise and distribute equitable capacity across the state. Those that align with marketing programs soliciting potential travelers aligning with our investments and equitable distribution goals would also be favored over, for example, what might be easier targets that would net larger numbers, but more concentrated. Of course, Travel would support those that offer clear sustainability goals as well as, finally, building on, preserving, and growing our own internal capacities that all Oregonians can use.

Notes:

Each member of and participant in the current and emergent (e.g., post pandemic) Oregon Tourism Industry should be able to look at this strategy and understand how they benefit directly. (As the document stands now, it seems largely irrelevant and it's unclear to me how an Oregon tourism-related businessperson, would or could benefit materially from this strategy.)

Every Oregonian should be able to look at this document and understand how this supports Oregon – it's people, places and practices – for the long term.

THEN, you can start listing strategic actions and develop plans to achieve them. Many of which are at least hinted at if not outlined in the document.

I did this over a beer (in the evening) and a coffee (the next morning). Please forgive omissions, errors, etc.

Anyway, that's my comment. Happy to help.

Name: Kayla Gohman

Affiliation: Tourism-related business

Region: Portland Region

Comment: As our economy continues to rebuild from the past two years, resulting from the pandemic, it is imperative to support local businesses. The number one sales and traffic driver for Tourism to the state, is tax-free shopping. Travel Oregon is not supporting shopping or local businesses from the state. It is possible to market both the PNW culture, tastes, trails, and shopping. We need to attract businesses to the state as well as shoppers.

Name: Andy Poorman

Affiliation: Other

Region: Portland

Comment: The Road Cycling World Championships are the biggest annual single-city sporting event in the world! Hundreds of thousands of people show up for these 11 races, which are also broadcast to over 120 countries, and watched by 300M people. We are projecting more than 200,000 Oregonians to watch the races and over 30,000 out of state visitors to attend.

Like the Olympics, these athletes (1,000 Men & Women from 70 countries) compete for their countries, not their trade teams. And in Greater Portland, where over 100 languages are spoken at home, it will make for a very fun & festive community event!

But the opportunity is bigger than a bike race- Hosting this event will bring the community together, re-energize the bike-movement, provide a lasting economic boost, and showcase the city & state to millions of people around the world, which will contribute to tourism, business development, and future athletic events.

PDX Cycling Worlds Inc., is an Oregon-based 501c3, with a goal of donating proceeds to programs around the state that inspire and enable girls, youth, women and people of color to become cyclists- for their health, for the environment, and for fun.

PDX Cycling Worlds has gathered a lot of data and information from bike-industry sources, bike-advocacy groups, and more. Some fun facts about cycling in the Western US-

- There are 17,000 bike racers registered with USA Cycling or OBRA (Oregon Bike Racing Assoc) in the Western US.
- The largest bike club in the USA, with over 17,000 members, is the Cascade Bicycle Club in Seattle.
- 5 of the top 7 markets for TV viewership of the 2015 Tour de France are in the Western US.
- In a typical year, Cycle Oregon has riders from 40 - 48 states and 6-10 countries.
- There are over 12M Avid/Core cyclists (riding 25+ times per year) within 1,300 miles, or a 2-3 day drive of Portland.
- In their heyday, the Tours of California, Utah and Alberta, along with the US Pro Challenge/Colorado Classic drew 3M spectators.

A major US-based bike-shipping company, shipping bikes for individual people (not bike shops or bike companies), has more than 230,000 individual customers in Calif, Colo, Wash, and AZ that travel with their bikes. They have another 49,000 customers in TX, and 29,000 in Canada.

PDX Worlds will have a very robust marketing plan that will result in more than 30,000 (1% of those 3M spectators, and .12% of those Avid/Core cyclists) out of state visitors coming to Oregon to watch the best professional cyclists in the world compete.

There's no doubt that Travel Portland will market this event through their partners in the cycling-heavy countries of UK, Benelux, Japan and Australia, further enhancing Oregon's reputation as a cycling destination, while getting people to come to Oregon for this epic international event.

In terms of watching bike racing on TV in the US, viewership of the 2020 Tour de France was up 11% over prior year, and was the highest in 10 years!

But TV viewership of the NBA finals was the lowest in modern history, while the NHL's Stanley Cup final viewership sank 61% to a 13-year low; the Kentucky Derby was off 43%; the final round of golf's U.S. Open was down 56%, and the Indy 500 hit a record-low; and 6 of the least watched NASCAR races of the past 19 years, were in 2020.

2020 Bike sales in Oregon and the USA were up over 50% over 2019 ytd, and are outpacing gains in golf rounds, paddle sports, inline skates and all other activities! Looking at other measures of cycling, sales of indoor trainers (Peloton, Nautilus, Stages, etc) are up significantly, while membership on Strava, and participation in virtual racing through Zwift were all up.

Dean Runyan conducted an Economic Impact Study, which includes a projection of \$80M in Direct Visitor Impact! This is huge! And it's nearly 50% greater than what Oregon'22 is projecting for the World T/Field Championships in Eugene this year! And when you factor in all the Indirect and Induced spending, as well as the spending by the Organizing committee, Sponsors, the impact of all the Ancillary events, and the incremental spending by the locals, it's safe to assume that overall impact will be somewhere north of \$120M!!

Despite some bad rumors being spread by a few people, the 2015 World Championships in Richmond, Virginia were a huge success. We encourage you to conduct your own due diligence. And comparing Portland with Richmond is like comparing Pinot Noir with Tobacco.

I love track & field, I'm happy for TrackTown and Eugene, and I'm excited to bring the World to Oregon! But let's be honest- The PDX World Cycling Championships will see more individual spectators coming to Portland than Hayward field will have seats. And the vast majority of tickets purchased for the Track championships will be by Oregonians.

Bring the Worlds to Portland! We need some good news and the economic impact, while improving the image of our city and state.

People will come. Tens of thousands of them. They will come for the Racing, and then stay to ride and explore the beauty of Oregon- from the Columbia River Gorge to Crater Lake, and from the Painted Hills to the Oregon Coast. They will stay in our hotels, eat at our restaurants, visit our museums, drink our wine & beer, rent bikes, hire guides, and more.

Name: Steve Gutmann

Affiliation: Other

Region: Willamette Valley

Comment: Dear Oregon Tourism Commission and Travel Oregon -

Oregon has long been an attractive destination for bicyclists, and the current, accelerating, levels of enthusiasm around e-bikes offers an incredible opportunity for our great state to take its bike-friendly brand to the next level. Because they're so easy to ride, e-bikes are rapidly and dramatically expanding the population of people who ride bicycles for fun. Every time I go for a ride I see more people riding e-bikes.

Here are a few tourism-related suggestions:

- Invest in more, better, rails to trails projects. My wife and I seek them out regularly, and they are wonderful. Hardly anyone we know had heard of or ridden Crown-Zellerbach Trail until we found it online. The trail is great, but it's also completely devoid of amenities or places to stop for a bite to eat or a drink. Why?! Oregon should take a page from Austria's playbook and actively support the tasteful development of supporting BNBs, restaurants and food carts, coffee shops and bike repair shops along these routes -- even if only at the ends -- and we should also aggressively market/promote these trails to riders in Oregon, around the US, and around the world. Rails-to-trails projects are flat, easy, safe, low-emissions fun, but they should be co-marketed with local accommodations, attractions and restaurants.

- Provide significant state support for small-town e-bikesharing. Oregon has Cascadia Mobility, a unique, collaborative partnership model (with a nonprofit operator, public agency promoter/supporters, and for-profit vendors and sponsors) that's being led by Brodie Hylton, one of the nation's leading bikeshare operations experts. Nurture it and help it expand into more small cities statewide! (Disclosure: I'm a volunteer on Cascadia Mobility's nonprofit board.)

- Aggressively promote the use of Portland's and other small towns' bikeshare systems to Oregonians and to out-of-state tourists:

To Oregonians: people going to Ducks, Blazers and Timbers' games should know that there's a train and buses that connect Portland and Eugene, and that they can use bikeshare at both ends of their bus or train journey. This can make getting to a ballgame a full-on adventure. Even people who drive to the games can be encouraged park in uncongested areas away from the venues and use bikeshare for the "last 3 miles." That would make the whole day more fun, and it'll also mitigate congestion around the venues.

To tourists: Visit Oregon car-free! Ride Amtrak and the state's network of intercity buses to travel around the state, and (using bike racks on the buses) bring your e-bike along. People traveling by bike or e-bike still need places to eat, and places to stay, and things to visit, and they often spend money in smaller towns that people in cars drive right past on the freeway.

- Given all of the stimulus money sloshing around right now, how about dedicating a few million dollars to kicking off the Salmonberry Trail rails-to-trails project from the Portland metro area to the Coast? This could be a fantastic way to bring prosperity to long-neglected small towns along this route through the Coast Range. It could bring near-term construction and paving jobs, and long-term tourism dollars spent in restaurants, at campsites, and at (Air?) BNB's along the route.

- Actively market low impact "car free" tourism, as Santa Barbara, Austria and many other beautiful places have started to do. "Come to Oregon, bring or rent an e-bike, and leave your troubles behind." Something like this seems like a great potential marketing campaign for Oregon.

Bicycling is having another moment with the exploding popularity of E-bikes, and bikes have long been core to Oregon's "brand," but bicycling still seems to be at the periphery of the state's tourism spend. I think that's a missed opportunity.

Name: Steven Williams

Affiliation: Other

Region: Portland Region

Comment: The Road Cycling World Championships are the perfect marriage of sport and spectacle, with 1,000 athletes representing 70 nations, racing in front of 600,000 spectators!

1 million spectators were on-site for the elite men's road race at the 2021 world championships in Belgium last fall.

According to People for Bikes, there are more than 9 million avid road cyclists in the western US and Canada that ride at least 52 times per year. The 2015 World Championships in Richmond Virginia had visitors from 31 other states and 29 countries. The Tour of California, Tour of Utah and US Pro Challenge/Colorado Classic, drew more than 3 million spectators. The 2005 San Francisco Grand Prix had 175,000 people attend the 1-day race. And 38 years ago, the 1984 Olympic road races in Los Angeles, drew 200,000 spectators for a single day of racing.

The USA's largest bike-shipping company, based in the PNW, has shipped bicycles for 250,000 people living in the Western US. And over the past 10 years Cycle Oregon has had 8,000 riders coming from outside Oregon; in 2019 they had riders from 40 states and 6 countries.

There is no doubt that a Road Worlds in Portland will draw more than 225,000 people per day for the final weekend of racing. And it's a safe bet that at least 30,000 of them will be from outside Oregon, including more than 5,000 international visitors.

But the opportunity is bigger than a bike race! Hosting this event will bring the community together, provide a lasting economic boost, and showcase the region to millions of people around the world, which will contribute to tourism and business development, while enhancing

the image of our city and state.

Like the Olympics, the athletes (1,000 cyclists from 70 nations) compete for their countries, not their trade teams, and in Greater Portland, where over 100 languages are spoken at home, it will lead to an amazing celebration of cultural diversity.

The 2014 USA Pro Challenge in Colorado reported \$130M in direct economic impact, while the Tour of California had estimated economic impact of more than \$100 million annually. Hosting the Road World Championships will help Travel Oregon achieve some of the objectives outlined in the Transformational plan:

Equity-

- The Organizing Committee (OC), PDX Cycling Worlds, is an Oregon-based 501c3 with a goal of donating proceeds to programs around the state that inspire and enable girls, women, youth, and people of color to become cyclists- for their health, for the environment, and for fun.
- The OC has a goal of celebrating the rich cultural diversity of Greater Portland
- The OC has goals of creating income opportunities for homeless and under-employed people
- The OC has set a goal of 20% of all sub-contractor costs for firms certified by the City of Portland's COBID office
- The OC will establish a Major Taylor cycling club

Experiences-

- In addition to donating proceeds to programs around the state that inspire and enable girls, women, youth and people of color to become cyclists, the OC will host a number of community events around the state, including family and kids cycling events.
- Many of the international teams and individual riders will be coming to Oregon a week in advance of their races, to acclimate. The OC will be coordinating training camps for these teams/athletes throughout the state and will coordinate grass roots cycling events in the communities.
- The Richmond'15 city circuit has been ridden more than 2 million times, by people all over the world, virtually on Zwift. A Portland city circuit, showcasing the beauty of the city, will be introduced one year before the actual races, and will be ridden millions of times, for many, many years after the last race has finished.

Environment-

- The OC will strive to earn the UCI's Green Label by making the Portland World Championships the Greenest in History
- All official event cars will be electric
- The OC will strive to earn the ISO 20121 Sports Event Certification
- The OC will strive to earn Evergreen Certification from the Council for Responsible Sport

Community-

- Objective #1 of PDX Worlds is Bring the Community Together to be a part of the biggest international event to ever take place in the PNW.

Diversity, Equity and Inclusion-

- Taken from the PDX Cycling Worlds website- “At PDX Cycling Worlds Inc., we recognize that supporting diversity and inclusion is not only the right thing to do for our organization, but also for the communities we serve. This commitment is woven into our values. We believe that our organization is strongest when we embrace the full spectrum of humanity regardless of what we look like, where we come from, or who we love. That means committing ourselves to build a more diverse and inclusive workplace, while promoting courageous engagement in our organization and the communities we serve.”

Economic-

- An Economic Impact Study, conducted by Dean Runyan, projects \$80M in Direct Visitor Impact. Much bigger than what Oregon’22 is projecting for this year’s Track World Championships. And the costs of hosting the event and expected costs to state and local governments is much lower than the Track championships. Hosting the Cycling World Championships will deliver a tremendous ROI for state and local governments.

Bicycling contributed \$1.5 billion to Oregon’s economy in 2019, and the cover of Travel Oregon’s Visitor Guide has a beautiful picture of a cyclist riding through vineyards with Mt Hood in the background.

Cycling is part of our DNA- let’s take it to the next level, and host this epic international event, and do something great for our state!

Thanks,
Steven Williams
Portland

Name: Ron and Irene Lenz

Affiliation: RDMO/DMO

Region: Oregon Coast

Comment: Well done

Name: Doug Royse

Affiliation: RDMO/DMO

Region: Willamette Valley

Comment: Use the funds in -lace of instituting Toll Roads.

Name: Jessica Curtis

Affiliation: Other

Region: Portland Region

Comment: We haven't done a great job promoting tax free shopping and encourage this to be included in these efforts. This support three of the four objectives, provides us with a point of differentiation from other states, supports jobs and benefits visitors

Name: Michelle Liberty

Affiliation: self-employed

Region: Eastern Oregon

Comment: This type of "strategic planning" seems to be on trend, compared to the types of strategic planning I am used to doing in private business and what TO has done in the past.

A transformational strategy appears to set the foundation for developing action plans. It is in those action plans that we see more specific quantitative objectives – or what we in the past had been used to seeing in our strategic plans.

This explanation is missing in the dissemination of the draft Transformational Strategy. A greater explanation of the full process would I think create more understanding and support for this plan. People are looking for the specific actions and predicted results that will grow our industry, activities that don't appear until the action plans are created.

I serve on a college board of trustees and we just finished a strategic plan that is very similar to this Transformational Strategy. I was, at first, confused. Where are the objectives, outcomes, roles of responsibility? They, of course, follow in the action plans developed by each of the appropriate departments. That next step has the briefest of mentions in presentation of the draft Transformational Strategy.

Name: Kayla Waldron

Affiliation: RDMO/DMO

Region: Willamette Valley

Comment: One of the concerns is that travel organizations spend a lot of funds promoting wineries, coast, mountains, etc., but not shopping which is a top activity when people vacation. Shopping supports local business and the whole economy of our state

Name: Zac Garrard

Affiliation: Other

Region: Portland Region

Comment: Please prioritize highlighting Oregon's bike culture and events further. Point out the ability to take a bike on the Amtrak. The ability to bike to scenic areas through the region rather than solely drive there. Help provide grants and funding for small towns and business to host events related to cycling.

Name: Kevin Hyland

Affiliation: RDMO/DMO

Region: Portland Region

Comment: "Sport has the power to change the world. It has the power to inspire and unite people in a way that little else does." -Nelson Mandela

The UCI Road Cycling World Championships are the biggest annual single-city sporting event in the world! Over 1 million people lined the course for the men's elite road race in Belgium last year. The races are broadcast in 120 countries around the world and watched by over 300 million people. We are projecting over 225,000 people will be lining the courses for the Men's & Women's elite road races, with over 30,000 individuals coming from out of state.

But the opportunity is bigger than a bike race! Hosting this event will bring the community together, provide an economic boost, and showcase the region to millions of people around the world, which will contribute to tourism & business development, while improving the image of our city and state.

Like the Olympics, the athletes (1,000 men and women from 70 nations) compete for their countries, not their trade teams, and in Greater Portland, where over 100 languages are spoken at home, it will lead to an amazing celebration of cultural diversity.

PDX Cycling Worlds is an Oregon-based 501c3 with a goal of donating proceeds to programs around the state that inspire and enable girls, women, youth, and people of color to become cyclists- for their health, for the environment and for fun.

An Economic Impact Study, conducted by Dean Runyan has a projection of \$80M in Direct Visitor Impact! This is huge! And when you factor in all the Indirect and Induced spending, as well as the spending by the Organizing committee, Sponsors, the impact of all the Ancillary events, and the incremental spending by locals, it's safe to assume that overall impact will be somewhere north of \$120M!

The Objectives of the Travel Oregon Transformational plan- Equity, Recognition, Experiences, Environment- line up well with the objectives and initiatives of PDX Cycling Worlds-

Our objectives-

- Bring the Community Together
- Celebrate Greater Portland's Cultural Diversity
- Create Global exposure for Greater Portland & Oregon
- Create a lasting Economic boost
- Showcase The Brand

Our Initiatives-

- Create income opportunities for houseless residents and under-employed
- Create income opportunities for Disadvantaged, Minority Owned, Women-Owned, Emerging Small Businesses, and Service Disabled Veterans Business Enterprises.
 - Consistent with City of Portland Resolution 36918, Subcontractor Equity Program (SEP),

PDX Cycling Worlds has set a goal of 20% of all subcontractor costs for firms certified by the Certification Office for Business Inclusion and Diversity.

- Earn the UCI's Green Label by making the Portland World Championships the Greenest in History

The opportunity to host the biggest annual single-city sporting event is bigger than a bike race! It will help Travel Oregon achieve their objectives for Equity, Community, Experiences, Environment and the Economy.

Thanks for considering hosting the Cycling World Championships as part of the Travel Oregon Transformational Plan.

Kevin Hyland
Executive Director
PDX Cycling Worlds

Name: Pavlina McGrady

Affiliation: Other

Region: Southern Oregon

Comment: The plan is a great step towards sustainable tourism but it appears that still focuses primarily on tourists and marketing, not including carrying capacity and well-being of residents enough (if at all). The linkage to SDGs in a few places is unclear. See attached document with highlights and specific comments in the [pdf file](#). Thank you for taking the time to review my comments!

Name: Allison Graves

Affiliation: Tourism-related business

Region: Portland Region

Comment: Travel Oregon has played a key leadership role promoting Oregon as an outdoor wonderland and it has paid off. Hiking and biking trails are being enjoyed at their full capacity most days, even in dreary winter weather.

I encourage Travel Oregon to continue to promote our outdoor adventure opportunities but to also fund and coordinate the expansion of outdoor recreation opportunities, particularly rail trail projects like the Salmonberry Trail and the Joseph Branch Trail.

Thanks for your good work. Keep it up!

Name: Megan Stratman

Affiliation: Other

Region: Portland Region

Comment: I support the notion not hampering livability anymore than is already the case. We really don't need any more tourists coming in driving up the cost of housing and increasing congestion on our streets and in our natural parks and waterways. Let those of us who live here and pay taxes everyday enjoy Portland without it being overrun by tourists. If any tourism is promoted, it should be 100% car free and beyond the Portland metro area.

Name: Melody Valdin

Affiliation: Other

Region: Willamette Valley

Comment: Hello! I've lived in Oregon for 15 years and frequently encourage friends from other states to come visit, and they love it when we travel around Portland on trains and/or bikes. So I just wanted to give you a heads up that tourists think our bike infrastructure is AMAZING and it ends up being a super fun day when I take my out-of state friends on bike rides to parks or pubs or whatever. They're not used to having so many protected paths and bike lanes, so they think it's such a treat to have so many safe places to ride- we are really unique in this way. And now- especially with Biketown everywhere- it is so easy. So I encourage you to use that fact to encourage people to visit Portland and ride bikes!

Name: Eric Porter

Affiliation:

Region: Oregon Coast

Comment: Hi, please include bicycling in your transportation strategies, and prioritize approaches that look to bikes and ebikes as solutions. I can only dream of leaving Portland on various car-free paths. Making the Historic Columbia Highway a bike-only road east of Troutdale would be such an amazing destination for locals and tourists alike!

Name: Karen Viehoever

Affiliation: Self-employed

Region: Portland

Comment: Employee compensation is a critical part of balancing economic equities. I hope that executive pay vs compensation for average workers will be viewed through the critical lenses in this Transformational Strategy, addressing the chasm (both in terms of money and benefits) which currently exists between many organizations' leaders and their workers.

Name: David Bowles

Affiliation: Tourism-related business

Region: Willamette Valley

Comment: Many nice things are articulated but the "strategy" appears to be a list of intentions. Scads and scads of why against only a drop of how. This document appears to be the outcome of a room full of people who agree with each other. It is difficult to see how a stakeholder might find traction from reading these lovely notions.

Name: Chris O'Donnell

Affiliation: Non-profit

Region: Portland

Comment: Cycling and Oregon have a long and rich history. Not just the ease of commuting in a bike friendly city like Portland, but riding the Oregon Scenic Bikeways – on which I have ridden many miles myself. Or the amazing mountain bike trails and gravel rides that are scattered all around our wonderful state. I have great memories of taking my kids to watch the various races of the Cascade Cycling Classic here in Bend.

In addition, we know that outdoor pursuits have strengthened considerably during the pandemic, and this appears to be a trend that will continue for a long time. I personally believe that tourism based on doing things in the outdoors or watching events that are held outdoors will gain in popularity in the coming years.

I know that you have received emails and letters noting the economic impact of hosting the Road Worlds in Portland, so I won't double down on that. I believe those estimates are real and attainable. I also believe in the Organizing Committee's commitment to equity and inclusivity.

Objective #1 of PDX Worlds is Bring the Community Together to be a part of the biggest international event to ever take place in the Pacific Northwest. And bringing the community together – not just for a bike race, but in the build up, the execution of the event itself and the post event energy – is to me the single biggest reason to move forward with this plan.

We are living in a divided world today. And we need more things that people can agree on. Engaging the greater Portland community in bringing this event to life, showcasing the beauty of the Portland area and leaving a strong legacy after the event is most important to me.

I believe people more and more are gravitating to experiences. Experiences have the ability to take us beyond any political or other distance makers that we are subject to, and bring us together. Positive experiences matter. Whether that experience is part of bringing this event to life, or watching the amazing talents of the riders, the experience is what people will remember. Positive experiences of Portland.

In Oregon, cycling is part of our DNA. We don't have to work too hard to showcase something positive in and around Portland and the state. We aren't making anything up. Portland could use some positive vibes these days, and this could be a way to do send a jolt of positivity that is total "on strategy" for

Travel Oregon, and all of us who live here and call it home.

Thank you for your consideration,

Chris O'Donnell

Bend, OR

Name: Matthew P. Stone

Affiliation: Other

Region: Portland

Comment: PDX Cycle Worlds is a significant opportunity for Portland and Oregon as a whole. It simply needs the support city and local government.

I believe the Travel Oregon Transformational Strategy is spot on with regards to its mission and objectives. It will provide grass root organizations a road map to align to as they develop opportunities to bring visitors to Oregon and drive economic growth. In order for these efforts to flourish, they need the support of state and local government. Without this support, potentially high value and worthy efforts will die on the vine. One such effort is PDX Cycle Worlds, a well-organized plan to bring the UCI Road Cycling World Championships to Portland in 2029. This event is biggest annual single-city sporting event in the world and Portland is idea to host such an event.

Like the Olympics, the lead time to bring such an event to a major city take years to plan and execute. The planning for PDX Cycle Worlds started over three years ago. Leadership built relationships with hundreds of business and governmental leaders, laying the foundation for sponsorships and support. The overall team is made up of dozens of highly motivated and accomplished people in not only Portland, but in Oregon overall. This includes avid bicyclists, elite cyclists and professional racers. They developed a world class race course that includes not only the City of Portland, but the grandeur of gorge to east and the beauty of the wine country to the southwest. An economic impact study, conducted by Dean Runyan, estimated \$80M in direct visitor impact.

In addition, PDX Cycle Worlds' objectives and initiative are very much aligned to that of the Travel Oregon Transformational Strategy, specifically:

- Bring the Community Together
- Celebrate Greater Portland's Cultural Diversity
- Create Global exposure for Great Portland and Oregon
- Create a lasting economic boost.
- Showcase the Portland and Oregon Brand
- Create income opportunities for houseless residents and under-employed
- Create income opportunities for Disadvantaged, Minority Owned, Women-Owned, Emerging Small Business, and Service Disabled Veterans Business Enterprises.
- Earn the UCI's Green Label by making the Portland World Championships the Greenest in History

It's understood that the City of Portland has a number of challenges right now, but it needs to look over the horizon for high impact opportunities like PDX Cycle Worlds. With its support, Portland can host an amazing event with tremendous benefits to not only Portland, but Oregon as whole.

Name: Danielle Cowan

Affiliation: Tourism-related business

Region: Willamette Valley

Comment: I appreciate the staff work and time that has gone into the development of this document. Although it raises many desirable goals and priorities, it does not seem to address Tourism as its main focus. In general, these are goals and priorities that many businesses, governments, communities, educational institutions among others are struggling with and seeking meaningful ways to address within the scope of their missions and purposes. It's important that Tourism businesses and agencies also seek ways to achieve equity, racial diversity and balance and that should be within the framework of how the work is approached. However, Tourism is a noble profession that is critical to many communities and places to ensure economic vitality through overnight visitation by travelers. That is core to the work of Travel Oregon and its partners and should be reflected more clearly and fundamentally within any long-term (or short term) "transformational" document or strategy by Travel Oregon. If in fact the mission of Travel Oregon and its priorities have evolved away from its statutory alignment, then those changes should be the result of a larger discussion within the legislative realm. There is a precious balance within the industry. Tourism industry businesses raise the visibility and the revenues that generate these important financial resources from visitors for governments, destination management organizations and communities. The lack of direct references to the Tourism industry and the introduction of new terms and concepts in the document as the guiding focus of the work require more depth and discussion as to how they transect and influence the work of Tourism.

It would seem this is a work in progress and could be further strengthened with more discussion and inclusion of tourism businesses. While all good documents and processes must come to an eventual end, the timeframe for public review and commentary seems rushed. I would encourage more time for the process to percolate and unfold. For this new 10-year Transformational Strategy to be accepted and embraced by the industry, the industry must feel confident that it is heard, valued and reflected in the strategies that are ultimately adopted. Thank you for the opportunity to comment on this important work.

Danielle Cowan

Name: Gail Yazzolino

Affiliation: Tourism-related business

Region: Mt. Hood & the Columbia River Gorge

Comment: The 10 - year TO transformational strategy is inspiring. I look forward to the framework for how these values materialize with all of Travel Oregon's industry. Clackamas Heritage Partners -The End of the Oregon Trail Interpretive and Visitor Information Center has been working for years, with the Confederated Tribes, Oregon's Black Pioneers and other cultural centers. Providing authentic, dynamic, interactive learning experiences that entertain the spirit is invaluable. Our partners are the business communities, hospitality and leisure industry, Historic organizations in Oregon, nationally being the End of the Oregon Trail and internationally. Having support with other visitor centers and attractions developing programs, projects and environments with the values supported by Travel Oregon will be giving our visitors enhanced experience on many levels.

Name: Hami Ramani

Region: Willamette Valley

Comment: I am writing to ask that you intentionally integrate bicycling, walking and public transportation as normal modes of transportation and exploration for tourism purposes. Oregon has a long legacy of bicycle culture; the time has come to be bold about using this efficient tool to move people. Further, when the bicycle is not a viable option, all efforts ought to be made to facilitate travel without a private car. Let's boost our train and bus systems so that folks can have a real reason to ditch their car in favor of public transportation. The climate crisis and massive societal inequities call for bold visions that bring us together in sustainable ways.

Name: Karen Olson

Affiliation: RDMO/DMO

Region: Oregon Coast

Comment: The North Coast Tourism Management Network is aligned with the mission, vision, and objectives of Travel Oregon's transformational strategy. We seek equity and inclusion for residents of and visitors to our destination; the flourishing of our communities in social, economic, and environmental dimensions; and infrastructure, organizations, and programming that increase livability and welcomeability. We look forward to pursuing this strategy on the North Coast, in partnership with Travel Oregon and tourism partners coastwide and statewide.

Name: Crista Munro

Affiliation: Non-Profit

Region: Central Oregon

Comment: I'm glad to see climate change and its impacts and quality of life issues (especially related to workforce housing) being addressed in this plan. It truly could be transformational and serve an example for other statewide DMOs in the Western U.S. that are facing the same big issues.

I'm happy to see diversity, equity and inclusion also being addressed and will be curious to see the real world implementation. As the employee of a cultural nonprofit I would love to see assistance and guidance in this area offered to Travel Oregon's tourism partners to help with a cohesive effort.

Name: Julie Mason

Affiliation: Non-profit

Region: Portland Region

Comment: In Washington county, east of Portland, I would like to suggest that there be some way to get a couple of really nice RV travel parks started. Currently there are none. Many people, including myself, travel to parts of the country where we can stop and explore an area for a few days and/or visit with friends or relatives. These should be nice parks, with no people "living" in them. It would be my preference to have them privately owned, however, many RV parks are city/county owned and operated. And on that note, our state parks are becoming out of date for current RV's and need to be updated and expanded where possible.

Name: Jon Beil

Comment: Hello Travel Oregon team.

Thank you for working on the future projects that will help visitors and Oregonians see and experience our great state.

I encourage you to invest in nature, invest in people and invest in experiences for visitors and citizens alike. As a lifelong Oregonian and a visitor to 49 states, I understand what we have to offer visitors and our citizens. It is our wonderful natural beauty and outdoor experiences. Whether it is beaches, mountains, rivers, deserts, cities or anywhere in between, Oregon is beautiful.

I work as a TV broadcaster and I am also part owner of a famous bar in Portland. I fly, drive, bike, walk and even swim everywhere in our state that you can imagine.

A few years ago, Travel Oregon(Weiden and Kennedy) used my premise to create a small series of videos to highlight our State. Dan Weiden is a friend of mine that thought the ideas were great. I still think they are great and need to be updated to show the changes and the beauty of our state throughout the seasons.

Maybe we can talk about that stuff later. I would like that.

But, what I am writing about today is simple.

I encourage the Travel Oregon advisory board to help produce and promote the 2025 or 2026 Bicycling World Championship.

Whether any of you bike, or not, an event on this scale is absolutely something that benefits our state and our region.

I have televised the AMGEN Tour of California and the Tours of Colorado. I understand the necessary logistics and the benefits that an event like this produces. It's not a small endeavor, but it's not something that should be summarily dismissed by people who have never attended or helped to produce events on this scale. Essentially the bike race is a video post card and advertising vehicle that highlights, promotes and showcases our state. Since we are a tourist destination and we have ample natural resources and recreational opportunities to share, a 2 week promotion with a bike race that is viewed worldwide is money well spent if you view all of the benefits beyond the broadcast. Visitors see the state, visitors experience the state, and visitors get to know our state. Our state is already a Mecca for cycling and we will continue to invest in better roads, paths and opportunities for cyclists. Why not lead the effort and help bring a real international event to Portland and Oregon.

An event like this will benefit more than just hospitality, hotel, beverage, tour and media companies. It will be a multi-year return on a few years of investment. The best part of an event like this is that it is a green investment. People will ride bikes and visit Oregon. They will drink our wonderful beers and outstanding wines. They will see the Cascades. They will visit our gorgeous beaches. They will raft our rivers. They will walk our streets. In short, they will come. And they will experience what we have worked so hard to make, to preserve and to be able to use- the natural beauty of our great city and state. Isn't that the point of what Travel Oregon is supposed to do?

As anyone who has been paying attention can see, we are in need of a massive clean up effort and promotion of Oregon to “get us back on track.” We are a little jaded and a little faded from the pandemic and the crises of homelessness and mismanagement of our city. An event like this can be a stellar way to reintroduce Oregon to the citizens of the world we want to have visit us. We can’t wait for many more events like this to “fall” into our laps. There’s support locally, support nationally and support internationally for the Championship. The city and the state can use this type of help to get back into the business of being a world class destination for tourists and visitors again. We’ve lost too much of our mojo to not swing for the fences and to not dream of how we can invite new friends to come see us. Dream big.

Name: Warren Rosenfeld

Affiliation: Non-tourism related business

Region: Oregon Coast

Comment:Travel Oregon,

Bravo for jumping in for support of the 2022 World track Championships. I love that our community is 'matching' our own personal commitment to the trials last summer at hayward.

Now, you have an opportunity to double-down on the State's preeminence in competition settings through support of the World Cycling Championships. As strong as our roots are in running, the sheer number of riders and bike enthusiasts across the largest range of age groups is a magnitude larger.

Travel Oregon is in position to reinforce "things look different here" for all the best reasons.

Help bring the the Road Cycling World Championships to Portland and oregon.

thank you,

Warren Rosenfeld, Calbag Metals Company

Former vice-chair Oregon Investment Council

Former member Portland Planning Commission

Current old guy who runs and ride

