

May 24, 2022

Dear Oregon Tourism Industry Colleague,

There is a lot we all love about Oregon. The rich, diverse places and people that make up this state we are lucky enough to call home are nothing short of spectacular. As Travel Oregonians we are honored to be afforded the trust and privilege to share this great state with the world – welcoming visitors from near and far. We understand with this privilege comes great responsibility. After all, our newly minted mission is, "To inspire travel that uplifts Oregon communities. Collaborating with stakeholders to align as stewards of Oregon, we work to optimize economic opportunity, advance equity, and respect the ecosystems, cultures and places that make Oregon...Oregon." We know there are times where we may not fully hit the mark. But to achieve our mission, we will do our best to show up, listen and balance the diverse needs of Oregon's tourism industry, residents, and visitors alike. We hope the following revised draft Travel Oregon 10-Year Strategic Vision testifies to our promise to do exactly this.

In this draft of the strategic vision, you will find both small changes and big ones. The revisions have been guided by a Strategic Review Committee, which was formed at the request of the Oregon Tourism Commission (OTC) in response to the public comments received on the first draft released in early 2022. The review committee, made up of two industry trade association members – one from the Oregon Destination Association and one from the Oregon Restaurant and Lodging Association – along with three members of the OTC, worked with Travel Oregon staff to pore over public comments, engage with partners, ask tough questions and, as a result, are proud to share this revised draft Travel Oregon 10-Year Strategic Vision.

Some of the big changes you will see include a greater focus on our role as an economic development agency, an emphasis on our deep commitment to work alongside and with the Oregon tourism industry and clarity on the purpose of this document. The strategic vision is not a plan. You will not see specific programs, detailed timelines or a budget. Fashioned from the input of over 2000 industry colleagues, the OTC and the Travel Oregon staff team, this vision is intended to be a high-level touchstone guiding Travel Oregon's work – from advertising campaigns and sales promotions, to projects and product we develop, grant dollars we deploy and hiring decisions we make – the specifics of which will be contained in resulting biennial plans and budgets. And, like the process for this vision, these biennial plans will emerge from an engaging and collaborative process rooted in the needs of Oregonians and visitors, the latest trends and research and the input of industry colleagues across the state.

Additionally, you will see the removal of the land acknowledgement. This decision was based on sentiments expressed by the Legislative Commission on Indian Services (LCIS) members, as well as feedback from our staff and contracted tribal liaison. We commit to working with the Oregon Tribal Tourism Leadership Committee over the next fiscal year to craft an appropriate tribal welcome for future Travel Oregon use.

As a valued member of the Oregon tourism industry, we truly hope you can see yourself in this strategic vision. Your perspectives, questions and comments were invaluable in the revision process. As we open the next public comment period, we invite you to approach this draft with the same level of candor and spirit of collaboration.

In partnership,



Todd Davidson  
CEO

# TRAVEL OREGON'S 10-YEAR STRATEGIC VISION

Oregon Tourism Commission | 2022

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TRAVEL



OREGON

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# VISION

Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures.

# MISSION

We inspire travel that uplifts Oregon communities. Collaborating with stakeholders to align as stewards of Oregon, we work to optimize economic opportunity, advance equity and respect the ecosystems, cultures and places that make Oregon...Oregon.

# VALUES

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## INTEGRITY

Our words match our actions. We measure the impact of our work, celebrate successes, adapt and change course when necessary, and continually improve together.

## EQUITY

We lead through a lens of racial equity and commit to making systemic changes, so Oregon is a more equitable place to live and visit.

## COMMUNITY

We honor the people, cultures and places of Oregon. We nurture our relationships with colleagues, the tourism industry and local communities as we collaborate to make better Oregon experiences.

## STEWARDSHIP

We lead through a lens of destination stewardship to build resiliency for a regenerative future.

# INTRODUCTION

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A welcoming destination where tourism benefits the environment, celebrates cultural diversity and drives economic prosperity is the Oregon we envision. In 2021, the global tourism economy faced challenges brought on by the COVID-19 pandemic, climate change and high visitation, among others. Like so many businesses, attractions and destinations around the world, when the pandemic hit, we at Travel Oregon found ourselves in new territory.

If living through a pandemic has taught us anything, it is that we must be nimble, patient and ready to learn, grow and adapt.

The objectives and strategies presented in our 10-year strategic vision will take leadership, partnership and alignment among our **stakeholders** as we all leverage one another's ideas and passions. We recognize that we cannot and should not do this work alone. This means building upon successes, learning from failures and acknowledging we have more work to do. It means identifying how to make Oregon an amazing place to live and visit, in a way that is authentic to our values with respect for all people, places and every community.

We aim to optimize Oregon's economy with a destination stewardship approach at the forefront of the decisions that guide our work. The challenges facing Oregon's tourism economy — workforce development, economic prosperity, infrastructure and stewardship of our natural resources — are interwoven and directly impact our communities and visitor experiences. What sets us apart from the rest, and what we believe will help ensure all voices and perspectives are represented in the totality of our work, is the destination stewardship approach we are committed to applying to guide the decisions and actions we take as an agency.

But what is a destination stewardship approach? We're glad you asked.

We believe true stewardship focuses on more than environmental aspects — it also includes the socio-cultural and economic impacts of the people and places of Oregon. We understand tourism is a strong economic driver; after all, it is a leading export-oriented industry in Oregon. But we further commit to improving economic prosperity while enhancing livability of communities and protecting vital eco-systems to ensure we have the local resiliency and positive social reputations to attract visitors in the first place.

**Stakeholders: visitors and residents, RDMOs and DMOs, Oregon's nine federally recognized tribes, tourism-related businesses and workforce, non-profits, natural resource management agencies and more.**

The State of Oregon Executive Order 20-04<sup>1</sup> directs state agencies to take actions to reduce and regulate greenhouse gas emissions — Travel Oregon's destination stewardship approach is our agency heeding the call and committing to do our part. By understanding environmental, socio-cultural, and economic aspects are all beautifully intertwined, we can commit to stewarding our destination for future generations.

There is much to reconcile and resolve and we are committed to positioning ourselves to step into differing roles as needed: a leader, a convener, a collaborator and supporter. Travel Oregon is committed to collaborating with other agencies and organizations that have direct authority or jurisdiction

<sup>1</sup> [https://www.oregon.gov/gov/Documents/executive\\_orders/eo\\_20-04.pdf](https://www.oregon.gov/gov/Documents/executive_orders/eo_20-04.pdf)



to manage tourism resources; sharing our capacity and investments as available to help address the tourism challenges facing our destination. We commit to engaging and working with stakeholders to ensure tourism enhances our communities, places and people, in turn creating positive outcomes and safeguarding against unintended impacts for Oregon's most vulnerable communities.

Admittedly, our role isn't always leading, as much as it is learning — witnessing the development of strategic initiatives in action and growing alongside partners to support them. Using the relationships we've built with natural resource management agencies and innovative organizations we've seen new collectives form, bringing entities together to wade through challenges and find solutions. And when there are great stories to tell about Oregon's tourism industry, we uplift and amplify them throughout the state.

Prior to the pandemic, Oregon's tourism economy saw 10 consecutive years of growth in visitor spending, tax revenue and job creation. The impacts from the pandemic were swift and severe. Yet, Oregonians, our communities and the travel and tourism industry showed great resilience. Our spirit remains unquenchable, and our determination is stronger than ever. As visitors seek solace in Oregon's outdoors in increasing numbers, we are helping them to find comfort in Oregon's gateway communities, so the impact of increased visitation is not only felt on the trails, but on the bottom line of nearby breweries, art galleries, coffee shops, rental companies and lodging properties. It's critical for us to make sure businesses are resilient through any challenge thrown their way.

To our tourism industry partners reading this strategic vision, thank you for all you do to make this state an amazing destination for visitors from around the world and for all of us to discover (or rediscover) and enjoy. Thank you for standing with your communities and being innovators when life turned upside down.

The tourism industry, at its best, enriches the lives of both Oregon's residents and the guests we welcome. Together, by nurturing destinations across the state, helping steward the natural environment and celebrating the people and cultures that make Oregon, we create a stronger, future-ready economy. We know Travel Oregon's 10-year strategic vision is aspirational. This is not just Travel Oregon's work, it's Oregon's work. From residents to state agencies, to tourism industry partners — together, this is our work — to create a future of equity, stewardship and prosperity across Oregon.

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# ABOUT TRAVEL OREGON

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

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

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The original legislative findings<sup>2</sup> outlined below from Chapter 284 of the Oregon Revised Statute, which created the OTC over 25 years ago, remain ever-present and guide the strategic vision:

1. Travel and recreation industries are important to the State of Oregon as a whole, and the health of these industries affects the well-being of all Oregonians.
2. Tourist facilities and attractions serve the recreational and cultural needs of both visitors and residents.
3. It is in the public interest to encourage the orderly growth and development of nonpolluting, labor-intensive industries such as tourism within the state.
4. The travel and recreation industries have become increasingly important to the economic growth of the state and will become more important in the future because of increased leisure time and declining employment opportunities in other traditional Oregon industries.
5. State involvement in tourism, recreational and cultural activities needs to be better coordinated to respond effectively to state interests and, where appropriate, to meet the needs of local governments and the private sector.
6. There is a need to encourage communication, partnership and cooperation between the public and private sectors of the industry to promote orderly growth and implementation of statewide objectives.
7. It is desirable that there be an agency in state government to act in matters pertaining to public relations.
8. It is in the public interest to promote quality, integrity and reliability in all tourism and tourism related services and in information offered to visitors to the State of Oregon.
9. Oregonians want to preserve the historical and cultural foundations of the state as a living part of community life and development and to ensure future generations and visitors the opportunity to appreciate and enjoy the rich heritage of Oregon.
10. Planning and promotion of tourism and recreation should be compatible with other state interests in energy development and conservation, environmental protection, transportation and the judicious use of natural resources.
11. It is in the best interest of the nation and the tourism and recreation industries to proceed in an orderly fashion toward the development of a promotional program for advancing and enhancing tourism in the state.

<sup>2</sup> [https://oregon.public.law/statutes/ors\\_284.104](https://oregon.public.law/statutes/ors_284.104)

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**Creation of Oregon’s Transient Lodging Tax – HB 2267**

In 2003, Travel Oregon came into existence as a semi-independent state agency through House Bill 2267.

The creation of the 1% statewide transient lodging tax for the promotion of Oregon’s tourism programs was a strong economic development strategy. In fact, it was so successful that when the Oregon Tourism Investment Proposal went into full effect in 2005, Oregon’s share of national visitor spending was less than 1%. By 2017, our share had grown to 1.19%. A .22% increase may not sound significant, however, every .1% of share is equivalent to shifting over \$1 billion from other destinations to Oregon. So, the 0.22% is equal to a \$2.3 billion shift in Oregon’s share of visitor spending.

**Enhancements to Oregon’s Transient Lodging Tax – HB 4146**

Capitalizing on this investment, in 2016, Governor Kate Brown signed into law House Bill 4146. HB 4146 increased the transient lodging tax rate from 1% to 1.8% for the period of July 1, 2016-July 1, 2020. On July 1, 2020, the rate decreased to 1.5%. HB 4146 is a big deal for a lot of reasons – we see it as Oregon’s tourism investment 2.0 – a testament to the success of the tourism industry.

Along with increased funding for the industry, HB 4146 changed the Regional Cooperative Marketing Program to the now Regional Cooperative Tourism Program (RCTP). In changing one word “marketing” to “tourism” it allows funds allocated to be used for tourism product development to create authentic products to inspire visitors through marketing. This change allows RDMOs to be nimbler in recognizing and acting on what their regions need in order to sustainably attract and host more visitors.

Additional changes in HB 4146 included increasing the amount of the state transient lodging tax dollars to be collected and invested back through the seven Oregon tourism regions based on a pro-rata basis up from “up to 15%” to 20%. HB 4146 also sets up 10% of our funding to go to a competitive grant program to bring the best marketing, development, sales and industry ideas to life.

**COVID-19 Pandemic Impacts**

The pandemic significantly impacted the businesses and attractions that make up the state’s tourism economy. According to the Oregon Employment Department, from December 2019 to December 2020, the leisure and hospitality sector lost 38.7% of payroll employment, compared with a loss of 9.1% across all Oregon industries. Estimates from Dean Runyan Associates shows in 2021, the Oregon tourism economy recovered 66% of what was lost in 2020:

	2003	2019	2020	2021	Absolute change (2003-21)
Taxes (state/local)	\$ 242M	\$ 597M	\$ 416M	\$ 534M	121%
Direct employment (# jobs)	85,600	118,500	92,300	100,700	18%
Employee earnings	\$ 1.7B	\$ 3.8B	\$ 3.1B	\$ 3.5B	109%
Visitor spending	\$ 6.5B	\$ 12.8B	\$ 6.5B	\$ 10.9B	67%

Although lodging occupancy and revenue have steadily recovered following the steep and immediate impacts at the onset of the pandemic, both are still below pre-pandemic levels.

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A photograph of three cyclists riding on a dirt road in a hilly, arid landscape. The sky is filled with large, white and grey clouds, with patches of blue. The terrain is dry and brownish, with sparse vegetation. The cyclists are wearing helmets and colorful clothing. The text 'WHAT IS THE 10-YEAR VISION?' is overlaid on the left side of the image.

# WHAT IS THE 10-YEAR VISION?

Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures.

## WHAT IS THE 10-YEAR VISION?

We encourage those who venture into Oregon's outdoor spaces to be prepared. Pack the Ten Essentials — a map, a compass, let people know where you're going in case you get lost along the way. In many ways, our 10-year strategic vision serves a similar purpose. For the next decade, this strategic vision serves as a road map to guide Travel Oregon in work we undertake — from advertising campaigns and sales promotions, to projects we develop alongside the industry, grant dollars we deploy and hiring decisions we make. If we've learned anything, it's that situations are fluid, and being nimble is key. The objectives laid out in our strategic vision will help us stay true to our vision, help us stay on course. Biennial planning and budgets will change, but the goals that we want to achieve as an agency, and a leader of Oregon's tourism industry will not falter.

Travel Oregon's strategic vision is designed at a high-level. This approach enables us to keep clear sights on our mission and vision, and outline ways in which we will work with and in service to our industry. But through a 10-year vision, we are also able to adapt and continue to envision ways to be responsive to meet the most timely and significant opportunities and varied needs of our residents, industry and visitors.

As Travel Oregon envisions what the next decade looks like for Oregon and for tourism in our state, we will work toward executing the objectives outlined in this strategic vision with actionable, biennial plans. Plans

that will be developed with this strategic vision as a sort of framework — helping us stay on track and monitor our progress toward achieving our vision.

From our inception, Travel Oregon has been rooted in economic development. When we say our vision is a welcoming state where tourism drives economic prosperity for all — this means ensuring tourism remains a strong contributor to Oregon's economy. The tourism industry's success has long been defined by the number of heads in beds. And, don't get us wrong, this metric is certainly linked to increases in visitor spending, job creation and tax revenue. But better doesn't mean bigger, faster or more. We believe by slowing down, looking at the big picture with intentionality we will not only continue to increase economic vitality in Oregon, but will work to preserve the scenic wonder of our state, enhance the visitor experience, increase livability and equity for residents and visitors.

To achieve the vision and outcomes set forth in our 10-year strategic vision, not only will we deploy efficient and well-designed internal structures and processes, but we must grow and evolve our relationships with residents, the industry and visitors. To guide this journey, we have established values and lenses to root us in our focus and provide a strong foundation to align our actions and decisions, alongside our stakeholders.





# DESTINATION STEWARDSHIP APPROACH

Tourism destinations are more than sweeping outdoor vistas, locally produced foods and cozy places to rest after a day of adventures. Oregon's statewide destinations are a complex system where diverse people, rich cultures and vast ecosystems are interdependent and inextricably linked.

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## DESTINATION STEWARDSHIP APPROACH

As the destination management organization for Oregon — the place we are fortunate to call home — Travel Oregon has developed a destination stewardship approach. This three-pronged approach seeks to balance and meet the economic, environmental and social/cultural needs of a destination, while working in close partnership with the destination's tourism industry and residents.

To implement this approach, we will employ three lenses to guide our future decisions, programming and actions:

- Prosperity Lens
- Racial Equity Lens
- Regenerative Tourism Lens

Like any good travel guide, these lenses help us ask the right questions, so the journey is thoughtfully planned, and we can successfully reach our destination.

### Prosperity Lens

- How will this work best optimize economic impact?
- What tourism industry jobs will be created and/or supported?
- Are economic benefits seen primarily at state, regional, or community/city level?

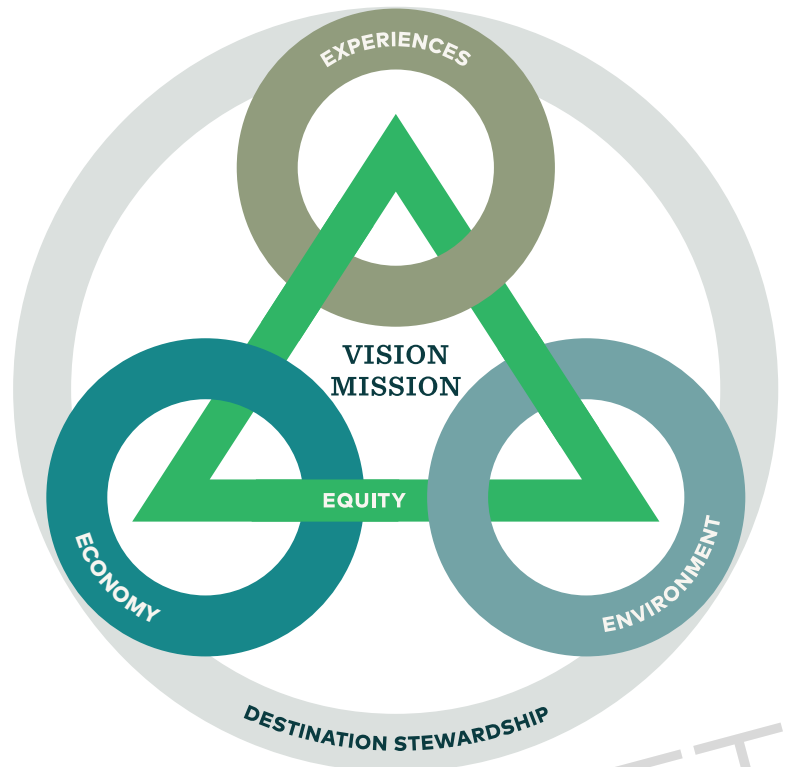
### Racial Equity Lens

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

### Regenerative Tourism Lens

- What are the consequences of this work on the environment and people living seven generations into the future? Have the decisions been made after weighing those consequences?
- Have residents and other stakeholders been involved in an inclusive way— informing, validating, and co-creating the management of the destination, including promotional efforts, accommodations, transportation and more?

Applying these lenses means asking critical questions that will be instrumental in fulfilling our strategic vision over the next decade. In some cases, we will continue to strengthen and improve work already underway — in others, the destination stewardship approach encourages us to learn and work together. We know we can't do this alone and believe by collaboratively aligning the industry around this destination stewardship approach, Oregon as a destination will continue to flourish — providing meaningful jobs for Oregonians, welcoming visitors from near and far and building connection and respect for diverse cultures and environments.



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# WHY THIS STRATEGIC VISION?

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SPORTS  
fitness  
weight training

736 purple

## WHY THIS STRATEGIC VISION?



The work we undertake as a destination management organization is rooted in our purest intention to be in service to the industry and our desire to be ever-responsive to what our stakeholders need. To develop a strategic vision, which focuses on long-term success and protecting our state's people and natural resources for the future is not something we could ever do alone. The success of our industry relies on strong partnerships. And so, to ensure that we can always be in lockstep with the industry we serve, we knew alignment with our stakeholders was key.

Over an 18-month period, beginning in late 2020, we hosted surveys, listening sessions, interviews and focus groups. We engaged local consultants to lead racial equity trainings with industry partners and staff to ensure commitment and alignment in developing the racial equity lens. Worldwide destination marketers, Destination Think!, provided Travel Oregon with an extensive "Destination Assessment" that helped us better understand key areas where our agency could improve, and make more significant impacts to the state's tourism economy. We held discussions open only to Oregon's nine federally recognized tribes to understand how to support our state's sovereign tribal nations through tourism. Travel Oregon also worked with Empress Rules, a local equity and inclusion consulting organization to help us understand how we can meaningfully engage with and include Black, Indigenous and people of color (BIPOC) in our work.

Through these processes we engaged nearly 2,000 Oregonians representing regional and local DMOs (including OTC staff/commissioners), tourism-related businesses and workforce, non-profits and government agencies. What we learned is increased visitor spending isn't the only measure of success. Filling lost jobs doesn't ensure workforce vitality — it doesn't address deeper issues impacting the Oregon tourism industry's frontline staff.

The information gathered helped establish the destination stewardship approach we are committed to implementing over the next 10 years (and beyond). It helped inspire the three lenses, which will guide us through every single day at Travel Oregon — enabling us to remain steadfast in our commitment to economic prosperity, a thriving environment and achieving racial equity. Ten years is a long time, and it is imperative that we continue to engage and collaborate with our stakeholders every step of the way. We don't want a pre-pandemic Oregon; we want a resilient Oregon.

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# OBJECTIVES & STRATEGIES

These four interconnected objectives will bring our mission to life — helping us reach our vision with priority strategies.

» Oregon's tourism economy is flourishing.

» Oregon is striving to be a place of equity.

» Oregon delivers remarkable experiences.

» Oregon respects its natural environments.

## OBJECTIVE

### **Oregon's tourism economy is flourishing.**

*Oregon's tourism industry contributes to strong, balanced and optimized economic growth.*

#### STRATEGIES

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

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The Port of Portland

## OBJECTIVE

### **Oregon is striving to be a place of equity.**

*Oregon's tourism industry is contributing to decrease inequities that harm historically and currently underserved and under-resourced communities.*

#### STRATEGIES

1. Work in collaboration with stakeholders to develop and implement a racial equity plan incorporating the strategies from the State of Oregon DEI Action Plan.
2. Ensure diversity, equity and inclusion (DEI) is emphasized and integrated agency-wide, from programming and procurement to employee recruitment and training.
3. Increase awareness of, advocate for and advance social equity within Oregon's tourism workforce.
4. Engage with industry stakeholders to apply the racial equity lens — supporting welcoming destinations and helping reduce impacts of racial inequities.
5. Foster deep relationships with and elevate the voices of historically and currently underserved and under-resourced communities, including BIPOC, Oregon's nine federally recognized tribes and LGBTQIA+ communities.

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## OBJECTIVE

### **Oregon delivers remarkable experiences.**

*Stakeholders are aligned on the identification and promotion of experiences making Oregon a thriving place to live and visit.*

#### STRATEGIES

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

## OBJECTIVE

### **Oregon respects its natural environments.**

*Oregon's tourism industry is building a regenerative future to assure resiliency and prosperity for generations to come.*

#### STRATEGIES

1. Work in tandem with stakeholders to create and implement a climate action plan in alignment with Executive Order 20-04 to reduce tourism industry carbon emissions.
2. Partner with and support resource management agencies (tribal, local, state, federal) to sustain natural resources and mitigate visitor impacts on public and tribal land and waterways.
3. Provide the tourism industry with opportunities to better understand how tourism impacts the environment, livability and community well-being, as well as how to apply the Regenerative Tourism Lens to their work.

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# KEY PERFORMANCE INDICATORS

We have developed new Key Performance Indicators (KPIs) to monitor our progress against the 10-year strategic vision.

» Economic Prosperity

» Oregon Tourism Diversity

» Oregon's Reputation

» Environmental Sustainability



Kamrin Nielsen

## KEY PERFORMANCE INDICATORS

No vision becomes a reality without measuring its progress. In addition to our traditional economic impact indicators, we have developed new KPIs to monitor our progress against the 10-year strategic vision. These KPIs, together with economic sustainability measures, align with the objectives and provide comprehensive, quantifiable measures of Oregon’s statewide tourism performance and impacts.

### Economic Prosperity

Estimates the annual economic impacts generated by tourism activities in areas of visitor spending, employment and tax revenue.

### Oregon Tourism Diversity

Measure and monitor the racial composition of Travel Oregon staff, Oregon tourism workforce and visitors.

Records and monitors Travel Oregon’s investment in supporting BIPOC-owned businesses and communities.

### Oregon’s Reputation

Measure and monitor resident and visitor sentiments about Oregon as a tourism destination biannually:

- Resident sentiment measures perception of tourism impacts, both positive and negative, in the areas of sociocultural, economic and environmental, as well as support for tourism in the resident’s community.
- Visitor sentiment is measured through three standard customer loyalty metrics. The first metric is a visitor satisfaction score which will be used to

gauge how satisfied a visitor is with a particular interaction or overall experience when traveling to and within Oregon. The second loyalty metric is a “Net Promoter Score.” The Net Promoter Score gauges overall visitor satisfaction and loyalty based on a visitor’s willingness to recommend a destination to others. The third loyalty metric measures the likelihood of travelling to and within Oregon in the future.

### Environmental Sustainability

Records and monitors Travel Oregon’s investment in supporting Oregon’s greenhouse gas reduction goals and its impact in two areas:

- Developing and promoting regenerative tourism products and experiences.
- Empowering the tourism industry and visitors to take steps to reduce their carbon emissions and adopt regenerative tourism practices.

These KPIs represent overall Travel Oregon indicators and will be available to the industry. Specific goals will be developed and included in biennial plans. While there is no expectation for partners to use the same measurements, we are committed to supporting those who are interested in joining us on this journey.

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# CONCLUSION

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Change is inevitable. In many ways, we want to transform the way Travel Oregon and the tourism industry approaches destination management. But we realize that over 10 years, destinations change, as do the needs of residents and visitors. Travel Oregon's 10-year strategic vision is designed with fluidity and flexibility in mind. While the day-to-day actions of Travel Oregon will (and should) evolve over the next decade, the commitment to our vision will not change.

This 10-year strategic vision reflects hours spent in enriching conversations with tourism industry and agency partners, as well as BIPOC communities affected by the tourism industry. The input and guidance shared was invaluable in helping us reimagine the role and responsibility the tourism industry has in shaping Oregon's future and was vital in forming the foundation of this vision that will guide our work in supporting Oregon's tourism industry over the next 10 years. At its core, this strategic vision is both an industry and an agency vision. It maps Travel Oregon's work and will serve the industry as a long-term strategy to work through, learn from, collaborate with and align together as we take the incremental steps needed to achieve a more resilient future. This strategic vision and its objectives are created to serve you, our industry, as we learn together how to build a stronger, resilient Oregon economy.

The positive potential for Oregon is significant. The greatest success is possible when we all move together. We invite you to join us on this journey.

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**HOW**  
**WILL THE VISION**  
**MOVE FORWARD?**

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For our strategic vision to become reality, Travel Oregon will continue to provide biennial plans and budgets for OTC approval. The biennial planning and strategy-based budgeting processes will be guided by the strategic vision, the current state of Oregon tourism and global circumstances and stakeholder input and will include the next set of priority actions for Travel Oregon staff to carry out.

To get started, Travel Oregon will prepare for the 2023-2025 biennium by making sure our team is aligned and working in the most efficient way. This will include working with change management experts to ensure that our internal organization is optimally designed to execute the objectives we will work to achieve. As with the development of this strategic vision, the industry partners seated at the table will be key. Travel Oregon will continue to engage, listen and respond to the needs of our partners, stakeholders and industry as we develop plans and set this strategic vision into action.

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# KEY TERMS

Throughout our 10-year strategic vision we use terms that may be new to some of our stakeholders. These terms have been chosen with intention — helping us set the foundation of what this strategy means to us. We value a shared understanding of these key terms and invite our stakeholders to use them alongside us.

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## KEY TERMS

**BIPOC** — An acronym for Black, Indigenous, and people of color.<sup>3</sup>

**Destination Management Organization (DMO)**

— The agency responsible for coordinating the processes where almost all aspects of a destination are managed, including promotional efforts, local resources, accommodation, activities, events, environmental concerns, tourist attractions and transportation.<sup>4</sup>

**Destination stewardship** — A three-pronged approach to destination management that seeks to balance and meet the economic, environmental, and social/cultural needs of a destination, ensuring active engagement with residents and tourism stakeholders.

**Equity** — Acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes.<sup>5</sup>

**Historically and currently underserved and under-resourced communities**

— The State of Oregon defines these communities identifying as Native American, members of Oregon's nine federally recognized tribes, American Indian, Alaska Natives • Black, African, African American • Latina, Latino, Latinx, Hispanic • Asian • Pacific Islander (including Compact of Free Association Citizens) • Immigrants, Refugees, Asylum-Seekers, Deferred Status Holders, Temporary Protected Status • Undocumented, Deferred Action for Childhood Arrivals (DACA), "Dreamers," Non-Immigrant Visa Holders • Linguistically diverse, English language learners (ELL) • Economically Disadvantaged • People with disabilities • LGBTQIA2S+ • Farmworkers, Migrant Seasonal Workers.

**LGBTQIA+** — is an inclusive term that includes people of all genders and sexualities, such as lesbian, gay, bisexual, transgender, questioning, queer, intersex, asexual, pansexual and allies.

**Racial equity** — Means closing the gaps so race can no longer predict any person's success, which simultaneously improves outcomes for all.<sup>6</sup>

**Regional Destination Management Organization (RDMO)**

— Oregon is divided into seven tourism regions. Each region has identified a DMO to act as its regional destination management organization, which is recognized by Travel Oregon. The Regional Cooperative Tourism Program guidelines require RDMOs to submit regional plans for use of state dollars.<sup>7</sup>

**Regenerative tourism** — A concept related to the Seventh Generation Principle, which comes from the Haudenosaunee Confederacy.<sup>8</sup> Decisions are made after weighing the consequences for people seven generations into the future. The focus is on renewal and restoration rather than on sustaining the current state.

**Stakeholder** — In Oregon tourism this includes both visitors and residents, as well as regional and local DMOs, Oregon's nine federally recognized tribes, tourism-related businesses and workforce, non-profits, natural resource management agencies (local, state, federal) and more.

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<sup>3</sup> <https://www.thebipocproject.org/>

<sup>4</sup> <https://www.revfine.com/destination-management/>

<sup>5</sup> [https://www.oregon.gov/oem/equity/Documents/Oregon\\_DEI\\_Action\\_Plan\\_2021.pdf](https://www.oregon.gov/oem/equity/Documents/Oregon_DEI_Action_Plan_2021.pdf)

<sup>6</sup> [https://www.oregon.gov/oem/equity/Documents/Oregon\\_DEI\\_Action\\_Plan\\_2021.pdf](https://www.oregon.gov/oem/equity/Documents/Oregon_DEI_Action_Plan_2021.pdf)

<sup>7</sup> <https://industry.traveloregon.com/resources/tourism-in-oregon/destination-management-organizations/>

<sup>8</sup> <https://www.haudenosauneeconfederacy.com/values/>

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