

Oregon Tourism Commission Meeting

June 13, 2023

Lakeview Elks Club
Broadcasted via YouTube Live

Tourism Commissioners present included: Chair Boyles, Vice-Chair DiNovo, and Commissioners David Gremmels, David Penilton, Maria Ponzi, Mia Sheppard, Erin Stephenson, Greg Willitts and Scott Youngblood.

Welcome and Introductions

Chair Boyles opens the meeting at 9:00 a.m. and welcomes everyone to the June 13, 2023, Oregon Tourism Commission meeting.

The Oregon Tourism Commissioners and Todd Davidson, CEO of Travel Oregon, introduce themselves.

Chair Boyles thanks everyone that is here today in Lakeview, and those joining through Travel Oregon's Industry YouTube channel. Today's meeting materials, including the agenda and supplemental material can be found on the Travel Oregon Industry website.

Chair Boyles acknowledges that in holding a meeting today, all Public Meeting notice requirements were met. He acknowledges that there is a sheet to sign up to provide public comment in the room.

Chair Remarks

Chair Boyles describes the Commission's tour and experiences in Lakeview so far and looks forward to returning to the area. He thanks everyone who contributed to making their time in Lakeview a memorable experience.

Local Welcome

Ray Turner, Mayor of Lakeview, introduces himself and welcomes the group to Lakeview. He notes the friendliness of locals in Lakeview and the naturally beautiful setting. He provides recommendations for sightseeing and wildlife viewing in the area. He thanks the Commission and Travel Oregon for having their meeting in Lakeview.

Tanaz Wilson, Executive Director of Lake County Chamber of Commerce introduces herself, welcomes the group, and thanks them for their kind words.

Bob Hackett, Executive Director of Travel Southern Oregon, introduces himself and notes that Lake County is an example of the regional program's success. He thanks those from Lake County in allowing him to be representative of the area, although he

lives in the Rogue Valley. He thanks Travel Oregon and the Oregon Tourism Commission for their support.

Ray Turner invites those in attendance to return and visit Lake County again.

Stakeholders, Partners and Public Statements

Chair Boyles reminds attendees that a comment form lives continuously on the industry website. He states that a number of public comments were received and have been distributed to the Commission and have been posted to the industry website. As the meeting is in person today, there is the opportunity for live public comments. He asks that comments remain respectful and limited to three minutes each.

Sue Densmore, Executive Director of the Friends of the Oregon Caves and Chateau, introduces herself and states that she is here to ask for help. She provides handouts to the Commission (Exhibit). She states that Friends of the Oregon Caves has been working for six years to restore the Chateau. They have taken a pause in restoration and are bringing in a new firm to assess what needs to be done. She notes that she is working with the Parks Service and expects \$20M of work to be done. She is here today to request assistance in helping the National Parks Service understand that this location is important to Oregon and to keep the project on schedule. She states that if Oregonians don't show that they care, the National Parks Service will not either. She thanks the commission for listening and welcomes the group to Lakeview.

Sue notes that on Tuesday, June 27th she is providing a tour of the Chateau to Senator Merkley and Senator Wyden and would like help with that if available. Todd introduces Sue to Kate Baumgartner, Public Affairs Strategist for Travel Oregon who may be able to help with the upcoming June 27 meeting.

Commissioner Willits asks what the schedule for completion is.

Sue states that originally funding was to complete safety issues, but the work has now been paused and a new RFP is going out for foundation work. She notes that by September, they need significant support demonstrated for work to continue in the PMIS schedule, the National Parks budgeting schedule.

Commissioner Willits asks if the project will be completed in 5-10 years.

She states that the Chateau has been closed since 2018 and the hope is to open by 2024 or 2025.

Commissioner Gremmels thanks Sue for her work and notes that he will be in attendance on the 27th to show his support.

Sue thanks the Commission for their support and listening to her appeal meeting after meeting.

Commission Business

Review of Commission Packets

Chair Boyles confirms that the Commissioners received their packets and had the opportunity to review the content.

The Commissioners confirm receipt of information.

Chair Boyles thanks Vice Chair DiNovo for reviewing the financials with himself, Commissioner Willits, Todd, and Kathleen Stewart.

Vice Chair DiNovo states that the group recently reviewed the financials and that the fiscal year to date financials were included in the Commission materials and have been posted to the industry website. The financials fiscal year to date 2023 as updated during the financials call on June 6th state that through May Travel Oregon has received \$37.8M in Transient Lodging Tax dollars or 99.3% of the current \$38M budget, amended December 2022. She states that if we continue at this pace, we will end this fiscal year at \$40.5M in line with the Tourism Economics update forecasted in February 2023. Year over year increase in Transient Lodging Tax dollars is up 20% compared to the same time in FY22 and compared to 2019, Transient Lodging Tax dollars are up 22% after the adjustment for the change in the tax rate.

Vice Chair DiNovo asks if there are any questions.

Todd states that he has one addition to the financial report that came in after the meeting started. The June deposit has been received and it was \$2.4M which brings the Travel Oregon current year transient lodging tax dollars to \$40.1M against a \$38M budget. Todd also confirms that there will still be an accrual in July that will still be applied to this fiscal year. The smallest accrual Travel Oregon has historically had was \$400,000, which would put the total at the projected \$40.5M budget while the largest has been \$1.5M. Todd confirms that we are on pace with projections.

Chair Boyles thanks Todd and Vice Chair DiNovo for the updates.

Oregon Tourism Commission Governance Update

Chair Boyles states that he will provide a quick update on governance and notes this has been a priority for him during his tenure. In addition to some of the formalized documentation regarding the role of the Commission, Commissioners, Chair and Vice Chair, and the nominating committee, Chair Boyles states that he and Vice Chair DiNovo felt it important to document the role of the finance committee and the CEO

evaluation process. The previously created documents can be found in the commission folders and the new governance documents are being finalized. Chair Boyles states that he hopes they will come to the Commission in the next few weeks, prior to July 1 when the new Chair takes their term. He notes that Todd and staff have been supportive in creating these documents. He recognizes Sarah Watson who has been instrumental in getting those documents created.

CEO Evaluation Process

Chair Boyles invites Vice Chair DiNovo to walk them through the CEO evaluation process.

Vice Chair DiNovo notes that for the entirety of Todd's tenure as CEO of Travel Oregon, an annual evaluation has taken place. She notes that this process goes beyond what is typical or even expected by Governor Kotek. Recently Governor Kotek revealed that every two years a 360 review should be undergone for CEOs of state agencies. Vice Chair DiNovo notes that this will be included in the governance documents that the commission will be receiving soon. She notes that the Commission will continue to do an annual review of the CEO, including a formal 360 review with Travel Oregon staff and members of the Commission. This process will take place this summer with a formal report out at the September Commission meeting.

Vice Chair DiNovo asks if there are questions. There are no questions.

Commission Action

Approval of Minutes

Chair Boyles notes that the next item on the agenda is the approval of the April 3 and May 18 Commission meeting minutes. He asks if the Commissioners had the opportunity to review the minutes.

All indicate they have reviewed.

Chair Boyles asks if there are any questions or corrections. He asks for a motion to approve both the April and May meeting minutes.

Vice Chair DiNovo moves to approve both sets of meeting minutes. Commissioner Penilton seconds the motion.

Chair Boyles asks all in favor to say aye. All Commissioners say aye.

Chair Boyles states that this approves both sets of Commission meeting minutes and they will be posted to the industry website.

Nominating Committee Report

Chair Boyles notes that at the April Commission Meeting, the nominating committee was appointed to select the Chair and Vice Chair of the Commission for July 2023-June

2024. Chair Boyles notes that the nominating committee consists of past-Chair Scott Youngblood and himself. He asks Commissioner Youngblood to provide an update.

Commissioner Youngblood states that the process included reaching out to Commissioners that had expressed interest in leadership roles and those that had not yet expressed interest. The committee is pleased to nominate Vice Chair Di Novo as Chair of the Commission and Commissioner Willitts as Vice Chair of the Commission for the coming fiscal year 2023-2024.

Chair Boyles asks if there are any comments or questions.

Commissioner Penilton states his full support for Vice Chair DiNovo and Commissioner Willitts to step into these leadership positions. He continues by stating his support for Todd and the Travel Oregon team in moving the work of the Strategic Vision forward both to achieve our 10-year vision and beyond. He states his desire to continue to move forward as Commissioners to create a Governance committee that oversees, evaluates and assesses the processes the Commission has in place. He thanks Chair Boyles for the work he has done and states that he looks forward to continuing this work under Vice Chair DiNovo and Commissioner Willitts.

Commissioner Ponzi expresses her encouragement of the two new leaders and echoes Commissioner Penilton's thoughts. She states that she believes that there needs to be input from Commissioners on the governance committee which will provide a healthier future for the organization.

Commissioner Stephenson seconds what both Commissioner Penilton and Ponzi have said. She states her excitement for Vice Chair DiNovo and Commissioner Willitts to lead as the Commission continues this important work. She encourages the Commission to be more deeply engaged as a whole in the governance process.

Commissioner Penilton states his pleasure in the group of Commissioners that we currently have and his excitement about the work they will be able to accomplish.

Chair Boyles thanks the Commissioners for their comments. He states that part of what he and Vice Chair DiNovo have been discussing is more engagement with members of the Commission and more clarity on paths to leadership within the Commission. He notes that they both take the Commissioners comments to heart and will continue that work. He describes that prior to his time as Vice Chair, there were no job descriptions or outlines of what the nominating committee might be. He feels that the Commission has come a long way but there is always more work to do. He notes that while he will not be on the Commission to do this work, he feels confident in Vice Chair DiNovo's abilities, assuming this nominated slate moves forward.

Chair Boyles asks if there is a motion to approve this slate of officers.

Commissioner Gremmels moves to approve the slate. Commissioner Penilton seconds the motion to approve the slate.

Chair Boyles asks all in favor of approval to say aye. All say aye.

Chair Boyles asks if there is any opposition. There is none.

Chair Boyles congratulates Vice Chair DiNovo and Commissioner Willitts on their new roles as Chair and Vice Chair respectively, effective July 1, 2023.

Final Review & Adoption of Travel Oregon 2023-2025 Strategic Plan and Budget

Chair Boyles notes that on May 1, a Commission Meeting notice was posted for a May 18 public hearing to review the 2023-2025 draft Strategic Plan and budget. On May 10, the draft Strategic Plan and budget were posted to the industry site and in accordance with ORS 284.114 the draft plan was sent to Governor Kotek, the director of Business Oregon, the Oregon Restaurant and Lodging Association, and the Oregon Destinations Association. Staff went above and beyond that requirement by also sending the draft plan to all legislative leadership, the seven Regional DMOs, 24 additional agency and industry partners, and our federally recognized tribal contacts. Five comments were received ahead of the May 18 meeting and those were distributed and discussed during that meeting. The public comment period closed on May 31, and five additional comments were received before the comment period closed. These comments were forwarded to the Commission and posted to the industry website. These comments were considered when staff drafted the final 2023-2025 strategic plan and budget, which was sent to the Commission last week and is presented here today.

Chair Boyles asks Todd to walk the group through the plan and budget.

Todd thanks Chair Boyles for the description of process and begins a PowerPoint presentation of the 2023-25 Strategic Plan and budget development process including what Chair Boyles shared along with sharing the drafted plan with the Commission prior to the May 10 posting to the public to provide the Commission the opportunity to provide comment first. He states his appreciation for Travel Oregon's staff diligence in accountability and transparency through sharing with additional parties. He notes that one of the changes that was brought forward after initially sharing with the Commission was to articulate the particular actions that were being proposed through the strategic plan and the related KPI's.

Todd describes the comments that were received between May 10-31, 2023, and notes that they fell into two categories: Tactical and Clarity/Priorities. He acknowledges the thoughtfulness and depth of the comments that were provided. He states that historically the Commission has not adopted strategic plans that are tactical in nature but rather are more high-level, as tactics shift during the biennium, and this allows the staff to make tactical shifts without Commission approval. He states that all of the comments were shared with all members of Travel Oregon staff to help inform our tactics to carry out our work. Todd notes a specific language change in the Strategic Plan that acknowledges the comments submitted and the high-level nature of the plan versus the tactics that will carry out that work:

[Pg. 7 of plan] While strategic and actionable in nature, as the 10-year vision outlines, this strategic plan is a higher-level road map, focusing on the work we intend to accomplish over the next two years. This plan is not intended to be an exhaustive portrait of how we anticipate supporting each of the important and varied tourism experiences across Oregon. Rather, this plan identifies key strategies to focus on first, building upon and providing foundational support for future strategies. This plan provides the guidance and structure that allows us to uplift all communities and niche products and activities across the state. Remaining nimble and responsive to the needs of our residents, industry and visitors, the tactics to accomplish this work will continue to evolve as we support the ever-changing needs of our industry and our partners.

The second category of comments focused on clarity around the priorities of the work accomplished, the central role of economic development, and Travel Oregon's work in rural areas and engaging directly with communities. Todd makes it clear that while the plan discusses regional work, this does not mean we are stepping away from working in communities, but rather strengthening the ties between the region and the communities that Travel Oregon is assisting. Specific language has been added to the Strategic Plan to better represent the ways in which Travel Oregon's new organizational design will assist in this work.

[Pg. 10 of plan] The new organizational design will increase capacity and staffing across the agency and includes the creation of a Destination Stewardship team that will expand regional and community destination stewardship services and better align the Regional Cooperative Tourism Program (RCTP) and grants programs; a Brand Stewardship team that combines and expands existing marketing and sales teams; an Insights & Impact team that will invest in and optimize alignment between research, public affairs and policy, communications and industry relations; and an expanded administrative team to guide investments in our people and culture to ensure the agency can efficiently and effectively implement the 10-year Strategic Vision.

He notes that a new high level organizational structure that takes effect on July 1 has been added to the plan as well. He reminds the audience that all of your contacts at Travel Oregon remain the same currently.

Todd notes that one additional change is reflected in the proposed 23-25 budget in the dollar amount of the "other income" line item. This line item includes Governor's Conference revenue, welcome center brochure program revenues, the Oregon Trail Fund, other grants that are anticipated being received and interest income. Todd praises Kathleen Stewart for working with our financial institutions to not only set up our accounts to be interest bearing but to also optimize the interest we receive on those accounts. Due to her diligence, this other income category has been modified from \$200-\$225,000 expected in income from interest on our accounts per year to roughly \$1M for the biennium - roughly doubling our forecast for interest income. He notes that the budget honors the Commission's policy for a 5% reserve fund to be maintained.

Todd shares the budget reframed as an outcome-based budget under the four key objectives of the 10-year Strategic Vision. He also shares the 2023-2025 biennial budget in the format provided by the Legislative Fiscal Office (LFO), although this is not the format that we ask the Commission to adopt the budget under. As an additional ask by the LFO, Todd shares the proposed budget for the Wine Country License Plate Program.

Program Budgets:

Brand Stewardship	\$35,243,600
Destination Stewardship	\$35,298,200
Competitive Grants - 10%	(\$9,140,000)
RCTP – 20%	(\$18,280,000)
Insights & Impact	\$13,019,200
Admin. & Operations	\$10,922,300
Operating Reserve	\$913,200
TOTAL:	\$95,396,500

Chair Boyles thanks Todd for the presentation and asks the Commission if there are any comments or questions.

Commissioner Penilton notes the positive news shared on revenue received. He states the importance of the entire state of Oregon seeing themselves represented in the Strategic Plan and commended Todd for taking the time to walk through the public comments received and how they are being incorporated and addressed.

Commissioner Ponzi thanks Todd for the presentation and the value in the connection between the visitor data Travel Oregon receives and the tactics created. She notes the high percentage of women with high income traveling to Oregon and "boomers" who bring income into our state as visitors. She asks to go back to the slide referencing outcome-based budgeting and asks how Travel Oregon is tracking budget back to the four initiatives.

Todd also acknowledges the value in the visitor data shared with stakeholders via the public comments received. He notes that these comments were shared with the Commission, the leadership team and entire staff team. They have also been posted to the industry website so that industry partners can also take the data into account when planning their own local and regional planning efforts. Todd notes that Vice Presidents of each Travel Oregon department are mapping their specific programs of work as well as the work we did through the action team planning under each strategic priority. He describes the way in which these plans speak to the dollar amount for each priority and

how other work can be attributed to each strategic priority. Todd describes that outcomes-based budgeting is a new concept at Travel Oregon and typically public agencies use current service level budgeting which looks at current budgets and the needs to retain those services considering cost of inflation and other factors.

Commissioner Ponzi thanks Todd for the clarity.

Vice Chair DiNovo thanks Todd and the team for the opportunity to view the plan and budget prior to it going out for public comment. She notes this was very valuable to be able to give initial feedback. She also acknowledges and congratulates Kathleen on her work on the increase in dollars from our interest-bearing accounts. She continues by noting that an outcome-based budgeting approach is another way to ensure that Travel Oregon is following the 10-year vision. She thanks Todd and Travel Oregon for taking all public comments seriously and clarifying that rural Oregon is just as important to our work as the rest of the state. She notes her excitement for the plan being rolled out.

Commissioner Stephenson notes that she had homed in on the same two topic areas as her colleagues. She echoes appreciation for taking the time to respond to the comments that came in and the follow-up in writing. She notes that she would like to see continued involvement from stakeholders via written comments to ensure our industry and stakeholders are being heard. She states she has a similar question to Commissioner Ponzi and asks how Travel Oregon will report out against the four strategic priority outcomes and how departments are allocating and putting funds to use against these buckets.

Todd states this is a good question. He describes that while the slide shows certain dollar amounts attached to these four priority outcomes, these do not represent budget buckets. Rather, we have taken the "donut" budget shown earlier in the slideshow and asked how these programs track against our strategic priorities. He notes that we do have KPI's in the 10-Year Strategic Vision and 2023-2025 Strategic Plan that will hold us accountable to these outcomes. He states that the Commission Meetings are also a tool to keep Travel Oregon accountable to the work we planned to do through reporting out to the Commission and seeking feedback and approval as needed.

Commissioner Youngblood expresses his gratitude in the approach to budgeting, referencing the difference between the expectations of the LFO, which is a largely administrative perspective, versus the proposed budget slide. He notes that Brand Stewardship and Destination Stewardship are roughly equal in their budgets moving forward as vital bodies of work. He states that the outcome-based budgeting acts as a gut-check of how Travel Oregon is performing against our values. He notes his continual inspiration even as this is his fifth strategic planning process with Travel Oregon and thanks the staff for the significant undertaking.

Chair Boyles asks if there is a motion to approve the 2023-2025 Strategic Plan and Budget.

Commissioner Youngblood moves to approve the 2023-2025 Strategic Plan and Budget. Commissioner Gremmels seconds the motion.

Chair Boyles asks all in favor to say aye. All say aye.

Chair Boyles asks if there is any opposition. There is none.

The 2023-2025 Strategic Plan (as presented) and the biennial Budget (as outlined) are approved.

Chair Boyles recesses the meeting for a break at 10:12 am.

Chair Boyles reconvenes the meeting at 10:25 a.m.

Visitor Lifecycle Management (VLM) Update

Todd introduces Bryan Mullaney to provide an update on the Visitor Lifecycle Management (VLM) program. Todd acknowledges that although this is a program that lives currently in the Global Marketing department, and in the future in the Brand Stewardship department, it has tendrils that reach into every aspect of Travel Oregon's work.

Bryan shares a PowerPoint presentation on the VLM program and notes that the last update on the program to the Commission was in 2018. Bryan shares details on the macro view of the program, noting that the goal is to provide email subscribers with personalized content to expedite their journey through the planning and booking process. Bryan describes the stages of the VLM process: joining the Travel Oregon email listserv, receiving a welcome series, monthly e-newsletters, and entering the nurture stream. Bryan describes the emails contained in the welcome series. He shares the full VLM lifecycle and the subscriber flow for the VLM nurture stream. He shares high-level statistics on the nurture stream including that we have generated 3,163 completed trips through the nurture stream this fiscal and that the nurture stream has brought in \$2.8M in total measurable economic impact FYTD. Additionally, nurture stream emails provide a 200% lift in engagement over our monthly email newsletters, showing the impact of personalized, timely content. Bryan describes how the VLM program needed robust visitor profiles, which can be used to ad platforms like Google Ads and Meta Ads, providing us with a unique competitive advantage. Bryan continues by describing Travel Oregon's use of AI content and the VLM dashboard used to understand the nurture stream's performance. He notes post launch optimizations including a revamp of the third planning email, a post-trip revamp, and why guides content swap. He lists the next steps in the program, including driving more lead generation, focusing on utilizing interests/activities data, create the ability for a subscriber to edit booking dates and trip details, and add a second round of content for return visitors. He states that the VLM program won a Mercury Award for Best Digital Campaign at ESTO 2022 - a goal that was set by his team in 2018. He notes his pride in his team, Ariana and Rourke, for completing this goal. He also notes that he and Ariana recently learned that Travel Oregon is one of three finalists in the Architect category of the Adobe Experience Maker

Awards 2023, a global, cross-industry awards competition. Winners will be announced June 21. Bryan opens the floor for questions and comments.

Todd describes the innovation behind this program crafted by Bryan, Ariana, Rourke, and Michael, turning a "what if" idea into reality. He states that no other state tourism office is doing anything like this, providing us with a competitive advantage and a powerful point of differentiation.

Chair Boyles thanks Bryan for the presentation. He notes that Bryan mentioned creating content for visitors going through the nurture stream for the second time. He observes that this suggests there is data indicating how often that happens and how long after the first trip it occurs. He asks Bryan to share information on that topic.

Bryan states that currently subscribers only go through the VLM phase once as there is only one round of content. Bryan notes that we plan to focus on the difference between an in-state visitor and an out-of-state visitor. He describes that repeat content may be more welcome to an out-of-state visitor who is not planning trips to Oregon as often as an in-state visitor. However, he also plans to focus on creating content for the second, third, or fourth trip planning cycles. He notes that the majority of the email subscribers are actually out-of-state visitors, which lends itself to easily creating a second round of content that utilizes some of the same content as the first round. He notes that we capture a variety of activity interest data across TravelOregon.com, in places like the email subscriber page or guide order page. He notes that he would need to get back to the Commission on average trip length. He describes that Ariana does a lot of work to find the right timing for emails to land in subscribers inboxes.

Commissioner Stephenson commends Bryan and Ariana on their work and showing visitors to Oregon that they matter here through personalization. She asks how we are tracking booking revenue data, if it is through clicking from our site through to a lodging property's site, and how GA4 will affect this process.

Bryan states that our definition of a booked trip comes from visitor provided data. He notes that due to privacy issues Travel Oregon mainly collects this type of data, as opposed to scraping the web for data. He states that the GA4 rollout will not have an effect on VLM but will have an effect on the advertising side. He notes that Travel Oregon is ahead of the curve here as he had GA4 set up for Travel Oregon two years ago, providing us with two years of data to understand as it is implemented.

Vice Chair DiNovo congratulates Bryan and the team on the awards. She asks if the VLM dashboard is on the industry website for review.

Bryan states it is not currently as it was originally built as an internal tool, but there is no reason it could not be added to the industry website.

Vice Chair DiNovo asks since we know the dates of visitor arrival and departure if he can share peak and off-peak details.

Bryan reshapes the VLM dashboard slide to demonstrate that the seasonal spread is similar to what we already expect with summer being a peak visitation time. He notes that there is more data to analyze through VLM on a regional basis.

Commissioner Ponzi congratulates Bryan on the great work. She asks what defines a trip, noting that he provided a statistic of \$900 on average spent per trip.

Bryan states that this is via the email subscriber survey, which was sent a year ago, and captures the median spend on a completed trip to Oregon including everything but airfare for an email subscriber.

Commissioner Ponzi asks if we know the length of stay and party size.

Bryan states that a "trip" is 50-miles or more from your home and that he believes the trip total dollar amount is for the full party, not per individual. He states that he would need to look into length of stay definitions as he does not have it handy.

Commissioner Willitts thanks Bryan for the presentation, noting his pride in this work as a commissioner. He jokes that as an email subscriber he feels manipulated as he has done many of the activities sent to him.

Bryan states that he cannot take the credit as he does not create the content and that credit goes to the Integrated Marketing team, Amy, Jen, and Mo.

Commissioner Willitts asks how VLM quantifies himself and his wife traveling through Oregon.

Bryan describes that VLM has robust visitor profiles that they continue to improve based on what the subscriber reads or clicks on.

Commissioner Willitts thanks Bryan again.

Commissioner Youngblood describes the remarkable minds at Travel Oregon doing work that is beyond the understanding of many in the room and thanks Bryan for his contributions.

Todd thanks Bryan again.

Travel Oregon with Travel Oregon Campaign

Todd introduces Katy Clair, Travel Oregon's Director of Marketing Services, and Sara Stachan, Media Director at Wieden & Kennedy, to provide a campaign update.

Katy shares a PowerPoint presentation on the upcoming Travel Oregon with Travel Oregon campaign. She begins by grounding the purpose of advertising for Travel Oregon in sharing its identity with visitors. She shares Travel Oregon's brand tone and voice. She shares the goal of the Travel Oregon with Travel Oregon (TOwTO) campaign of standing out against competitors' advertising that is fairly uniform across destinations. She notes that sidekicks play an important role in advertising, including being 50% more likely to resonate with consumers, ad viewability in a digital context

and extend dwell time as much as 50%. She notes that the sidekicks will serve as a tool to talk about important topics and fill seasonal needs to fulfill our 10-Year Strategic Vision. She describes that Travel Oregon's last large campaign push will occur this August followed by a more continual, always-on effort moving forward. Katy shares the TOwTO marketing funnel, including an anthem, sidekick intros that will dive into seasonal content, regional content that will include 6-12 videos per region per season, and display and search engine optimization (SEO). She shares the rollout plan from the anthem launch in August 2023 through sidekick content and a summer activation in June 2024. She describes the communication framework for each aspect of the marketing funnel. She notes the excitement in shifting our advertising structure and the uniqueness of the always-on effort across Western States. Katy introduces Sara to walk the group through who Travel Oregon's audience is for this campaign.

Sara shares the audience profile that Wieden & Kennedy created of who is most likely to travel across Oregon. She describes the "Active Adventurer" who has been a target market for Travel Oregon for years. She notes that heading into the next biennium they looked at evolving this audience to support the 10-Year Strategic Vision, including focusing on DEI and sustainability. On a national level, the Active Adventurer audience captures nearly 40M people and Sara shares statistics on those demographics and that more than 75% consider themselves sustainably-minded. She describes travel habits and interests of the Active Adventurer, including looking for well-rounded destinations that offer historical and cultural sites, eating out at restaurants, and having opportunities for physical activity. She describes the ad perception of the Active Adventure, including that they search for content on their phones after seeing ads or billboards and connect with moral messaging. Active Adventurers use social media weekly and watch at least 2-3 hours of streamed video weekly. Sara shares the local market approach, including a primary list of key markets on the West Coast, opportunity markets further south in the U.S., and a test market in Chicago.

Katy shows the video anthem for the Travel Oregon with Travel Oregon campaign.

Katy states that the anthem will launch August 1 and shares a launch calendar of key assets onscreen. She notes that we are currently working on scripts for sidekick spots as well as mapping out regional content.

Todd thanks Katy and Sara and opens the floor for questions.

Commissioner Penilton thanks Katy and Sara and notes the incredible amount of work that goes into creating advertising campaigns. He states his surprise in not seeing the Bay Area in the key markets list.

Katy confirms that San Francisco is a primary market and reshapes the slide of key markets.

Commissioner Willitts states his appreciation for the campaign and the data-first approach to the use of sidekicks. He states his appreciation for the sidekicks against the

natural Oregon backdrop and sees himself in the experiences shown in the video. He asks if social media is declining year-over-year and if there is a dip in its usage.

Katy states that there are trends that impact specific platforms and how Travel Oregon as a brand interacts with them. She notes that there is a consistent push for paid-first on social and identifying which platforms different audiences are using. She notes Tik Tok as an example and the different strategy used on Tik Tok versus Meta. She states that this is a broad answer, but she understands his question and that platform specific strategies are necessary.

Commissioner Willitts notes that his lens is watching his own children interact with social media and beginning to step away from using it.

Commissioner Ponzi congratulates Katy and Sara for the attention-grabbing creative. She states that she continues to struggle with understanding the spend from the Active Adventurer audience. She notes that data she referenced earlier on women with high incomes and boomers being key travelers to Oregon. She asks if the Active Adventurer is spending money in the state.

Sara states that she does not have the data in front of her but that it is a great question. She states she will regroup with her team and the Travel Oregon team to gather the answer.

Commissioner Ponzi continues by stating that she wants to ensure we are attracting visitors wisely. She notes that at a previous Commission meeting she made comments that the campaign appeared too cute and still believes the content is too cute for a boomer audience.

Katy states that she appreciates Commissioner Ponzi's opinion. She describes that when crafting the campaign strategy, Travel Oregon analyzes the spend from target markets as part of the selection process. She affirms that we will follow up with that data as it does exist. She notes that we do consider how we address the campaign in different markets.

Commissioner Sheppard states her excitement over the campaign and describes it as her favorite part of Commission meetings. She references the \$900 per trip spend that Bryan presented and asks if that correlates with the Active Adventurer audience, who is 25-34 in age.

Katy clarifies that the age group for the Active Adventurer is 25-54.

Commissioner Sheppard thanks her for clarifying as she thought the younger generation was spending less on their trips.

Katy notes that the Commissioners comments are touching on how we address goals by demographic. She notes that we recently connected with Visit California on this topic and notes that Gen Z will have 70% of all debt in the nation, while Gen X and Boomers will have 70% of all wealth in the nation. She notes that this is something that is being

considered for the future, particularly as our advertising steers into more niche pulses rather than one broad anthem.

Commissioner Sheppard asks about the responsible stewardship aspect of the campaign, particularly hoping to see responsible messaging around catch and release as fly-fishing is featured in the anthem.

Katy acknowledges the great feedback and jokes that fly-fishing creative receives the most feedback from Todd and Kevin.

Vice Chair DiNovo asks to return to the demographics slides of the Active Adventure nation-wide. She asks if the younger and older demographic sets are being advertised to differently.

Sara confirms that we are advertising to them differently as they have different media habits and thus, we are building different tactics to reach those audiences.

Vice Chair DiNovo clarifies if the content served across these channels is different.

Katy notes that as seasonal content develops, the sidekicks will not be included but will connect to the campaign content. She notes that there are paid opportunities here that are part of the overall media plan. This shows how to connect with different audiences.

Vice Chair DiNovo notes that she had a conversation with Katy earlier about public comments received regarding not promoting high-visitation areas and that there was a perception that we continue to market high-visitation areas. She asks Katy to speak to that process.

Katy reflects that while the 7 Wonders of Oregon campaign was a beautiful campaign that was very successful, it had an impact on specific places like Smith Rock State Park. She states that Travel Oregon is now more deliberate when starting marketing work and has conversations with regional partners and land managers prior to featuring locations in advertising campaigns. She notes that there are intentional conversations around possible location impacts and messaging if you visit, how to do so responsibly.

Vice Chair DiNovo also thanks Katy and Sara for their work and the data behind the effectiveness of mascots.

Commissioner Stephenson provides kudos to Katy and Sara on representing the entire state. She asks about a slide that referenced \$1,000 of disposable income and asks for clarification on if that was monthly or annually.

Sara states that she needs to check the data but believes it is annual disposable income.

Commissioner Stephenson states that these are all great data points to consider. She asks if the Active Adventurer is the only persona Travel Oregon is pursuing and how to connect it to a region and its assets, like wine country.

Katy states that the presentation today is focused on broad awareness. She describes that we do not currently build out individual personas for each niche. She notes that

under the new structure we will have more focus on that strategy and continue to pursue opportunities. Katy also mentions the importance of PR and media in this realm to attract niche audiences via coverage on those unique Oregon experiences.

Commissioner Stephenson clarifies that through the always-on approach, we will have more of an opportunity to focus on all of the parts and experiences in Oregon through this overarching campaign.

Katy confirms that there will be a lot more opportunity and consideration within Travel Oregon what is the best approach for what and how we are able to market. She notes that although campaigns are a big budget item and a large scope of work for Travel Oregon, they do not serve every purpose. She notes that we are always evaluating what our role is as an organization and reinforcing the work of our partners to focus on specific niches, whether it be wine, or food systems work on the Coast.

Commissioner Stephenson thanks her for sharing.

Commissioner Gremmels thanks Katy and Sara for the work and the background on how we distinguish ourselves. He provides compliments to everyone that worked on the campaign and how it provides a means to connecting to a different audience and off-season travel. He asks what the strategy is to shoulder our season to off-season travel.

Katy notes that this is being briefed currently and will have an update in September to share. She notes that budgets are being allocated to focus on how advertising can create a return through bookings.

Commissioner Youngblood thanks Katy and Sara. He notes his appreciation for Bryan's presentation coming before the campaign update as it allowed for more depth in questions. He notes the effectiveness of the campaign as a driver to the VLM program, that is more personalized than a campaign could be. He describes this overall process as brilliant and innovative in capturing consumer attention and meeting their needs.

Other Business

Chair Boyles notes that the meeting is nearly over and states his pleasure in serving on the Commission and as Chair for the last year. He recognizes that many want to continue the conversation on governance and commits to sharing those documents in the following weeks. He states that the continuation of that work will take place under your next Chair and Vice Chair. He believes the commission is in a good position to do so with Vice Chair DiNovo's experience. He asks if there are any additional comments or business to share.

Commissioner Ponzi notes how inspiring the visit to Lakeview has been and the power of tourism to not only uplift our economies but message how to better treat our environment and our small communities. She believes this is a pillar of the Strategic Plan and hopes we continue to take part in messaging responsible visitation to rural areas, as it is a delicate balance and a responsibility of ours.

Chair Boyles thanks Commissioner Ponzi for her comments.

Vice Chair DiNovo thanks the Commission for the opportunity to serve as Chair and describes it as a great honor. She states that she wants every Commissioner to know that she hears them and wants to continue the work of creating transparent and documented processes. She commends Chair Boyles on the governance work he has undertaken and notes that there will be more opportunities for engagement for Commissioners. She notes they will celebrate Commissioner Sheppard and Chair Boyles at the September meeting as they depart the Commission.

Chair Boyles thanks Vice Chair DiNovo for those comments. He states that the next meeting will be in September in conjunction with the Pendleton Round-Up. He congratulates Chair-elect DiNovo and Vice Chair-elect Willits again. He thanks staff and our local partners for a wonderful meeting.

Chair Boyles adjourns the meeting at 12:07 pm.