

STRATEGIC PLAN PROGRESS REPORT

SEPTEMBER 2023



TRAVEL  OREGON

Let's Buck.
Sculpted by James D. Smith, 1954

ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, is a semi-independent state agency whose mission is to inspire travel that uplifts Oregon communities. Collaborating with stakeholders and partners 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. A welcoming destination where tourism benefits the environment, celebrates cultural diversity and drives economic prosperity in every corner of the state, is the Oregon we envision. We aim to optimize Oregon's economy with a destination stewardship approach at the forefront of the decisions that guide our work.

This Strategic Plan Progress Report (SPPR) is a high-level summary of key initiatives and programs embedded within Travel Oregon's 2023-25 Strategic Rebuild Plan. The plan was adopted by the Oregon Tourism Commission following review by the Governor, Oregon Legislative Assembly, Oregon travel industry trade associations, applicable state agencies, Oregon's tourism industry and the public. This SPPR is provided to the Oregon Tourism Commission and shared with Oregon's tourism industry and other interested parties to report on program advancement, key learnings, agency and industry performance metrics and general updates on the 2023-25 Strategic Rebuild Plan since the Commission's last meeting.



MESSAGE FROM CEO



Dear Commissioners,

As fall arrives in Oregon, a season filled with delicious bounty and abundant natural beauty, I'm feeling grateful for the change of seasons. I'm also excited to be in the midst of our own change of seasons at Travel Oregon—an evolution that sets the stage for even greater things in Oregon's future. With a focus on destination stewardship, we are aligning our agency, staff and work around strategic priorities that support four interconnected objectives that will bring our mission to life and reach our vision:

- Oregon's tourism economy is flourishing
- Oregon is striving to be a place of equity
- Oregon delivers remarkable experiences
- Oregon respects its natural environment

To us, these objectives are more than just words on paper, they are the focus and intent behind everything we do. Every aspect of our work is designed to support our partners and make it easier for them to focus on making their destinations more livable, and therefore more welcoming, for our visitors.

Our great state has so much to offer. Oregon experiences are as vast and stunning as the lands and the people who call this place home. As we gather in Pendleton for our meeting, we have the opportunity to take part in a piece of Oregon's truly iconic history and culture. Whether it's your first time at the Round-Up, or your 10th – may you take time to meet with our hosts and enjoy all that makes a visit to Pendleton so special.

Let'er Buck!

Todd Davidson, CEO

OREGON TOURISM COMMISSION



Chair
Lucinda DiNovo



Vice Chair
Greg Willitts



Richard Boyles



David Gremmels



David Penilton



Maria Ponzi



Mia Sheppard



Erin Stephenson



Scott Youngblood

OREGON TOURISM COMMISSION BRIEFING

Sept. 12, 2023

Wildhorse Resort & Casino
Columbia / Snake Room
46510 Wildhorse Blvd.
Pendleton, OR 97801

The briefing will be in-person and live-streamed on Travel Oregon's Industry YouTube Channel:
<https://www.youtube.com/user/oregontourism/>

2:00 p.m.	Welcome and Introductions	Chair DiNovo
2:05 p.m.	Tribal Tourism Update	Lisa Itel & Tribal Tourism Committee Partners

****The Commission will move into a closed Executive Session**

OREGON TOURISM COMMISSION EXECUTIVE SESSION

In accordance with ORS 192.660(2)(i) –The Commission will meet to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

3:00 p.m.	Commission Business CEO Evaluation	Chair DiNovo
5:00 p.m.	Adjourn	Chair DiNovo

If you have any questions or comments related to the meeting proceedings or presentations, please email us at industry@traveloregon.com and indicate "June 2023 –Tourism Commission Briefing/Executive Session" in the subject line.

OREGON TOURISM COMMISSION MEETING

Sept. 13, 2023

Wildhorse Resort & Casino
Columbia / Snake Room
46510 Wildhorse Blvd.
Pendleton, OR 97801

The meeting will be in-person and live-streamed on Travel Oregon's Industry YouTube Channel:
<https://www.youtube.com/user/oregontourism/>.

9:00 a.m.	Welcome and Introductions	Chair DiNovo
9:10 a.m.	Chair Remarks	Chair DiNovo
9:15 a.m.	Local Welcome	
9:30 a.m.	Stakeholders, Partners and Public Statements <i>*This is an opportunity for written or in-person general statements or updates to Commission</i>	Chair DiNovo
9:40 a.m.	Commission Business Review of Commission Packets CEO Evaluation	Chair DiNovo
9:50 a.m.	Commission Action Approval of Minutes	Chair DiNovo
10:00 a.m.	Global Sales Inbound Market Update	Greg Eckhart
10:30 a.m.	BREAK	
10:40 a.m.	Travel Oregon with Travel Oregon Campaign Update	Katy Clair
11:10 a.m.	2023 Legislative Session & Short-Term Rental Study Update	Kate Baumgartner
11:45 a.m.	Other Business	Chair DiNovo
12:00 p.m.	Adjourn	Chair DiNovo

If you have any questions or comments related to the meeting proceedings or presentations, please email us at industry@traveloregon.com and indicate "June 2023 –Tourism Commission Meeting" in the subject line.



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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 and partners 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

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.

STRATEGIC PRIORITIES

Travel Oregon is making forward strides on our Portfolio Management journey as we activated the new organizational design at the beginning of July. Portfolio Management is defined as the capability to prioritize, plan, & monitor all Travel Oregon projects and/or programs via a repeatable process to effectively manage our work and meet our strategic objectives. In line with our new organizational design, a fresh approach to Portfolio Management will ensure cross-functional collaboration throughout the lifecycle of a project, and most importantly, it will empower leadership to manage our collective with agency-wide data & perspective.

Foundational to effective Portfolio Management is a uniform understanding across the agency of our current strategic priorities. Toward that end, we have produced these distilled views of our 23-25 Biennial Strategy Overview. These quick reference guides are intended to aid all employees and partners in connecting our day-to-day delivery to our [Biennial Plan](#) and [10-Year Vision](#).

FY23-25 PRIORITIZED STRATEGIES

Oregon's Tourism Economy is Flourishing

Advance Perception of Tourism Value – Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.

Improve Visitor Behaviors – 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.

Expand Destination Management Engagement
Expand opportunities for residents and tourism stakeholders to actively engage and collaborate in destination management processes; provide timely feedback loops.

Oregon Respects its Natural Environments

Implement a Tourism Climate Action Plan – Work in tandem with stakeholders and partners to create and implement a climate action plan in alignment with Executive Order 20-04 to reduce tourism industry carbon emissions.

Sustain Natural Resources – 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.

Oregon is Striving to be a Place of Equity

Integrate DEI Agencywide – Ensure diversity, equity and inclusion (DEI) is emphasized and integrated agencywide, from programming and procurement to employee recruitment and training.

Elevate Voices of Underserved Communities – 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.

Oregon Delivers Remarkable Experiences

Reduce High Visitation Pressures Via Niche Product Investment – 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).

Assist Communities in Crisis – Provide resources and assistance to tourism-related businesses, organizations and communities that are experiencing, or have experienced, crises (e.g., wildfires, drought, global pandemic).

Attract & Retain Tourism Workforce – Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.

Support Development of Experiences for Underserved – 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.

Bolster Regenerative Tourism – Stimulate and bolster regenerative tourism business and product development opportunities in urban, rural and tribal lands, providing visitors with immersive Oregon experiences.

ABOUT – Departmental Teams

Brand Stewardship – The Brand Stewardship department is all about our presence in the markets and building brand awareness. Merging our marketing and sales teams is a strategic opportunity to enhance our impact on a global scale.

Core Functions include:

- Advertising
- Branding
- Integrated Marketing
- Promotions
- Sales

Destination Stewardship – The functions of Destination Development, Grants and Regional Cooperative Tourism Program (RCTP) were combined into a single department called Destination Stewardship. These functions all have programs that are responsible for people, products and places that enrich visitor and resident experiences.

- Core Functions include:
- Destination Stewardship
 - Stewardship Investments
 - Regional Based Services

Insights & Impact – Insights & Impact serves the entire agency and keeps us aligned as one enterprise, both in our work and how the impact of our work is communicated. This team will manage our agency strategy and planning processes, keep us on track for implementing our 10-Year Strategic Vision and strategically align research and strategy with engagement and communications so we can share our impact and tell quantitative and qualitative stories more effectively.

Core Functions include:

- Industry Advocacy & Engagement
- Internal & External Communications
- Research / Insights / Analytics
- Portfolio Management
- Strategy & Performance Management

Administration – The Administration department will continue to support all areas of the organization through operations, finance, accounting, compliance and our people, culture and equity work. Visitor Services has been added to this department as it was identified that this function could be best supported by close alignment with facilities, operations and administrative functions.

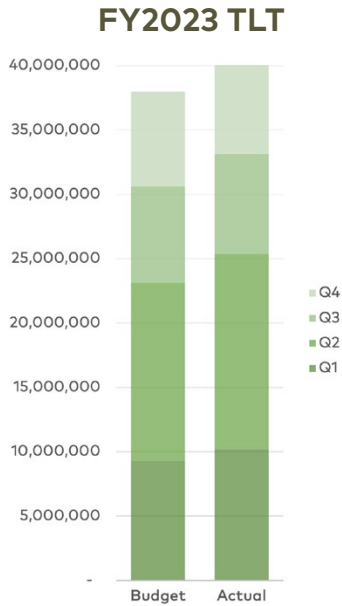
Core Functions include:

- Contracts & Procurement
- Facilities
- Technology
- Visitor Services
- Budgeting, Accounting & Fiscal Compliance
- Human Resources Support



Revenue: FY2023

The Transient Lodging Tax (TLT) received for FY2023 was \$40,788,915.33, coming in at 107.3% of approved budget of \$38M (amended December 2022). This exceeded the February 2023 revised revenue forecast of \$40.5M by \$289K. The excess, or unanticipated, revenue is allocated according to statute: 20% to RCTP (\$557K); and 10% to Grants(\$279K), with the remainder, \$1.95M for agency programs. A plan for the use of the remaining \$1.95M will be brought forward later this fiscal year for Commission review and approval..



Year-over-year increase: up 20% compared to FY2022:

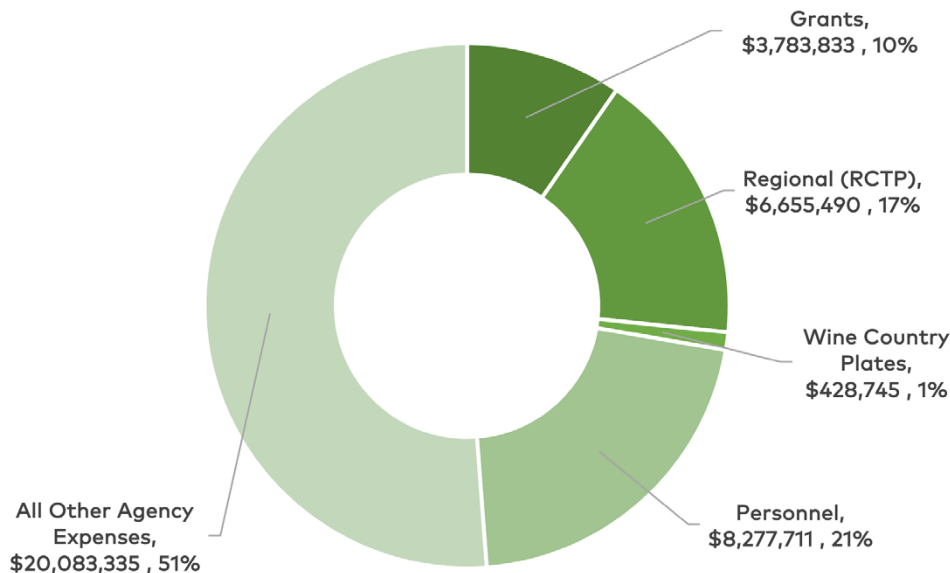
	FY23	FY22	FY21*	FY20*	FY19*
FYTD TLT, \$M	40.8	35.8	22.9	33.1	33.8
% change, vs FY23		14%	78%	23%	21%

*Adjusted for rate change, 1.8% to 1.5% effective 7/1/2020

Revenue: FY2024

Transient Lodging Tax for the first two months of FY2024: \$7.7M, 17.6% of approved budget, \$43.7M.

Expenses and Distributions including RCTP and Grants: FY2023



Financial reports — see appendix

OPERATIONS / INTERNAL UPDATES

Staffing

In May 2023, the agency rolled out its new organizational structure to support the 10-year vision. The agency officially moved into this new organizational structure in July 2023. Our staff are currently settling into their new roles and teams and are reconnecting online and in-person to clarify their roles, responsibilities, and to develop charters for their new departments. It's exciting to see our new structure come to life.

During this transition period, we are managing our capacity by refining core workstreams and recruiting new team members, temporary employees and/or contractors. This will be an ongoing effort so that we are aligned, communicating effectively and adjusting to capacity constraints as needed.

The Executive Team identified the phases of hiring to support our new structure and we have partnered with a recruiting firm for embedded recruiting services. Over the next 18-24 months, we anticipate filling the open roles and the roles currently filled by limited-duration team members and contractors. As recruitment continues, new job openings can be found on our [Career Opportunities webpage](#).



OREGON'S TOURISM ECONOMY IS FLOURISHING

CAMPAIGNS

Travel Oregon with Travel Oregon

On August 1, Travel Oregon launched the Travel Oregon with Travel Oregon campaign (TOwTO). The idea behind this campaign is that the best way to experience Oregon is with an Oregonian – whether it be with a guide, a podcast host sharing the best places to go birding or with a state park ranger on an interpretive dark-sky experience – the possibilities are endless.

TOwTO is also a shift in how we market the state. We are moving away from big anthem campaigns, toward an “always-on” marketing and communications approach that will enable us to be nimbler with our messaging as we consider high-use and gap areas, geographies and seasonality in support of our 10-Year Strategic Vision.

The newly launched [hub web page](#) features content about each guide highlighted in the campaign and how you can book the perfect Oregon experience.

Campaign Details

- **Target Markets:** Oregon, Boise, Seattle, Spokane, Los Angeles, San Francisco, Vancouver BC, Dallas, Houston, Phoenix and San Diego.
- **Timing:** The Anthem will run August 1 – October 1 with the Fall/Bounty pulse running September 12-November 30.
- **Target Audience:** Sustainable Adventurers and Sustainable Adventurers with a BIPOC lens applied.
- **Tactics:** Broadcast TV, Over the Top TV (Hulu, Peacock), Out of Home (billboards, including EV charging stations), social media (Facebook, Instagram, TikTok, Pinterest), Google Ad Network, Online Video (YouTube), direct partners (Trip Advisor, Gear Patrol, Bon Appetite, Food and Wine) and Online Travel Agency (Expedia).

We're excited to continue production through the fall to promote a wide range of topics such as The Day in the Life of a Guide, Lodging content and Public Service Announcements.

Industry partners can access and utilize the [campaign toolkit](#) and [press release](#) on the industry site.

Earned media placement highlights for the campaign in its first week include interviews in KXL-FM, AdWeek and MusebyClio with more to come.



Extraordinary is Ordinary (EisO) – Spring Final Recap

With the goal of driving overnight stays and site traffic, our Extraordinary is Ordinary (EisO) campaign concluded on Jun 25th. As a reminder, this market pulse ran from February 27 – June 25 (end date extended to accommodate Travel Oregon with Travel Oregon launching August 1) targeting the Active Adventurer audience in our primary and secondary markets:

1. Primary: Oregon, Seattle, San Francisco, Los Angeles, Spokane
2. Secondary: San Diego, Houston and Minneapolis

Below you'll find highlights from our final Extraordinary is Ordinary reporting.

1. Media budget: \$1,039,076
2. Flighting: Feb 27th – Jun 25th
3. 91.9 Million Impressions Served
4. 9.3 Million Video Views
5. 1.1 Million Advertising Clicks*
6. 692,330 Website sessions**
7. 28,625 hotel bookings

*Clicks on our EisO advertisements

** Website sessions generated from the EisO advertisements. Not all advertising clicks generate website sessions because visitors sometimes leave before the web page is fully loaded. A website session starts once the web page is fully loaded.

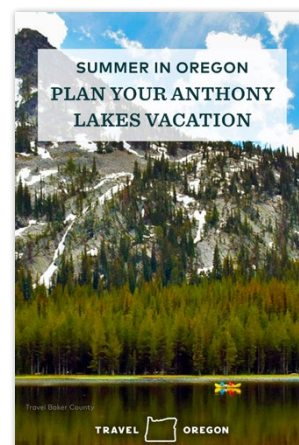
OWNED CONTENT

The content team produced, published and distributed 65 consumer stories in Q4 (April-June). These stories are guided by the three lenses of our 10-year strategic vision – equity, prosperity and regenerative tourism – and are designed to evoke an emotional response and ignite a desire to travel to, and within, Oregon. Highlights for the quarter included:

Seven long-form feature stories including: [Icy Treats to Beat Portland's Summer Heat](#), [Where to See Fabulous Drag Shows in Oregon](#), [Off-The-Beaten-Path Road Trips on Oregon's State Scenic Corridors](#), and [Off-Road Adventuring in Oregon's Remote Areas](#).

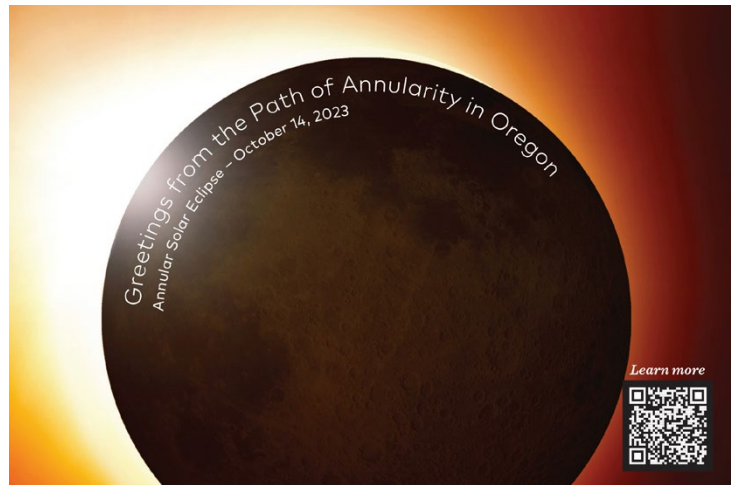
23 seasonal stories geared to inspire immediate travel including [Portland's Unique Theme Bars](#), [What's New at Silver Falls State Park](#), [Spring Waterfall Hikes](#), [Guide to Flower Farms in Oregon](#) and [Road Trip to Plush](#).

Content to support BIPOC and other communities and accessibility such as: [Not Your Average Winemaker](#), [How to Purchase Columbia River Salmon from a Tribal Fisher](#).



A big-picture story to encourage trip planning for the next major celestial event in October: How to Experience the Annular Solar Eclipse in Oregon. We worked with an expert at OMSI and regional partners to include eclipse-viewing events, top locations and tips for responsible visitation.

We worked across teams to produce a "Greetings from the Path of Annularity" postcard with a map and QR code to our web story for eclipse viewers, to be available at Travel Oregon Welcome Centers in October along with a free pair of eclipse-viewing glasses. The communications team will be pitching a press release mid-August with information on eclipse viewing and responsible recreation messaging.

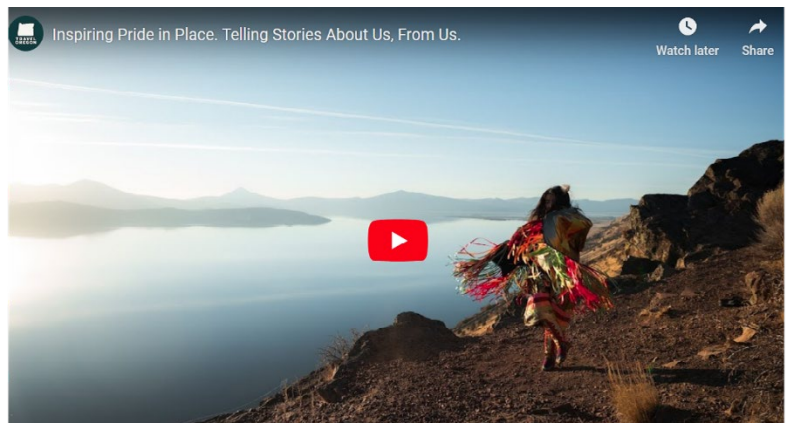


Other Content Updates

In addition to the consumer content the team produced and distributed, there are several other content updates to report on that directly support our 10-Year Strategic Vision and share the stories of diversity and accessibility in Oregon.

First, as part of our #OregonMade Outdoor Adventure Film Grant (OAFG) partnership with the Oregon Governor's Office of Film and Video, two more film projects were awarded. You can read about the films, *El Que Busco Encuentra* and *Healing & Brotherhood on the Coast*, here. They are slated to be released by summer 2024.

Additionally, this spring we released a feature film on tribal visual sovereignty. *Inspiring Pride in Place: Telling Stories About Us, From Us* tells the story of Klamath Tribe member Paul Wilson and the concept of visual sovereignty. It also focuses on the role of tribal people in furthering sustainability and forest/water management. The film concept was approved by the Klamath Tribal Council and was co-produced by Gabrienne Hall, a Klamath tribal member and Native Studies professor at Central Oregon Community College.



The Integrated team is also proud to report two significant achievements this quarter. On the digital side, an organic social video about hot springs became our most successful video on Instagram ever. This short video on Crane Hot Springs was an internally created remix of an influencer created web story that is the best performing piece of non-paid content with 1.9 million views and over 55,000 shares and 40,000 saves.

We have also learned that the *Travel Guide to Oregon Indian Country* won the award for the print collateral category at the [2023 Destiny and Mercury Awards at ESTO](#). This is a tremendous honor for the collaborative effort involving multiple TO teams and all nine of Oregon's federally recognized tribes. The awards ceremony took place in late August, and the team brought home Travel Oregon's first print award in almost a decade.

Hidden Trails of Oregon Podcast Update

[The Hidden Trails of Oregon](#) podcast, first released in late November 2022 in partnership with Armchair Productions and previously referenced in the December 2022 Strategic Plan Progress Report, is being widely listened to and celebrated via multiple avenues. The documentary-style podcast covers 10 Oregon cities and 10 guided experiences in three episodes via host Aaron Millar's narrative voice-overs, touching on themes important to convey to our visitors such as land stewardship, guided outdoor adventure and Oregon's rich cultural landscape.

The distribution plan for the podcast was phased in three parts. In phase one, Travel Oregon debuted the Hidden Trails of Oregon podcast on Spotify, Apple Podcasts and all other major streaming platforms, hoping to inspire UK audiences prior to Boxing Day, a key travel-planning day for the market. This also provided domestic and Canadian listeners with inspiration during holiday travel.

Between December 15 and January 30, 2022, we did our first pulse of social promotion via Instagram, Facebook and Pinterest in the UK, Canada, and domestically, optimizing for clicks through to listen on Spotify and visit [TravelOregon.com](#) for trip planning, where there is a consumer [trip idea for the podcast](#). Travel Oregon followed this with additional social promotions in March and May of 2023.



Phase two cast a wider net to inspire listenership and travel to Oregon through partnerships with larger travel entities. Armchair Explorer, Armchair Productions' own podcast series, did a feed drop, promoting episode 2 of the Hidden Trails of Oregon podcast to their loyal audience. In March 2023, Singapore Airlines added the series to their in-flight media and Cathay Pacific followed suit in April.

In phase three, esteemed UK tour operator, America As You Like It, co-created a [12-night Hidden Trails of Oregon itinerary](#), mimicking the route Armchair Productions took during recording, but at a pace fit for vacationing Brits. They promoted the podcast through embedded links on their website, a blog post and social media posts on Facebook. The results of these efforts are outlined below as of the end of May 2023:

- Total Podcast Downloads: **90,000+**
- Inflight listeners: **Approximately 20,000**
- Total Engagement: **60,000+ hours**

The podcast social media promotion achieved the following combined results across Facebook, Instagram, and Pinterest:

- **29.8K clicks**
- **2.2M reach**
- **5.1M impressions**
- **Roughly 1M social engagements**
- **Nearly 942K video trailer views**

'America As You Like It' results since the launch of the Hidden Trails of Oregon itinerary:

- **Bookings: 29**
- **Room nights: 242**
- **Additional inquiries: 55**

Additionally, the podcast is being recognized across the globe as a stellar example of documentary style podcasting and travel inspiration. The second episode, *The Central Nature Trail*, was nominated for the Best Documentary Podcast Episode at the Webby Awards in May, the leading international award honoring excellence on the internet. While we did not win the award, our episode was competing against large production companies, including ESPN and Slate. In July, the podcast won the award for Best Broadcast including Podcasts at the Visit USA Media Awards UK, which recognizes outstanding contributions to USA media coverage.

Further leveraging this success, Travel Oregon worked with Armchair Productions and German travel writer Dirk Rohrbach, on releasing a German version for our listeners in Germany, Austria, and Switzerland, key markets for Travel Oregon. *The Hidden Trails of Oregon: Deutsche Version* was released in mid-May, prior to IPW, where it was promoted in appointments with German tour operators and media contacts. Similar to our distribution plan for the English version, we plan to identify and work with a trade partner to ensure the podcast is not only inspiring listeners to consider Oregon for their next trip but creating an easy route to book as well.

Finally, we have also learned the original podcast won the award for Best Video, Film or Podcast Series at the [2023 Destiny and Mercury Awards at ESTO](#).

IPW 2023 Update

With a focus on guided experiences, Oregon's tribes and dark skies, IPW 2023 in San Antonio was one of Travel Oregon's strongest showing to date. The Oregon delegation of 40 included at least one representative from each region of the state as well as hotel, guide and attraction suppliers who, along with Travel Oregon staff and in-country representatives, held 215 trade, media and marketing appointments over 3 days. Along with an impressive slate of appointments, delegates were invited to an Oregon Delegation Dinner along the San Antonio Riverwalk for the IPW River Parade which provided an opportunity to network and connect with their industry peers. Travel Oregon's marketing presence followed the same Guides, Tribes and Dark Skies theme with a large wall installation next to registration, 1,000-foot booth installation, hanging banner, IPW Daily ads and our sponsorship of the Chairman's Circle Honors reception where Salt & Straw ice cream was shared in an interactive dessert presentation.



Year-End Earned Media Report: Domestic & International

During fiscal year 2022-2023 Travel Oregon's domestic PR program garnered 250 stories in national and regional outlets reaching a circulation of more than 1.5 billion. Top coverage highlights for the year included [TIME](#), [New York Times](#), [Travel & Leisure](#), [Condé Nast Traveler](#), [Sunset](#) and more. For a more detailed listing of coverage highlights visit our [press room](#).

Via our international program Travel Oregon garnered a total of 382 stories in our key international markets of Canada, the UK, Germany and Japan. Coverage highlights included Canadian Geographic, Food & Travel (UK), CNN Japan, Conde Nast Traveler UK and Newsweek Japan.

Q4 Industry Earned Media Report

We began tracking industry coverage in Q4. Earned media during that time was focused on Dark Sky Week with a circulation of 442,609,222 impressions and 19 articles; National Travel & Tourism Week featuring the Dean Runyan Economic Impact Report for 38M+ impressions and 28 stories; and the Wine Country License Plate Grants award announcement with over 8M impressions.

OREGON DELIVERS REMARKABLE EXPERIENCES

Destination Development Boot Camp Recap

Seventy leaders from across the state participated in Travel Oregon's 9th annual Destination Development Boot Camp at Eastern Oregon University in La Grande over May 10-12. This program provides the opportunity to connect with others focused on the destination development and management areas of Oregon's tourism industry. This multi-day event is geared toward industry partners such as DMO & RDMO staff, Oregon Tourism Studio leaders, Destination Ready awardees, Main Street managers, Food & Farm Trail leads, Tribal Tourism Working Group participants, recreation staff, land managers and economic development professionals. Content included learnings from the Canadian peer exchange, co-funded partnership capacity model, learning community creation, climate action & stewardship best practices, food systems strategies, recreation development case studies, contractor + staff appointments and more.

Participant Quotes:

"The in-depth discussions and brainstorming by topic were fabulous. I walked away with several tangible ideas to go back and execute. I was able to connect with others in my region in ways I rarely have the chance to do."

"I would describe [Boot Camp] as invaluable, there is no way I would know about the opportunities available without Boot Camp! I honestly don't know how you could make it more impactful, informative, or engaging. Your facilitators and speakers are so knowledgeable and present materials in a way that inspires."

"I guessed I would learn how much I don't know about the tourism industry, and I guessed I would enjoy learning all I could about it at Boot Camp, but I had no idea how excited about Oregon's tourism industry I would become. I appreciate this opportunity to peek in on an industry that found me, rather than the other way around."



New Printed Collateral for Key Visitor Experiences

In preparation for the summer 2023 travel season, Travel Oregon supported the development of new and refreshed collateral pieces to ensure Welcome Centers, chambers, hotels and other visitor touchpoints are well-resourced in connecting visitors to key experiences across the state. All of the collateral was produced in close collaboration with Destination partners, following stakeholder engagement processes to identify priority projects and visitor experiences.

Updates to key existing collateral included supporting design, printing and distribution for nine of the eleven food trails in the Oregon Food Trails program and for four Outdoor Recreation Maps (Benton County, Illinois Valley, Upper Rogue, Oregon Outback). New collateral was developed to support the Molalla River Corridor with an Outdoor Recreation Map.

These refreshed and brand-new resources will connect visitors to Oregon’s key lures of culinary, agritourism and outdoor recreation activities through the lens of carefully curated experiences that take visitors off the well-worn path and encourage overnight stays. Responsible visitation messaging is carefully incorporated into each piece of collateral, encouraging visitors to be both inspired and informed as they embark on their travels around the state.

“These recreation maps have everything that travelers have been asking for! They are beautiful, attractive, amazing information in tidbits just right! They are just the absolute best and fill a big hole for the Oregon Outdoor experience!”

~ Stephannie Lewis, Travel Advisor-PDX Welcome Center

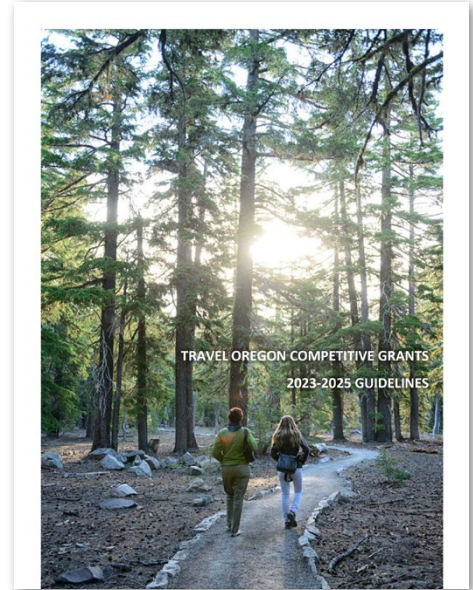


OREGON IS STRIVING TO BE A PLACE OF EQUITY

Grants Update

The 2023-2025 Competitive Grants Program opened on July 12, 2023, and will center funding around accessibility and inclusivity. Total funding available for the 2023-2025 Competitive Grants program is \$3.5 million. Of that total, a minimum of \$500,000 will be dedicated to accessible/inclusive tourism promotion projects. Communities that are underserved and under-resourced, including people with disabilities, BIPOC, Oregon's nine federally recognized tribes and LGBTQIA+ communities are encompassed in this focus. Grant funds are intended to support projects that align with Travel Oregon's vision: Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures. The grant funds will help address identified objectives and strategic priorities, more information about the 2023-2025 objectives and strategic priorities can be found [here](#). Eligible entities must choose between two project categories: Enhancement and/or expansion of tourism infrastructure to be more accessible/inclusive or Accessible/inclusive tourism promotion. Projects must be completed by April 14, 2025.

The deadline to be eligible for this round of grants was Friday, Aug. 18. More information about the 2023-2025 Competitive Grants Program can be found [here](#).



DASHBOARDS

[RCTP Dashboard](#)

[Research Dashboard](#)



APPENDIX

Oregon Tourism Commission Profit & Loss Budget vs. Actual

July 2022 - June 2023

	July 2022 - June 2023	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	40,788,915	38,000,000	2,788,915	107.3%
Lodging Tax from Prior Periods	4,265,612	4,265,612	-	100.0%
Interest Income	246,206	-	246,206	100.0%
Misc. Revenue	41,327	-	41,327	100.0%
Rental Income	33,496	38,500	(5,004)	87.0%
Conference/Event Revenue	270,125	275,000	(4,875)	98.2%
Welcome Center Brochure Program	52,070	32,000	20,070	162.7%
Grant Funds - Interagency	(4,307,622)	(4,307,622)	-	100.0%
Grant Funds - Interagency- Beg. Balance	4,307,622	4,307,622	-	100.0%
Federal Grant Funds - CSA	17,965	65,000	(47,035)	27.6%
Federal Grant Funds - EDA	-	-	-	0.0%
Total Income:	45,715,717	42,676,112	3,039,604	107.1%
Beginning Fund Balances:				
Beginning Balance - Regional	3,528,870	3,528,870	-	100.0%
Beginning Balance - Grants	6,495,535	6,495,535	-	100.0%
Beginning Balance - Operating Reserve	-	-	-	0.0%
Beginning Balance - IOF	47,610	47,610	-	100.0%
Beginning Balance - All other TO programs	6,688,219	6,688,216	3	100.0%
Total Beginning Fund Balances:	16,760,234	16,760,231	3	100.0%
Total Sources:	62,475,951	59,436,344	3,039,607	105.1%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	4,361,163	3,803,370	557,793	114.7%
Grants - future (net of administrative expense)	3,710,392	3,431,500	278,892	108.1%
Total Future Programming - Statutory	8,071,555	7,234,870	836,685	111.6%
Reserves				
Operating Reserve (from Admin/Ops Budget)	48,000	48,000	-	100.0%
Immediate Opportunity Fund (from Admin/Ops Budget)	-	-	-	0.0%
Total Reserves	48,000	48,000	-	100.0%
Other Programming				
Oregon 22 Grant (from G. Marketing Budget)	1,500,000	1,500,000	-	100.0%
Total Other Programming	1,500,000	1,500,000	-	100.0%
Total Future and Other Programming & Reserves	9,619,555	8,782,870	836,685	109.5%
Expense:				
Global Marketing	15,914,234	20,303,308	(4,389,074)	78.4%
Global Strategic Partnerships (GSP)	2,203,468	2,905,326	(701,858)	75.8%
GSP - RCTP	7,199,020	7,449,241	(250,221)	96.6%
GSP - Competitive Grants	2,019,187	2,800,263	(781,075)	72.1%
GSP - Competitive Grants, to be awarded	-	3,915,807	(3,915,807)	0.0%
GSP - Additional Grants, awarded	12,500	155,342	(142,842)	8.0%
GSP - Additional Grants, to be awarded	-	100,047	(100,047)	0.0%
GSP - Additional Grants, Outcomes, to be awarded	-	450,000	(450,000)	0.0%
Global Sales	2,928,186	3,482,779	(554,593)	84.1%
Destination Development	2,625,146	3,440,727	(815,581)	76.3%
Administration & Operations	4,350,627	5,650,634	(1,300,007)	77.0%
Total Expense	37,252,369	50,653,474	(13,401,104)	73.5%
Total Uses:	46,871,924	59,436,344	(12,564,420)	78.9%
Net Income	15,604,027	(0)	15,604,027	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	445,169	-	445,169	100.0%
Beginning Balance for Distribution: Tourism Promotion	377,237	377,237	-	100.0%
Beginning Balance for Distribution: Grants	670,724	670,724	-	100.0%
Total Sources	1,493,129	1,047,961	445,169	
Uses:				
Tourism Promotion	56,817	377,237	(320,420)	15.1%
Grants	371,928	670,724	(298,796)	55.5%
Total Uses	428,745	1,047,961	(619,215)	
Net Income	1,064,384	-	1,064,384	
Total Net Income	16,668,411	(0)	16,668,411	

Note: This financial information is unaudited and prepared for internal users of the agency. This information is not in the format of full disclosure according to GAAP.

Oregon Tourism Commission

Balance Sheet

As of June 30, 2023

ASSETS

Current Assets	
Checking/Savings	
Cash - programming and reserves	23,088,945
Cash - Grants - Committed, not disbursed	863,744
Cash - Committed for Future Grants	3,770,565
Cash - Committed for Future RCTP	6,017,427
Restricted Cash - Interagency Grant Funds	0
Restricted Cash - Wine Country Plates	1,128,457
Total Checking/Savings	<u>34,869,138</u>
Accounts Receivable	920,505
Other Current Assets	<u>17,549</u>
Total Current Assets	35,807,192
Fixed Assets	584,365
Other Assets	<u>32,982</u>
TOTAL ASSETS	<u><u>36,424,539</u></u>

LIABILITIES, EQUITY & FUND BALANCES

Liabilities	
Current Liabilities	
Accounts Payable	<u>4,792,728</u>
Other Current Liabilities	<u>680,407</u>
Total Current Liabilities	<u>5,473,135</u>
Long Term Liabilities	<u>77,141</u>
Total Liabilities	<u>5,550,277</u>
Equity & Fund Balances	
Regional Cooperative Tourism Program (RCTP):	
Regional (RCTP) - for future distribution	4,013,137
Regional (RCTP) - to distribute FY2024	<u>2,004,290</u>
Total RCTP:	6,017,427
Grants:	
Grants, Statutory, for future award FY2023 TLT	3,770,565
Grants, Statutory - for future award from prior FY	<u>3,915,807</u>
Total Unawarded Statutory Grant Funds:	7,686,372
Grants Statutory- undistributed funds	720,902
Grants, Other - unawarded	550,047
Grants, Other - undistributed funds	142,842
Invested in capital assets	584,365
Reserved for Immediate Opportunity Fund (IOF) - designated	126,705
Reserved for Immediate Opportunity Fund (IOF) - not designated	1,858,638
Operating Reserve	1,957,422
Unanticipated TLT from FY2023	1,952,241
Reserved Program Fund Balances	<u>8,148,843</u>
Total Equity and Fund Balances	<u><u>29,745,805</u></u>

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TRAVEL  OREGON

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