

STRATEGIC PLAN PROGRESS REPORT

DECEMBER 2023



TRAVEL



OREGON

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 we close out this year and look forward to welcoming all the promise that 2024 holds, I am grateful for the guidance and support you provide to me, the

Travel Oregon staff and those throughout the state who tirelessly and selflessly welcome visitors to our state each and every day. It is not lost on me that twenty years ago (2003) the Tourism Investment Proposal was passed into law and became the foundation and life to much of all we do today.

in 2003, we could only dream of the possibilities Oregon's travel and tourism industry could achieve. And now, only 20 short years later;

- Oregon has moved from 47th in the country in funding to the top 10 today.
- Doubled our visitor spend – from \$6.5B to \$13.9B
- Increased state and local taxes revenues by 166%
- Grown direct travel and tourism employment to over 117,000 jobs (+37%)

And still, we know that the best is yet to come.

With a statewide focus on the strategic priorities outlines in our 23-25 Strategic Plan, we are seeing alignment and efforts to support our underserved communities as well as an increased desire to enhance community livability by investing in products and services benefiting locals and visitors alike.

Together, as Oregonians, we know that by collaborating with stakeholders and partners to align as stewards of Oregon, we will optimize economic opportunity, advance equity, and respect the ecosystems, cultures and places that make Oregon...Oregon.

Let's continue to dream big for Oregon in 2024!

Happy Thanksgiving!

Todd Davidson, CEO

OREGON TOURISM COMMISSION



Chair
Lucinda DiNovo



Vice Chair
Greg Willitts



David
Gremmels



Travis
Hill



Harish
Patel



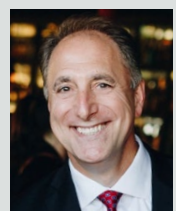
David
Penilton



Maria
Ponzi



Erin
Stephenson



Scott
Youngblood

OREGON TOURISM COMMISSION MEETING

Dec. 6, 2023

Ecotrust Building
Irving Street Suite
721 NW 9th Ave.
Portland, OR 97204

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.	Travel Portland Local Welcome & Update	Jeff Miller & Megan Conway
10:00 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
10:10 a.m.	Commission Business Review of Commission Packets	Chair DiNovo
10:15 a.m.	Commission Action Approval of Minutes	Chair DiNovo
10:20 a.m.	Portland Region Update Portland Central City Task Force Portland Recovery Investments	Vince Porter, Governor Kotek Policy Advisor Scott Bricker
11:20 a.m.	Regional Cooperative Tourism Program & Wine Country License Plate Regional Distribution Program - RFP Update	Harry Dalgaard
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 "Dec. 2023 –Tourism Commission Meeting" in the subject line.

TABLE OF CONTENTS

OREGON TOURISM COMMISSION

3 CEO Letter

AGENDA

4 AGENDA – December 2023 Oregon Tourism Commission Meeting

STRATEGIC PLAN PROGRESS REPORT

6 MISSION, VISION AND VALUES

7 ABOUT – DEPARTMENTAL TEAMS

8 STRATEGIC PRIORITIES

9 OPERATIONS / INTERNAL UPDATES

10 FINANCIALS – REVENUE & EXPENDITURES

11 OREGON'S TOURISM ECONOMY IS FLOURISHING

16 OREGON DELIVERS REMARKABLE EXPERIENCES

18 OREGON IS STRIVING TO BE A PLACE OF EQUITY

21 OREGON RESPECTS ITS NATURAL ENVIRONMENTS

PERFORMANCE & ACCOUNTABILITY

22 APPENDIX – Profit and Loss and Balance Sheet





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.

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



STRATEGIC PRIORITIES

As a part of our ongoing strategy & portfolio management capability building, the first-of-its-kind Quarterly Business Review (QBR) was held at the beginning of November. We are excited to have kicked off this important new quarterly rhythm of convening the Executive team along with all Directors & Strategists. Each QBR agenda will maintain focus on some consistent themes:

- Current strategic priorities
- Present state of project delivery for the fiscal year
- Agency capacity assessment
- Any "hot topics" for the organization as well as currently active/planned internal initiatives to ensure alignment and identify valuable next steps

QBRs will also be leveraged as a key connection point in our new annual planning cadence to ensure we are staying on pace with the delivery of our strategic priorities.



Staffing

In July 2023, the agency officially moved into our new organizational structure to support the 10-year vision. From July through September, our staff settled into their new roles and teams and developed charters for their new departments. It was exciting to see the new agency formation during our September All-Staff Retreat where there was time to:

- Deepen connections with new and existing teammates.
- Create a shared understanding of portfolio management as an emerging internal capability.
- Revisit and reflect on Travel Oregon's Community Agreements.
- Co-create solutions through cross-functional work sessions to address the most pressing organizational opportunities.

We continue to manage our capacity by refining our core work streams and recruiting new team members, temporary employees and/or contractors. This will continue to be an ongoing effort so that we are aligned, communicating effectively and adjusting to capacity constraints as needed.

As a result of our first phase of hiring to support our new structure, we have some new team members and others within the agency that have been hired into new roles. Specifically:

- Susan Bladholm is our new Chief Administrative Officer
- Sarah Watson (former Commission & Executive Administration Manager) is our new Chief of Staff
- Heather Platanias (former interim Executive Assistant to VP Brand Stewardship) is our new Integrated Marketing Coordinator
- Rose Naigus is our new Sales Coordinator
- Bryan Mullaney (former Products & Platforms Manager) is our new Strategy, Research and Analytics Director

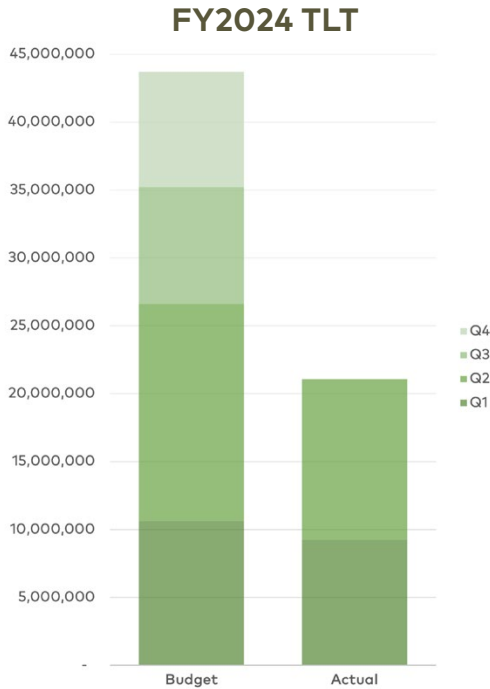
We have made great improvements in our recruiting efforts with our embedded recruiting firm. Over the next 18-24 months, we anticipate filling the open roles and the roles currently filled by limited-duration team members and contractors. As recruitment continues, new job openings can be found on our [Career Opportunities](#) webpage.



FINANCIALS

Revenue: FY2024

Transient Lodging Tax (TLT): \$21.M, 48.3% of the approved \$43.7M budget as of 10/31/2023.

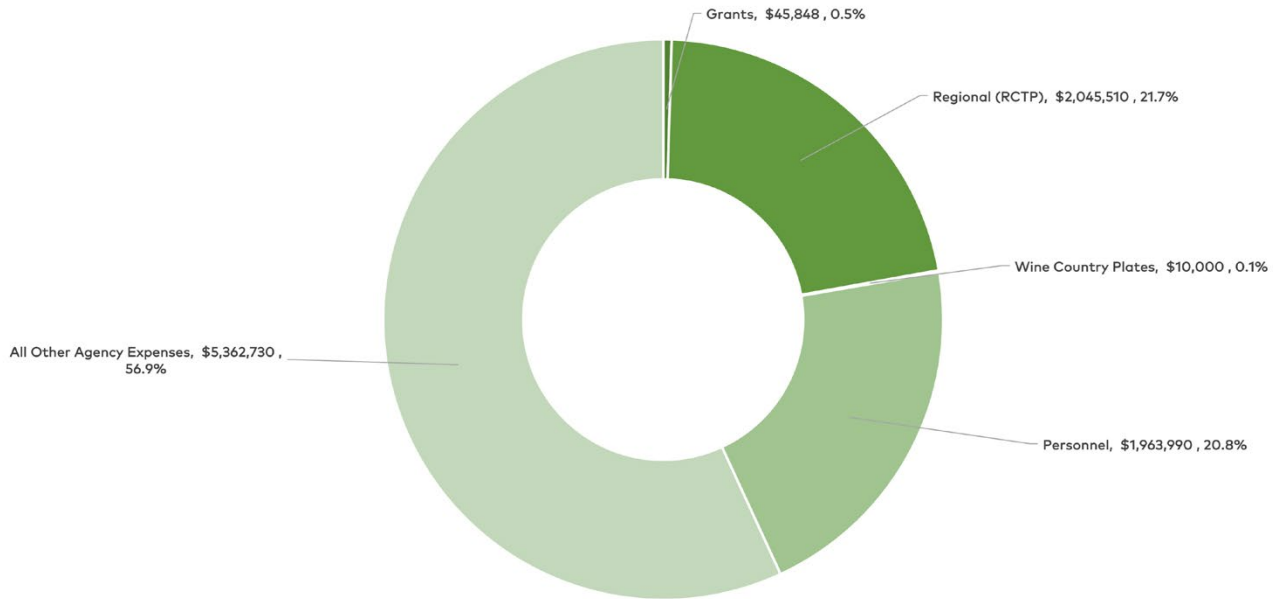


Year-over-year comparison:

	FY24	FY23	FY22	FY21*	FY20*	FY19*
FYTD TLT, \$M	21.1	22.1	16.7	9.7	17.1	17.0
% change, vs FY24		-4%	26%	117%	23%	24%

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

Q1 2024 Expenditures and Distributions including RCTP and Grants: \$9.4M



Financial reports — see appendix

OREGON'S TOURISM ECONOMY IS FLOURISHING

Travel Oregon with Travel Oregon Campaign Update

On August 1, 2023 we launched Travel Oregon with Travel Oregon (TOwTO), a campaign that evolves how we market the state in service to Travel Oregon's 10-year strategic vision. TOwTO provides more flexibility through the development of an always-on marketing platform. The objective of this campaign is to have a tool that can deliver vastly different advertising goals at different points of the year, all while having one recognizable tone, look and feel that differentiates Oregon.

TOwTO campaign and anthem launch media ran August 1-September 30 across our markets: Oregon, Seattle, Spokane, Los Angeles, San Francisco, Boise, Vancouver BC, Phoenix, Dallas, Houston and San Diego.

Goals were to:

- Build excitement and awareness around the (TOwTO) Anthem; showcasing the beauty of the state's seven regions, connecting visitors with residents and seeding the notion it's always a good idea to go with a guide.
- Create interest and engagement with our Active Adventurers target audience across multiple touchpoints utilizing contextually relevant content, interest targeting and retargeting tactics.
- Drive website traffic and conversions, ultimately leading to overnight bookings.

Initial results, not including broadcast exposure (to come in January)

- Video Views: 37,959,169
- Impressions: 248,548,100
- TravelOregon.com sessions: 250,974

TOwTO Bounty

From October 1 – November 30, we transitioned towards the traffic and engagement fall pulse of the campaign. We have continued the momentum of the Anthem's work into autumn with Bounty content that drives shoulder-season traffic to TravelOregon.com and drives deeper awareness with relevant content across social media and custom content partnerships. This will allow us to highlight real-life itineraries, encouraging Active Adventurers to learn more and eventually book.

TOwTO Winter Planning

The team is working towards a January launch of winter TOwTO content. During the shoulder season, the team will drive traffic to TravelOregon.com, inspire travel research and planning and direct travel bookings. This will be done through trusted media partnerships that provided strong delivery in the fall, with specific and inspiring winter content supporting the idea that winter is something to seek out.

We will do this with a paid media spend in:

- Oregon (Portland, Bend, Medford, Eugene)
- San Francisco
- Boise
- Chicago
- Los Angeles
- Spokane
- San Diego
- Vancouver B.C.

Earned Media/PR Update

For every campaign launch, the Communications team does proactive media outreach to local and national media contacts to help spread awareness about the campaign and secure earned media placements featuring both consumer-facing and industry messaging. Through these efforts, the Industry Communications team was able to place 11 stories featuring the TOwTO campaign with a total circulation of more than 2 million and the Consumer Communications team placed 6 stories that featured guides with a total circulation of 32 million.



Always On Cooperative Advertising

Last biennium, Travel Oregon transitioned from traditional marketing co-ops to our current Always On Advertising Opportunities. When a DMO, Region or other tourism business raises advertising needs, we connect them with vetted, high-performing programs that are managed by the vendor and investing partner. Our primary goals for this program are to provide thought leadership in developing programs, negotiate discounted rates, incorporate learnings from Travel Oregon's own media spend and drive statewide economic alignment.

It is important that these programs remain relevant, accessible, and successful in meeting the needs of our industry. New program updates have rolled out to the industry this fall and will be updated quarterly or on an as-needed basis.

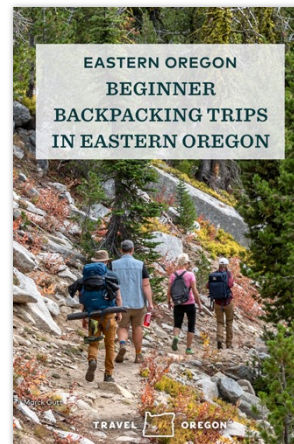
Here are some key updates:

- We've seen over \$220,000 invested since Fall 2022.
- Many vendors have created new programs to better meet the needs of our partners. For example, Here Is Oregon added additional tactics to address events marketing goals.
- We worked with Expedia to explore combining brand and co-op media Online Travel Agency (OTA) investments and determined our current program co-op is the right fit for us and our partners. Travel Oregon will be contributing \$25,000 to this program for spend made October through December 2023 and January through March 2024.

Owned Content

The content team produced, published and distributed 56 consumer stories in Q1 of 2023/24 (July-Sept). 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 to support going with a guide including: [Sip and Spelunk in Central Oregon](#), [Take a Marine Life Cruise on the Oregon Coast](#), [How to Climb and Camp in an Ancient Tree in Oregon](#), [Take a Guided Owl Hike in Portland](#), [Walk Through History in Jacksonville](#) and [Take a Guided Cycling Tour around Hood Rivers Fruit Loop](#).
- 23 seasonal stories geared to inspire immediate travel including: [3 Top Swimming Holes in Portland](#), [Delicious Food Carts in Bend](#), [Where to Find Tacos on the Oregon Coast](#), [5 Must-See Waterfalls Along the Rogue and Umpqua Rivers](#) and [Road Trip: Milton-Freewater](#).
- Content to support BIPOC and other communities and accessibility such as: [Celebrate Hispanic Culture in the Portland Region](#), [Accessible Adventures to the Oregon Dunes and Beyond](#) and [Out in the Willamette Valley with Winemaker Remy Drabkin](#).



- The Integrated team is also proud to report that our experimentation in vertical video continues to payoff. A remixed creator video about [nighttime kayaking](#) on Wallowa Lake with a glass-bottom kayak is now our best performing organic video with 3.2 million views on Instagram and 1.1 million views on TikTok.

Fall Familiarization Tours

Travel Oregon hosted a number of impactful familiarization tours (FAMs) this fall introducing key international tour operators and travel agents to the state. FAM tours remain one of Oregon's best sales tools as there is nothing quite like experiencing Oregon first-hand.

Hyphen-Hyphen

At the end of August, Travel Oregon supported French band, Hyphen-Hyphen, in their trip to Oregon for a Portland concert and social media promotion of their travels around the state. The group is made up of three French artists from Nice that have been performing together for over ten years, mostly in local music venues. After recently topping the charts in France, the high-energy group with a loyal social media following expanded their tour stateside, with the Portland concert being their first performance in the U.S. They also did a live set on KINK Radio while in town and shot video footage of Oregon as part of their promotion for their new album, "C'est la Vie". The group identifies itself as a "queer pop rock" band and is very focused on equity and inclusion. While France remains a long-standing market for Oregon, this partnership widened our existing market demographics for further exposure to Oregon for potential visitors.

Hyphen-Hyphen Instagram posts/photos can be found [here](#) and [here](#).

Authentik USA

In September, Travel Oregon hosted two representatives from Authentik USA, a Canadian tour operator specializing in FIT road trips. Authentik USA has existing contracts with Oregon hotels and is selling an itinerary online featuring the Oregon Coast, Willamette Valley, Southern Oregon, and Central Oregon. The purpose of the FAM was to visit hotel properties in the existing itinerary, experience the regions they are selling and scout potential new additions. They plan to add itinerary product featuring Portland, The Columbia River Gorge and Eastern Oregon soon. The Authentik website is the only existing platform where it is possible to plan your entire road trip online with the help from a local travel agent, by choosing your destinations and accommodations, while also having the possibility of adding optional activities and a rental vehicle. As Canada remains Oregon's top international market for visitation and spend, fostering relationships with key partners such as Authentik USA continues to be a key step in international growth.

Brand USA FAMs

Between September and November, Travel Oregon partnered with Brand USA to bring four groups from European markets to Oregon. These groups were from the Netherlands, Italy, France and the German-speaking market of Germany, Austria, & Switzerland. Each group consisted of 5-8 product managers representing key tour operators from each market as well as partner international airline representatives. As a requirement of participation, Brand USA asks that each product manager add new Oregon travel product or update existing bookable itineraries after the FAM within a given time frame. Travel Oregon collaborated with Visit California and Washington State Tourism to showcase what a multi-state trip could offer, with the groups from the Netherlands, Italy, and France visiting California and the German-speaking market visiting Washington in addition to Oregon. Each market had a different focus based on the interests of their clients. The group from the Netherlands followed Brand USA's Pacific Northwest Wine Trail, the group from Italy took the opportunity to expand their knowledge of the Pacific Northwest thanks to growing demand in the market, while the group from the German-speaking market highlighted nature and outdoor adventure. With each FAM spending 4-5 days experiencing Oregon via guided exploration, numerous Travel Oregon partners were involved in planning and supporting these guests and the trips spanned multiple regions.

Tourism Learning Lab – Introduction to Destination Stewardship & Development, November 15-16

The annual 'Tourism Learning Lab - Introduction to Destination Stewardship and Development' event took place on November 15-16, 2023, at the Vue venue in downtown Corvallis. A total of 35 attendees from across the state participated in interactive workshops, discussions, presentations, and an evening learning tour highlighting the interconnection between downtown development, Main Street and local food systems.

The agenda covered:

- an introduction to the evolving tourism ecosystem
- foundational Destination Stewardship programs
- visitor experience development best practices in outdoor recreation & culinary/agritourism



- Tribal Tourism development and accessibility updates
- alignment opportunities with research, marketing and sales
- strategies for successful funding and program implementation

The event was designed for tourism industry professionals with up to four years of experience in leading and coordinating tourism development, management, and stewardship projects. This program, as well as the annual Destination Boot Camp in Spring, levels up to Travel Oregon's 10-year vision's workforce development strategy by providing the state's growing workforce with development and management training programs while also providing space to build a stronger network of aligned & engaged workforce within Oregon.

Portland Activation and Revitalization Investments

Over the past three years Travel Oregon has been working with destinations across Oregon to support recovery from myriad challenges related to COVID-19 and other crises such as wildfire. Starting in 2021, Travel Oregon has made specific and targeted investments to support the activation and revitalization of Central Portland as hotel revenues and visitor foot traffic remains far below pre-2020 levels. During fiscal year 22-23, Travel Oregon partnered with Travel Portland to be part of the effort to revitalize central Portland through activations ranging from sponsoring large signature events to smaller neighborhood-specific events aimed at bringing Portlanders and non-locals back to the central city.

In 2023, Travel Oregon provided \$285,000 of sponsorships for these events and activations. We supported signature events such as the Waterfront Blues Festival, Portland Rose Festival, PRIDE NW, and concerts at Pioneer Courthouse Square. Smaller activations included Old Town Community Association's Nuestro Camino, Aqui Seguimos: Latinx art & music festival and their Juneteenth Festival, Portland Park Foundation's Paseo festival, and Human Access Project's river restoration and activation work. Finally, we partnered with the Portland Film and Event Office to add \$77,000 of funding to their Portland event grants.



OREGON DELIVERS REMARKABLE EXPERIENCES

Oregon Outdoor Recreation Summit

Approximately 285 outdoor recreation professionals gathered at The Mill Casino Hotel & RV Park in North Bend and the surrounding areas Nov. 2-4 for the 2023 Oregon Outdoor Recreation Summit, hosted by the Oregon Trails Coalition in partnership with Travel Oregon. In alignment with Travel Oregon's mission and our 10-Year Strategic Vision, the summit offers an opportunity to build relationships and alignment with stakeholders as stewards of Oregon's outdoor places. The summit seeks to find solutions to the challenges we face in developing, elevating, and sustaining outdoor recreation opportunities to best serve Oregon communities and celebrate and protect our natural, cultural, and historic wonders.

The 2023 summit kicked off with an opening address by Coquille Indian Tribe Chairperson Brenda Meade, followed by a cultural resources panel that included representatives of the Confederated Tribes of Siletz Indians, the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians, the Coquille Indian Tribe and Oregon Parks & Recreation. Travel Oregon staff led a dark sky summit pre-event as well as sessions on partnering with guides for people, planet & profit and the 'electrification' of outdoor recreation sites to accommodate electric vehicles. Staff also participated in a panel on the outdoor recreation economy, connected with conference attendees during open office hours and the Travel Oregon-sponsored evening event, and presented during the Big Ideas session. [See the full agenda.](#)

This year Travel Oregon was pleased to provide full registration and lodging scholarships for 19 guides and outfitters in the Why Guides program to attend the summit. In addition to accessing the educational content of the conference, guides were provided intentional opportunities to network with other guides and connect with Travel Oregon staff.



New electric chargers at Silver Falls State Park

Trail and Wilderness Ambassador Program

With 82% of out-of-state visitors indicating outdoor recreation as a top factor for choosing their leisure trip in Oregon, it's not shocking that some of our outdoor spaces are experiencing high use. To support our strategic objectives of delivering remarkable experiences and respecting the natural environment, Travel Oregon has partnered with non-profit Trailkeepers of Oregon to bring on-the-ground, in-person visitor management solutions to some of Oregon's most loved trails in the Columbia River Gorge, Mt. Hood wilderness and the Oregon Coast.

Trailhead and Wilderness Ambassadors are friendly, well-trained volunteers excited to engage with local and visitor trail users to:

- Establish a safe and welcoming presence at trailheads
- Answer questions about the area/hike
- Teach about safe and responsible recreation
- Share ways to explore other local adventures
- Put out fires, pick up trash, minor trail maintenance
- Track engagement and gather data for land managers

This summer, ambassador volunteers engaged directly with ~10,000 visitors and locals at 30 popular trailheads and hard to reach trails across Oregon – spending over 1,100 hours helping them love and steward Oregon as much as we do. Learn more online at [Trail Keepers of Oregon](#).



OREGON IS STRIVING TO BE A PLACE OF EQUITY

2023-2025 Competitive Grants Awarded

Moving in alignment with the objectives and strategic priorities presented in the biennial plan, the 2023-2025 Competitive Grants Program centered funding around accessibility and inclusivity. Underserved and under-resourced communities, including people with disabilities, BIPOC, Oregon's nine federally recognized tribes and LBGQTQIA+ 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.

Travel Oregon's Investments team implemented a multi-step process where applicants were asked to submit a letter of intent (LOI) prior to advancing to the full application. This step allowed Travel Oregon to vet project ideas and provide feedback and guidance to applicants that needed additional work to submit a competitive application. A total of 181 LOIs were received and reviewed by an internal team for eligibility and alignment with the program's intent. From there, 83 entities (46%) advanced and were invited to submit a full application. The remaining 98 entities received personalized feedback and if eligible with a project that could align with the program's intent, were invited to resubmit a LOI. 38 (39%) resubmitted and 30 of those entities were invited to submit a full application. In total, Travel Oregon received 113 applications, requesting \$7.5 million in funding by the application deadline of September 15. Five applications did not receive official review by the committee, due to incomplete elements. The additional feedback provided through the LOI process significantly helped to reduce the number of ineligible and incomplete applications submitted.

On November 15, Travel Oregon awarded \$3,611,089.00 to 56 entities across the state. Eligible entities chose between two project categories:

1. Enhancement and/or expansion of tourism infrastructure to be more accessible/inclusive, with 41 projects awarded a total of \$2,718,084.00.
2. Accessible/inclusive tourism promotion, with 15 projects awarded a total of \$893,005.00.

Each of Oregon's seven regions received at least three awards, with the number of applications awarded per region remaining proportionate to the total number of applications submitted. Awarded projects must be complete by April 14, 2025.

Region	# of Grants Awarded	Total Grant \$ Awarded
Central Oregon	5	\$210,650.00
Eastern Oregon	9	\$469,805.00
Mt. Hood & Columbia River Gorge	3	\$190,700.00
Oregon Coast	15	\$1,109,761.00
Portland Region	6	\$535,610.00
Southern Oregon	8	\$354,850.00
Willamette Valley	9	\$643,053.00
Statewide	1	\$96,660.00
Total	56	\$3,611,089.00

[Read the complete press release here.](#)

Accessible Learning Community

From partnerships with Wheel the World to trail audits, there are significant RDMO and Travel Oregon led initiatives occurring across the state to create a more welcoming destination for visitors with disabilities as well as neurodiverse communities.

In alignment with our 10-Year Strategic Vision, the Regional Cooperative Tourism Program (RCTP) convened an Accessibility Learning Community to build awareness for accessibility projects, further opportunities for discussion and develop a community for collaboration. Travel Oregon's role is to serve as the convener and facilitator while assisting in the alignment and awareness of this accessibility work.

Goals of Learning Community

- Increased familiarity of projects in communities
- Gather resources to enhance information sharing (resources could look like toolkits, contractor and organization lists, educational resources, learning engagements)
- Opportunity for RDMOs and Travel Oregon to share on-going work, challenges, and best practices
- Travel Oregon supports the work of RDMOs/DMOs through funding, technical assistance, grants, and other identified resources

RCTP staff convened two meetings with the 7 RDMOs in May and September of 2023 and will continue to meet quarterly. The content of these meetings has largely been focused on receiving programmatic updates from RDMOs and discussion around the TravelAbility Emerging Markets Summit that occurred in August. Future topics include a deep dive into Wheel the World and other destination assessments, itinerary development and trail accessibility audits. Our next meeting will occur in February 2024.

Tribal Tourism Updates

The Tribal Tourism Leadership Committee, RDMO's and Travel Oregon staff gathered on October 24 to discuss and collaborate on future tribal tourism initiatives. This gathering served as a platform for knowledge sharing, networking, cultural exchange and to identify strategic priorities for the leadership committee. Meeting outcomes included commitments to the following:

- Develop a Memorandum of Understanding (MOU) between Oregon's Nine Federally Recognized Tribes and Travel Oregon. The MOU would serve as a commitment for continued collaboration and outline aspects such as promoting tribal tourism, preserving cultural heritage, responsible tourism, marketing and economic development. Next steps: A subcommittee is being formed to develop a draft for tribal partners and Travel Oregon to review.
- Develop a training on "Working with Tribes" to educate Travel Oregon staff and key partners on effective engagement with Oregon's Nine Tribes. The training would provide background and best practices for successful engagement with Tribal communities.
- Develop an interpretative signage plan in commitment to telling the stories and history of Oregon's indigenous communities in an accurate and culturally sensitive manner. Next steps: Travel Oregon to pull a meeting together with other agencies (State Parks, ODOT (Oregon Department of Transportation), Travel Information Council) to find ways to collaborate on physical interpretive signage.
- Finalize a mission statement for the Tribal Tourism Leadership Committee, currently under review by the committee.

The Tribal Tourism Leadership Committee will continue to meet monthly via Zoom and again in-person at the Oregon Governor's Conference and April 2024 at the Mill Casino.



Guide to Oregon Indian Country: In collaboration with our publishing partner MEDIAmerica and the Tribal Tourism Work Group, we are publishing the second edition of *Guide to Oregon Indian Country*. The guide included minor updates and edits from the first edition published in 2022. Changes include:

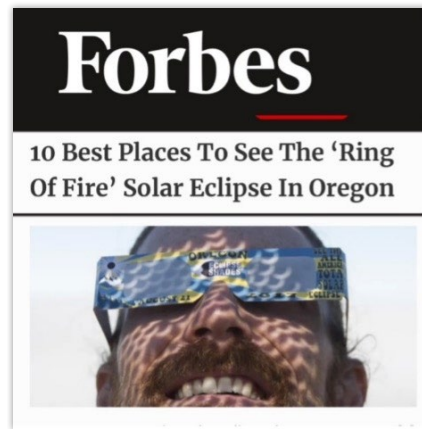
- Shortened the welcome letter to be more succinct.
- Added mention of Nez Perce, p. 8
- Added mention of purchasing salmon from a tribal fisher – CTUIR request, p. 8
- Updated Kah-Nee-Ta status, p. 44
- Minor section edits to tribal profiles based on input from tribal representatives.



OREGON RESPECTS ITS NATURAL ENVIRONMENTS

Annular Solar Eclipse Communications

In the months leading up to the annular solar eclipse on October 14, industry and consumer communications staff promoted safe, responsible viewing of the eclipse along with the best places to watch and "Know Before You Go" messaging. The Communications team garnered significant industry and consumer coverage for the solar eclipse, with 24 industry stories including 4 on-air interviews including a feature on how [eclipse travel supports local tourism businesses](#) on OPB with a total circulation of more than 166 million and four consumer focused stories with a total circulation of more than 488 million. The team also hosted journalist [Valerie Stimac](#) during the eclipse, founder of the Space Tourism Guide, who was at [Crater Lake National Park](#) when it took place.



Crisis Communications

Industry communications staff participated in an interagency eclipse crisis communications and response effort led by Oregon Department of Emergency Management (OEM). Outcomes of this working group included a statewide, eclipse- specific crisis communications plan as well as a response plan to help protect visitors, residents, communities and the environment in the event of an emergency. Travel Oregon, along with other agencies and tribes, provided situational updates in the days leading up to the eclipse. This work is helping inform Travel Oregon's Crisis Communications Plan with input from the OEM and others.

Due to the potential for a federal government shutdown in the weeks leading up to the eclipse, industry communications staff also worked closely with the Port of Portland, OEM, Oregon Parks & Recreation Department and others on development of a federal government shutdown crisis communications plan. The result was a plan to align messaging with the Port of Portland for visitors and potential visitors on travel impacts and to align with OEM and OPRD on the impact of the potential closure of Crater Lake National Park and to disperse eclipse enthusiasts to state parks instead. Though the plan was ultimately not needed, interagency relationships were strengthened as a result and the foundation for a plan laid if a similar issue arises in the future.

DASHBOARDS

[Quarterly / Annual Dean Runyan Dashboard](#)

APPENDIX

Oregon Tourism Commission

Profit & Loss Budget vs. Actual

July 2023 - October 2023

	July 2023 - October 2023	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	9,633,463	43,700,000	(34,066,537)	22.0%
Lodging Tax from Prior Periods	1,750,000	1,750,000	-	100.0%
Interest Income	307,145	500,000	(192,855)	61.4%
Misc. Revenue	13,331	-	13,331	100.0%
Rental Income	-	-	-	0.0%
Conference/Event Revenue	50,421	240,000	(189,579)	21.0%
Welcome Center Brochure Program	17,456	36,000	(18,544)	48.5%
Grant Funds - Other	-	200,000	(200,000)	0.0%
Federal Grant Funds - CSA	-	292,500	(292,500)	0.0%
Federal Grant Funds - EDA	-	-	-	0.0%
Total Income:	11,771,815	46,718,500	(34,946,685)	25.2%
Beginning Fund Balances:				
Beginning Balance - Regional	3,771,830	3,771,830	-	100.0%
Beginning Balance - Grants	9,100,164	9,100,164	-	100.0%
Beginning Balance - Operating Reserve	-	-	-	0.0%
Beginning Balance - IOF	-	-	-	0.0%
Beginning Balance - All other TO programs	8,066,820	8,066,820	-	100.0%
Total Beginning Fund Balances:	20,938,813	20,938,813	-	100.0%
Total Sources:	32,710,629	67,657,313	(34,946,685)	48.3%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	1,734,023	7,866,000	(6,131,977)	22.0%
Grants - future (net of administrative expense)	867,012	3,933,000	(3,065,988)	22.0%
Total Future Programming - Statutory	2,601,035	11,799,000	(9,197,965)	22.0%
Reserves				
Operating Reserve (from Admin/Ops Budget)	296,500	296,500	-	100.0%
Immediate Opportunity Fund (from Admin/Ops Budget)	-	-	-	0.0%
Total Reserves	296,500	296,500	-	100.0%
Total Future Programming & Reserves	2,897,535	12,095,500	(9,197,965)	24.0%
Expenses by Department:				
Brand Stewardship	5,220,679	19,854,594	(14,633,915)	26.3%
Destination Stewardship	875,203	3,610,348	(2,735,145)	24.2%
Destination Stewardship - Statutory RCTP	3,918,580	4,765,830	(847,250)	82.2%
Destination Stewardship - Investments				
- Statutory Grants, awarded	144,923	1,157,902	(1,012,979)	12.5%
- Statutory Grants, to be awarded	-	7,686,372	(7,686,372)	0.0%
- Additional Grants, awarded	-	142,842	(142,842)	0.0%
- Additional Grants, to be awarded	-	575,047	(575,047)	0.0%
- Additional Grants, Outcomes, to be awarded	-	675,000	(675,000)	0.0%
Insights & Impact	1,548,110	7,179,938	(5,631,828)	21.6%
Administration & Operations	2,047,479	6,983,240	(4,935,761)	29.3%
Total Expenses by Department	13,754,974	52,631,113	(38,876,139)	26.1%
Total Uses:	16,652,510	64,726,613	(48,074,104)	25.7%
Net Income	16,058,119	2,930,700	13,127,419	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	171,618	400,000	(228,382)	42.9%
Beginning Balance for Distribution: Tourism Promotion	432,012	432,012	-	100.0%
Beginning Balance for Distribution: Grants	298,796	298,796	-	100.0%
Total Sources	902,426	1,130,808	(228,382)	
Uses:				
Tourism Promotion	-	632,012	(632,012)	0.0%
Grants	10,000	498,796	(488,796)	2.0%
Total Uses	10,000	1,130,808	(1,120,808)	
Net Income	892,426	-	892,426	
Total Net Income	16,950,545	2,930,700	14,019,845	

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 October 31, 2023
ASSETS	
Current Assets	
Checking/Savings	
Cash - programming and reserves	15,019,707
Cash - Grants - Committed, not disbursed	1,075,222
Cash - Committed for Future Grants	7,303,337
Cash - Committed for Future RCTP	3,979,620
Restricted Cash - Wine Country Plates	<u>1,290,075</u>
Total Checking/Savings	28,667,961
Accounts Receivable	<u>47,768</u>
Other Current Assets	<u>9,206</u>
Total Current Assets	28,724,935
Fixed Assets	584,365
Other Assets	<u>32,982</u>
TOTAL ASSETS	<u><u>29,342,283</u></u>
 LIABILITIES, EQUITY & FUND BALANCES	
Liabilities	
Current Liabilities	
Accounts Payable	<u>1,305,700</u>
Other Current Liabilities	<u>656,720</u>
Total Current Liabilities	1,962,420
Long Term Liabilities	<u>77,141</u>
Total Liabilities	<u>2,039,561</u>
Equity & Fund Balances	
Regional (RCTP) - for future distribution	3,979,620
Grants - for future distribution	867,012
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	2,335,946
Unanticipated TLT from FY2023 - unallocated	202,241
Net Income	<u>16,058,119</u>
Total Equity and Fund Balances	<u>26,012,646</u>
Restricted, Wine Country Plates ORS 805.274	
Wine Country Plates - Future Grants	372,467
Wine Country Plates - Future Regional	196,801
Wine Country Plates - Undistributed Grants	288,796
Wine Country Plates - Undistributed Regional	<u>432,012</u>
Total Restricted for Wine Country Plates	<u>1,290,075</u>
TOTAL LIABILITIES, EQUITY & FUND BALANCES	<u><u>29,342,283</u></u>

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.



TRAVEL  OREGON

OREGON TOURISM COMMISSION

319 SW Washington Street, Suite 700
Portland, Oregon 97204
971.717.6205

traveloregon.com
industry.traveloregon.com