

# STRATEGIC PLAN PROGRESS REPORT

APRIL 2025



## 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 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 Plan since the Commission's last meeting.



# MESSAGE FROM CEO



Dear Commissioners,

Travel Oregon celebrates its 40th Annual Governor's Conference this April with a theme of "Then, Now, Forever" to acknowledge the dedicated work over the past four decades to grow the state's tourism industry. Our commitment remains unwavering as we inspire travel that uplifts Oregon communities. I look forward to you joining us as we mark the occasion in Portland's Oregon Convention Center, April 14–16.

The 2025–27 Strategic Plan will be front and center both at the April 14 Commission Meeting and during the conference as we work towards Commission approval at the June 10 Commission Meeting in Enterprise. But we cannot lose sight of the current biennium and the teams' hard work in progress to fulfill the 2023–25 Strategic Plan. I hope the updates below provide the throughline to the next biennium's work.

Warm regards,

Todd Davidson, CEO

## OREGON TOURISM COMMISSION



Chair  
**Lucinda DiNovo**



Vice Chair  
**Greg Willitts**



**David Gremmels**



**Travis Hill**



**Harish Patel**



**David Penilton**



**Jenifer Roe**



**Erin Stephenson**



**Scott Youngblood**

# OREGON TOURISM COMMISSION MEETING

April 14, 2025  
Oregon Convention Center  
Portland Ballroom 256-257  
777 NE Martin Luther King, Jr. Blvd  
Portland, OR 97232

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

## Accessibility and Accommodation Requests

For questions about accessibility or accommodations for persons with disabilities, or to request a translator, interpreter, or other communication aids, please contact Matthew Finn at  
[matthew@traveloregon.com](mailto:matthew@traveloregon.com).

12:30 p.m.	<b>Welcome and Introductions</b>	Chair DiNovo
12:40 p.m.	<b>Chair Remarks</b>	Chair DiNovo
12:45 p.m.	<b>Local Welcome</b>	Travel Portland and Sub-Regional Partners
1:05 p.m.	<b>Partners and Public Statements</b>	Chair DiNovo
	<i>*This is an opportunity for <u>written</u> or in-person general statements or updates to Commission</i>	
1:15 p.m.	<b>Commission Business</b>	Chair DiNovo
	Review of Commission Packets	
	Review of Travel Oregon Financial Update	
1:20 p.m.	<b>Commission Action</b>	Chair DiNovo
	Approval of Minutes	
1:25 p.m.	<b>Governor's Conference on Tourism Preview</b>	Lisa Itel, Jaime Eder, Lauren Thompson
1:45 p.m.	<b>Break</b>	
1:55 p.m.	<b>2025-27 Strategic Plan</b>	Petra Hackworth, Sarah Watson, Bryan Mullaney, Kathleen Stewart
2:55 p.m.	<b>Changing Landscape of Search &amp; AI</b>	Mo Sherifdeen, Jessie Kirk, Wade McCarthy
3:25 p.m.	<b>Other Business</b>	Chair DiNovo
3:30 p.m.	<b>Adjourn</b>	Chair DiNovo

If you have any questions or comments related to the meeting proceedings or presentations, please email us at [industry@traveloregon.com](mailto:industry@traveloregon.com) and indicate "April 2025 –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.

## 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

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### 2025–27 Biennial Planning Update

Over the past two months, program leads have been leading their action teams toward the creation of their 2025–27 action plans. Program leads presented their plans to the executive team on March 5. Those plans are now under review as the leadership team evaluates budget requests, project deliverables, project timelines and capacity. Once plans are approved, program leads will disband the action teams and begin building out more detailed plans within our project management platform. The goal is to have the detailed plans fully built out and ready to start by June 30, 2025.

## OPERATIONS / INTERNAL UPDATES

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### Staffing

Since the December 2024 Strategic Plan Progress Report (SPPR), we have welcomed the following new employees:

- Yvette Mata, Communications Coordinator
- Stephanie Phillips Bridges, Regional-Based Services Coordinator
- Faviana Schectman, Destination Services Coordinator
- Carla Smith, Contracts & Procurement Manager
- Seema Sarnaik, Accountant A/P
- Kyle Donovan, Technology Manager

Additionally, Research Specialist Hannah Hicks transitioned into the Strategy Manager role after a competitive interview process. We'd like to extend a warm welcome to our new hires and congratulations to Hannah.

New job openings will be posted on our [Career Opportunities](#) webpage.

# FINANCIALS

## Revenue

Transient Lodging Tax (TLT) revenue this fiscal year to date is \$32.9M, 74.6% of budgeted \$44.1M. TLT revenue is up 2.0% from the previous fiscal year, down -0.6% from FY2023 and up 98.3% from FY2021.

Comparison of TLT to prior periods:

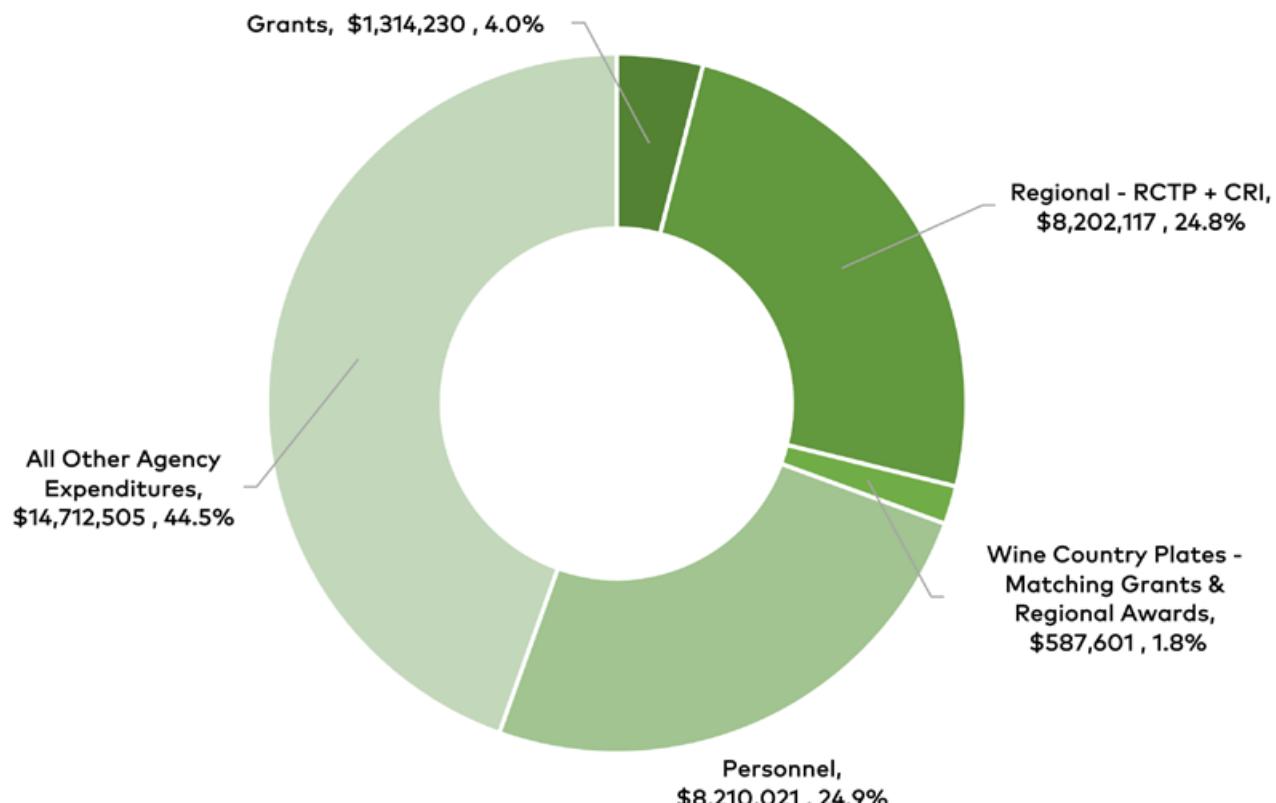
FYTD TLT (\$M)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019
<b>Actual</b>	<b>32.9</b>	<b>32.3</b>	<b>33.1</b>	<b>28.5</b>	<b>17.2</b>	<b>33.5</b>	<b>32.6</b>
<b>Budget</b>	<b>44.1</b>	<b>40.4</b>	<b>38.0</b>	<b>35.6</b>	<b>20.0</b>	<b>39.1</b>	<b>38.5</b>
<b>% FYTD budget</b>	<b>74.6%</b>	<b>79.9%</b>	<b>87.2%</b>	<b>80.0%</b>	<b>85.8%</b>	<b>85.8%</b>	<b>84.5%</b>
<b>FYTD TLT (*adjusted for rate)</b>	<b>FY2024</b>	<b>FY2024</b>	<b>FY2023</b>	<b>FY2022</b>	<b>FY2021*</b>	<b>FY2020*</b>	<b>FY2019*</b>
<b>Actual TLT, \$M</b>	<b>32.9</b>	<b>32.3</b>	<b>33.1</b>	<b>28.5</b>	<b>16.6</b>	<b>27.9</b>	<b>27.1</b>
<b>% change</b>	<b>-</b>	<b>2.0%</b>	<b>-0.6%</b>	<b>15.7%</b>	<b>98.3%</b>	<b>17.8%</b>	<b>21.3%</b>

\*Adjusted for change in TLT rate from 1.8% to 1.5%

Fiscal year-to-date receipts of Wine Country License Plate proceeds total \$271,919.56, 64.7% of budgeted \$420,000

## Expenditures

Fiscal year-to-date expenditures and disbursements total \$33M:



Financial reports — see appendix

# OREGON'S TOURISM ECONOMY IS FLOURISHING

## Evergreen Campaigns – New for FY2024–25

This year, we established a foundational 'evergreen' campaign to support our Travel Oregon with Travel Oregon (TOwTO) campaign pulses. It focuses on sustained efforts across Paid Search, Native (ads styled to look like other content in the feed) and Online Travel Agency (OTA) channels. This approach creates a stable performance baseline while keeping Travel Oregon top of mind as a year-round planning resource.

The evergreen setup also offers flexibility to promote seasonally relevant activities — from snow sports during peak snowpack to spring hikes and floral tourism, and summer adventures as temperatures rise. Additionally, we tested the promotion of Oregon Food Trails within these evergreen channels, exploring agile ways to support Travel Oregon priorities beyond our high-level branding campaigns.

### Our Native and OTA evergreen approach is:

- **Timing:** July 1, 2024 – June 30, 2025
- **Budget:** \$1,560,000
- **Target:** Immersive Guest
- **Markets:** Oregon, Seattle, Spokane, Yakima, Boise, Chico-Redding, Eureka, Vancouver B.C., San Francisco, Sacramento, Phoenix, Reno, Denver, San Jose, Twin Falls, Billings, Las Vegas, Honolulu, San Diego, Fresno, Monterey-Salinas and Los Angeles
- **Channels:** Expedia, Priceline and Taboola



### Our evergreen Search approach is:

- **Timing:** July 1, 2024 – June 30, 2025
- **Budget:** \$818,995
- **Target:** Searchers matching our keywords
- **Markets:** National
- **Channels:** Google and Microsoft



### Total evergreen results to date:

- Traffic to traveloregon.com 7/1/24 - 2/28/25: 1,822,047 sessions (45% of total site sessions)
- Average cost per session: \$0.60

## Travel Oregon with Travel Oregon Campaign Update

On Saturday, September 14, the first pulse of the fiscal year's 'Travel Oregon with Travel Oregon' campaign pre-launched with an advertising spot during the Oregon Ducks versus Oregon State Beavers football game. The full campaign rolled out the following Monday, September 16. This campaign effort features Portland, Oregon highlighting the unwavering spirit behind the city with three :15 second advertisements spotlighting special Portland locations like [The Sports Bra](#), [Han Oak](#) and [Forest Park](#). The work shows the spirit of fearlessness, experimentation and imagination and invites people to "Try Something Portland" to drive overnight leisure visitation. The goal of this

portion of the campaign was to reframe the narrative around Portland and drive overnight leisure visitation throughout the fall.

This campaign included robust content promotion on Travel Oregon social media channels as well, with a lineup that supports Portland experiences, shopping, events and food in both English and Spanish.

In mid-November, this campaign broadened as we captured Oregon's other stunning regions with additional films highlighting Plaisance Ranch and Coria Estates, additional fall content, and social media focused on seasonal bounty themes like wine and Oregon Food Trails.



This campaign included a Winter pulse on social media promoting seasonally relevant content to stay top-of-mind in the interim between the Bounty and Spring campaign pulses.

**The topline details are:**

- Total Media Budget: \$3.7M
- Flight Dates: 9/16/2024-11/30/2024, Bounty in mid-November – 1/26/25, Winter 1/27/25 - 3/11/25
- Key Target: Immersive Guest
  - Age 25-64, Sustainably Focused, Seeks Travel Activities/Beer or Wine Consumers
  - BIPOC age 25-64, Sustainably Focused, Seeks Travel Activities/Beer or Wine Consumers
- Markets: This year, we're leveraging a new market strategy. We'll group markets into clusters based on reach and frequency goals. The new markets were chosen based on trips per capita and grouped into 3 buckets: "Most Familiar" (**Green**); "Familiar" (**Blue**); "Less Familiar" (**Orange**)
  - **Green:** Bend, Eugene, Portland, Seattle, Spokane, Medford-Klamath Falls, Yakima, Boise, Chico-Redding, Eureka and Vancouver B.C.
  - **Blue:** San Francisco, Sacramento, Phoenix, Reno, Denver, San Jose, Twin Falls, Billings and Las Vegas
  - **Orange:** Honolulu, San Diego, Fresno, Monterey-Salinas and Los Angeles



**Results to date 9/16/24 – 3/11/25:**

- Over 71M completed digital videos views (does not include views of commercials during Ducks and Beavers football games)
- Over 2.7M audio impressions on Spotify
- Over 458K site sessions to traveloregon.com generated

## **Total YTD results for traveloregon.com (evergreen, organic, and campaign): 7/1/24 – 2/28/25**

- YoY change in total site sessions: -3.5%
- YoY change in New Users to TO.com: -5%
- YoY change in Organic / Non-Paid site sessions: -21% (see below)
- YoY increase in Travel Guide Orders: +19%
- YoY increase in Email Subscribers: +3.95%

## The Changing Landscape of Organic Search and AI

With AI-generated summaries and rich search results becoming more common, zero-click searches—where users get answers directly from the search engine results page (SERP)—are on the rise. While this offers faster, more convenient information for travelers, it also reduces organic traffic to destination marketing websites.

For travel and tourism sites, this shift can be especially challenging. Potential visitors may find what they need—weather updates, activity suggestions, or even itineraries—without ever clicking through to the site. Studies indicate this trend is leading to a significant drop in organic traffic, affecting visibility and engagement. This trend has accelerated in recent months.

One of the ways Travel Oregon is adjusting to zero-click searches and the resulting drop in Organic traffic is by diversifying platforms and focusing on driving even more efficiency with traffic-driving channels such as our 'evergreen' campaigns.

## Industry Site Refresh

The Communications and Integrated Marketing teams have been working together to re-imagine the user experience of the industry website's homepage and navigation to allow users to find information faster, giving them a clearer perception of how Travel Oregon can help them build, promote and grow tourism across the state.

Using a data-driven approach, we're optimizing the site to include:

- New site architecture featuring a drop-down menu to create one-click user pathways to lead users deeper into the site for better engagement.
- New button design options, including one with headlines and subheads to provide more context for users to improve conversion.
- We're using the valuable real estate of the homepage hero to add text and a button for a clear call to action (CTA).
- Adding "Travel Oregon Industry" to the header to visually improve the definition between the industry site and the consumer Travel Oregon site.



We started our research in August of 2024 and plan to launch April 7, to align with the Governor's Conference on Tourism. There is no additional cost to the agency as this work was absorbed into our monthly retainer with website development partner, ThinkShout.

## Brand USA India Sales and Media Mission

In January 2025, Travel Oregon participated in the Brand USA India Sales Mission, joining over 20 states, destinations and suppliers in a trade track featuring 70 scheduled appointments with India based tour operators. This sales mission, which also included a media and CEO track, provides a crucial platform for promoting Oregon to the Indian market at the business-to-business level.

Notably, Oregon has newly launched tour products developed in partnership with Holiday Tribe, the ["Pacific NW" self-drive tour](#), showcasing Napa Valley, Grants Pass, Eugene and Portland. An additional new product includes a self-drive tour titled, ["Seattle, Portland & National Parks"](#) that highlights Portland, Crater Lake National Park and Coos Bay/Oregon Coast.

## International Inbound Travel Association Summit 2025

The IITA summit was a successful outing for Travel Oregon as our sales staff and partners from Visit Central Oregon hosted 1:1 meetings with 26 receptive tour operators & wholesalers of international travel. The meetings proved to be excellent follow up after Go West with new hotel and attraction products, including signed contracts as confirmed by 3 partners (Tourmappers, Rocky Mountain Holidays and Onward), sports tourism around the World Cup, Brand USA wine itineraries, and events for youth/student travel. Lastly, there was a strong focus on buyers looking to expand into Latin America.

## Oregon Media Marketplace

On Tuesday, March 18, the Communications team brought together Oregon's seven regional destination management organizations (RDMOs), Tribal partners, Sport Oregon and the Oregon Wine Board to create an immersive experience at The Redd in Portland for 60 local, national and international media. Leaning into the [growing wellness tourism industry](#), the theme of the evening was wellness in Oregon, and each partner showcased local foods, guides, lodging and more with spokespeople, goods and experiential activities such as a sound bath, honey tasting and a beading activity. The media attending the event engaged in meaningful conversation with partners at each activation, [through panel discussions and a cooking demonstration](#) with Indigenous Chef Jack Strong from Jory/The Allison Inn. The next morning, visiting media embarked on [press trips across the state](#), visiting all seven regions and immersing themselves even further to truly understand what makes Oregon a remarkable destination.



## Portland Activation and Revitalization

Travel Oregon continues to collaborate with Travel Portland, Prosper Portland and the broader Portland community to support the revitalization of the Portland tourism economy with a focus on increasing foot traffic in central Portland through sponsorships and partnerships of events and activations. Updates on recent events and project support includes:

**Travel Portland Large Event Sponsorship** – Travel Oregon provided grant resources that increased funding for this quarterly program. Their Q4 grants include:

EVENT	DATES	EST. ATTENDANCE / OVERNIGHT VISITORS	AWARD
The One Motorcycle Show	May 2-4	21,000 / 5,000	\$20,000
Cinco De Mayo Fiesta	May 2 -5	20,000 / 4,000	\$30,000
Portland Rose Festival	May 23 – June 8	480,000 / 20,000	\$30,000

**Signature Event Sponsorship** – Travel Oregon committed \$75,000 as part of a larger collaboration to keep the Waterfront Blues Festival (WBF) operating in 2025. The WBF will hold a two-day event in 2025 as it plans the future for the festival. It will be held on July 4 - 5, overlapping with the National Education Association conference that will bring approximately 8,000 people to Portland from July 3 - 6.

**"52-Week Strategy"** – Travel Oregon is partnering with six place-based organizations in central Portland to support events that bring people back to central Portland. There are many events planned that include: Portland Winter Lights Festival, She Brews festival, Buskathon, The Square's holiday programming, cultural events in Old Town/China Town and Duckworth Dock Wednesdays and Thursdays. For a more complete list of events, please reach out to the Destination Services team.



## Owned Content

The content team produced, published and distributed 67 consumer stories between October 2024 and February 2025. 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 while igniting the desire to travel to, and within, Oregon. Highlights for the quarter included:

- Support of our "Travel Oregon with Travel Oregon" campaign including English and Spanish content supporting [Oregon Adaptive Sports](#) and [Astoria](#) as well deeper promotion of [campaign themes](#) such as [wildflower hikes](#) and [spring events](#).
- Seasonal content such as [5 rainy-day hikes with kids](#), [hut-to-hut skiing](#) and [winter at Multnomah Falls](#).
- Accessible and inclusive travel content for [colorblind visitors](#) and cultural stories including how to [support tribal fishers](#), celebrating the [Japanese culture](#) and [indigenous maritime culture](#).

## Other highlights are:

2025 Travel Oregon Visitor Guide: In March, we put the final touches on the 2025/26 edition of the Travel Oregon Visitor Guide (TOVG).

This guide features trip inspiration and resources across the state around our three pillars: culinary, outdoors & arts and culture. This



year's visitor guide features a wine-tasting scene at Hood River's Grateful Vineyard on the cover, spotlighting Oregon wine. The annual guide is a collaboration of staff, regional partners, tribal partners and our publishing partner MEDIAmerica. The guide will be available for print and digital distribution starting at the Oregon Governor's Conference on Tourism in April.

**Modern Look for Business Listings:** The Integrated Marketing team launched a more modern website template for all Business Listings or Point of Interest (POIs) listings in February, making it easier for users to scan content and engage on a mobile device. POIs include everything from [restaurants](#), [hotels](#), [landmarks](#) and more. Improvements include a carousel of photos that can accommodate both vertical and horizontal images, jump links to lower sections so users can navigate quickly, higher profile contact info and sections for amenities, reviews and related editorial content.

## OREGON DELIVERS REMARKABLE EXPERIENCES

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### Crisis Communications

In collaboration with Lawrence Public Relations, the Communications team has worked with regional partners to develop localized Crisis Communications plans that mirror Travel Oregon's Crisis Communications Plan and lean into the same tiered and Task Force approach to managing communications in times of crises. Final plans have been created for all regions, and trainings have been completed for Visit Central Oregon and the Oregon Coast Visitor's Association. Trainings for the remaining regions are being scheduled.

Additionally, ahead of the Vancouver Outdoor Adventure Show, Communications and Public Affairs staff worked together to develop talking points that addressed Canada's current sentiment to the United States and underlined Canada's importance to Oregon. These talking points were shared with the Crisis Communications Task Force, Commissioners and Oregon partners attending the Vancouver Outdoor Adventure Show. The teams continue to work together to further develop talking points about international visitation and responses to Canadian visitors cancelling trips to Oregon.

### International Media Marketplace

Every year, TravMedia, an organization connecting global travel media and PR professionals, hosts its two-day Summit and [International Media Marketplace \(IMM\)](#). These events are hosted across the globe, and this year, Travel Oregon attended the Summit and IMM in New York City and Sydney, Australia.

During both the New York and Sydney TravMedia Summit events, Travel Oregon was invited to speak on panels, addressing hundreds of global media and industry partners. In New York, Consumer Communications Manager Allison Keeney was invited by Travel Ability CEO Jake Steinman to speak on a panel about accessible tourism, and in Sydney, Travel Oregon's CEO Todd Davidson spoke about the future of travel, where he also underlined the importance of accessibility and sustainability. Both panels were well received, highlighting strong media interest in how destinations are evolving to be more inclusive and welcoming for all travelers. Todd's presentation led to [a story in Travel Bulletin](#), an Australian trade publication and newsletter and Allison's panel led to [a story in TravelPulse Canada..](#)

During the IMM events, Allison met with 23 national media in New York, and Director of Communications Julia Amato met with 23 Australian media in Sydney. In addition to the Summit and IMM appointments, Allison hosted five journalists for an exclusive dinner and Broadway show, *Oh, Mary!*, written by Oregon native Cole Escola.

All of these efforts have resulted in stronger relationships, with many media making plans to visit or write about Oregon, including two Australian media and three national media who attended Oregon Media Marketplace.

## Central Oregon Destination Management Studio

The Central Oregon Destination Management Studio (CODMS), serving Deschutes, South Wasco, Crook, and Jefferson Counties, officially completed its community engagement phase in February 2025. With over 140 participants, including land managers, business owners, government officials and tourism partners, this was the largest management studio region to date.

The program featured a Destination Stewardship Summit, educational workshops on culinary and agritourism, high-use and rural recreation, and heritage arts and makers as well as a Teaming for Action Workshop. From this, three initial priority projects were selected:

1. Strengthening management of a high-use recreation area along the Deschutes River
2. Expanding Dark Sky technical assistance across the region
3. Developing a heritage, arts, and makers initiative

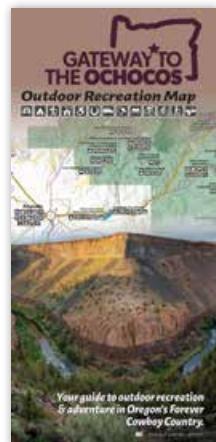
In partnership with Visit Central Oregon, a core team and steering committee of 20 key community partners will guide next steps. Funding requests are being prepared, with implementation planned for 2026, reinforcing a long-term, collaborative approach to destination stewardship in Central Oregon.



## Outdoor Recreation Map Update

The Travel Oregon Outdoor Recreation Map Program was developed in response to DMO partners looking to:

- Build relationships and collaborate with land managers.
- Better inventory and showcase their amazing recreational offerings.
- Provide an easy tool for trip planning and destination orientation.
- Inspire visitors to stay longer, shop local and make return visits.
- Increase responsible visitor messaging and behaviors.



Today, with the proliferation of disinformation and misinformation in digital, audiences are growing increasingly weary. Print media gives us and DMO partners the ability to connect directly with our audiences, share our hyperlocal expertise, and connect consumers with visitor information they can trust. We've also found:

- Print guide users spend 25% more than the average visitor—\$581 daily per party.
- Every \$1 invested in visitor guide distribution in Oregon yields \$74 in economic return.
- 40% of travelers to Oregon use print resources and 69% of those users indicate maps are the most useful print resource in planning their visit.

With this, we are thrilled to share the 10th Oregon Outdoor Recreation Map into the program, located in Central Oregon, [The Gateway to the Ochocos](#). All 10 maps can be found [online](#) and physical copies for free at hundreds of locations across Oregon including Welcome Centers, Interstate Rest Stops, visitor recreation attractions, hotels and more.

## RCTP Collaborative Regional Investments (CRI) Program

The RCTP's [Collaborative Regional Investments](#) (CRI) program is more than halfway through the 2024 cycle, with 22 projects co-funded and supported by RDMOs and Travel Oregon. With over 1.3 million dollars allocated to a diversity of projects that contribute to the progress on Travel Oregon's 10-year Strategic Vision, these collaborations range from multi-regional Dark Sky initiatives to support the Oregon Outback Dark Sky Designation and product development, a new transportation shuttle from Portland to mitigate visitor impacts on the North Coast and Air Service Development at PDX. The full list of catalytic projects can be found [here](#).

The next iteration of the program is well underway for the upcoming FY25-27 biennium. The Regional Based Services team is actively editing guidelines associated with the program to respond to an after-action survey that was fielded to RDMOs and internal staff in January 2025 with 18 survey responses. The program kick-off officially starts with an April 13th pre-Governor's Conference meeting where we'll discuss the evolution of the program, project concepts, and how to continue to align the program with the strategic vision. We anticipate stronger multi-regional collaborations and innovative projects that continue to move forward key priorities identified by the Tourism Industry Partner Survey (TIPS), RDMOs and Travel Oregon's biennial plan.

## Industry Q+As

As part of an effort to educate, inform and inspire industry partners by sharing Travel Oregon resources and innovative work happening across Oregon's tourism industry, we published three Q+As on the Travel Oregon industry website this quarter. The first was an interview with Visit Tillamook Coast's Nan Devlin titled [Keeping the Bounty of the Oregon Coast Local](#). The next interview featured Brandie McNamee of Antelope titled [The Making of a Rural Tourism Economy](#) and the last was with Oregon Film's Jane Ridley called [On Location: Spotlight on Film Tourism](#) about the impact of film tourism on communities across the state. All of these interviews were also shared on LinkedIn and promoted in the industry newsletter.



# OREGON IS STRIVING TO BE A PLACE OF EQUITY

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## She Leads Events

In March, the Industry Relations team worked to plan "She Leads: Celebrating Women in Tourism and Hospitality," a series of three events across the state geared for women in tourism and hospitality. The events were held at women-owned and operated businesses and showcased products and food from women-owned businesses, creating an opportunity to network with and hear from women who are passionately leading in their industries. All events were free to attend and open to all with collectively more than 350 people in attendance. All guests received custom "She Leads" tote bags and an annual Oregon State Parks pass to promote recreation across the state, which was received with immense excitement and an enthusiastic gasp(!) upon announcement.

The first She Leads event was hosted at [Brooks Winery](#) in Amity on March 3 and featured activations from Salt & Straw, "Women Who Sparkle" (women winemakers Jeanne Feldkamp of Corollary Wines and Jesica West of Harper Voit), Backwoods Brewing's limited edition "She Flies" hazy IPA, Hannah's Popcorn and Floral Sunshine with a hands-on bouquet making tutorial. A panel of women sharing their success stories included Janie Brooks (Brooks Winery), Kim Malek (Salt & Straw) and Amy Wolff ("Never Give Up" signs), moderated by Kelly Lewis.



The next event was held in Eugene at [Crow & Cart](#) on March 5, featuring the same activations/women-owned businesses and food from Tamisha Heacox-Johnson of Misjacks Catering. The Eugene panel of speakers featured Kim Malek, Bev Smith (Executive Director of Kidsports) and Megan Dompe (Director Coburg Main Street).

The final She Leads event, on March 6, was held at [Freeland Spirits](#) in Portland. Sport Oregon joined the list of featured vendors to talk about the Portland Thorns and the city's new WNBA team, with catering provided by local women-owned, Artemis. The Portland panel of women leaders included Kim Malek, Jill Kuehler (owner of Freeland Spirits) and Rachel Rudwall (TV host and producer).

## Wheel the World Partnership

### Phase 1: Wheel the World x Travel Oregon Assessments

Travel Oregon has contracted with Wheel the World (WTW) to assess 10-15 lodging properties, restaurants and attractions in 21 communities across the state of Oregon with the goal of becoming the first state to be Destination Verified. This designation will improve accessibility visibility in communities and points of interest across the state, building upon work that has already been done on the Oregon Coast, Central Oregon and Portland. The participating communities were selected by RDMOs in consultation with the Regional Based Services team and WTW. Additionally, all eight of Travel Oregon's Welcome Centers are included in the assessment program scope of work. More information can be found in this [FAQ](#) developed by Travel Oregon that shares helpful information about the goals of the program and its formation.

We continue to make progress on the business assessments with the most forward movement in the Willamette Valley (21 businesses assessed) and a planned completion date of early April. Assessments of the over 300 participating businesses have a total planned completion date of mid-May, and we are well on our way to achieving this lofty goal. Participating businesses receive outreach from their DMO and WTW with [information about the program](#) and the benefits of being included on the WTW platform. Those benefits include access to e-learnings and training, a report with information on the assessment and how to make improvements and additional partner care support provided by WTW. These assessed businesses and accessibility assets will be featured in campaign work led by the Brand Services team in partnership with WTW.

**Phase 2: Wheel the World x Travel Oregon campaign development** continues to make progress. Currently we are aiming for an early August launch of marketing efforts to support our partnership with Wheel the World. Between now and mid-April, we are finalizing campaign creative theme, talent, locations for shooting and itineraries and activities for what will be captured for our campaign content. We are aiming to do a 20-day production trip across all seven regions between mid-May and mid-June capturing content for one overview video (that will capture the essence of the partnership and making Oregon accessible and welcoming to all) and one video for each region, with 200+ photos, SEO-optimized blogs and editorial for our site and WTW's site. Each video will have multiple edits and formats, optimized for various social media channels and paid media placements. Additionally, campaign strategy development is underway, including developing plans for paid, organic and earned media opportunities.

## OREGON RESPECTS ITS NATURAL ENVIRONMENTS

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### Outdoor Recreation Summit

Travel Oregon is a proud founding partner and ongoing sponsor of the Oregon Outdoor Recreation Summit. The Summit is Oregon's premier outdoor recreation event that brings approximately 300 members of the outdoor community together to learn, build relationships and find solutions to myriad collective challenges we face as DMOs, government agencies, land managers, businesses and more. With the goals of developing and stewarding outdoor recreation opportunities to balance the environmental, equitable, economic needs of today, The Outdoor Recreation Summit seeks to accelerate efforts that:

- Connect Oregonians of all backgrounds and abilities to the outdoors and increase health equity.
- Aid in the recovery of Oregon communities through outdoor recreation partnerships.
- Address the impacts of climate change on outdoor recreation and build climate resilience.
- Build a culture of environmental and cultural stewardship and healthy recreation.
- Provide an off-street network of trails for recreating and traveling within and between Oregon communities.
- Attract a wide range of visitors that contribute to Oregon's urban and rural economies.
- Support sustainable entrepreneurship and a thriving outdoor recreation economy that reduces economic disparities.

Travel Oregon's role has evolved in the summit over the years and most currently contributes heavily to programming, hosting and providing scholarships to tour operators, guides, and outfitters. The 2024 Summit took place December 5-7, at The Sunriver Resort in Central Oregon. The 2025 Summit will be held November 6-8 in Pendleton.

## REQUIRED TO OPERATE

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### 2024–2025 Competitive Grants Update

The award announcement for the 2024-2025 Competitive Grants Program is set for June 17, 2025. Applications will move to the Review Committee for evaluation and scoring in late April with the Committee convening in May to determine awards. The two-part application process saw 228 project ideas submitted for consideration to advance to the full application with a request of greater than \$20.2M. The Stewardship Investments team tallied over 540 connection points with organizations from November to mid-January including webinar attendance, individual coaching sessions, group presentations and webinar recording views. Individual feedback was provided on each submission with the goal of helping applicants find success—if not in this program, then by making connections to other Travel Oregon teams, industry partners and/or alternative funders. By the application deadline on February 27, a total of 130 applications were submitted, requesting \$11,986,412.78. Travel Oregon has \$5.2M dedicated to award.

### Fulfillment Request for Proposals

An official Request for Proposals (RFP) was published in early March for the scope of Fulfillment for Travel Oregon. Proposals are due on April 7, 2025, and notice of intent to award contract will be sent on May 5, 2025, following an in-depth evaluation and interview process. This RFP covers specific activities that support individual and bulk travel guide shipping, answering Travel Oregon's customer service line, as well as consumer and industry partner response.

### Advertising Request for Proposals

An official Request for Proposals (RFP) was published in early March for the scope of Advertising Agency of record for Travel Oregon. Proposals are due on April 7, 2025, and notice of intent to award contract will be sent on May 6, 2025, following an in-depth evaluation and interview process.

## DASHBOARDS

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Regional Cooperative Tourism Program (RCTP) – For a comprehensive overview of RDMO investments in the 2023-2025 biennium, the Regional Cooperative Tourism Program dashboard can be found [here](#).

- Progress on RCTP plans can be viewed in the budget vs actuals chart below:

Budget vs Actuals Comparison by Region: All Years YTD





# APPENDIX

## Oregon Tourism Commission Profit & Loss Budget vs. Actual

July 2024 - February 2025

	July 2024 - February 2025	Annual Budget	Over (Under) Budget	% of Budget
<b>Sources:</b>				
Income:				
Lodging Tax	31,757,934	44,140,000	(12,382,066)	71.9%
Lodging Tax from Prior Periods	2,605,265	2,605,265	-	100.0%
Interest Income	675,944	700,000	(24,056)	96.6%
Misc. Revenue	29,496	30,000	(504)	98.3%
Conference/Event Revenue	71,200	240,000	(168,800)	29.7%
Welcome Center Brochure Program	40,019	61,000	(20,981)	65.6%
Federal Grant Funds - CSA	345,048	292,500	52,548	118.0%
Federal Grant Funds - EDA	-	140,000	(140,000)	0.0%
<b>Total Income:</b>	<b>35,524,908</b>	<b>48,208,765</b>	<b>(12,683,857)</b>	<b>73.7%</b>
Beginning Fund Balances:				
Beginning Balance - Regional	7,544,150	7,544,150	-	100.0%
Beginning Balance - Grants	10,798,775	10,798,775	-	100.0%
Beginning Balance - IOF	1,950,343	1,950,343	-	100.0%
Beginning Balance - All other TO programs	6,260,710	6,260,710	-	100.0%
<b>Total Beginning Fund Balances:</b>	<b>26,553,979</b>	<b>26,553,979</b>	<b>-</b>	<b>100.0%</b>
<b>Total Sources:</b>	<b>62,078,887</b>	<b>74,762,744</b>	<b>(12,683,857)</b>	<b>83.0%</b>
<b>Uses:</b>				
Future Programming - Statutory				
Regional - future (net of administrative expense)	5,716,428	7,945,200	(2,228,772)	71.9%
Grants - future (net of administrative expense)	2,858,214	3,972,600	(1,114,386)	71.9%
<b>Total Future Programming - Statutory</b>	<b>8,574,642</b>	<b>11,917,800</b>	<b>(3,343,158)</b>	<b>71.9%</b>
Reserves				
Operating Reserve (from Admin/Ops Budget)	-	79,700	(79,700)	0.0%
Immediate Opportunity Fund (from Admin/Ops Budget)	-	-	-	0.0%
<b>Total Reserves</b>	<b>-</b>	<b>79,700</b>	<b>(79,700)</b>	<b>0.0%</b>
<b>Total Future Programming &amp; Reserves</b>	<b>8,574,642</b>	<b>11,997,500</b>	<b>(3,582,258)</b>	<b>71.5%</b>
<b>Expenses by Department:</b>				
Brand Stewardship				
Destination Stewardship	13,221,517	21,103,720	(7,882,203)	62.7%
Destination Stewardship - Regional	1,853,587	4,199,576	(2,345,989)	44.1%
Destination Stewardship - RCTP + program admin	526,247	697,587	(171,340)	75.4%
Destination Stewardship - Investments	7,929,558	8,918,519	(988,961)	88.9%
- Statutory Grants, awarded + program admin	969,751	2,846,422	(1,876,672)	34.1%
- Statutory Grants, to be awarded	-	7,807,379	(7,807,379)	0.0%
- Additional Grants, awarded	500,000	800,000	(300,000)	62.5%
- Additional Grants, to be awarded	-	129,563	(129,563)	0.0%
- Additional Grants, Outcomes	-	150,000	(150,000)	0.0%
Insights & Impact	3,881,740	9,058,705	(5,176,965)	42.9%
Administration & Operations	3,556,474	7,053,773	(3,497,299)	50.4%
<b>Total Expenses by Department</b>	<b>32,438,873</b>	<b>62,765,244</b>	<b>(30,326,371)</b>	<b>51.7%</b>
<b>Total Uses:</b>	<b>41,013,515</b>	<b>74,762,744</b>	<b>(33,908,629)</b>	<b>54.9%</b>
<b>Net Income</b>	<b>21,065,371</b>	<b>-</b>	<b>21,065,371</b>	
<b>Wine Country License Plate Program:</b>				
Sources:				
Wine Country License Plate Sales	271,920	420,000	(148,080)	64.7%
Beginning Balance for Distribution: Tourism Promotion	559,067	559,067	-	100.0%
Beginning Balance for Distribution: Grants	571,199	571,199	-	100.0%
<b>Total Sources</b>	<b>1,402,186</b>	<b>1,550,266</b>	<b>(148,080)</b>	
Uses:				
Tourism Promotion	284,181	769,067	(484,886)	37.0%
Grants	303,420	781,199	(477,779)	38.8%
<b>Total Uses</b>	<b>587,601</b>	<b>1,550,266</b>	<b>(962,665)</b>	
<b>Net Income</b>	<b>814,585</b>	<b>-</b>	<b>814,585</b>	
<b>Total Net Income</b>	<b>21,879,956</b>	<b>-</b>	<b>21,879,956</b>	

*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 February 28,  
2025

**ASSETS**

<b>Current Assets</b>	
<b>Checking/Savings</b>	
Cash - programming and reserves	16,712,814
Cash - Grants - Committed, not disbursed	2,166,192
Cash - Committed for Future Grants	10,386,030
Cash - Committed for Future RCTP	7,523,286
Restricted Cash - Wine Country Plates	1,079,017
<b>Total Checking/Savings</b>	<u>37,867,339</u>
<b>Accounts Receivable</b>	<u>90,186</u>
<b>Other Current Assets</b>	<u>0</u>
<b>Total Current Assets</b>	<u>37,957,525</u>
<b>Fixed Assets</b>	406,931
<b>Other Assets</b>	32,982
<b>TOTAL ASSETS</b>	<u><b>38,397,438</b></u>

**LIABILITIES, EQUITY & FUND BALANCES**

<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	1,958,158
Other Current Liabilities	<u>640,513</u>
<b>Total Current Liabilities</b>	<u>2,598,670</u>
<b>Long Term Liabilities</b>	<u>0</u>
<b>Total Liabilities</b>	<u>2,598,670</u>
<b>Equity &amp; Fund Balances</b>	
Regional (RCTP) - for future distribution	7,523,286
Grants - for future distribution	2,858,214
Invested in capital assets (net)	329,790
Reserved for Immediate Opportunity Fund (IOF) - designated	35,000
Reserved for Immediate Opportunity Fund (IOF) - not designated	-
Operating Reserve	2,235,422
Unanticipated TLT from FY2024 - unallocated	672,667
Net Income	<u>21,065,371</u>
<b>Total Equity and Fund Balances</b>	<u>34,719,751</u>
<b>Restricted, Wine Country Plates ORS 805.274</b>	
Wine Country Plates - Future Grants	288,975
Wine Country Plates - Future Regional	247,377
Wine Country Plates - Undistributed Grants	267,779
Wine Country Plates - Undistributed Regional	274,886
<b>Total Restricted for Wine Country Plates</b>	<u>1,079,017</u>
<b>TOTAL LIABILITIES, EQUITY &amp; FUND BALANCES</b>	<u><b>38,397,438</b></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

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