

TRAVEL OREGON 2025–2027 STRATEGIC BIENNIAL PLAN

Oregon Tourism Commission



TRAVEL



OREGON

ABOUT TRAVEL OREGON

The Oregon Tourism Commission (OTC), doing business as Travel Oregon, was formed in 1995 and granted semi-independent agency status in 2003 by the Oregon State Legislature.

Funded by the 1.5% statewide transient lodging tax, Travel Oregon carries out statewide work as the official destination management organization — investing 30% of tax revenue directly into Oregon communities through the dedicated Regional Cooperative Tourism Program and competitive grants program.

A nine-member board of commissioners, including five lodging representatives, three tourism industry-at-large representatives and one public-at-large representative (ORS 284.107), are appointed by the Governor to oversee the agency and approve the budget and Strategic Plan that directs the actions of the Travel Oregon staff (see Commission on pg. 19).

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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 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 diversity of 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.

OBJECTIVES & STRATEGIES

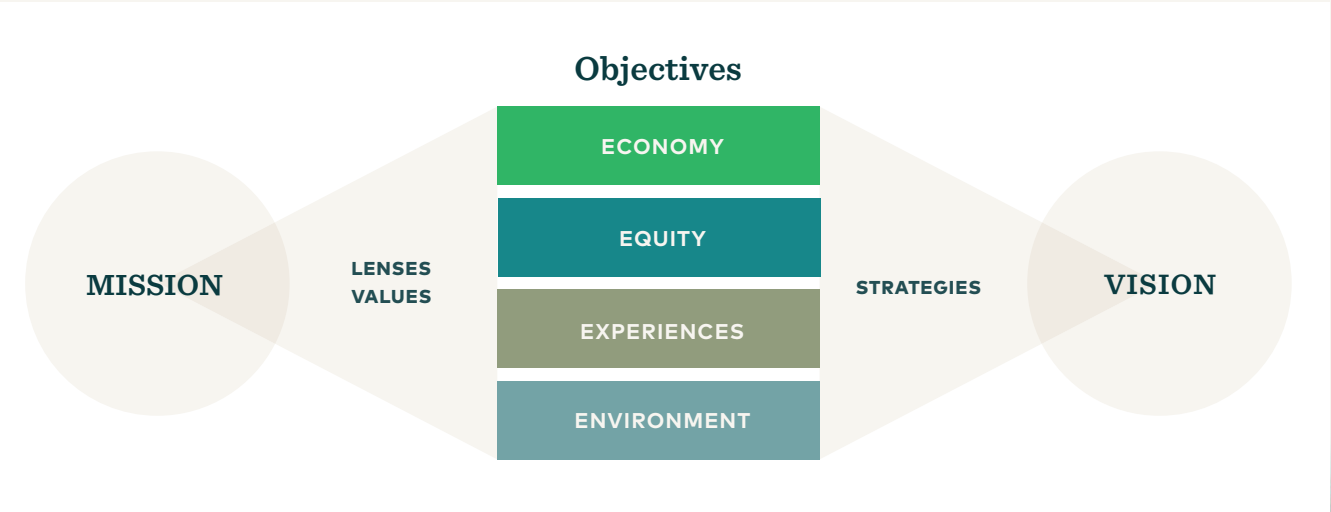
These four interconnected objectives will bring our mission to life — helping us reach our Vision with 19 strategies.

» Oregon's tourism economy is flourishing.

» Oregon is striving to be a place of equity.

» Oregon delivers remarkable experiences.

» Oregon respects its natural environments.



10-YEAR STRATEGIC VISION




Ema Peter Photography

Adopted in 2022, [Travel Oregon's 10-Year Strategic Vision](#) is that Oregon is a welcoming destination for all where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures. We do this work because we know that travel uplifts communities and is a conduit for rich and meaningful connections—to the people we love and the friends we've yet to meet, to new experiences, different cultures and fresh perspectives. We know that Oregon's \$14B tourism industry, at its best, enriches the lives of both Oregonians and the visitors we welcome. In many communities in Oregon, the health of the local economy is directly tied to tourism. In addition to tax revenue and local job creation, residents benefit in many ways from investments in tourism infrastructure and improvements such as trails, entertainment venues and so much more. As one of Oregon's top economic industries, tourism drives opportunity and connection that uplifts communities year-round in every region of the state.

Our 10-Year Strategic Vision serves as a high-level road map to ensure tourism remains a strong contributor to Oregon's economy by delivering remarkable visitor experiences, uplifting communities and striving to achieve equity for the people who call Oregon home. That Vision and this Strategic Plan are not intended to outline detailed workstreams but to provide the guidance and structure necessary for us to be intentional in the many ways in which we support the diversity of communities, niche products and tourism experiences that make this state so special.

But if anything in life is guaranteed, it is change—and we know our work may need to pivot or evolve in response to that change. Biennial planning and budgets allow us to be nimble and adapt our work to remain responsive to travel impacts outside of our control as well as significant opportunities or the changing needs of our residents, industry and visitors. Through it all, the objectives and strategies outlined in the Vision will serve as our North Star, guiding the work we do and the goals we aim to achieve as the leader of Oregon's tourism industry.

The work we undertake as a destination management organization is rooted in our purest intention to be in service to the industry and our desire to be the best stewards and partners possible. And we could never do this work alone. We know that the success of our industry relies on strong partnerships. To ensure we are in lockstep with the industry we serve, alignment and collaboration with our industry partners is key. During development of the 10-Year Strategic Vision, that alignment meant engaging in a listening and learning journey with the tourism industry, including business owners, local governments, academics, the tourism workforce, other government agencies, Oregon's nine federally recognized Tribes and myriad other partners. This journey informed the development of the objectives and strategies outlined in the Vision, and we are committed to gathering feedback from these partners—and everyone who works in Oregon's tourism industry—every two years to inform development of our biennial plans.

A scenic landscape photograph featuring a large, rugged mountain range in the background, its peaks and ridges reflected in the still waters of a lake. The sky is a soft, pale blue. In the foreground, a rocky, gravelly slope rises from the bottom right, dotted with several tall, dark green coniferous trees. A lone hiker, wearing a red backpack and dark clothing, stands on the rocky path, looking out over the vast landscape. The overall mood is serene and majestic.

2025–2027 BIENNIAL PLAN

Tourism Industry Partner Survey

To ensure strategic biennial plans are built based on the most current information and represent the diversity of industry partners across the state, the creation of each plan will rely on data gathered through industry partner surveys. These surveys allow us to hear directly from our tourism industry partners and tourism-adjacent industries to help determine which strategies and programs will ensure our work is supporting tourism in Oregon in the most impactful ways.

To inform the 2025–2027 Strategic Plan, we reviewed data from more than 1,300 industry partners to help determine funding and programmatic decisions in marketing, grants, tourism-related infrastructure, visitor management and more. Reviewing the most recent [industry partner survey](#), we found that grants and tourism infrastructure remain the top two long-range strategic planning priorities for the tourism industry, followed closely by environmental sustainability areas like climate action and regenerative tourism.

Digging into data from the survey, Travel Oregon's Strategy, Research and Analytics team developed a ranking system to ensure priority long-term planning areas were reflected and supported in this Biennial Plan. In some instances, we elevated lower ranking long-term planning areas because they also align with our 10-Year Strategic Vision. For example, Diversity, Equity and

Inclusion (DEI) or DEI-related areas may have ranked lower in priority in the Tourism Industry Partner Survey, but we opted to move forward with action plans for DEI strategies because they support our objective that Oregon is striving to be a place of equity.

Feedback from our industry partners is key to the success of this Biennial Plan and the 10-Year Strategic Vision as a whole. Travel Oregon will continue to engage, listen and respond to the needs of our partners and industry as we work to strengthen Oregon's economy while respecting our natural environment, improving the quality of life for residents and creating remarkable experiences for all.

A Destination Stewardship Approach

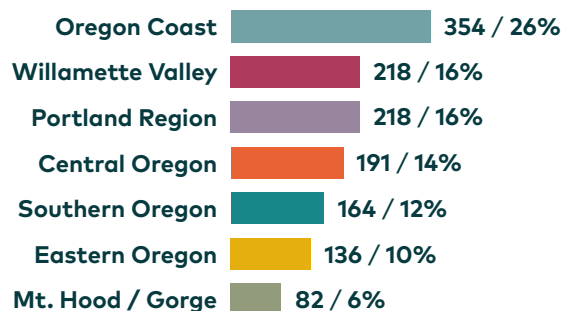
In addition to the important feedback received from the Tourism Industry Partner Survey, Travel Oregon has developed a three-pronged destination stewardship approach to help guide decisions, programming and actions to support the objectives and strategies outlined in the 10-Year Strategic Vision. Through this approach, which seeks to meet the economic, environmental and social/cultural needs of a destination in close partnership with the destination's tourism industry and residents, we will employ three lenses:

Prosperity

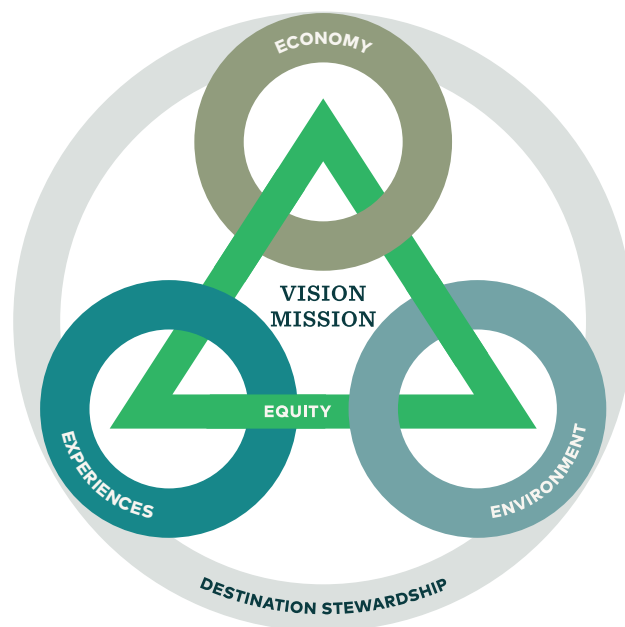
Racial Equity

Regenerative Tourism

Industry Partner Survey Responses by Region



Areas of emphasis for tourism planning over the next 2 to 5 years in Oregon:





These three lenses help us thoughtfully plan the journey so we can successfully reach our destination. Applying these lenses means asking ourselves critical questions while planning our work and making decisions that will be instrumental in fulfilling our Vision during the next decade. In some cases, we will continue to strengthen and improve work already underway. In others, the destination stewardship approach encourages us to learn and work together. Learn more about the destination stewardship approach and how it will inform decisions through the lenses of Prosperity, Racial Equity and Regenerative Tourism in the [10-Year Strategic Vision](#).

The collective work we do as an agency, and in collaboration with industry partners, is in service of our vision of Oregon as a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures. To achieve our 10-Year Strategic Vision, Travel Oregon has committed to creating biennial plans and budgets that map to the Vision's four interlocking objectives. The biennial planning and strategy-based budgeting process is guided by the Vision, informed by industry partner input in consideration of the current state of local and global tourism and is implemented upon approval of the Oregon Tourism Commission.

10-Year Vision Objectives

Oregon's tourism economy is flourishing

Oregon is striving to be a place of equity

Oregon delivers remarkable experiences

Oregon respects its natural environment

As was intended, each strategic plan builds upon the others. Important learnings and findings are carried out across biennia to ensure our work continues to focus on advancing the objectives and strategies outlined in the Vision as well as meeting Key Performance Indicator (KPI) goals. Before creating the 2025–2027 Strategic Plan, our teams took time to review and make strategic adjustments from the previous Biennial Plan.

In the Vision, the objective centered on equity further states that "Oregon's tourism industry is contributing to decrease inequities that harm historically and currently underserved and under-resourced communities." While we will continue to look toward the [state's definition](#) of underserved and under-resourced communities as a guidepost, we have agreed upon definitions for these communities to help teams outline specific projects and plans:

Underserved: communities that have limited or no access to tourism professional assistance and/or additional tourism products and services

Under-resourced: communities that have limited or no access to tourism-related investments

The list of communities in the state's Diversity, Equity and Inclusion (DEI) Action Plan is comprehensive, and many of the communities mentioned, such as rural, Tribal and LGBTQIA+, are longstanding partners. While we are committed to building those relationships, our Resident Sentiment and Visitor Profile data helps us identify communities that report feeling the most underserved in their Oregon experience. These communities include residents and visitors with disabilities; Black/African American visitors and residents; and Native American/Alaskan Native visitors and residents.



Another key learning from our [2023–2025 Strategic Plan](#) was that, in our initial focus on highlighting seven priority strategies, we fell short in telling the complete story of the work Travel Oregon teams do every day to support staff and partners across the state. In remedy, this Plan clarifies how we track and implement the collective work of the agency by identifying work as: **Required to Operate**—or as work that supports the Vision’s 19 strategies, categorized as **Core Delivery**, **Action Plan** or **Pending**.

Required to Operate

As a semi-independent state agency, Travel Oregon will always have work that is Required to Operate, or that is statutorily required of us. Not directly identified in the 19 strategies, this is critically important work that constitutes more than 30% of our biennial budget.

To support the development and improvement of local economies and communities throughout Oregon, 10% of Travel Oregon’s budget is dedicated to a Competitive Grants Program for the means of enhancement, expansion and promotion of the visitor industry. In 2023, the Destination Stewardship department awarded \$3.6 million in grants to projects in each region of the state that supported efforts to increase accessibility and inclusion to ensure that Oregon is a welcoming destination for all. That department also manages Travel Oregon’s Regional Cooperative Tourism Program (RCTP), which dedicates 20% of the state’s Transient Lodging Tax (TLT) to regional tourism programming and activities in partnership with seven Regional Destination Management Organizations (RDMOs). These collaborative efforts have furthered the development of regional air service, funded shuttles to lessen congestion at popular destinations, supported

outdoor recreation development, promoted the value of tourism and more, strengthening Oregon’s economy while providing remarkable visitor experiences and improving quality of life for residents.

Other **Required to Operate** work falls to the Administration team. In addition to processing payroll and managing employee benefits, this team manages Travel Oregon Welcome Centers to inform and inspire visitors at key entry points across the state and at Portland International Airport. Additional and essential efforts to support the foundational work of our agency’s programs and people are the functions of our People & Culture team who support recruitment, hiring and the agency’s Diversity, Equity and Inclusion (DEI) efforts. In alignment with the Governor’s Agency Expectations and Office of Cultural Change, the Administration team is also managing Travel Oregon DEI and Information Technology (IT) Strategic Plans, which will be measured by a set of internal metrics.

During the 2025–2027 biennium, Travel Oregon staff will strive to create remarkable Oregon experiences for all visitors while building a resilient and equitable tourism economy that respects the natural environment, celebrates the diversity of our people, cultures and landscapes and improves the quality of life for Oregonians. We will do this through our Required to Operate work and by implementing the strategies outlined in our 10-Year Strategic Vision.

Core Delivery

If a strategy is categorized as **Core Delivery**, it is generally considered our “everyday work” and involves projects that are ongoing and reviewed annually. These projects are not statutorily required of us but are essential to our mission and success of the Vision.

It's work that moves us closer to an Oregon that is a welcoming destination for all—a state where tourism drives opportunity and improves quality of life for residents.

Other **Core Delivery** includes the Brand Stewardship department's creation of content for TravelOregon.com and our social media channels; implementation of marketing & advertising campaigns to attract visitors to Oregon; Travel Oregon Visitor Guide creation and fulfillment, influencer campaigns that promote inclusivity and more. The content and campaigns that this team creates are strategic in nature and rooted in data. For example, we know the seasonality of travel has a big impact on local economies. Seventy-five percent of respondents in our recent industry survey said their destinations could use more visitation in the winter. That is an exciting challenge for us, and one the Brand Stewardship team has leaned into with creative ideas like a winter trading card activation to showcase unique offerings visitors can only enjoy in winter—from King Tides on the Oregon Coast to cosmic tubing in the mountains.

Because introducing visitors to Oregon is as important as inspiring them once they arrive, our Global Sales team works tirelessly to represent Oregon at international travel and trade shows, highlighting Oregon to tour operators and agents from around the world. This team also collaborates with industry partners to develop robust strategies to secure and support international air service. This work is more important than ever as international travel, which has historically accounted for up to 12% of visitor spending, has yet to fully rebound to pre-pandemic levels.

To aid in addressing this during the 2025–27 biennium, strategies and funding to support expansion of air service at Portland International Airport (PDX), and other Oregon commercial airports, to bolster Oregon's overall economic recovery will be needed. Expanded air service is critical to Oregon's promotion of a flourishing tourism industry that contributes to strong and balanced economic growth. The strategies and funding approaches should be developed in collaboration with the Port of Portland, Travel Portland and other partners to restore nonstop transoceanic air service, and potentially expand domestic service, which is critically important to Oregon's economic recovery and to ensure access to Oregon's tourism destinations.

Knowing that residents in some areas have expressed concerns in surveys about congestion at well-loved destinations, the Destination Stewardship team works closely with communities to reduce that pressure. Many less-traveled areas have much to gain economically by increasing tourism—and our Destination Stewardship team works hand-in-hand with them to develop unique offerings based on individual community needs and values. A stellar recent example of that is dark sky tourism, which has brought well-deserved attention to Oregon's starry night skies. In collaboration with partners, this team also hosts a series of workshops called Destination Management Studios that support economic development through visitation while balancing the impact on communities, services and resources.

The Insights & Impact department pitches in on all of this, acting in service to the agency and industry. A great example is the planning and execution of the



annual Oregon Governor's Conference on Tourism, an educational industry gathering led by our Industry Relations team that fosters the connections and relationships that inspire us to move forward. The Insights & Impact department also handles domestic and international media relations and shares stories of Oregon's remarkable experiences, spotlighting diverse and underserved communities. They dig deep into data and drive research to help inform the work and strategies of the agency and industry. They develop and connect the tourism industry workforce. They host events such as the recent She Leads gatherings for women in tourism and hospitality and convene the Tribal Tourism Working Group. The Insights & Impact team promotes the value of tourism to residents and elected officials with efforts such as National Travel & Tourism Week and so much more.

Core Delivery Strategies

- **Advance Perception of Tourism Value**
Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.
- **Attract and Retain Tourism Workforce**
Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.
- **Tell Authentic Stories of Oregon Cultures**
Tell authentic, honest stories accurately reflecting the historic and present intersecting identities and cultures of Oregon's communities.
- **Increase Demand by Engaging Diverse Audiences**
Increase demand by leveraging Oregon's brand through engagement of broader audiences inclusive of Oregon's diverse cultures, people and places.
- **Increase Social Equity within Oregon's Tourism Workforce**
Increase awareness of, advocate for and advance social equity within Oregon's tourism workforce.
- **Create Target Promotions Focused on Tourism Trends/Visitor Passions**
Create flexible, targeted promotions that address visitor pressures — dispersing visitation and economic impacts — by focusing on visitor passions and market research/trends.
- **Elevate Voices of Underserved Communities**
Foster deep relationships with and elevate the voices of historically and currently underserved and under-resourced communities.

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

Action Plan

If Core Delivery work includes ongoing strategies, Action Plan strategies comprise either new or evolving work that requires additional planning before being implemented. If a strategy falls under the **Action Plan** category, it has been identified in a process informed by feedback from the Tourism Industry Partner Survey and the goals of the 10-Year Strategic Vision, for implementation during the current biennium. Some of these strategies support work we've already been engaged in, such as forming a statewide Crisis Communications Task Force and incorporating responsible recreation messaging into our communications. Other work, such as the creation of a tourism climate action plan, is new to the agency. For each strategy, a program lead and executive sponsor will establish a cross-functional action planning team responsible for building out project milestones, KPIs and a path to implementation.

Action plans are focused on what is achievable during the biennium, although the resulting workstreams may continue as those strategies transition into Core Delivery to build upon their success and ensure their ongoing inclusion. We're excited to implement action plans on the following strategies over the next two years to ensure Diversity, Equity and Inclusion (DEI) is integrated across the agency and that all visitors can experience meaningful connections with the communities and cultures of Oregon as we strive to lower our carbon footprint and support our industry partners in times of crisis.

Initial 2025–2027 action team plans have been identified for each of these strategies in order to be ready for implementation with a strategic plan and budget adoption:

Action Plan Strategies

- **Improve Visitor Behavior**

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.

- **Develop a Racial Equity Plan with Partners**

Work in collaboration with industry partners to develop and implement a racial equity plan incorporating the strategies from the State of Oregon DEI Action Plan.

- **Integrate DEI Agency Wide**

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

- **Support Development of Experiences for Underserved Communities**

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.

- **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).

- **Implement a Tourism Climate Action Plan**

Work in tandem with partners to create and implement a climate action plan in alignment with Executive Order 20-04 to reduce tourism industry carbon emissions.

Pending

If a strategy is **Pending**, it remains critical to the fulfillment of the 10-Year Strategic Vision but may be pending completion of current Action Plan strategies or require staff who have yet to be hired. This doesn't mean that work isn't already happening that aligns to these strategies, or that this work is any less important. Each Pending strategy will be furthered by in-depth action planning when resources have been identified and ready to be implemented.

- **Support Welcoming Destinations by Working with Industry Partners**

Engage with industry partners to apply the racial equity lens — supporting welcoming destinations and helping reduce impacts of racial inequities.

- **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.

- **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.

- **Equip Industry to Apply Regenerative Tourism**

Provide the tourism industry with opportunities to better understand how tourism impacts the environment, livability and community well-being, as well as how to apply the Regenerative Tourism Lens to their work.



KEY PERFORMANCE INDICATORS



Measuring Progress: Key Performance Indicators

The tourism industry has long been measured by its destination marketing efforts, or the number of “heads in beds” at any given time. From our inception, Travel Oregon has been rooted in economic development. And this metric is certainly linked to increases in visitor spending, tourism employment and tax revenue, all of which are important Key Performance Indicators (KPIs) for us.

But we know that better doesn’t always mean bigger, faster and more. We believe that by being strategic and thoughtful and looking at the big picture with the intentionality of a steward, we can not only continue to increase economic vitality in Oregon across all seasons and offer remarkable experiences to visitors, but also preserve the scenic wonder of our state and increase livability, equity and quality of life for residents, too.

Residents widely support tourism in Oregon. In our most recent Resident Sentiment Survey, most Oregon residents showed support for all options for improving tourism and creating more offerings, with between 60–72% agreeing we should advertise tourism opportunities in Oregon to attract more visitors. But residents in some areas have also expressed concerns about the environmental, cultural and social impacts of tourism on their communities. And that’s exactly why we ask—we want to know about those issues so we can work with those communities to address them.

As Oregonians ourselves, we cherish this great state of ours and truly desire to be good stewards of it. We love nothing more than to welcome visitors, but we live here, too, and the people, communities, cultures and environment we share Oregon with are of the utmost importance to us. That’s why several of the strategies outlined in our 10-year Strategic Vision address the issue of reducing high-visitation pressure. We take our resident sentiment Key Performance Indicator

(KPI) seriously—it’s one of the main ways we measure success. We want Oregonians to feel that tourism positively impacts their lives. If they don’t, we want to be strategic and intentional about remedying that.

To track our progress toward each objective and the effectiveness of each aligned strategy, we use several other KPIs as well. Aligned with one of the four objectives, these KPIs will provide comprehensive, quantifiable measures of Oregon’s statewide tourism performance to ensure we remain on track to meet our goals. To date, baseline measurements have been set for 16 of 18 KPIs, and goals have been set for 13 of 18 KPIs, with remaining baselines and goals to be established as milestones within 2025–2027 action plans (please see index for detailed baseline and goal information).

Oregon’s tourism economy is flourishing: Oregon’s tourism industry contributes to strong, balanced and optimized economic growth.

Key Performance Indicators:

- Measure and monitor visitor spending
- Measure and monitor tourism employment
- Measure and monitor tax revenue

Oregon delivers remarkable experiences: Industry partners are aligned on the identification and promotion of experiences making Oregon a thriving place to live and visit.

Key Performance Indicators:

- Measure and monitor visitor sentiment via: visitor satisfaction, net promoter score and likelihood of traveling to and within Oregon in the future
- Measure and monitor resident sentiment toward: social, environmental, cultural and economic perceptions of tourism
- Measure and monitor resident support for tourism development

	2003	2019	2020	2022	2023	Change (2003-23)
Direct Employment	85,590 jobs	118,480	93,840	116,340	118,520	+38%
Employee Earnings	\$1.7 billion	\$3.8B	\$3.1B	\$4.2B	\$4.5B	+168%
Visitor Spending	\$6.5 billion	\$12.8B	\$6.6B	\$13.9B	\$14.0B	+115%
Taxes (State/Local)	\$242 million	\$600M	\$408M	\$641M	\$651M	+169%

Source: Oregon Travel Impacts, Dean Runyan Associates, 2023

KEY PERFORMANCE INDICATORS

Oregon is striving to be a place of equity: Oregon's tourism industry is contributing to decrease inequities that harm historically and currently underserved and under-resourced communities.

Key Performance Indicator:

- Record and monitor Travel Oregon's investment (funding and engagement) in supporting underserved and under-resourced communities

Oregon respects its natural environments: Oregon's tourism industry is building a regenerative future to assure resiliency and prosperity for generations to come.

Key Performance Indicators:

- Record and monitor Travel Oregon's greenhouse gas emissions
- Record and monitor investment (funding & engagement) in supporting the development and promotion of sustainable and regenerative tourism
- Record and monitor the steps taken by Oregon's tourism industry to reduce their greenhouse gas emissions and adopt sustainable and regenerative tourism practices
- Record and monitor the steps taken by visitors to reduce their greenhouse gas emissions and adopt sustainable and regenerative tourism practices

Accountability

Since the adoption of the 10-Year Strategic Vision in 2022, we have made significant progress in supporting our objectives and are committed to delivering a final 2023–2025 Strategic Report to the Oregon Tourism Commission in the fall of 2025.

In addition to this biennial plan report, our team provides quarterly Strategic Plan Progress Reports (SPPR) to the Oregon Tourism Commission in alignment with their regular public meetings throughout the year. These reports are posted to our industry website and include updates on work being done to support the strategies outlined in the Vision as well as provide transparency on the agency's financial stability.

Commission oversight and agency transparency drives all of our work. We strive for the continual improvement of our services to best support organizational, operational, cultural and staff needs

as well as commitments made to our partners. During the 25–27 biennium, we will be halfway through our 10-Year Strategic Vision. This midpoint allows for a well-timed review of where the organization sits following a worldwide pandemic and two years after the re-organization. This work will take place to ensure the content in the Vision including strategies, terminology and approach to our overall work remains in-line with the direction received from the Oregon Tourism Commission, the governor's office and our industry partners..

Conclusion

At its core, the 2025–2027 Strategic Biennial Plan is both an industry and an agency plan. It maps Travel Oregon's work for the next two years and will serve the industry as a near-term guide nestled within—and driving toward—a shared, long-term destination. This plan, along with the greater 10-Year Strategic Vision, were both created to serve our industry partners as we work together to make Oregon welcoming for all and to build a stronger, more resilient statewide tourism economy.

We've worked hard to develop staff and industry engagement and ownership of the Vision while being mindful of managing capacity constraints. We've restructured Travel Oregon teams to align with, and support, the Vision; established baselines for all KPIs and set goals for the majority; passed a budget amendment to fuel our priorities; enhanced communication channels; and created new organizational policies. We are energized as we look to the future and to the goals we will strive to reach over the next two years.

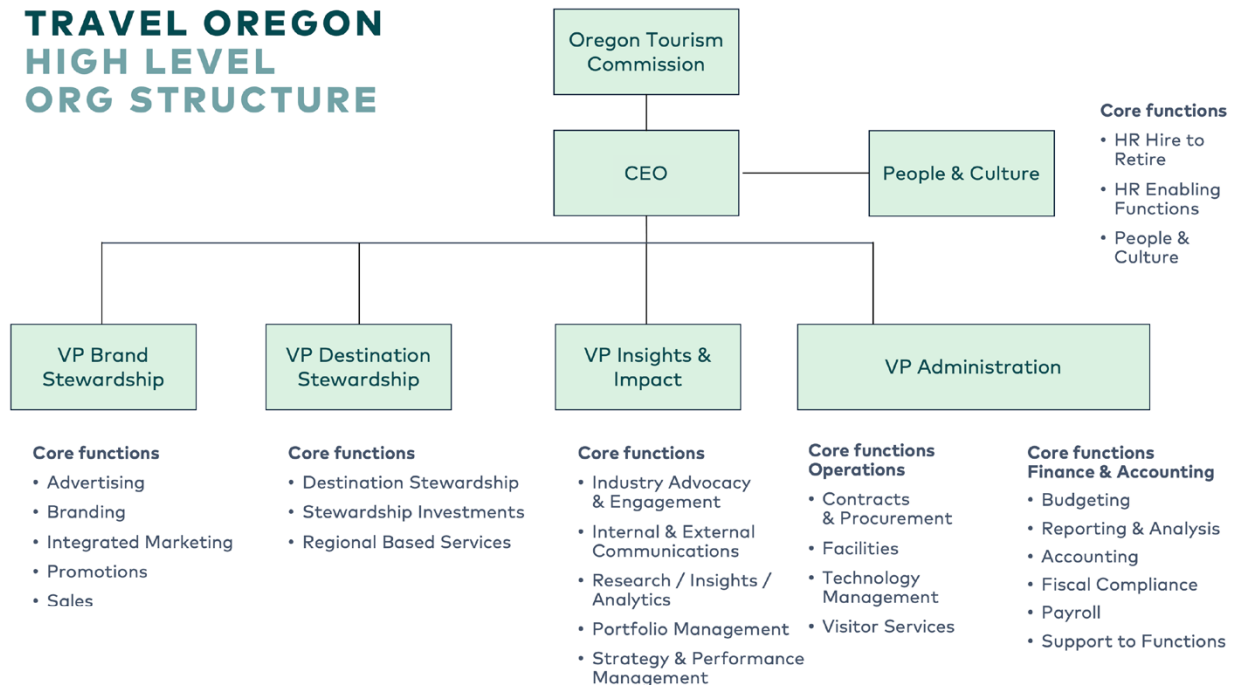
We invite and encourage you to join us on this journey as we steward a future for Oregon where the tourism economy is strong and resilient. An inclusive and accessible future where all visitors are welcome to enjoy the unique and meaningful experiences only our communities and cultures can offer. A place where the positive impact of tourism is felt by all Oregonians and reflected within the diverse environments that sustain us.

The greatest success is possible when we work together, collectively, to create an Oregon that's as remarkable a home as it is a destination, one that visitors and residents alike will know and love for generations to come. Thank you for your partnership in this important work.

Travel Oregon Programmatic Organizational Chart

The destination stewardship approach encourages us to learn and work together as we develop action plans associated with our strategies. To achieve our 10-Year Strategic Vision, Travel Oregon has undertaken our own transformation to ensure the agency is organized efficiently and has well-designed internal structures and processes to support our partners. During the last biennium, we evolved our organizational structure to enable our departments, functions and roles to best serve and implement the 10-Year Strategic Vision.

TRAVEL OREGON HIGH LEVEL ORG STRUCTURE



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 and 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 and 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 and 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 and Human Resources Support.

STATE OF OREGON



Oregon Governor
Tina Kotek

OREGON TOURISM COMMISSION



Chair
Lucinda DiNovo



Vice Chair
Greg Willitts



David Gremmels



Travis Hill



Harish Patel



David Penilton



Jenifer Roe



Scott Youngblood

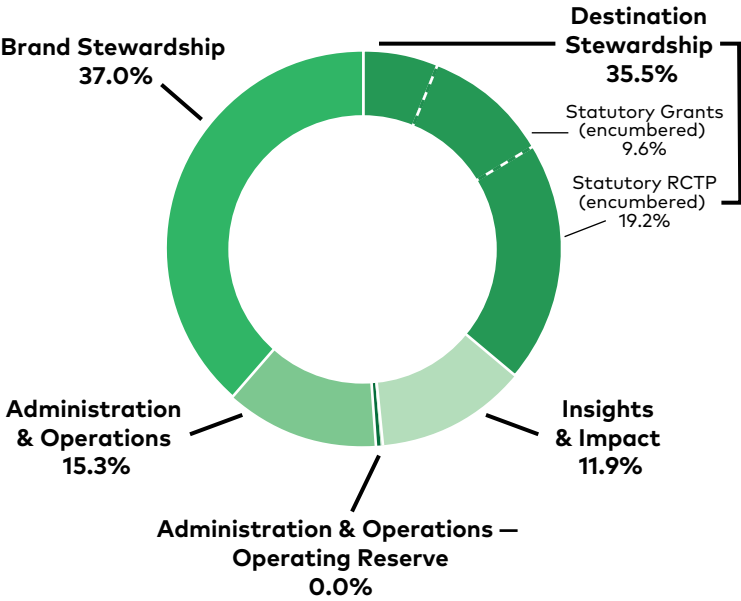
TRAVEL OREGON



Chief Executive Officer
Todd Davidson



2025–2027 Proposed Budget*



* Percents shown are of all sources of revenue and income.

Transient Lodging Tax	86,900,000
Transient Lodging Tax from FY2024	672,670
Other Income	2,441,500
From Operating Reserve	480,000
Total	90,494,170

Program budgets:	
Brand Stewardship	33,462,270
Destination Stewardship	6,256,330
Competitive Grants** (10% encumbered)	8,690,000
RCTP** (20% encumbered)	17,380,000
Insights & Impact	10,804,430
Administration & Operations	13,866,140
Administration & Operations – Operating Reserve	35,000
Total	90,494,170

** Percents shown are statutory requirements applied to TLT forecasted for 25–27 biennium



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