



Bay Area Chamber of Commerce

Photo credit:
Justin Myers Photography

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.



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 — directly investing 30% into Oregon's tourism industry and 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.

OREGON TOURISM COMMISSION



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OREGON TOURISM COMMISSION



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TRAVEL OREGON

Todd Davidson, Chief Executive Officer

CREATION OF OREGON'S TRANSIENT LODGING TAX

- In 2003, Travel Oregon came into existence as a semi-independent state agency through House Bill 2267.**
- The creation of the 1% statewide transient lodging tax for the promotion of Oregon's tourism programs was a strong economic development strategy.**
- It was so successful that when the Oregon Tourism Investment Proposal went into full effect in 2005, Oregon's share of national visitor spending was less than 1%.**
- By 2017, our share had grown to 1.19%. That .22% increase was equal to a \$2.3 billion shift in Oregon's share of visitor spending.**



OREGON TOURISM PERFORMANCE

	IN 2003	IN 2019	IN 2020	IN 2021	IN 2022	CHANGE (2003-22)
<i>Direct Employment</i>	85,590 jobs	118,500	92,300	100,900	117,360	+37%
<i>Employee Earnings</i>	\$1.7 billion	\$3.8B	\$3.1B	\$3.5B	\$4.3B	+154%
<i>Visitor Spending</i>	\$6.5 billion	\$12.8B	\$6.5B	\$10.9B	\$13.9B	+113%
<i>Taxes (State/Local)</i>	\$242 million	\$597	\$416M	\$534M	\$643M	+166%

Source: Oregon Travel Impacts, Dean Runyan Associates, 2022

MOVING FORWARD

- In 2021, the global tourism economy faced challenges brought on by the COVID-19 pandemic, climate change and high visitation.
- In response to the urban and rural challenges and opportunities facing Oregon's tourism economy, Travel Oregon developed the 10-year strategic vision.
- Tourism is a leading export-oriented industry in Oregon. And through the objectives and strategies presented in our 10-year strategic vision, we believe in tourism not only improving economic prosperity across the state, but also enhancing livability of communities and protecting vital eco-systems.
- This work will take leadership, partnership and alignment among our stakeholders and partners as we all leverage one another's ideas and passions.
- We are committed to positioning ourselves to step into differing roles as needed: a leader, a convener, a collaborator and supporter.



WHAT IS THE 10-YEAR STRATEGIC VISION?

Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures.



WHY THIS STRATEGIC VISION?

Because of the needs and desires of the Oregon tourism industry, our residents and partners.

Over a 2-year period leading up to the adoption of the strategic vision, we engaged over 2,000 Oregonians representing regional and local DMOs (including OTC staff/commissioners), tourism-related businesses and workforce, non-profits, Oregon's nine federally recognized tribes, government agencies and more via:

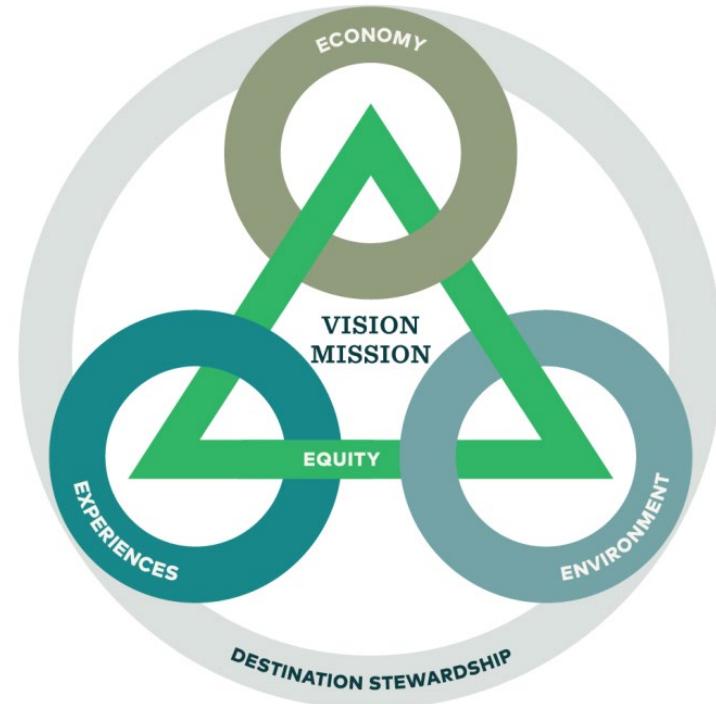
- Online surveys
- Virtual listening sessions
- BIPOC focus groups
- 1:1 interviews
- Public comment periods

DESTINATION STEWARDSHIP APPROACH

To guide us in achieving the 10-year strategic vision, we have developed a three-pronged approach – the Destination Stewardship Approach – which seeks to balance and meet the economic, environmental and social/cultural needs of a destination, while working in close partnership with the destination's tourism industry and residents.

The three lenses, which make up the approach, will guide our decisions, programming and actions:

- Prosperity Lens
- Racial Equity Lens
- Regenerative Tourism Lens



PROSPERITY LENS

- **How will this work best optimize economic impact?**
- **What tourism industry jobs will be created and/or supported?**
- **Are economic benefits realized equitably at a regional and community level throughout the state?**



RACIAL EQUITY LENS

- **What are the racial inequities that exist related to this work?**
- **How might decisions around this work contribute to racial inequities and/or racial equities?**
- **Who benefits from this decision? Who will be burdened by it?**
- **How might unintended consequences contributing to racial inequities be mitigated as the decision is made and implemented?**



REGENERATIVE TOURISM LENS

- **What types of effects will this work have on the environment and future generations?**
- **Will the results of this work support visitors in having a positive impact on the destination?**
- **Have residents and other stakeholders been involved in an inclusive way— informing, validating and co-creating the management of the destination, including promotional efforts, accommodations, transportation and more?**



Joey Hamilton

BRAND STEWARDSHIP

KEY ACTVITIES

Sales

- Develops key strategies and approaches to marketing and sales opportunities
- Builds domestic & international market awareness
- Develops promotions with travel trade tour operators
- Leads OR delegations on consumer shows, trade shows and sales missions
- Provides market expertise
- Liaisons with in-market representation
- Maintains Brand USA partnership

Brand Stewardship Services

- Develops key strategies and approaches to marketing and sales problems / opportunities
- Organizes and plans fam tours
- Handles logistics for Sales to participate in consumer and trade shows
- Supports tour operator product dev / promotion
- Supports industry training
- Manages marketing cooperative agreements and campaigns
- Develops marketing toolkits
- Develops brand creative (e.g., inhouse projects)
- Supports brand creative with agencies
- Manages projects and programs across Brand Stewardship
- Provides tribal support and other regional campaigns
- Supports always on campaign

Integrated Marketing

- Produces content for owned domestic and international media (e.g., website, social media)
- Develops annual visitor and international guides
- Develops and manages platforms (e.g., websites, otis, social channels, VLM)
- Fulfillment

DESTINATION STEWARDSHIP

KEY ACTVITIES

Stewardship Investments

- Develops investment strategy and coordination
- Develops funding programs for the industry
- Partners on COOP opportunities
- Manages grants* *these may not always be regionally based*

Regional Based Services

- Develops regional engagement strategy
- Partners with regions on plans
- Manages regional plan performance
- Monitors regional programs
- Develops Collaborative Regional Investments (formerly MOIO)
- Provides Technical Assistance (TA) and facilitation
- Assigned to geographic regions as field staff (e.g., eastside / westside + Portland)
- Works closely and in alignment with Destination Stewardship

Destination Stewardship

- Develops key strategies and approaches to destination problems / opportunities (e.g., climate change, accessibility)
- Leverages and aligns the stewardship lenses to regional efforts
- Develops assessments and case studies
- Develops workshops, trainings, templated programs and toolkits
- Develops and supports the deployment of studios
- Leads external communities of practice, boot camps and travel learning labs
- Works closely and in alignment with Regional Based Services

INSIGHTS & IMPACT

KEY ACTVITIES

Strategy, Research and Analytics

- Leads planning and process of strategic plan
- Develops business analytics / dashboard
- Produces marketing campaign recaps
- Manages and monitors organizational KPIs
- Assists other functions with research needs
- Monitors industry and market trends
- Assists industry stakeholders with research needs
- Develops and manages research infrastructure (e.g., datalake)
- Performs data analysis

Communications

- Develops international communications
- Develops industry communications
- Develops consumer communications
- Develops internal communications
- Develops corporate communications
- Develops content for earned media

Portfolio / Stewardship

- Manages portfolio management and project management best practices
- Ensures projects and priorities are designed / tracked with integration of the stewardship lenses

Industry Relations

- Conducts community and stakeholder outreach
- Builds and nurtures key partnerships
- Supports internal events and meetings
- Aligns and provides transparency into participation in industry meetings and events
- Designs and manages logistics of Governor's conference
- Sets strategy for workforce development
- Aligns and provides transparency into industry trainings across the portfolio

External and Public Affairs

- Manages public affairs and engagements
- Engages with the legislature
- Coordinates work with other state agencies
- Answers questions from the public

ADMINISTRATION

KEY ACTVITIES

Operations

- Office management
- Manages facilities
- General support for administration department
- Policy updates and rollout
- Develops internal processes and SOPs
- Manages procurement / contracting
- Manages technology services & infrastructure
- Manages Welcome Centers

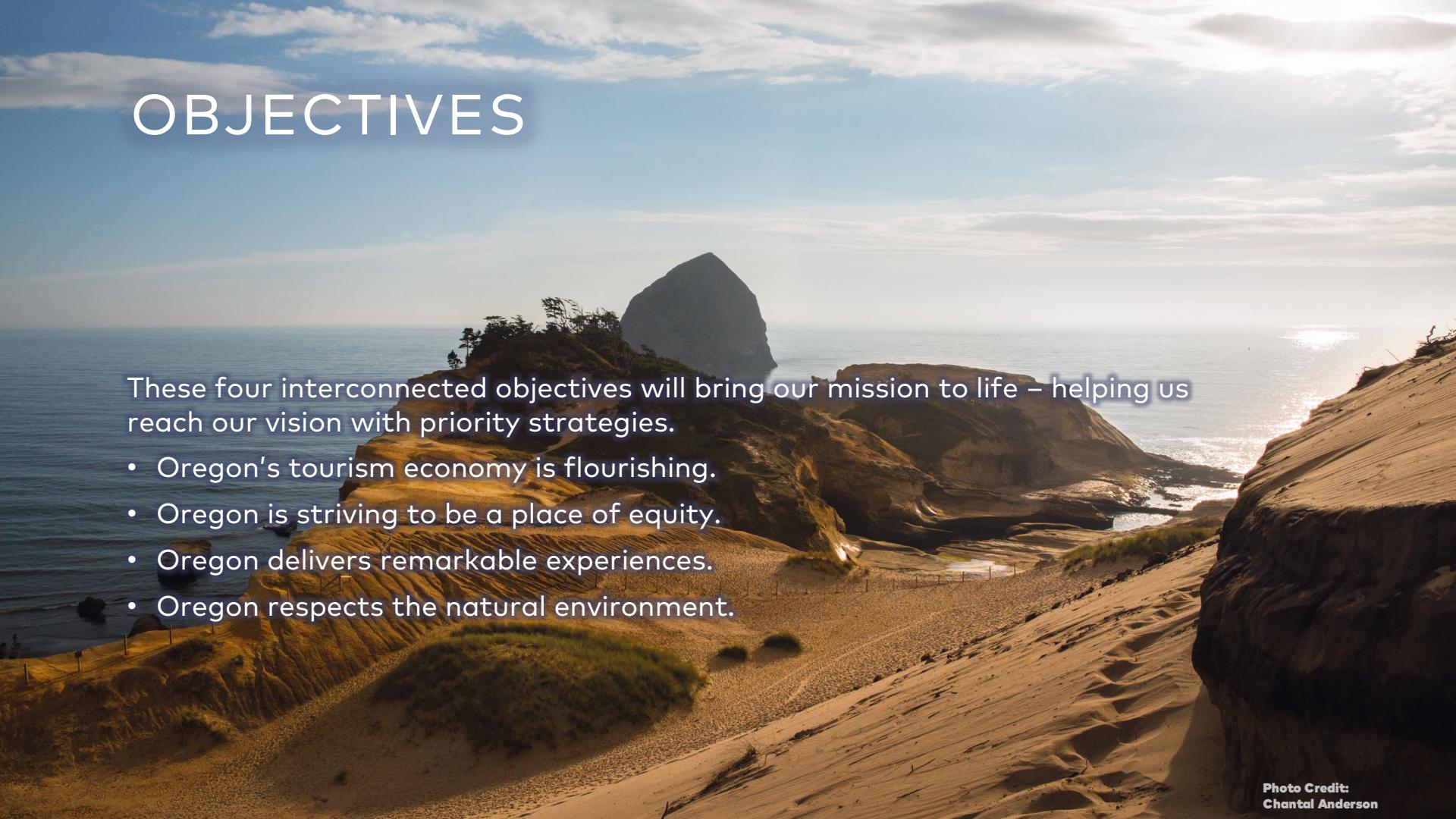
Accounting and Finance

- Oversees state, legal and financial compliance
- Manages agency budget and financial KPIs
- Provides financial reporting, analysis and budget support to depts.
- Manages accounting
- Manages audits
- Manages payroll
- Provides RCTP / Grants accounting support

People and Culture (HR)

- Manages people and culture strategy for the agency
- Manages recruitment, hiring and promotion processes and partners
- Builds/enhances human resource infrastructure
- Leads the employee development and people manager development activities
- Manages performance mgmt. and annual review processes
- Provides leadership coaching and alignment
- Leads and support organizational learning and development
- Leads employee engagement initiatives
- Manages employee benefits and wellness programming
- Point of contact for ADA, EEO and labor issues

OBJECTIVES

A wide-angle photograph of a coastal scene. In the foreground, there are large, light-colored sandstone or limestone rock formations with distinct horizontal layers. To the left, a smaller rock formation with some green vegetation on top sits atop one of the larger rocks. The middle ground shows more of the coastline with more rock formations and a sandy beach area. The background is a bright, overexposed sky with some wispy clouds. The overall lighting suggests either early morning or late afternoon sun.

These four interconnected objectives will bring our mission to life – helping us reach our vision with priority strategies.

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

OREGON'S TOURISM ECONOMY IS FLOURISHING

Oregon's tourism industry contributes to strong, balanced and optimized economic growth.

STRATEGIES

- 1. Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.**
- 2. Tell authentic, honest stories accurately reflecting the historic and present intersecting identities and cultures of Oregon's communities.**
- 3. Increase demand by leveraging Oregon's brand through engagement of broader audiences inclusive of Oregon's diverse cultures, people and places.**
- 4. Create flexible, targeted promotions that address visitor pressures — dispersing visitation and economic impacts — by focusing on visitor passions and market research/trends.**
- 5. 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.**
- 6. Expand opportunities for residents and tourism stakeholders to actively engage and collaborate in destination management processes; provide timely feedback loops.**

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.

STRATEGIES

- 1. Work in collaboration with stakeholders to develop and implement a racial equity plan incorporating the strategies from the State of Oregon Diversity, Equity and Inclusion Action Plan.**
- 2. Ensure diversity, equity and inclusion (DEI) is emphasized and integrated agencywide, from programming and procurement to employee recruitment and training.**
- 3. Increase awareness of, advocate for and advance social equity within Oregon's tourism workforce.**
- 4. Engage with industry stakeholders to apply the racial equity lens – supporting welcoming destinations and helping reduce impacts of racial inequities.**
- 5. Foster deep relationships with and elevate the voices of historically and currently underserved and under-resourced communities, including BIPOC, Oregon's nine federally recognized tribes and LGBTQIA+ communities.**

OREGON DELIVERS REMARKABLE EXPERIENCES

Stakeholders are aligned on the identification and promotion of experiences making Oregon a thriving place to live and visit.

STRATEGIES

- 1. Support the stewardship and development of new and existing tourism experiences and amenities.**
- 2. Stimulate and bolster regenerative tourism business and product development opportunities in urban, rural and tribal lands, providing visitors with immersive Oregon experiences.**
- 3. 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).**
- 4. Provide resources and assistance to tourism-related businesses, organizations and communities that are experiencing, or have experienced, crises (e.g., wildfires, drought and global pandemic).**
- 5. Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.**

OREGON RESPECTS ITS NATURAL ENVIRONMENTS

Oregon's tourism industry is building a regenerative future to assure resiliency and prosperity for generations to come.

STRATEGIES

- 1. Work in tandem with stakeholders and partners to create and implement a climate action plan in alignment with Executive Order 20-04 to reduce tourism industry carbon emissions.**
- 2. 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.**
- 3. 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.**

TRAVEL OREGON 2023-2025 STRATEGIC BIENNIAL PLAN

Oregon Tourism Commission

DRAFT



THANK YOU
industry.traveloregon.com



