



TRAVEL

OREGON

23-25 BIENNIAL PLAN UPDATE
Q3 QBR – FY23.24

6.4.24



TRAVEL OREGON'S 10-YEAR STRATEGIC VISION

Oregon Tourism Commission | 2022

TRAVEL  OREGON

HOW DID WE GET HERE?

- 2021 - Began work with Destination Think on strategic planning
- 2021 - 2022 - 10-Year Strategic Vision development
- June 2022 – 10-Year Strategic Vision adopted
- June 2022 – July 2023 – Drafted '23-25 Biennial Plan
- July 2023 – start of '23-25 Biennial Plan

Strategic Action Planning & Execution Process

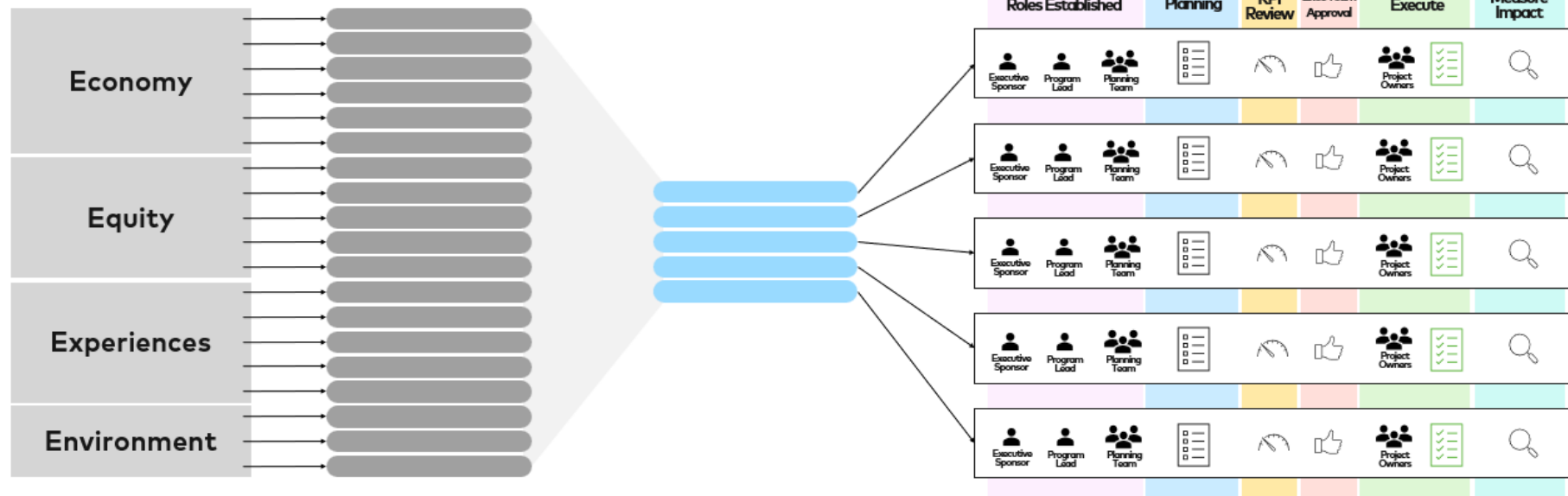
A repeatable process of prioritization, planning, & execution to bring the Travel Oregon vision to reality.

10-Year Vision Objectives

19 Strategies

Two-Year Biennial Plan

Biennial Action Planning, Execution, & Measuring Impact



BIENNIAL PLAN

STRATEGIC PRIORITIES

19 Strategies

Two-Year
Biennial Plan



1. Advance Perception of Tourism Value
2. Reduce High Visitation Pressures
3. Assist Communities in Crisis
4. Attract & Retain Tourism Workforce

BIENNIAL PLAN - REALIZED STRATEGIC PRIORITIES

WAVE 1 PRIORITIES

1. Advance Perception of Tourism Value
2. Reduce High Visitation Pressures
3. Assist Communities in Crisis
4. Attract & Retain Tourism Workforce

WAVE 1 PRIORITIES v2

1. Advance Perception of Tourism Value
2. Reduce High Visitation Pressures +
Expand Destination Mgmt Engagement
3. Assist Communities in Crisis
4. Elevate Voices of Underserved
Communities
5. Integrate DEI Agencywide

BIENNIAL PLAN

WAVE 1 & 2 PRIORITIES

WAVE 1 PRIORITIES

1. Advance Perception of Tourism Value
2. Reduce High Visitation Pressures + Expand Destination Mgmt Engagement
3. Assist Communities in Crisis
4. Elevate Voices of Underserved Communities
5. Integrate DEI Agencywide

WAVE 2 PRIORITIES

1. Attract & Retain Tourism Workforce
2. Support the Development of Experiences for Underserved Communities
3. Implement Tourism Climate Action Plan
4. Improve Visitor Behaviors
5. Sustain Natural Resources
6. Bolster Regenerative Tourism

TRAVEL OREGON 23-25 BIENNIAL STRATEGY OVERVIEW



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



OBJECTIVES

Oregon's tourism **economy** is flourishing.

Oregon is striving to be a place of **equity**.

Oregon delivers remarkable **experiences**.

Oregon respects its natural **environments**.

FY23-25 PRIORITIZED STRATEGIES

- ▲ - First Wave Priority
- - Second Wave Priority

Advance Perception of Tourism Value ▲

Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.

Expand Destination Management Engagement ▲

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

Improve Visitor Behaviors ■

Align and support communications across the tourism industry to improve visitor behaviors and experiences with timely information, responsible recreation practices and respect for all communities.

Integrate DEI Agencywide ▲

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

Elevate Voices of Underserved Communities ▲

Foster deep relationships with and elevate the voices of historically and currently underserved and under-resourced communities, including BIPOC, Oregon's nine federally recognized tribes and LGBTQIA+ communities.

Reduce High Visitation Pressures Via Niche Product Investment ▲

Reduce high visitation pressures and increase community livability by investing in the development of niche tourism product that is based on growing visitor demand and Oregon's competitive advantage (e.g., outdoor recreation, culinary, agritourism, arts and culture).

Assist Communities in Crisis ▲

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

Support Development of Experiences for Underserved ▲

Support the development of new and existing tourism-related facilities and products (e.g., visitor experiences, attractions, and public spaces) to better serve historically and currently underserved and under-resourced communities.

Attract & Retain Tourism Workforce ■

Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.

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.

Implement a Tourism Climate Action Plan ■

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

Sustain Natural Resources ■

Partner with and support resource management agencies (tribal, local, state, federal) to sustain natural resources and mitigate visitor impacts on public and tribal land and waterways.

LENSES

These three lenses help guide day-to-day decisions throughout our action-planning and programming efforts:

- Prosperity Lens
- Racial Equity Lens
- Regenerative Tourism Lens

KEY PERFORMANCE INDICATORS

Economic Prosperity

Annual visitor spending, tourism employment, and tax revenue

Oregon Tourism Diversity

Racial composition of Travel Oregon staff, Oregon tourism workforce, and visitors

Oregon's Reputation

Resident sentiment on tourism development + Out-of-State Visitor Net Promoter Score (NPS)

Environmental Sustainability

Travel Oregon funding + engagement dedicated to greenhouse gas reduction via regenerative tourism efforts.

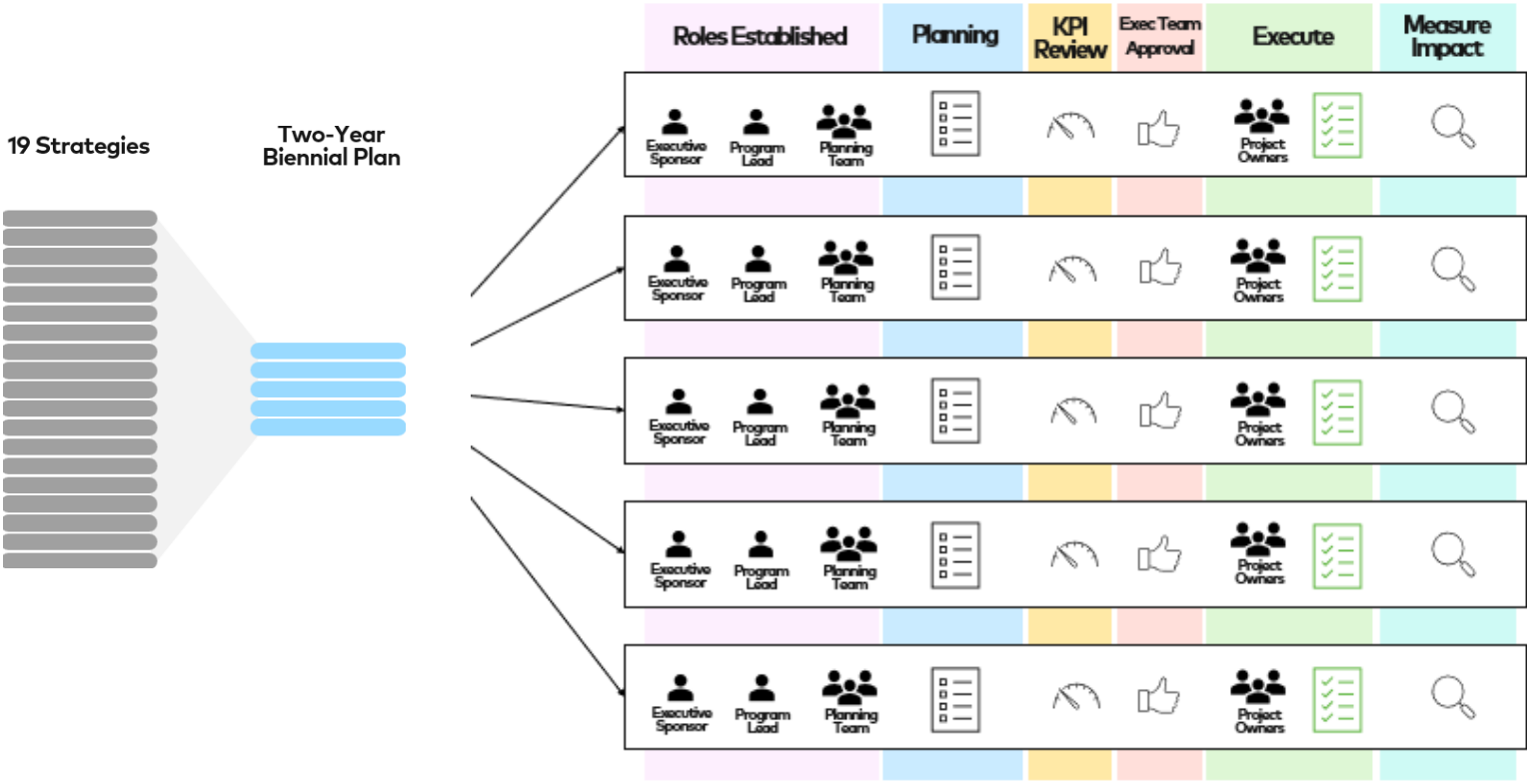
CORE DELIVERY – Projects & programs that are often repeated but should be reviewed annually for priority. These efforts may drive a general impact and sometimes do not map to a singular strategy above.

REQUIRED TO OPERATE + STATUTORY REQUIREMENT – Programs & operations required to run the organization and/or required of the agency by Oregon state statute.

INTERNAL – Optimize Our Ways of Working – Projects focused on launching new organizational capabilities and/or improving current day-to-day processes & tools within Travel Oregon.

FROM STRATEGIC PRIORITIES TO EVERYDAY REALITY

Biennial Action Planning, Execution, & Measuring Impact



23-25 BIENNIAL PLAN

PROGRESS REVIEW

Objective	Prioritized Strategy FY23-25	Biennium Plan Status	Program Lead(s)	Action Plan Details (within	Executive Sponsor	Original Action Planning Team
Economy	Advance Perception of Tourism Value	Execution	Kate Baumgartner	Link	Petra Hackworth	Kevin Wright, Katy Clair, Hilary Sager, Jamie Issett, Sarah Watson, Javier Parada Torres
Economy & Experience	Expand Destination Engagement + Reduce High Visitation Pressures	Execution	Alexa Carey & Scott Bricker	Link	Kevney Dugan	Alexa Carey, Scott Bricker, Harry Dalgaard, Javier Parada Torres, Kelda Schmidt, Kate Baumgartner
Experience	Support Development of Experiences for Underserved	Planning	TBD	Link	Kevney Dugan	TBD
Experience	Assist Communities in Crisis	Execution	Julia Amato	Link	Petra Hackworth	Lisa Itel, Cecilia Suvagian, Gabi Duarte, Jen Anderson, Jordan, Michael Sturdevant, Michelle Woodard
Experience	Attract & Retain Tourism Workforce	Planning Complete	Lisa Itel	Link	Petra Hackworth	Alexa Carey, Allison George, Allison Keeney, Bryan Mullaney, Lorna Davis, Matthew Finn
Equity	Integrate DEI Agencywide	Execution	Susan Bladholm	Link	Susan Bladholm	Mo Sherifdeen, Mark Senfner, Staj Olson, Kate Sappell, Louisa Mariki, Gabriella Linquist
Equity	Elevate Voices of Underserved Communities	Execution	Lisa Itel	Link	Petra Hackworth	Jen Anderson, Lorna Davis, Louisa Mariki, Kate Sappell, Matthew Finn, Kate Baumgartner

23-25 BIENNIAL PLAN

YEAR 2 NEXT STEPS

1. Hire Strategy Manager on Strategy, Research and Analytics (SRA) team
2. Continue to create KPI baselines
3. Create goals for established baselines as outlined in biennial plan
4. Stand up on-deck strategic priority action plans
5. Draft 25-27 Biennial Plan

THANK YOU

LAYING THE FOUNDATION

STRATEGY MANAGEMENT

How have we set ourselves up for success?

1. Portfolio Strategist + Director of SRA Alignment
2. 10-Year Strategic Vision KPIs <> Action Plan KPIs
3. Strategic Action Planning Sharepoint Page