

STRATEGIC PLAN PROGRESS REPORT

DECEMBER 2024

TRAVEL



OREGON

ABOUT TRAVEL OREGON

The Oregon Tourism Commission, dba Travel Oregon, is a semi-independent state agency whose mission is to inspire travel that uplifts Oregon communities. Collaborating with stakeholders and partners to align as stewards of Oregon, we work to optimize economic opportunity, advance equity and respect the ecosystems, cultures and places that make Oregon...Oregon. A welcoming destination where tourism benefits the environment, celebrates cultural diversity and drives economic prosperity in every corner of the state, is the Oregon we envision. We aim to optimize Oregon's economy with a destination stewardship approach at the forefront of the decisions that guide our work.

This Strategic Plan Progress Report (SPPR) is a high-level summary of key initiatives and programs embedded within Travel Oregon's 2023–25 Strategic 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,

We are looking forward to returning to the Mt. Hood and Columbia River Gorge region for the December 3 & 4 Briefing and Meeting, especially following the approval of Experience Mt. Hood and the Gorge as the Regional Destination Management Organization (RDMO).

In addition to Travel Oregon staff input, leadership's refinements, and the results of the Tourism Industry Partner Survey, the Commission will have the opportunity to provide feedback on the 2025–27 biennial plan's strategic framework and direction. This will initiate a string of events all leading to the approval of full 2025–27 biennial plan and budget at the June 2025 Commission meeting.

Unless the weather surprises us, we'll remain "snow-adjacent" in Welches and Rhododendron and will hear from partners with exciting updates and collaborations from the depth and breadth of the region for our final gathering of the 2024 calendar year.

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 EXECUTIVE SESSION

Dec. 3, 2024

Mt. Hood Oregon Resort
68010 East Fairway Avenue
Welches, Oregon, 97067

In accordance with ORS 192.660(2)(i) – The Commission will meet to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

****This will be a closed Executive Session.**

9:00 a.m.	CEO Evaluation	Chair DiNovo
11:00 a.m.	Adjourn	Chair DiNovo

OREGON TOURISM COMMISSION BRIEFING

Dec. 3, 2024

Alpine Events
73365 E Hwy 26
Rhododendron, OR 97049

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

1:30 p.m.	Welcome and Introductions	Chair DiNovo
1:40 p.m.	Grants Update	Michelle Woodard, Deb Vaughn, Dawn Smallman
2:20 p.m.	2025-27 Biennial Planning Update	Petra Hackworth, Bryan Mullaney
4:00 p.m.	Adjourn	Chair DiNovo

If you have any questions or comments related to the meeting proceedings or presentations, please email us at industry@traveloregon.com and indicate "December 2024 –Tourism Commission Briefing" in the subject line.

OREGON TOURISM COMMISSION MEETING

Dec. 4, 2024

Alpine Events

73365 E Hwy 26

Rhododendron, OR 97049

The meeting will be in-person and live-streamed on Travel Oregon's Industry YouTube Channel:

<https://www.youtube.com/user/oregontourism/>.

9:00 a.m.	Welcome and Introductions	Chair DiNovo
9:10 a.m.	Chair Remarks	Chair DiNovo
9:15 a.m.	Local Welcome	Lizzie Keenan, Regional Guests
10:00 a.m.	Stakeholders, Partners and Public Statements <i>*This is an opportunity for written or in-person general statements or updates to Commission</i>	Chair DiNovo
10:10 a.m.	Commission Business Review of Commission Packets Review of Travel Oregon Financial Update	Chair DiNovo
10:20 a.m.	Commission Action Approval of Minutes CEO Evaluation	Chair DiNovo
10:30 a.m.	Break	
10:40 a.m.	Portland Recovery Update	Scott Bricker, Megan Conway, Elyse Taylor Liburd
11:30 a.m.	Competitive Grant Success Stories	Deb Vaughn, Wela Negelspach, Cheri Jamison, Brandie McNamee
11:55 a.m.	Other Business	Chair DiNovo
12:00 p.m.	Adjourn	Chair DiNovo

If you have any questions or comments related to the meeting proceedings or presentations, please email us at industry@traveloregon.com and indicate "December 2024 –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

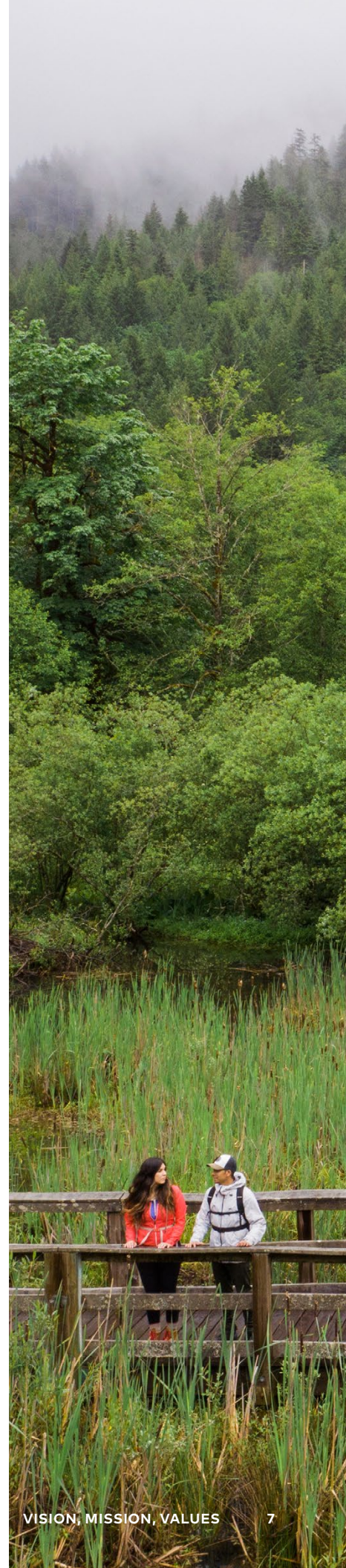
We lead through a lens of racial equity and commit to making systemic changes, so Oregon is a more equitable place to live and visit.

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

Strategic Priorities

The biennial planning team has been working hard preparing for the upcoming 2025-27 biennial plan. Coming off learnings from our last two Quarterly Business Reviews (QBRs) meetings and two Executive Team offsites, the team has determined several optimizations for the upcoming plan that will balance communication around our work categories and create more alignment around our cross-functional work. More information will be provided by the team at the December commission briefing.

OPERATIONS / INTERNAL UPDATES

Staffing

We are continuing to implement our phased recruiting and onboarding plan to fulfill the agency's new organizational design. Since our last report, we have enjoyed welcoming new team members in the following roles:

- Dipti Muni-O'Connor, Insights & Planning Manager
- Wade McCarthy, Paid Media Manager
- Eddie VanBuren, Operations Director

We continue to post all new job openings on our [Career Opportunities](#) webpage.



FINANCIALS

Revenue

Transient Lodging Tax (TLT) revenue this fiscal year to date is \$22.9M, 51.8% of budgeted \$44.1M. TLT revenue is up 8.5% from the previous fiscal year, 3.7% from FY2023 and 135.5% from FY2021.

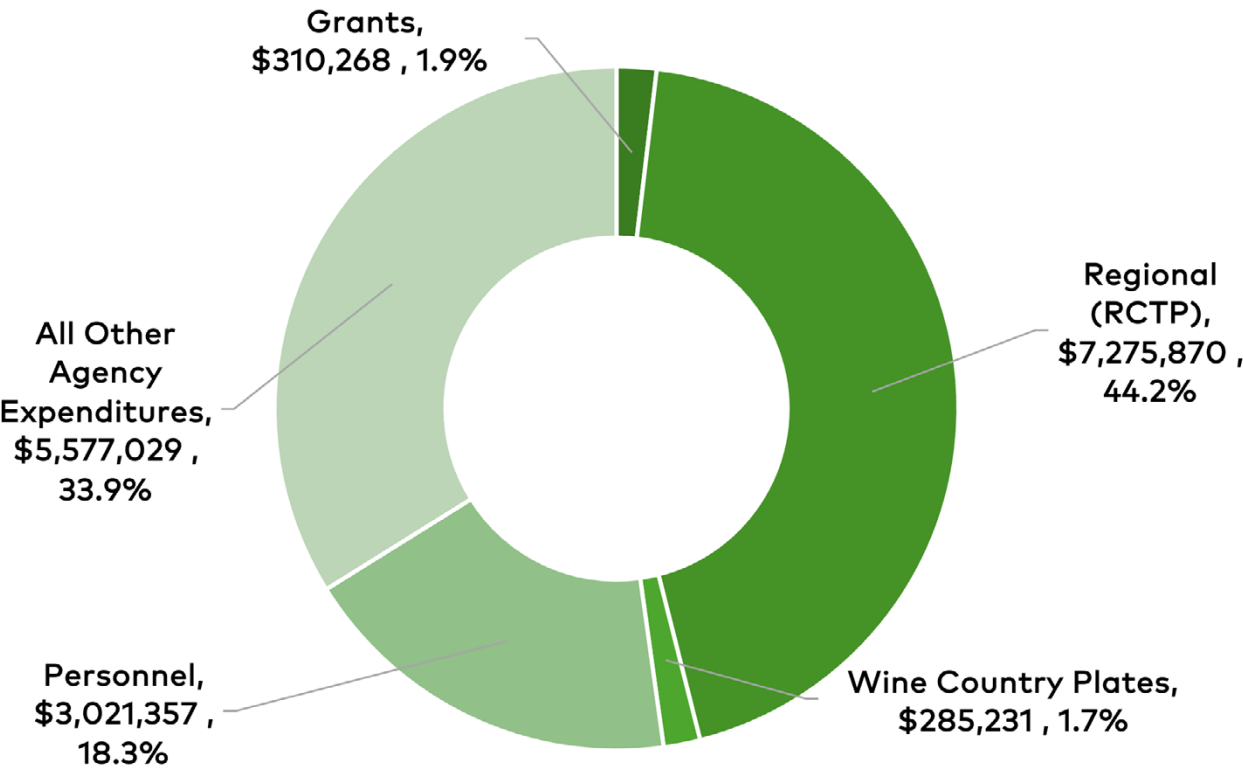
Comparison to prior periods:

FY TLT (\$M)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019
Actual	22.9	21.1	22.1	16.7	10.3	20.5	20.5
Budget	44.1	40.4	38.0	35.6	20.0	39.1	38.5
% FYTD budget	51.8%	52.2%	58.1%	46.9%	51.3%	52.4%	53.1%
FYTD TLT (*adjusted for rate)	FY2024	FY2024	FY2023	FY2022	FY2021*	FY2020*	FY2019*
Actual TLT, \$M	22.9	21.1	22.1	16.7	9.7	17.1	17.0
% change	–	8.5%	3.7%	37.0%	135.5%	33.9%	34.1%

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

Expenditures

Expenditures and disbursements for Q1 FY2025 total \$16.5M:



Financial reports — see appendix

OREGON'S TOURISM ECONOMY IS FLOURISHING

Workforce Sentiment

In this year's resident sentiment survey, we heard from 1,800 people who participated in the tourism industry workforce. This robust sample allowed us to conduct additional analysis of workforce sentiment on tourism. A summary of those findings was shared in the September 2024 Strategic Plan Progress Report (SPPR). Those findings allowed us to establish a baseline sentiment score for Oregon's workforce. This baseline will aid analysis of the Travel Oregon 10-Year Vision priority to improve the perception of tourism's value and increase advocacy among industry workforce, residents and policymakers. The baseline was set as follows:

Sentiment scores range from 1 to 5 and are separated into positive and negative perceptions; higher positive perceptions and lower negative perceptions are desirable. Positive scores higher than negative scores signify that the workforce perceives positive impacts to outweigh negative impacts and vice versa. For detailed findings please review [this summary](#).

	Overall sentiment	Sentiment towards tourism's economic impacts	Sentiment towards tourism's environmental impacts	Sentiment towards tourism's cultural impacts	Sentiment towards tourism's social impacts
Positive	22.9	21.1	22.1	16.7	10.3
Negative	44.1	40.4	38.0	35.6	20.0

Our findings differed slightly when looking at business owners versus tourism industry workers. Business owners had a higher differential with the positive impacts scoring 3.7 and the negative impacts scoring 3.0. Tourism industry workers scored positive impacts at 3.5 and negative impacts at 3.1.

In addition to sentiment, willingness to support tourism development was measured. Respondents were presented with 10 pairs of opposing statements (e.g., attract more visitors - attract fewer visitors), and asked to indicate which statement they aligned more closely to. Scores for these items ranged from -3 to +3, with 0 being neutral, and scores closer to +3 representing support for tourism development. The baseline score was 1.3 for overall workforce, 1.6 for tourism business owners and 1.2 for tourism workers.

As part of the baseline, we also looked at tourism workforce quality of life. This was measured using the satisfaction with life scale which is composed of 5 questions on a 5-point scale each. The scores from the 5 questions are then added up, giving us a 5-25 scale, where higher numbers (closer to 25) represent higher levels of perceived quality of life. The industry workforce had a high quality of life, with an overall score of 18.3. Breaking these findings down further, business owners scored 18.9 while industry workers scored 17.8. Lastly, we asked the workforce to evaluate on a scale from 0 to 10 how satisfied they were with their work conditions in Oregon. Satisfaction came in at 6.9.

Owned Content

Publishing Update

The content team produced, published and distributed 42 consumer stories in Q1 of 2024/25 (July-September). These stories are guided by the three lenses of our 10-Year Strategic Vision — equity, prosperity and regenerative tourism — and are designed to evoke an emotional response and ignite a desire to travel to, and within, Oregon. Highlights for the quarter included:

- Support of our “Try Something Portland” campaign including English and Spanish Q&As with the owners of [The Sports Bra](#), [Han Oak](#), [Red Cedar Forest Therapy](#), as well deeper promotion of Portland experiences like exploring the [Alberta Arts District](#), [Washington Park Shuttle](#) and the renovated [PDX Airport](#).
- Seasonal content including our roundups of [pumpkin patches](#) and [haunted houses](#) along with long-form inspirational spotlights on the [fall Sisters Folk Festival](#) and [fall salmon spawning hikes on the Rogue River](#) to drive visitation to our urban and rural communities throughout the state.
- Accessible and inclusive travel content for visitors to [Portland](#) and the [Oregon Coast](#) and cultural stories including a roundup of [Mexican street snacks](#), celebrating the [Latin community in Southern Oregon](#) and the reopening of tribal owned [Kah-Nee-Ta Hot Springs Resort](#).

Brand USA Travel Week

Travel Oregon attended Brand USA Travel Week in the United Kingdom, where we had the opportunity to engage in appointments with European tour operators. The event included valuable business to business (B2B) meetings, networking opportunities and thought leadership sessions designed to encourage collaboration, examine emerging trends and tackle industry challenges. We met with trade partners from the UK, Germany, Benelux, France, and other European markets to discuss ways to inspire the development of new Oregon products, refine existing offerings and build awareness of the latest regional developments. A key focus was highlighting new air service to Portland (PDX) and enhancing connections across Oregon.

Australian Sales Mission + SXSW Sydney Brand USA Partnership October 2024

Market Background: Australia is a growing market for Oregon, with an increase in flights from Sydney, Brisbane and Melbourne directly into the west coast of the USA over the past two years. Australians are adventurous and active, seeking experiences like exploring, road-tripping, biking, skiing, hiking and venturing off the beaten path. On average, they spend 19 nights in the USA, including eight nights in Oregon, and often return for multiple visits. Australians are environmentally conscious and place a high value on sustainable travel.

Supporting Travel Oregon's economic objectives through B2B awareness & lead generation, our team hosted events in both Perth and Sydney, along with meetings with key travel trade operators and partners including airlines, US Commercial Services and Brand USA.

A rundown of the week included:

- Travel agent lunch (Perth) – Todd Davidson was in Perth for the World Travel and Tourism Council Global Summit.
- Sales calls (Sydney) – Industry meetings including US Commercial Services, Delta Air Lines, Hawaiian Air Lines, Qantas Air Lines, travel trade partners and tour operator buyers.



- Training sessions (Sydney) – one session for 20 minutes with HelloWorld Travel – a leading Australian tour operator and travel advisor group.
- Networking events:
 - TravMedia reception on Sydney Harbour – Travel Oregon and TravMedia hosted 13 key partners to a night out on the water.
 - SXSW (South By Southwest) Sydney, 14 October Sponsorship @ USA House (Sponsorship between Oregon, Utah and Nevada). Visitors to the house were estimated at 900 for the day and a full report will be provided from our partners at Brand USA.

Fall Familiarization Tours

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

Joker Reizen FAM Tour

In September, we hosted our longest FAM trip yet, a 13-night journey through Oregon with a diverse group from Belgium that included 12 travel agents, product managers and a United Airlines representative. Joker Reizen is also one of Belgium's largest tour operators that has been working with Oregon for several years, and promote a number of Oregon itineraries. Joining us for the first four nights was Vincent van Leeuwen, our contractor from the Netherlands. The first week of the FAM highlighted the Portland region and the Oregon Coast and featured activities such as whale-watching, fat tire biking and a visit to the Mill Luck Salmon Celebration at Mill Casino. The second week, they traveled throughout Southern Oregon, Central Oregon, Eastern Oregon and the Columbia River Gorge. The activities included whitewater rafting, a visit to Smith Rock State Park and the Painted Hills, horseback riding in Fossil and concluded with a scenic drive to the Gorge via Mt. Hood. Guests ended their experience with a memorable dinner at a winery before heading to the new terminal at PDX. The Joker Reizen FAM gave agents firsthand knowledge of Oregon and a new enthusiasm for our state they can share with clients planning their trips to Oregon. The FAM was a collaboration with, and supported by, regional partners.



DERTour FAM

In September, Travel Oregon partnered with Washington State to host a FAM for DERTour, a top German tour operator. Sixteen participants, including 14 travel agents and product managers, explored the highlights of Oregon and Washington. The FAM was accompanied by our in-market representative Susanne Schmitt. The itinerary kicked off with the group arriving in Portland with activities including visits to the Portland Japanese Garden and the International Rose Test Garden, followed by a dinner cruise on the Portland Spirit. The itinerary featured a visit to the Columbia River Gorge, a guided hike on Mt. Hood, lunch in Government Camp and an E-bike tour in Bend. The group then traveled to the coast with stops along the way in the Willamette Valley. The group then departed for Washington State for the second part of the FAM tour.

Evergreen Campaigns – New for FY2024-25

This year, we are piloting a continuous 'evergreen' campaign strategy to complement our 'always-on' approach, which features 'Travel Oregon with Travel Oregon' (TOwTO) advertising pulses. This evergreen strategy keeps our key advertising partners, including native platforms like Taboola and online travel agencies (OTAs) such as Expedia and Priceline, actively engaged in the market throughout the year, rather than only during TOwTO pulse periods. This sustained approach provides a stable performance baseline, allowing for more accurate result forecasting, cross-channel optimizations, and fewer disruptions in algorithm settings for each tactical partner. Additionally, these evergreen campaigns allow us to explore new channel tactics and ad formats, like conversion tracking for travel guide orders on native platforms and experimental formats with OTAs.

We are also positioning our Paid Search campaigns as an 'evergreen' tactic for national coverage, with bids varied by state to efficiently reach searchers interested in Oregon travel anywhere in the country. Monthly Paid Search budgets vary to counter seasonality in Organic Search traffic and make site traffic levels more predictable.

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 - 9/30: 896,341 sessions (48% of total site sessions)
- YoY increase in total site sessions: 21.2%
- YoY increase in New Users to TO.com: 10.43%
 - California: +73.43%, Arizona: +34.26%, Colorado: +109.47%, Oregon: -9.9%, Washington: -2.74%, Hawaii: +213.49%, Nevada: +2.94%, Idaho: -17.67%
- YoY increase in Travel Guide Orders: 3.6%
- Average cost per session: \$0.39
- OTA Return on Ad Spend (ROAS) 7/1 - 9/30
 - Expedia: \$179:1
 - Priceline: \$103.65:1



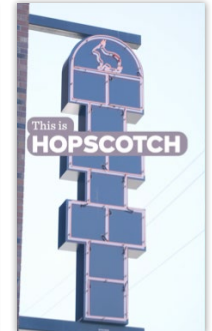
Travel Oregon with Travel Oregon Campaign Update

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 this fall.



This campaign includes 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.

Why Portland? A goal of this campaign is to reframe the narrative around Portland and drive overnight leisure visitation throughout the fall as well as celebrating the rich autumnal bounty of Oregon.



In mid-November, this campaign will broaden as we capture Oregon's other stunning regions with additional films, content, and social media focused on seasonal bounty themes like wine and Oregon Food Trails.

The topline details are:

- **Total Media Budget:** \$3.6M
- **Flight Dates:** 9/16/2024-11/30/2024, Bounty in mid-November – 1/26/25
- **Key Target:** Immersive Guest
 - A25-64, Sustainably Focused, Seeks Travel Activities/Beer or Wine Consumers
 - BIPOC 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 9/16-10/13:

- Over 17M completed digital videos views (does not include views of commercials during Ducks and Beavers football games)
- Over 2.7M audio impressions on Spotify
- Over 120K site sessions to [traveloregon.com](#) generated

Consumer Communications

In late October, the Consumer Communications team hosted a diverse group of 10 writers and journalists from regional (Portland Monthly, Seattle Times, Northwest Travel & Life), national (Condé Nast Traveler, Lonely Planet, Outside) and international (Toronto Star, Daily Hive, Cosmopolitan México) media outlets on a press trip to Central Oregon. The itinerary highlighted Central Oregon's landscapes/outdoor recreation, Indigenous heritage, and local culinary scene, providing immersive experiences that included a traditional salmon bake and wellness soaking at Kah-Nee-Ta Hot Springs Resort, a farm tour and product tasting at Indigenous/women-owned Sakari Farms, a "Bead and Breakfast" activity lead by Brigette McConville of Salmon King Fisheries at the Museum of Warm Springs, a ranger-led hike at Smith Rock State Park, an alpaca farm visit, guided stargazing experience with Wanderlust Tours at Fort Rock State Natural Area and a taste of high-desert luxury at Brasada Ranch.



This was the largest group press trip the team has organized, marking a strategic shift toward efficiency by prioritizing group trips over individual ones. Attendees provided very positive feedback and the team anticipates the first media coverage to appear soon.

OREGON DELIVERS REMARKABLE EXPERIENCES

Why Guides Registry & Programming Update

This fall, Travel Oregon welcomed 33 new tour operator, guide and outfitter businesses from across all seven regions to the Why Guides program registry, bringing the total number of businesses in the registry to 170. Of the new businesses added:

- 11 are owned by someone who identifies as a member of an underserved community as defined by the State of Oregon Diversity, Equity and Inclusion action plan.
- Fishing, cultural heritage and history, sightseeing and wine/beer tours were the most well-represented types of guided activities.
- Emerging niche areas like bird watching, foraging and dark sky experiences were also represented types of guided activities.
- 23 indicated offering modifications of some kind to make tours more accessible to guests.

On October 21, we announced the full lineup of programming available to businesses participating in the Why Guides program over the coming nine months. The lineup includes some of the same offerings from years prior (scholarships to conferences, access to OSU online courses) and some exciting new additions including a de-escalation training in partnership with Travel Portland, a sponsored Wilderness First Responder certification course and a partnership with Visit Central Oregon to inspire more guides across the state to consider being a dark sky guide. [View all the offerings here.](#)

Industry Spotlight Q+As

With the goal of educating, inspiring and sharing best practices with industry partners, the communications team is publishing a series of Q+As with people from across Oregon's tourism industry who are working on standout tourism products, projects or offerings on Travel Oregon's industry website. We recently featured a [Q+A with the Senior Manager of Concessions for the Port of Portland](#) about her team's efforts to curate a local food, beverage, retail and services program for the newly renovated Portland International Airport (PDX)—and how the Port's commitment to shared prosperity benefits visitors, residents and small businesses in the Pacific Northwest. The team will also be sharing a Q+A with Nan Devlin with Visit Tillamook Coast regarding creation of the North Coast Food Trail, which resulted from a Travel Oregon Rural Tourism Studio, and her work to help create much-needed food systems infrastructure in the region soon.

Introduction to Destination Stewardship & Development

The 2024 Tourism Learning Lab: Introduction to Destination Stewardship & Development, held October 3-4 in Cascade Locks, brought together 35 attendees from across all seven tourism regions, marking a sold-out event. Designed for professionals with up to three years of experience in tourism development and stewardship, the Learning Lab provided a valuable opportunity to connect and learn foundational and advanced practices within the tourism sector. The event featured interactive workshops, presentations, and an experimental evening tour, fostering an immersive learning environment focused on enhancing community-centered tourism efforts in Oregon. Participants expressed appreciation for the comprehensive programming and resources provided, as well as the chance to build connections within the industry.



Central Oregon Destination Management Studio

The Central Oregon Destination Management Studio program, facilitated by Travel Oregon in partnership with Visit Central Oregon and a local steering committee, launched its initial workshops to support economic development through visitation while balancing the impact on communities, services, and resources in Deschutes, Jefferson, Crook, and South Wasco counties. The Destination Stewardship Summit in Redmond on September 10, attended by 75 participants, provided an overview of tourism industry trends and best practices in stewardship, stimulating discussions on sustainable management and collaboration. The Culinary & Agritourism Workshop in Sunriver on October 22, with 35 attendees, featured hands-on planning and visitor experience development strategies to enrich local culinary experiences and deepen partnerships. On October 23, the Heritage, Arts, and Makers Workshop in Sisters attracted 45 participants, focusing on strategies to enhance cultural heritage, support artisans, and bolster community-driven projects. These full-day workshops offered valuable resources, networking, and strategic approaches to empower local stakeholders, improve community livability, and drive intentional management of the visitor economy. The next series will focus on rural recreation & high use recreation in mid-November.

OREGON IS STRIVING TO BE A PLACE OF EQUITY

Fall Tribal Tourism Recap

The October in-person Tribal Tourism Leadership Committee meeting hosted by the Confederated Tribes of Siletz Indians focused on fostering continued collaboration between Oregon's nine federally recognized Tribes and Travel Oregon, celebrating and promoting Indigenous culture, and strengthening the role of tribal tourism in the state and regional tourism economies. Topics discussed included:

Securing signed Memorandum of Understanding (MOUs) Between Travel Oregon & Oregon's nine federally recognized Tribes

The goal is to have all MOUs signed by December 2025 with a press release in January 2025 announcing and celebrating the continued partnership.

- Five signed MOUs as of 11/5: Siletz, Cow Creek, Umatilla, Burns and Grand Ronde.
- Create a toolkit for use in presenting to councils and demonstrating the work and success of the Tribal Tourism Leadership Committee, including copies of the Travel Guide and other committee successes. Toolkit to be completed by spring 2025.

Signage Project

We continue the work with Oregon Travel Information Council (OTIC) on updating existing signs and clarifying each Tribe's desire and priority for any new signage.

Telling the Story of Tribal Economic Importance

Travel Oregon in partnership with KATU and the Tribal Leadership Committee will create a :90 second anthem video sharing the economic importance of Oregon's nine federally recognized Tribes, with each tribe receiving their own AM Northwest Segment to tell individual tribal stories. Project to air January/February 2025.

Develop an Industry / Consumer Communications Strategy including:

- For industry & Tribal audiences to understand the work and successes of the Tribal Tourism Leadership Committee.
- For consumers on how to access Tribal approved experiences available to the public.
- Strategy to be developed and draft presented at the spring 2025 in-person meeting.

Five of Oregon's nine federally recognized Tribes, in partnership with Travel Oregon, attended the 26th Annual American Indigenous Tourism Conference (AITC) October 28–31 in Marksville, LA. Travel Oregon was a first-time sponsor at this year's conference, allowing us to distribute the Oregon Guide to Indian Country and gain recognition on the conference main stage. Michelle Liberty, CEO, Attitude Marketing and tribal contractor for Travel Oregon, was named the Pacific Northwest representative for the AIANTA Board. Michelle is an enrolled member of the Confederated Tribes of Umatilla Indian Reservation. AITC is the only national conference dedicated to growing tourism in America's Indigenous communities.



Allison Inn First Foods Dinner and Indigenous Marketplace

As a way to celebrate the spirit, heritage and flavors of Indigenous communities and kick off Native American Heritage Month, Travel Oregon sponsored The Allison Inn's First Foods Dinner and Indigenous Marketplace events on November 1 and 2. Both events celebrated chefs, makers and representatives from northwest and southwest tribal communities.

The weekend's events opened with a welcome reception and cultural blessing, followed by a multi-course dinner showcasing the artistry, stories and vibrant flavors of Indigenous cuisine prepared by three Native chefs: Chef Jack Strong, Executive Chef at The Allison Inn and Member of the Confederated Tribes of Siletz Indians; Chef Nephi Craig, Nutritional Recovery Program Coordinator and Executive Chef at Café Gozhóó on the White Mountain Apache Tribe in Arizona; and Chef Freddie Bitsoie, a proud Navajo and award-winning chef who was most recently the Executive Chef of Mitsitam Native Foods Café, located inside Washington, D.C.'s Smithsonian National Museum of the American Indian. The evening also featured wines from Native winemakers, Greywing Cellars of Oregon and Camins2Dreams of California. The marketplace featured 25+ Native vendors selling handmade crafts, artwork and more. While guests walked the marketplace, Chef Jack, Chef Nephi, Chef Freddie and Chef Alexa Numkena-Anderson with Portland's Javelina offered live cooking demonstrations and small bites. Wines from Native winemakers as well as neighboring Willamette Valley wineries were also served.

With both events, a portion of ticket proceeds benefited the Northwest Native Chamber, who is dedicated to working with all members of the community to transform the economic landscape for Native people in Oregon, Washington and Idaho.

OPTIMIZE WAYS OF WORKING

Travel Oregon All Staff Off-Site Meeting

Nearly sixty Travel Oregon staff members attended the quarterly all staff off-site meeting in Astoria at the end of October. Time was dedicated to hearing from local Destination Management Organization (DMO) leaders, strategic planning for the 2025-27 biennium, furthering diversity, equity and inclusion (DEI) work and learnings, and developing department and individual objectives and key results. Leaning into the regenerative tourism lens, the off-site planning team worked with SOLVE to organize a beach cleanup event at the Peter Iredale wreck site at Fort Stevens State Park. Staff removed 88 pounds of trash, including many micro plastics harmful to local wildlife and ecosystems.



DASH BOARDS

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

Earned Media Report – This report highlights earned consumer, industry and international media coverage using the 10-Year Strategic Vision as a roadmap for quality, on-message and positive placements in target markets and publications.

APPENDIX

Oregon Tourism Commission

Profit & Loss Budget vs. Actual

July 2024 - September 2024

	July 2024 - September 2024	Annual Budget	Over (Under) Budget	% of Budget
Sources:				
Income:				
Lodging Tax	9,721,042	44,140,000	(34,418,958)	22.0%
Lodging Tax from Prior Periods	2,605,365	2,605,365	-	100.0%
Interest Income	279,533	700,000	(420,467)	39.9%
Misc. Revenue	12,755	30,000	(17,245)	42.5%
Conference/Event Revenue	870	240,000	(239,130)	0.4%
Welcome Center Brochure Program	18,626	61,000	(42,374)	30.5%
Total Income:	12,638,191	48,208,865	(35,570,674)	26.2%
Beginning Fund Balances:				
Beginning Balance - Regional	7,544,150	7,544,150	-	100.0%
Beginning Balance - Grants	10,613,775	10,613,775	-	100.0%
Beginning Balance - IOF	1,450,000	1,450,000	-	100.0%
Beginning Balance - All other TO programs	6,445,710	6,445,710	-	100.0%
Total Beginning Fund Balances:	26,053,635	26,053,635	-	100.0%
Total Sources:	38,691,827	74,262,500	(35,570,674)	52.1%
Uses:				
Future Programming - Statutory				
Regional - future (net of administrative expense)	1,749,788	7,945,200	(6,195,412)	22.0%
Grants - future (net of administrative expense)	874,894	3,972,600	(3,097,706)	22.0%
Total Future Programming - Statutory	2,624,681	11,917,800	(9,293,119)	22.0%
Reserves				
Operating Reserve (from Admin/Ops Budget)	-	79,700	(79,700)	0.0%
Immediate Opportunity Fund (from Admin/Ops Budget)	-	-	-	0.0%
Total Reserves	-	79,700	(79,700)	0.0%
Total Future Programming & Reserves	2,624,681	11,997,500	(9,532,219)	21.9%
Expenses by Department:				
Brand Stewardship	4,831,644	21,103,720	(16,272,076)	22.9%
Destination Stewardship	609,184	3,482,216	(2,873,032)	17.5%
Destination Stewardship - Regional	-	275,000	(275,000)	0.0%
Destination Stewardship - RCTP + program admin	7,325,035	8,918,519	(1,593,484)	82.1%
Destination Stewardship - Investments				
- Statutory Grants, awarded + program admin	418,874	2,846,422	(2,427,549)	14.7%
- Statutory Grants, to be awarded	-	7,807,379	(7,807,379)	0.0%
- Additional Grants, awarded	-	305,167	(305,167)	0.0%
- Additional Grants, to be awarded	-	764,000	(764,000)	0.0%
- Additional Grants, Outcomes	-	650,000	(650,000)	0.0%
Insights & Impact	1,534,557	9,058,705	(7,524,148)	16.9%
Administration & Operations	1,465,230	7,053,872	(5,588,642)	20.8%
Total Expenses by Department	16,184,524	62,265,000	(46,080,477)	26.0%
Total Uses:	18,809,205	74,262,500	(55,612,695)	25.3%
Net Income	19,882,622	-	19,882,622	
Wine Country License Plate Program:				
Sources:				
Wine Country License Plate Sales	80,905	420,000	(339,095)	19.3%
Beginning Balance for Distribution: Tourism Promotion	325,542	325,542	-	100.0%
Beginning Balance for Distribution: Grants	203,606	203,606	-	100.0%
Total Sources	610,053	949,148	(339,095)	
Uses:				
Tourism Promotion	284,181	535,542	(251,361)	53.1%
Grants	1,050	413,606	(412,556)	0.3%
Total Uses	285,231	949,148	(663,917)	
Net Income	324,822	-	324,822	
Total Net Income	20,207,443	-	20,207,443	

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 September 30, 2024
ASSETS	
Current Assets	
Checking/Savings	
Cash - programming and reserves	18,051,728
Cash - Grants - Committed, not disbursed	2,660,732
Cash - Committed for Future Grants	7,318,273
Cash - Committed for Future RCTP	3,556,645
Restricted Cash - Wine Country Plates	1,190,373
Total Checking/Savings	32,777,750
Accounts Receivable	16,278
Other Current Assets	19,400
Total Current Assets	32,813,428
Fixed Assets	406,931
Other Assets	32,982
TOTAL ASSETS	33,253,342
LIABILITIES, EQUITY & FUND BALANCES	
Liabilities	
Current Liabilities	
Accounts Payable	3,332,199
Other Current Liabilities	643,486
Total Current Liabilities	3,975,686
Long Term Liabilities	0
Total Liabilities	3,975,686
Equity & Fund Balances	
Regional (RCTP) - for future distribution	3,556,645
Grants - for future distribution	874,894
Invested in capital assets (net)	329,790
Reserved for Immediate Opportunity Fund (IOF) - designated	535,343
Reserved for Immediate Opportunity Fund (IOF) - not designated	0
Operating Reserve	2,235,422
Unanticipated TLT from FY2024 - unallocated	672,568
Net Income	19,882,622
Total Equity and Fund Balances	28,087,284
Restricted, Wine Country Plates ORS 805.274	
Wine Country Plates - Future Grants	561,061
Wine Country Plates - Future Regional	385,395
Wine Country Plates - Undistributed Grants	202,556
Wine Country Plates - Undistributed Regional	41,361
Total Restricted for Wine Country Plates	1,190,373
TOTAL LIABILITIES, EQUITY & FUND BALANCES	33,253,342

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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