



TRAVEL



OREGON

25-27 STRATEGIC PLANNING
Commission Briefing- Mt. Hood

12.3.24

Forever Fund Sandy River Basin Watershed)

REGROUNDING STRATEGIC VISION



OBJECTIVE

Oregon's tourism economy is flourishing.

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

- 1. Advance Perception of Tourism Value**
Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.
- 2. Tell Authentic Stories About Oregon Cultures**
Tell authentic, honest stories accurately reflecting the historic and present intersecting identities and cultures of Oregon's communities.
- 3. 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.
- 4. Create Targeted Promotions Focused on Visitor Passions/Trends**
Create flexible, targeted promotions that address visitor pressures — dispersing visitation and economic impacts — by focusing on visitor passions and market research/trends.
- 5. 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.
- 6. Expand Destination Management Engagement**
Expand opportunities for residents and tourism stakeholders to actively engage and collaborate in destination management processes; provide timely feedback loops.

OBJECTIVE

Oregon delivers remarkable experiences.

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

- 1. Support Development of Experience 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.
- 2. Bolster Regenerative Tourism**
Stimulate and bolster regenerative tourism business and product development opportunities, providing visitors with immersive Oregon experiences, particularly in rural communities and on tribal lands.
- 3. 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).
- 4. Assist Communities in Crisis**
Provide resources and assistance to tourism-related businesses, organizations and communities that are experiencing, or have recently experienced, crises (e.g., wildfires, drought, global pandemic, homelessness).
- 5. Attract & Retain Tourism Workforce**
Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.

OBJECTIVE

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.

- 1. Develop a Racial Equity Plan with Oregon Partners**
Work in collaboration with stakeholders to develop and implement a racial equity plan incorporating the strategies from the State of Oregon DEI Action Plan.
- 2. Integrate DEI Agencywide**
Ensure diversity, equity and inclusion (DEI) is emphasized and integrated agencywide, from programming & procurement to employee recruitment and training.
- 3. Increase Social Equity Within Oregon's Tourism Workforce**
Increase awareness of, advocate for and advance social equity within Oregon's tourism workforce.
- 4. Support Welcoming Destinations by Engaging Industry Partners**
Engage with industry stakeholders to apply the racial equity lens — supporting welcoming destinations and helping reduce impacts of racial inequities.
- 5. 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.

OBJECTIVE

Oregon respects its natural environments.

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

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

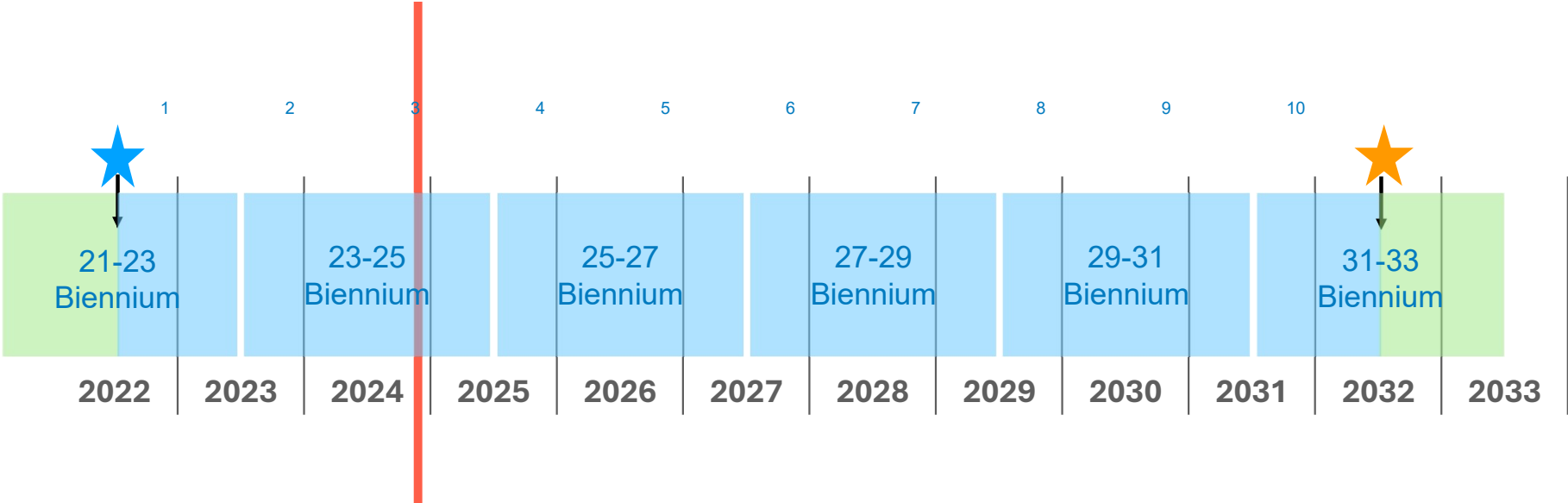
Current 10-Year Vision Strategies



2023-25 Action Plans

10-YEAR VISION JOURNEY

3.5 BIENNIAL PLANS LEFT



-  Adoption of current 10 Year Vision
-  Adoption of next 10 Year Vision

KEY LEARNINGS TO DATE

25-27 BIENNIAL PLAN

- Need to better balance communication around our work categories
 - Action Plans
 - Core Delivery
 - Required to Operate
- ~~Prioritized~~ Strategies
- Moving away from the Wave 1 versus Wave 2 language



STRATEGIC SHIFTS

25-27 BIENNIAL PLAN
19 STRATEGIES



ACTION PLAN

6

CORE DELIVERY

9

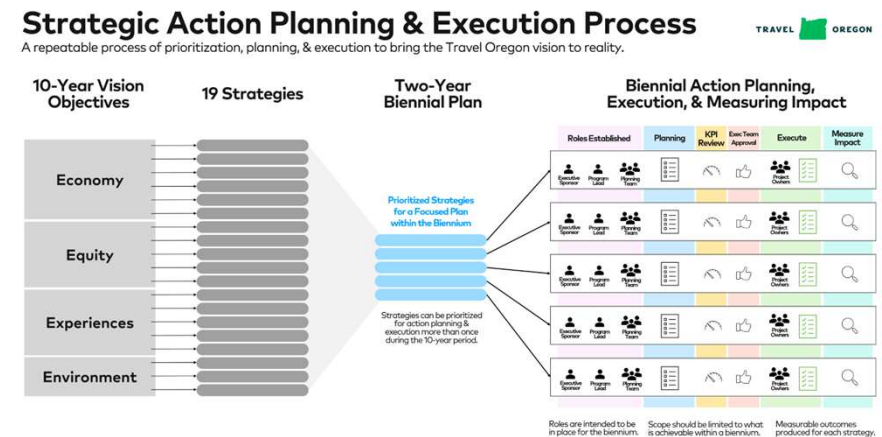
PAUSED

4

DEFINITIONS

ACTION PLANS

- Action plans are meant to establish funding and scope of projects focused on the biennium timeline – these are “foundation builders” for future efforts at Travel Oregon or existing program areas needing new direction or improvement.
- An Action Plan’s scope should be limited to what is achievable within a biennium and the plan should directly impact our Strategic Vision KPIs.
- Once an action plan is finished then that strategy is complete for the biennium.
- The 19 strategies will be reviewed during each biennial planning cycle to determine the next round of strategies requiring action plans.



DEFINITIONS

CORE DELIVERY

- Our Core Delivery work is comprised of programs and projects that are often repeated but should be reviewed annually.
- Core Delivery work aligns with our strategies or optimize Travel Oregon's ways of working.
- This work is planned through Travel Oregon's annual planning cycle completed by functional teams and departments.



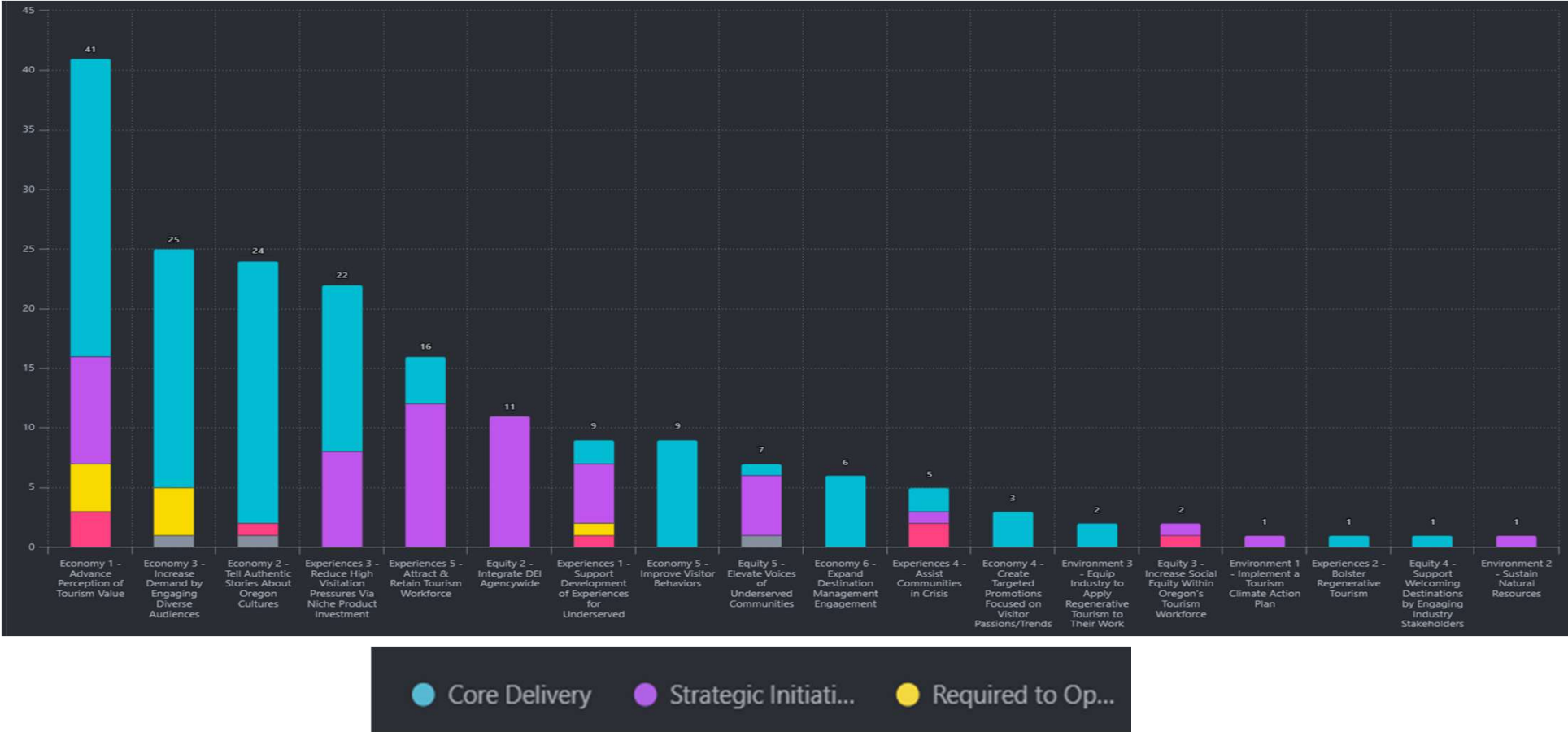
DEFINITIONS REQUIRED TO OPERATE

- Statutorily required processes:
 - Welcome center management
 - Employee benefit management
 - Payroll
 - Etc.



Credit: NASHCO Photo

STRATEGY DISTRIBUTION



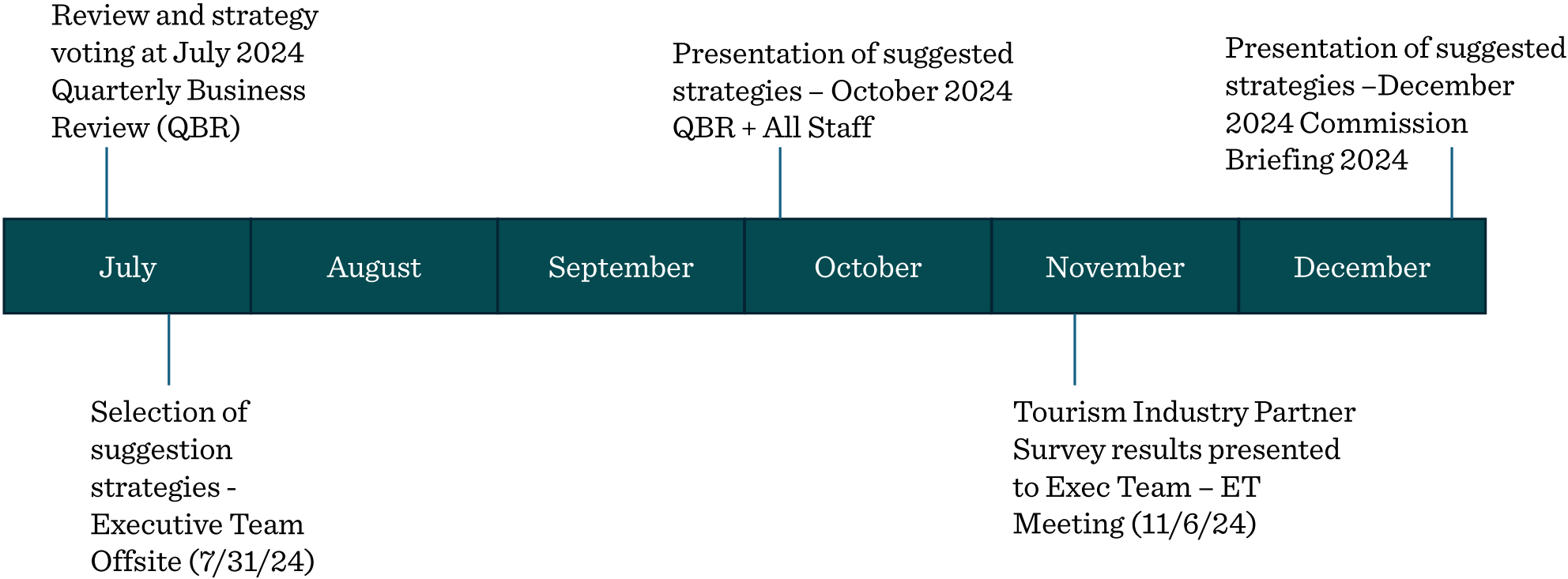
DEFINITIONS

PAUSED

- Work pending completion of other strategies
- Work requiring staff yet to be hired
- Work that requires other foundational elements to be completed/defined
- Work that has started but isn't built out within Core delivery



25-27 STRATEGIES REVIEW PROCESS TO DATE



EXTENDED LEADERSHIP TEAM REVIEW PROCESS

1. What are some key learnings that should be considered when planning for 2025-27?
2. Looking at the current strategies, reflect on which are best to prioritize again vs pause (for now) at the end of the current biennium?
3. How many strategies should be prioritized for action in the '25-27 biennium?
4. Based on our discussions, select your top strategies for '25-27 biennium?

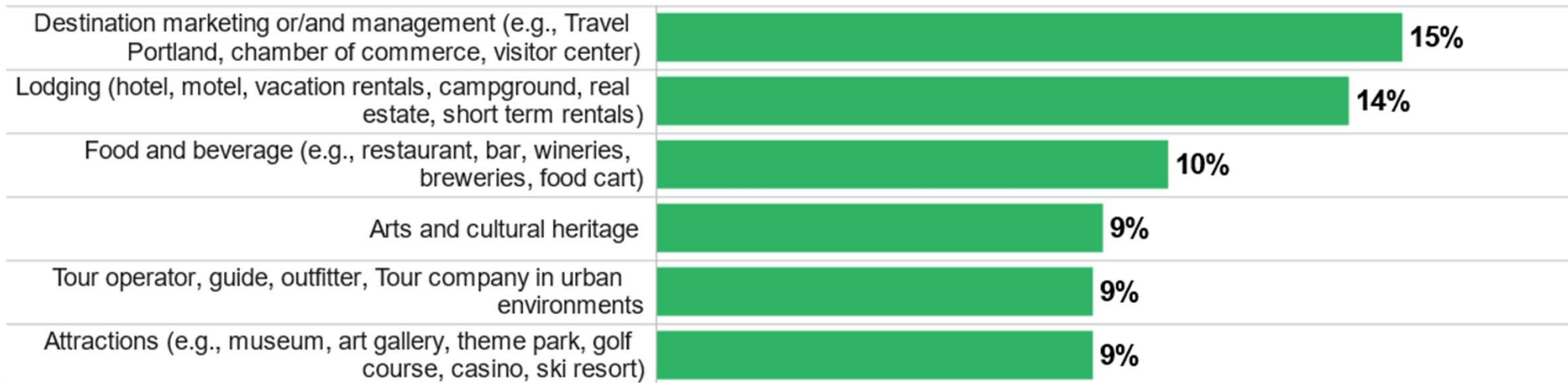
25-27 STRATEGIES

EXEC TEAM SELECTION CRITERIA

1. We will select strategies that help achieve multiple Strategic Vision KPIs.
2. We will select items where we do not have significant capacity constraints and are realistic from an implementation perspective.
3. We will select a strategy if completion is dependent on other strategies getting started.
4. We will select strategies that may be mandated by the state.
5. We will select a strategy (or subcomponents of a strategy) that is a big lift, so that we can start it now to accomplish over our planning horizon.

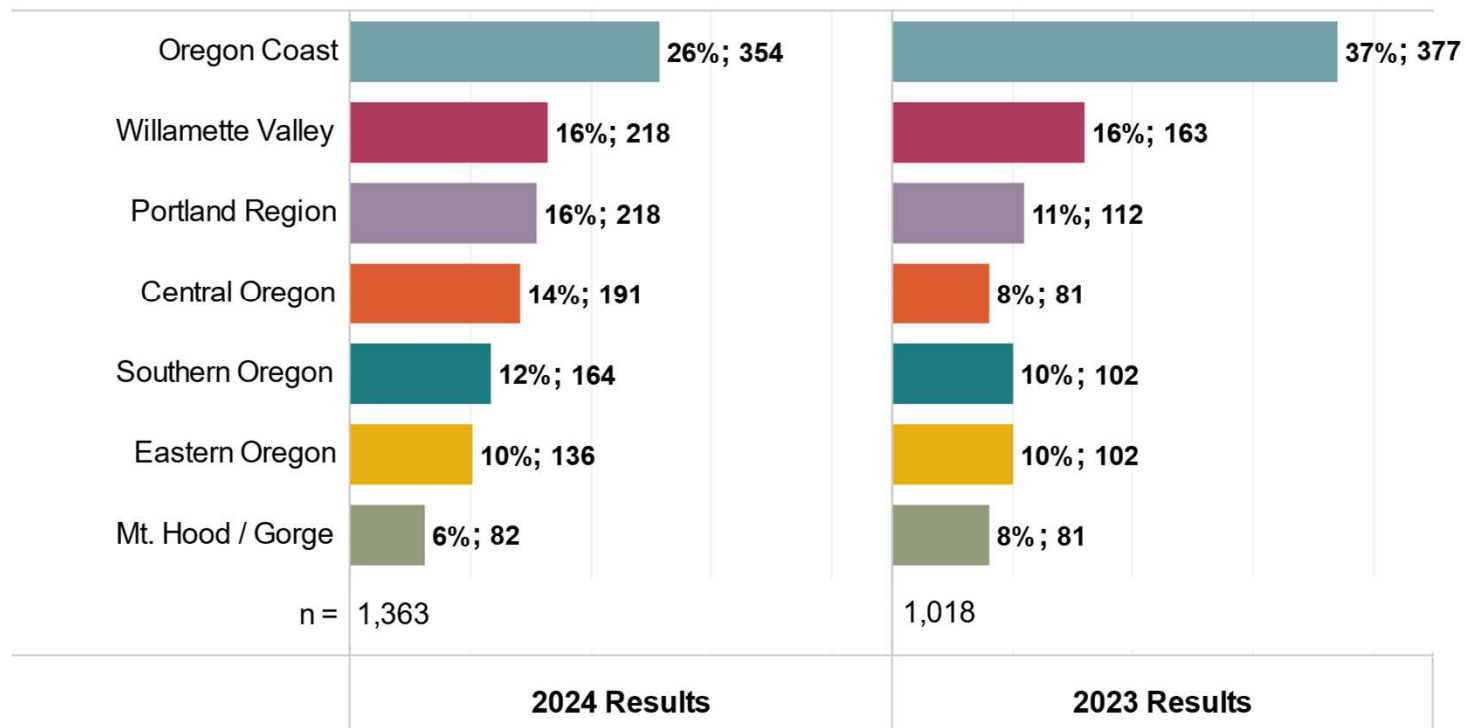
TOURISM INDUSTRY PARTNER SURVEY RESULTS

In what sector of the tourism industry do you primarily work?



TOURISM INDUSTRY PARTNER SURVEY RESULTS

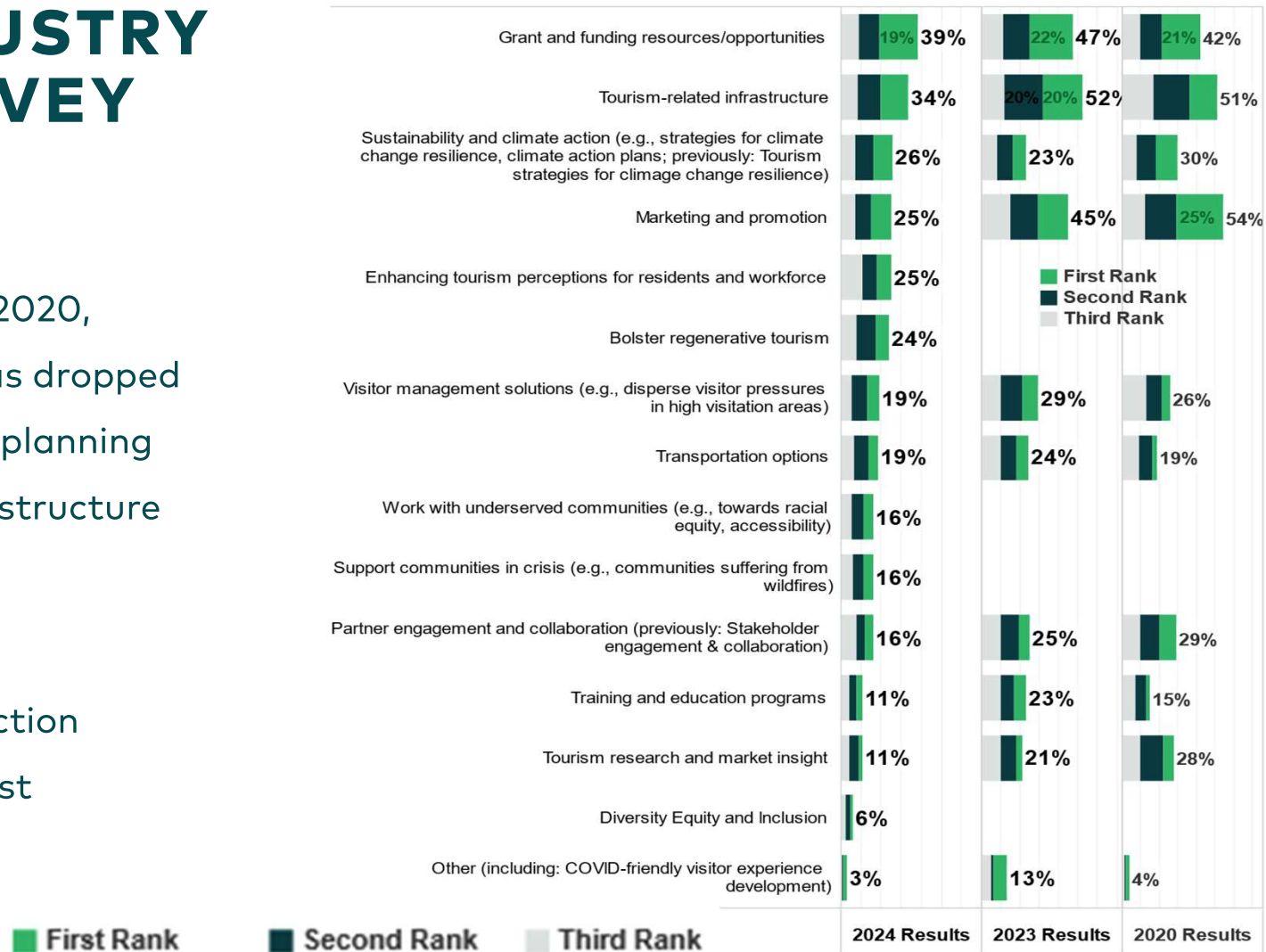
In which region do you primarily work, or in which region is your business/organization primarily located? If you are currently unemployed, in which region do you live?



TOURISM INDUSTRY PARTNER SURVEY RESULTS

- According to partners since 2020, marketing and promotion has dropped in importance for long-term planning with grant funding and infrastructure becoming more prominent.
- Sustainability and climate action remains strong amongst most partners over time.

Please identify the three areas that you believe should be emphasized for longer-term tourism planning over the next 2 - 5 years. (Rank top three priorities within this list)



FY23-25 vs FY 25-27 Action Plans

FY 23-25 Action Plans		FY 25-27 Action Plans
Advance Perception of Tourism Value (Economy 1)		Improve Visitor Behavior ★ (Economy 5)
Expand Destination Management Engagement & Experiences 3. Reduce High Visitation Pressures via Niche Product Investment (Economy 6)		Develop a Racial Equity Plan with Oregon Partners ★ (Equity 1)
Integrate DEI Agencywide (Equity 2)		Integrate DEI Agencywide (Equity 2)
Elevate Voices of Underserved Communities (Equity 5)		Support Development of Experiences for the Underserved (Experiences 1)
Support Development of Experience for the Underserved (Experiences 1)		Assist Communities in Crisis (Experiences 4)
Assist Communities in Crisis (Experiences 4)		Implement a Tourism Climate Action Plan ★ (Environment 1)

★ = New for FY25-27

FY 25-27 Action Plans & Core Delivery

FY 25-27 Action Plans

Improve Visitor Behavior ★
(Economy 5)

Develop a Racial Equity Plan with Oregon Partners ★
(Equity 1)

Integrate DEI Agencywide
(Equity 2)

Support Development of Experience for the Underserved
(Experiences 1)

Assist Communities in Crisis
(Experiences 4)

Implement a Tourism Climate Action Plan ★
(Environment 1)

★ = New for FY25-27

FY 25-27 Core Delivery Work

Advance Perception of Tourism Value
(Economy 1)

Tell Authentic Stories about Oregon Cultures
(Economy 2)

Attract and Retain Tourism Workforce
(Experiences 5)

Increase Demand by Engaging Diverse Audiences
(Economy 3)

Increase Social Equity within Oregon's Tourism Workforce
(Equity 3)

Create Target Promotions Focused on Visitor Passions/Trends
(Economy 4)

Elevate Voices of Underserved Communities
(Equity 5)

Expand Destination Management Engagement & Reduce High Visitation Pressures via Niche Product Investment
(Economy 6) + (Experiences 3)

NEXT STEPS

BIENNIAL PLAN TIMELINE



WHERE ARE WE GOING?

STRATEGIC VISION

OUR VISION

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

THANK YOU