

**Travel Lane County
Eugene, Cascades & Coast Sports Commission**

FY19 Marketing & Business Plan

May, 2017



WHY ARE WE HERE?

Travel Lane County is a destination marketing organization (DMO), focused on economic development. It promotes the Eugene, Cascades & Coast region as a visitor destination.

Created as a city, county and industry investment tool, Travel Lane County invests 2.1 points of Lane County transient room tax in growing visitor demand, visitor spending, and TRT receipts.

Visitors staying in hotels, motels, and B&B accommodations spend the most, generating the strongest economic return on a per person basis. And they pay TRT to re-invest in marketing and other programs.

TRAVEL LANE COUNTY'S MISSION IS TO INCREASE THE NUMBER OF OVERNIGHT VISITORS.

Travel Lane County's vision is to be a recognized leader in achieving year-round economic growth throughout the Eugene, Cascades & Coast region through innovative destination marketing, product development and exceptional visitor experiences.

We are focused on positioning Eugene, Cascades and Coast as one of the most preferred travel destinations in the Pacific Northwest.

How Do WE Do IT?

Travel Lane County uses integrated marketing strategies to meet the target markets of leisure travelers, conventions, and sporting events wherever they are in their extended customer journey and convert them into overnight visitors and destination evangelists.

Branding, positioning, advertising, storytelling and content creation, paid and earned media, measurement and monitoring all serve to grow our reputation as a destination and visitor demand.

Direct sales efforts include trade shows, direct sales calls, and site inspections for travel trade, convention and sports B2B targets.

A strong service orientation helps ensure a positive destination experience, referrals and repeat visits.



WHAT ARE WE SELLING?

Travel Lane County champions the branding and reputation-building of the Eugene, Cascades & Coast region and serves as a comprehensive destination expert for visitors, promoting travel to the area.

An extensive strategic branding process in 2008 used customer, industry, and resident focus group feedback to inform and confirm our destination's core truths. What resonated for everyone, and made them love their visit or their life here as a resident, is our wonderful, county-wide approachable outdoor recreation and small city attributes:

OUR BRAND PROMISE IS ENRICHING, AUTHENTIC, APPROACHABLE EXPERIENCES FOR ALL AGES AND ABILITIES

And, we deliver on that promise consistently throughout all 4,722 square miles of our county.

All our work, everything we do, honors this sense of ease, engagement, and enjoyment for all ages and abilities. Whether it is an outdoor adventure, an auto or cycling tour, a culinary, beverage or cultural adventure, our filter is on enriching, authentic, and approachable experiences.

Strong stakeholder communications strengthen a connection to the destination brand and help ensure an understanding of the important role visitors play in residents' quality of life through their support of attributes that we cherish.

WHO ARE WE?

Travel Lane County is a private, non-profit corporation formed in 1980 and re-formed in 1993 in collaboration with industry, Lane County and cities within the county. Our professional staff numbers 30. The governing board is comprised of 30 voting and 9 advisory members. Membership totals 631. Our annual budget is close to \$3 million and is largely funded by 2.1 points of Lane County transient room tax on commercial lodging (hotels, vacation rentals, and campgrounds). Travel Lane County is structured to focus on three primary target markets and stakeholders: leisure travelers, conventions and sports. Travel Lane County funds and operates the Eugene, Cascades & Coast Sports Commission.

Travel Lane County embraces our leadership role in helping plan, maintain and market a world-class visitor destination and living environment. We strive to exemplify these core values throughout our work:

We are Brand Ambassadors: We celebrate local adventures, food, beverages, culture and products. We are committed to knowing our destination from one border to the other and living our brand promise.

We are Professionals, providing informed, friendly, attentive, prompt, accurate, respectful service. We are sincere in our sense of stewardship to the people we serve, from visitors to members to residents.

We Value Our Staff Team, and strive to provide a healthy, rewarding, enriching, and supportive employment experience. We value family and personal time as important for individual and team health.

We Use Resources Efficiently and Effectively: We are stewards of limited resources. We endeavor to maximize return on investment, minimize waste, and buy local whenever practical. We encourage a Leave No Trace style of recreation and consider visitor volume impacts.

We Measure and Report Return on Investment. Regular reports chart our progress and provide indicators of industry health and program outcomes. ROI includes a sense of welcoming hospitality towards visitors, and local value for our organization, staff team, and industry sector.

TOURISM & HOSPITALITY CONTRIBUTES TO A TRIPLE BOTTOM LINE

Tourism & Hospitality is a **traded sector industry**: Visitors bring dollars in to the local economy from other places, support a variety of businesses, and take away memories of an outstanding experience.

Tourism & Hospitality is aligned with **environmental values**: A focus on outdoor recreation; scenic views; local food, beverage and products; and awareness of sustainable practices.

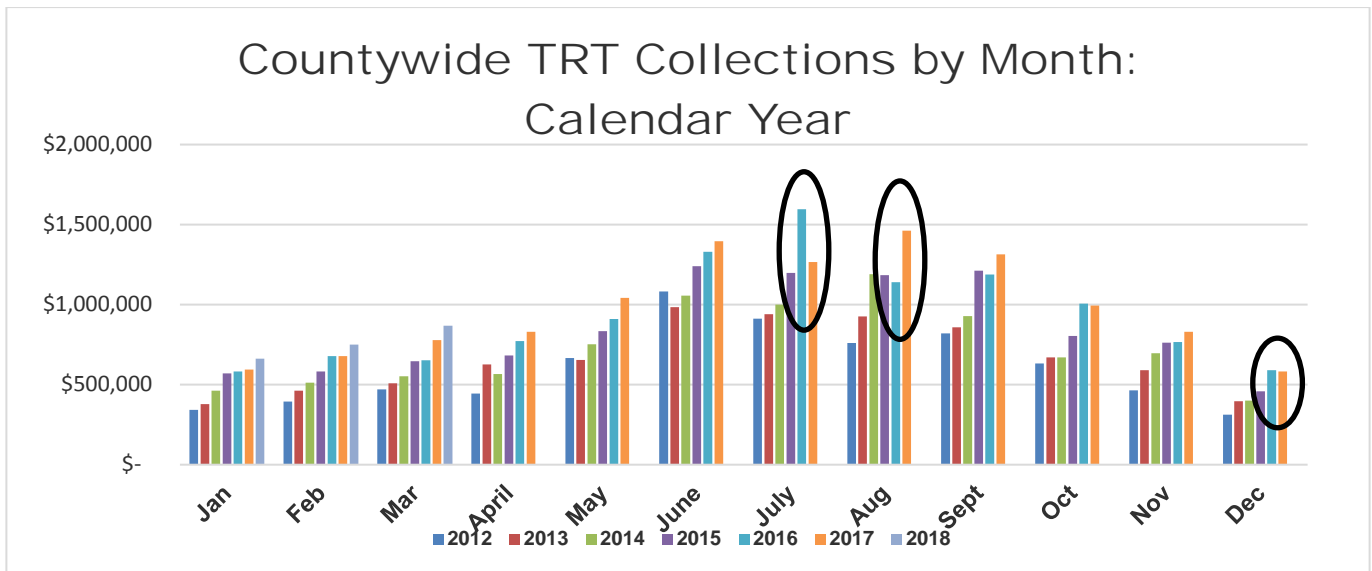
Tourism & Hospitality provides **social equity**: A wide array of entry level job opportunities, with career paths to skill acquisition and higher wages, are available throughout the industry.

SITUATION ANALYSIS: INDUSTRY HEALTH

Visitor expenditures in Lane County totaled \$672.4 million in 2016. Residents spent another \$258.2 million locally on travel related expenses. The \$930.6 million industry directly supported 10,620 Lane County jobs with earnings of \$262.7 million in 2016. All data courtesy of Dean Runyan Associates

HOTEL INDICATORS

As an economic development corporation responsible for growing overnight visits, Travel Lane County uses available hotel indicators to monitor industry health and our competitive position.

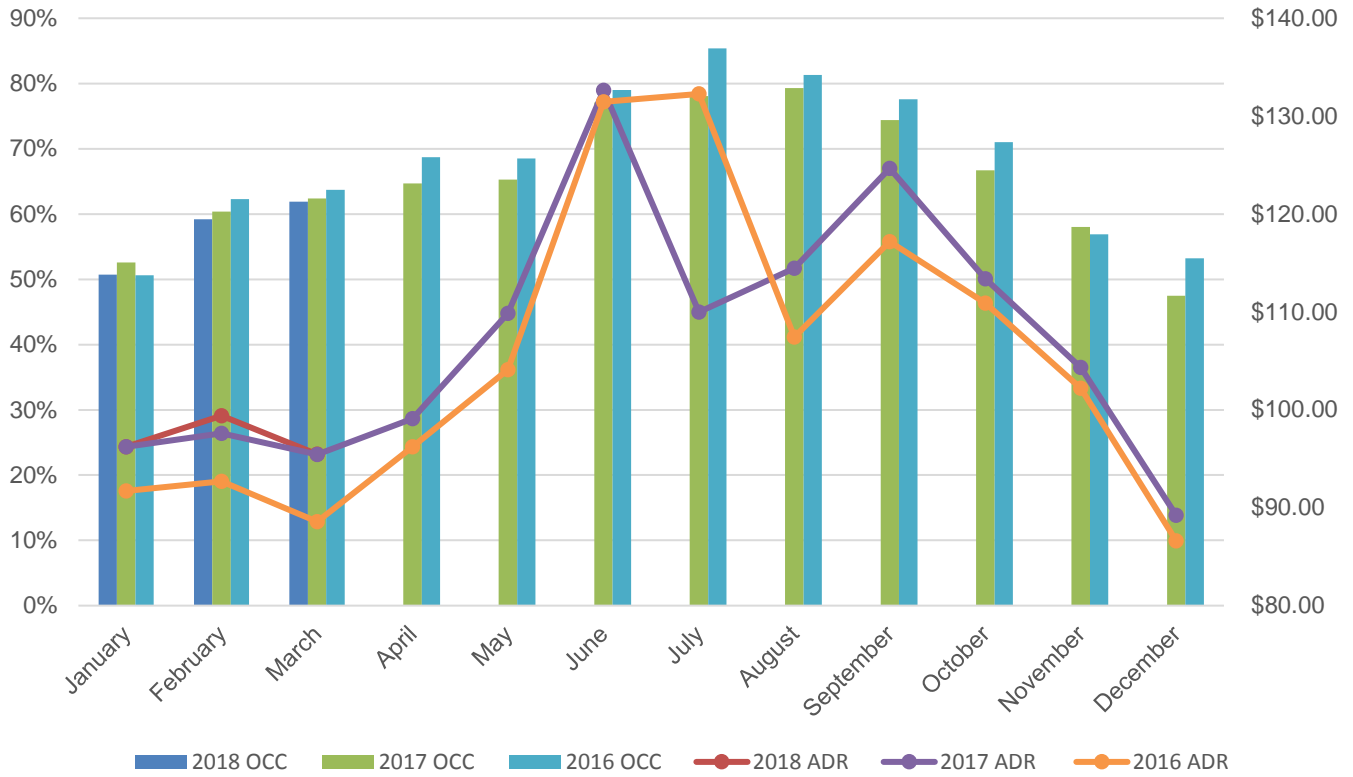


In July 2016 Hayward Field hosted the Olympic Team Trials – Track & Field, achieving a record month in accommodation revenues and TRT collections. December of 2016 saw severe and prolonged ice storms fill area hotels with residents, resulting in a record December. A significant boost in room supply signaled the potential for room rates to soften. FY18 was budgeted flat, as we anticipated the potential to not keep pace with the strong demand and revenue of the previous year. Being outside the path of totality for the August 2017 solar eclipse caused us to underestimate its impact on our local market.

FY17 TRT collections totaled a record \$11,603,578, up 10.03% from FY16's \$10,546,243.

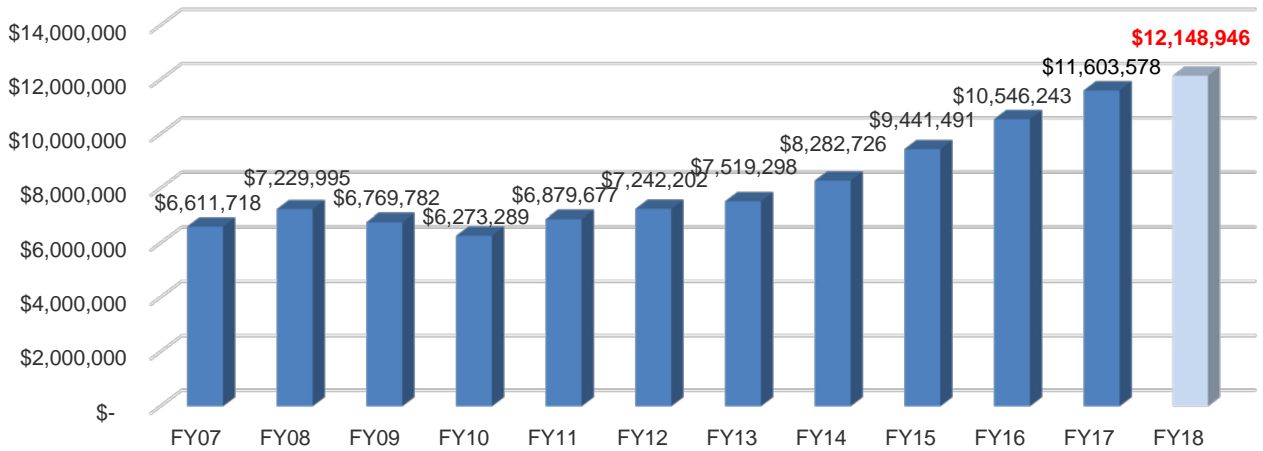
July 2017 was off (as expected) from the year before, but the solar eclipse resulted in a record August. Rate and demand have held better than anticipated. FYTD18 growth is at 4.7% through March, a pace which would result in FY18 collections of \$12.15 million.

Monthly Occupany & ADR, Countywide

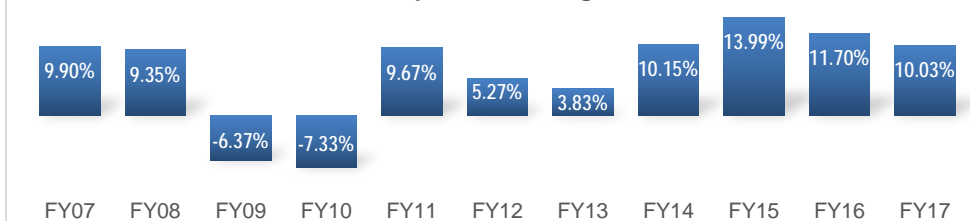


The compression caused by the NCAA Championships each June drives aggressive ADR for the month. In July 2016, the Olympic Trials (6/30-7/10) drove an ADR 25% higher than the typical July.

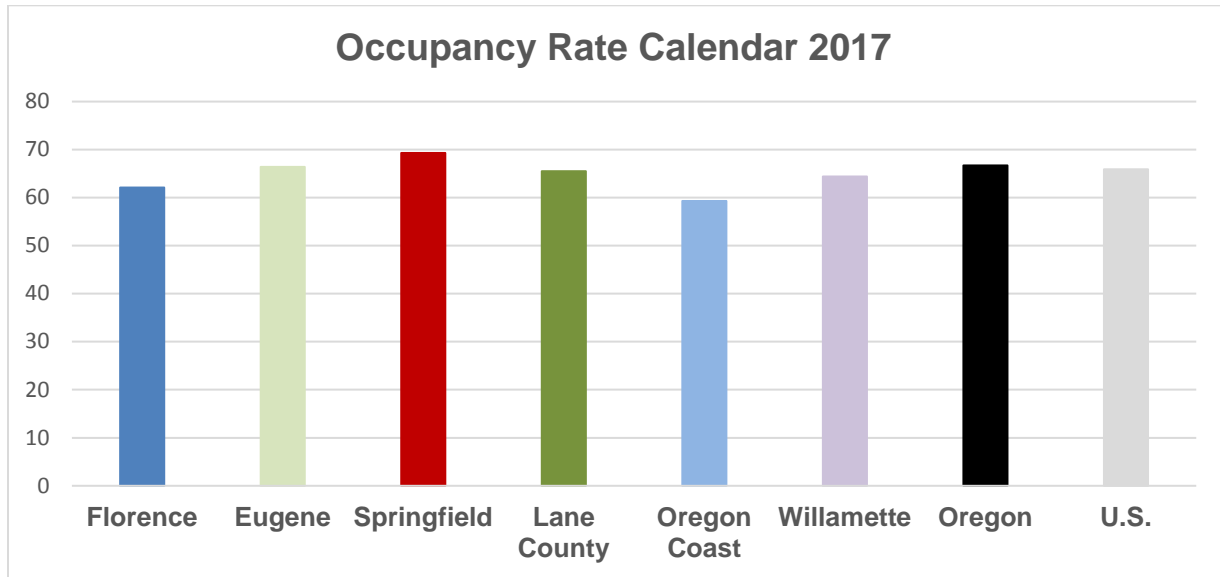
Lane County Room Tax Collections by Fiscal Year



Actual Lane County TLT Change from Prior Year

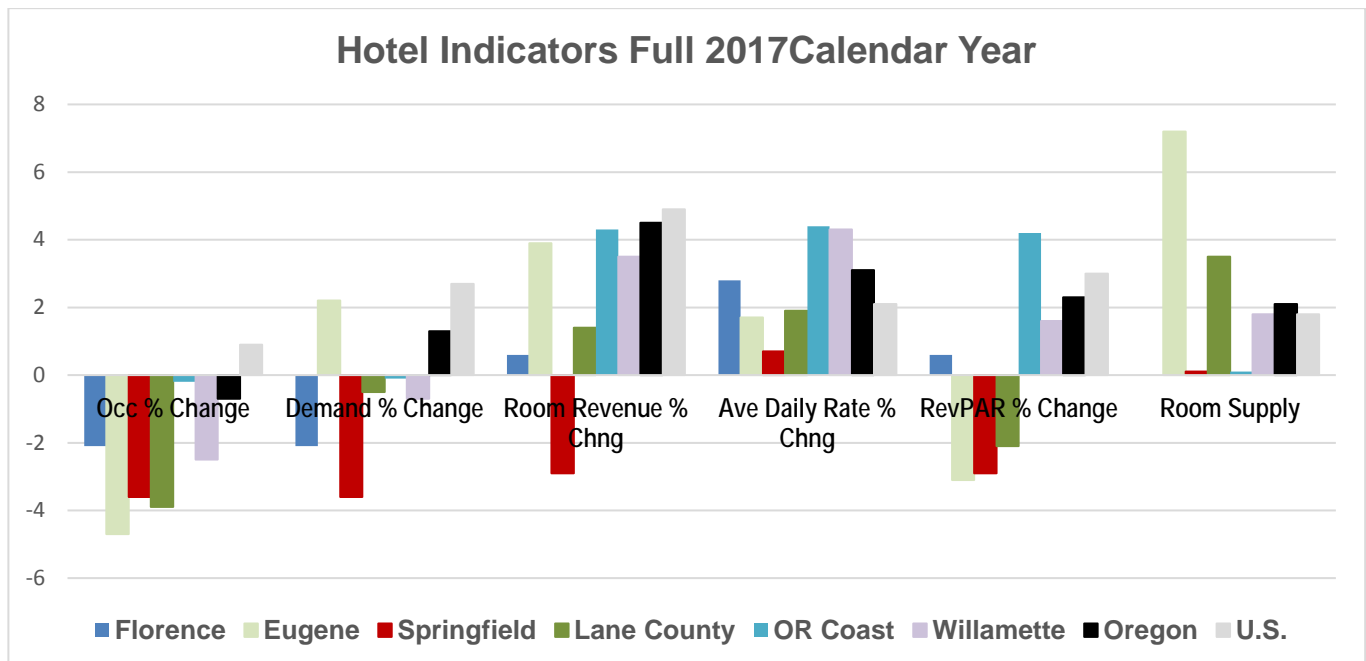


In 2017, Lane County hotel **occupancy** was heavily impacted by a 3.5% increase in room supply, dropping 3.9% to 65.5% for the calendar year (down from 68.1% in 2016) after 6.6% growth during the previous record year. Nationally, occupancy was 65.9% for 2017, up 0.9% from the prior year, with room supply up 1.8%. Statewide occupancy for Oregon was 66.7%, a drop of 0.7% from 2016. Lane County outpaced the state and all regions in the rate of supply growth in 2017. Portland Metro grew supply at 3.4% and saw occupancy drop 1.7%, remaining at a very high 75.3% occupancy average for the year. In spite of the drop, our occupancy was still higher than all regions except Portland Metro and Mt. Hood/Gorge.



Demand, or room nights sold, was off 0.5% in Lane County in 2017, after 7.0% growth in 2016 according to STR (*Olympic Trials in July 2016*). National growth in demand was 2.7%, while Oregon growth in demand was 1.3%. The Willamette Valley saw demand drop 0.7%, the Coast saw demand drop 0.1% and everyone else saw demand increase, with Southern Oregon gaining the most, at 2.9%.

Overall **room revenue** grew 1.4% in Lane County in calendar year 2017, per STR (actual TRT was up 5.0%) after 2016 growth of 13.2%. National growth for 2017 was 4.9%. For Oregon, revenue grew 4.5%.



Revenue per available room, **RevPAR**, increased 3.0% nationally, 2.3% for Oregon overall, 1.6% for the Willamette Valley, and decreased -2.1% for Lane County.

Overall, after generally outpacing the regions, state and nation in key categories in 2016, we fell behind in 2017 except for outpacing everyone in room supply. Supply growth can dampen room rate growth as the local market competes against itself for customers. The decreases in Springfield and increases in Eugene likely signify the new supply attracting existing customers.

The drop in RevPAR is a concern for our hotel partners, and the drop in demand is the biggest concern for Travel Lane County. Even with a gain in overall room revenue, our mission is to grow demand for rooms and the increase in room supply makes that even more imperative.

WHERE ARE WE RIGHT NOW?

Fortunately, the numbers coming in the first three months of calendar year 2018 are a bit better, with Eugene gaining 9.7% in room demand the first three months of the year. Springfield is showing a decline of 0.6%. Lane County overall is up 4.6%, according to STR.

TRT collections confirm a positive story for room revenue. January through March shows overall TRT up 4.7%. Eugene is up 7.7%, Springfield off 4.85%, Florence up 11.94%, Cottage Grove off 2.88%, Other up 10.10%.

Through March, according to STR:

Occupancy is down 2.0% locally, down 1.0% statewide and up 0.9% nationally.

Average daily rate is up 1.1% for Lane County, 1.2% statewide, and 2.5% nationally.

RevPAR is off 0.9% locally, up 0.1% statewide and up 3.5% nationally.

Room revenue is up 5.8% for Lane County (*actual TRT reports say 4.7%*), 2.2% statewide, and 5.3% nationally.

Our room **supply** has grown 6.7%, statewide, supply is up 2.1% and nationally supply has grown 2.0% in the first two months of 2018.

Demand has increased 4.6% in Lane County, 1.0% statewide, and 3.0% nationally so far in 2018.

LOOKING AHEAD TO FY19

While calendar 17 growth was strong in our local market, and FY18 revenue growth stronger than forecast, we know Hayward Field will be dark in 2019, costing us one of our most lucrative annual room generators in the NCAA Championships. We want to mark positive gains across all hotel indicators, but June will close the year soft. We are budgeting flat.

February 2018 12 MMA: Continuing Our Record Run

		<u>% Change</u>
Room Supply		1.9%
Room Demand		2.9%
Occupancy (*Record*)	66.0%	1.0%
A.D.R. (*Record*)	\$127	2.0%
RevPAR (*Record*)	\$84	3.1%
Room Revenue		5.0%

Total US Results, February 2018 12MMA

© 2018 STR, All Rights Reserved.

Currently, the rolling 12 month indicators for the hotel sector nationally are showing continued growth in all categories.

Looking ahead, the U.S. Forecast by STR shows growth rates at just about the same, with supply continuing to grow at close to 2%, demand to grow at 2.3%, and occupancy to be just better than flat as new supply gets absorbed. ADR growth and RevPAR growth are expected to continue at

close to 2.5%. If we can fill in a soft late fall due to no late home football games, and a dark Hayward Field next spring, we may be able to match or beat the national forecast since we don't anticipate supply growth.

Total U.S. Forecast

Key Performance Indicator Outlook (% Change vs. Prior Year)

TOURISM
ECONOMICS
AN OXFORD ECONOMICS COMPANY



Outlook			
	2017 Actual	2018 Forecast	2019 Forecast
Supply	1.8	2.0	1.9
Demand	2.7	2.3	2.0
Occupancy	0.9	0.3	0.1
ADR	2.1	2.4	2.3
RevPAR	3.0	2.7	2.4

In the U.S., Demand has outpaced Supply in terms of growth for eighth consecutive years and there have been 94 consecutive months of continuous RevPar gain. Demand and RevPar growth are expected to continue in 2018, as are all the key indicators.

Transient ADR growth has slowed a bit, even though Demand is up. Group Demand is in the negative territory for the first time in a long time, but Group ADR is up.

Our goal for Lane County as a destination is to match or exceed industry growth averages by generating increased demand that drives other indicators up, with June being a potential outlier, but also an opportunity.

Areas of Focus

- Product development: meeting and sports facilities, bikeways, byways, and virtual trails.
- Planning for Oregon21 and supporting community legacy projects that serve the destination long term
- Continued focus on increasing demand for commercial lodging across all target markets
- Individual community identity tied to the Eugene, Cascades & Coast brand platform remains a top priority for us across all target markets. Go campaign packages continue to roll out.
- Seasonality is a high priority as we work to increased winter volumes

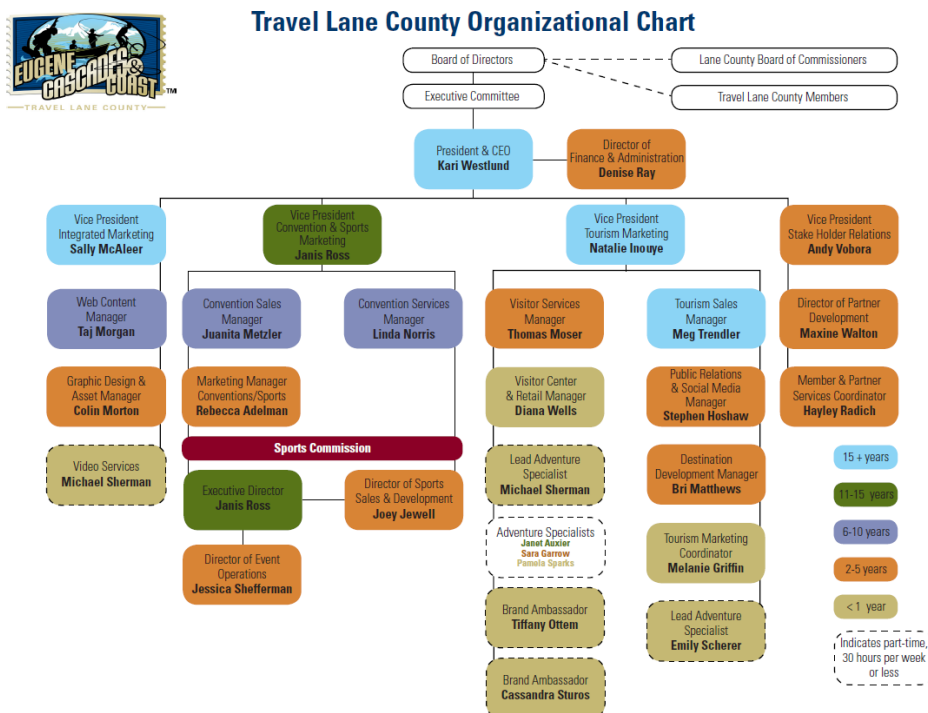
- Transportation and connectivity between our many community destinations
- Video and Photography Asset Sharing with other organizations to improve destination positioning and leverage non-traditional partnerships
- The strong industry sector focus for technology, food/beverage, and wood products have implications for meetings and convention sales efforts.
- Local visibility for organization, program successes, governing board and staff

The Eugene, Cascades & Coast region is a powerfully attractive destination. Each community has its own unique ambiance and quality offerings for visitors. They share a context of authenticity, and meaningful, engaging and easily approachable experiences for all ages and abilities:

- Florence/Coast: *Beaches & Dunes, Heceta Headlands, Old Town, Museums, Casino*
- Dunes City/Coast: *Siltcoos Lake/River/Estuary*
- Veneta/Fern Ridge: *Wine Country, Fern Ridge Lake Recreation, Road Cycling*
- Eugene: *Vibrant Cultural & Culinary Hub, TrackTown USA, Craft Beer, Path and Trail Systems*
- Springfield: *Rivers, Recreation & Sports, Path & Trail Systems, Art & Culture*
- McKenzie: *River, Cycling, Trail Recreation, McKenzie Driftboat, Gold Heritage, Bridges*
- Creswell: *General Aviation & Golf, Bakery*
- Cottage Grove: *Covered Bridge Capital of the West, Wine, Bikeways, Gold Heritage, Aviation*
- Oakridge: *Mountain Biking Capital of the Northwest, hiking, camping, fishing, hatchery*
- Westfir: *Forest Trail Recreation & Aufderheide, Office Bridge, Lodge*
- Lowell: *Water Sports and Lake/Trail Recreation, Bridge*
- Coburg: *Antiques, Agri-Tourism, RV Sales/Service,*
- Junction City: *Agri-Tourism, Wine, Scandinavian Heritage, Classic Cars & RV Sales/Service*

Travel Oregon’s exception and award-winning creative campaigns create a powerful opportunity for us. We are carefully planning deployment of our individual community identities and strengths in the geo-markets targeted by Travel Oregon, with our ad campaigns following them in to key markets like Phoenix, with direct air connections to/from EUG, as the weather heats up in the desert.

Rich content and key messages are deployed with an emphasis on digital to reach our target audiences as efficiently as possible. We continue to keep trip motivators and travel modes in mind. Financial and staff resources are deployed across programs focused on our three target markets (leisure, convention and sports), our integrated brand marketing and sales platforms, and stakeholder communications:



Convention Marketing Plan FY19

Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as an ideal destination for conventions, meetings, retreats and events.

Industry data from 2017-18 stresses:

Meeting planners look to destination marketing organization staff as destination experts and advisors. While accurate logistical information (guest room numbers, space capacities, air lift, etc.) must be maintained, planners are looking for the destination's "story" to enhance their research in choosing a conference destination.

61% of event planners indicate more than 10% of their attendees arrive before the meeting or stay after in order to relax. Continue to stress "bleisure" throughout our messaging.

58% of planners ranked on-site technology as a critically important component to their meeting. Continue to tell the story of Eugene's new fiber optic capabilities.

60% of planners say they are most interested in adventure/active teambuilding exercises. Emphasize our destination's strength in "real adventure" teambuilding activities, creating a menu of options for planners.

Our approach will focus on:

1. Increased presence in the digital environment when planners are in the research phase of selecting their destination. Corresponding decrease in print advertising, which does not offer the customization or targeting of digital.
2. Relationship building with key prospects via conferences/trade shows, site visits, familiarization events targeting key planner segments, and establishing our expertise in the industry via speaking, industry membership and engagement.
3. Priority focus on citywide conventions, attracting larger delegate attendance and utilizing multiple hotels.
4. Separate focus on marketing Florence as a meeting destination, specifically in the Oregon and Northwest markets.
5. Increased focus on much-needed new convention/conference development. This will include funds for research on industry trends and benchmarking.

In addition, our partnership strategy has increasingly focused on leveraging key economic sectors, emphasizing the county's strengths in areas such as wood products, food/beverage, makers, technology, video gaming, University faculty expertise and research.

1. Align meeting and event prospecting to target new industries and community resources.
2. Connect planners with local intellectual capital to enhance the conference experience. Emphasize in advertising and PR.
3. Collaborate with academic resources, such as research and faculty expertise, to draw conferences and increase attendance. Leverage the new Knight Campus to focus on their specific research niches for conferences.
4. Collaborate to allow Travel Lane County and our economic development partners to target the same companies for different reasons. Planners, especially in the corporate sector, can be the bridge between these outcomes.

Goal #1: Confirm conventions, meetings and events that will utilize Eugene, Cascades & Coast hotels and venues.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Direct Sales</p>	<p>Professional and knowledgeable sales managers establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 65 sales leads will lead to goal outcomes below.</p> <p>Outcome: Room night and delegate goals for FY19: Confirmed room nights: 15,000 (50% new business) Confirmed # of delegates: 20,000</p>

Goal #2: Increase awareness of Eugene, Cascades & Coast by meeting planners.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Website</p>	<p>Our website continues to be our primary resource for information; planners expect quality destination information when they reach our website from any device.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Regularly update website copy, images and layout based on analytical data to increase conversion rates. • Analyze and edit keywords to improve search engine optimization. • Mobile optimize all meetings web pages. • Increase website traffic by 5% by expanding acquisition channels: Paid social, social engagement widget Stackla, release of new Interactive Meeting Planner Guide, blog integration and video retargeting via Cvent.
<p>B. Enewsletters</p>	<p>Targeted enewsletters to key markets (association, corporate, education, faith, government, medical, military, CESSE, LGBT, third party planners) enables us to provide fresh content, member specials and updates, position our staff as meetings experts, and the opportunity to repurpose blog content through additional channels. In FY18 our average open rate was 16.68%. The industry average open rate is 15.29% (according to <i>Constant Contact's</i> report, January 2018).</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Produce and distribute one or more e-newsletters each month to market segments, with a target of 2-3 times per year to each major market segment. • Include articles to highlight targeted sectors (timber, tech, medical, food/beverage, makers, etc.). • Provide convention marketing package members with editorial calendar and solicit offers and updates. • In FY19, we will focus on email marketing best practices to increase unique open rate to 22%.
<p>C. Social Media</p>	<p>Quality content via social media channels helps to engage with planners and establishes staff as experts in the meetings industry. Social media advertising has become an essential marketing outlet for all industries. We will dynamically include paid social to augment our digital marketing efforts. Continued strengthening of social content and cross partner engagement has grown the channel by approximately 12% in FY18.</p>

	<p>Outcome: In FY19 we will increase engagement and growth across all channels by 10%.</p>
<p>D. Advertising – print and electronic</p>	<p>The use of targeted print and electronic advertising increases awareness of our destination in meeting planners' minds. Linking from ads to specific web landing pages and to content on our website provides a sales opportunity. A new creative campaign was launched late FY18 with themes of: ConferenceNotConference and MeetingsNotMeetings. These themes relate to our ability to not only host great conferences, but that we offer a myriad of attractive options to attract delegates, such as waterfalls, microbrews, wines, cycling, etc.</p> <p>FY19's advertising budget will shift to fewer print insertions and more digital-facing ads, which allow us to finely target meeting planners who have either previously visited our meetings website or are active members in our digital channels (Cvent, HelmsBriscoe).</p> <p>Outcomes: Schedule integrated (both print and digital) advertising campaigns in meetings industry trade publications: Northwest Meetings & Events, Meetings Today and Meeting News Northwest. By increasing the customized content delivered to our targeted audience of planners, we will grow our engagement, allowing us to attain our website and booking goals for FY19.</p> <p>By refocusing the target audience and introducing new creative to the campaign, in FY19 meetings digital CTRs will average at least .25%.</p>
<p>E. Partner Digital Channels</p>	<p>A continued presence in two critical industry online channels (Cvent and HelmsBriscoe Valued Partner program) increases destination visibility, allowing us to target specific meeting planner audiences.</p> <p>Video retargeting will be an integral component of the Cvent partnership, which garnered us over 10,000 click-throughs with a short run trial in FY18.</p> <p>Outcome: Strategic content placement and listings information on these channels will contribute to reaching our confirmation and website goals for FY19.</p>
<p>F. Trade Shows</p>	<p>Participation in trade shows provides the opportunity to meet planners face-to-face, establish and build relationships, and provide destination information. Key industry sector opportunities exist across association, corporate, government, education and third party markets.</p> <p>Outcome: Attend trade shows targeting specific convention/meeting markets, i.e., faith-based, scientific, association, etc., including CESSE; CMI (LGBT); Connect Faith; Bravo; Oregon Society of Association Management and Connect Association. Coordinate sales calls and HelmsBriscoe regional office visits in conjunction with trade show travel.</p>

<p>G. Sales Trips</p>	<p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous planners, providing an efficient means of outreach.</p> <p>Outcome: Schedule 12 sales call trip opportunities to coincide with trade show travel, as well as with monthly industry meetings in Portland and Salem. Include hotel and venue partners in joint sales call opportunities. Secure at least 5 sales leads as a result of sales calls.</p>
<p>H. Public Relations</p>	<p>Leveraging editorial coverage in major meetings publications enhances our ability to share our message, increase brand awareness, and establish staff as experts in the meetings industry. Staff participation in the organization's Content Marketing Team enhances coordination between departments and creates leverage opportunities for content.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • \$50,000 in earned editorial value. • Proactively solicit key editorial coverage by scanning trade publications' editorial calendars for key topics and submitting content. • Produce press releases on new meeting developments in the region and submit to trade publications.
<p>I. Industry Associations</p>	<p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases meetings industry knowledge. Scan for opportunities to participate as a speaker or panelist at industry conferences.</p> <p>Outcome: Membership and engagement in industry associations (MPI, OSAM, SGMP, etc.) which correspond to our strongest market segments. When possible, staff will seek volunteer and leadership positions.</p> <p>Active engagement in local groups (Springfield and Eugene Greeters, OneHope, etc.) and industry sector groups (tech, wood products, food & beverage, University, etc.).</p> <p>Leverage key regional industry sectors for conference prospecting.</p>
<p>J. Meeting Planner Guide</p>	<p>A digital, interactive meeting planner guide provides a call-to-action piece for advertising campaigns, and also provides meeting planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide also provides us with a key metric for online conversions.</p> <p>Outcome: Online Guide is updated in FY19, and provided online as a downloadable marketing piece. We also include links to the Guide in emails to prospective clients. We will increase the planner downloads by 5% in FY19.</p>
<p>K. Third Party Planners</p>	<p>Third party planners are an increasingly critical client group, not only booking direct business but also serving as influential referral sources. Targeting this group via partnerships, enewsletters and events will strengthen our visibility and relationships with this key segment.</p> <p>Outcome: Partnership agreement with HelmsBriscoe, including special events with HB associates, attendance at the HB Annual Business Conference and enhanced profile presence on HB internal web portal.</p>

<p>L. Planner Events & Fams</p>	<p>Hosting events which bring meeting planners to our destination increases their familiarity and increases the likelihood they will book a conference in the future. Showcase potential new convention/conference development, as well as the new Knight Campus, to introduce new planners and re-introduce/update planners who are not aware of new developments.</p> <p>Outcome: Bid on the following Planner Event opportunities: SPIN (Senior Planners) Summer Retreat – July 2018; ACCESSE (scientific planners) – Summer 2020. Host two targeted planner familiarization trips with hotel/venue partners (HelmsBriscoe associates; government meeting planners to Florence; Portland, Seattle and/or San Francisco planners).</p>
<p>M. Leverage IAAF Oregon21</p>	<p>Hosting the IAAF Oregon21 World Championships provides a unique opportunity to showcase our destination to meeting planners. Our ability to host an international, complex, multi-day event demonstrates our expertise and capabilities to meeting planners.</p> <p>Outcome: Begin to plan and budget for meeting planner events which will leverage Oregon21. These would include:</p> <ul style="list-style-type: none"> • Behind the scenes tours/workshop prior to hosting the Championship, taking place as early as summer 2020 up to spring 2021. Work with TrackTown USA staff to coordinate tours and talking points. • Begin to develop a highly vetted meeting planner list to invite to the Observer Program during the World Championships. This exclusive VIP package includes behind the scenes tours during the event, as well as a two-day conference which covers all program areas. • Assist with placing and planning pre-Championship conferences associated with the event, including: Two sponsor group visits; World Broadcast Conference, etc. • Research other conferences that may want to meet here as a result of hosting the Championship, i.e., sports physiology, athletic trainers, NGB meetings and board retreats, etc.

Goal #3: New convention/conference venue development

<p>Strategies/Tactics</p>	<p>Rationale/Expected Outcomes</p>
<p>A. Convention & conference space</p>	<p>The ability of Eugene-Springfield to host conventions and conferences is greatly limited by our lack of space. Not only are dates frequently unavailable, but we have limited capacity for the size of conferences we can host in the destination. There currently exist opportunities to move forward the discussion and feasibility of new venues. Travel Lane County staff should and will be part of these projects.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Travel Lane County staff/board are integral partners in research, discussions and development requirements for new convention and/or conference center venues. • Announcement and groundbreaking of new venues will necessitate a review of the convention marketing plan and budget. • Planner fams/site visits planned as a result of new venues.

B. Research	<p>A thorough understanding of the convention/conference marketplace, our competitive standing, and the current state of group occupancy/availability are critical to develop of effective marketing strategies to this target.</p> <p>Outcome: Contract with STR to produce meeting trends and forecasting report for our destination. Research a partnership with Digital Edge Marketing, a national leader in meetings market strategies for DMOs.</p>
--------------------	--

Goal #4: Offer outstanding convention service assistance to increase overall meeting planner and delegate satisfaction, increase the likelihood of extending delegate stays, increase the likelihood of delegates bringing families, and promote rebookings and word-of-mouth referrals.

Strategies/Tactics	Rationale/Expected Outcomes
A. Web Microsites	<p>Web microsites, providing both conference-specific and destination information, are a value-add to meeting planners that is highly valued. Robust attendance is a key indicator for future rebookings.</p> <p>Outcome: Continue to provide web microsites to planners. Research potential of attendance-building toolkit with images, video, social media strategies, etc.</p>
B. Visual community welcome	<p>Providing a welcoming atmosphere enhances the overall satisfaction delegates have for our destination as a conference location, which will increase the likelihood of a return booking.</p> <p>Outcome: Produce and distribute welcome signs for appropriate citywide and/or large conferences and events.</p>
C. Social media	<p>Leveraging conference social media outlets (Twitter hashtags, Facebook, LinkedIn) helps create excitement, and allows us to answer attendees' questions, share things to do, and provide pertinent travel information. Engaging attendees assists the conference planners, who know they have a trusted source for travel and activity questions.</p> <p>Outcome: Convention Services Manager asks for conference social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from Eugene, Cascades & Coast staff.</p>
D. Local Organizing Committees	<p>Encouraging local professionals and organizations to host their regional or national conferences is an important marketing outreach for new convention business. Assisting with planning activities, connecting with vendors and finding sponsors is critical support.</p> <p>Outcome: Convention Services Manager and, as appropriate, Vice President of Convention & Sports Marketing or Convention Sales Manager serve on local organizing committees.</p>

E. Post-event Surveys	<p>The opportunity to provide feedback on the service support received from Eugene, Cascades & Coast staff reinforces to planners that their business is valued and that we are striving to improve services in the future. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p>Outcome: Send post-event survey to all planners within five days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p>
F. Housing Assistance	<p>Housing assistance for citywide conventions provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p>Outcome: Offer housing assistance to citywide conferences and events, and manage implementation.</p>

Goal #5: Engage with local stakeholders to solicit increased participation in convention marketing opportunities, as well as provide education on Eugene, Cascades & Coast staff's marketing outreach to meeting planners.

Strategies/Tactics	Rationale/Expected Outcomes
A. Service Leads	<p>Service leads for complementary activity opportunities, such as rafting, transportation, winery tours, printers, etc., create revenue opportunities for member businesses, destination appeal for participants and coordinator support for planners. Community service projects are increasingly popular with conferences, providing the opportunity for delegates to engage with local non-profits.</p> <p>Outcome: Convention Services Manager sends service leads or provides referrals to member businesses and local non-profits as appropriate. Continue popular "Show Your Badge" program for delegate dining and shopping discounts.</p>
B. Member Site Visits	<p>A robust knowledge of our members' products and services allows the sales staff to provide a comprehensive and compelling picture of our region when speaking with planners.</p> <p>Outcome: Each Convention Marketing staff member to conduct at least two member visits per month, with the purpose of increasing product knowledge and strengthening relationships with member businesses.</p>
B. Group Business Marketing Meetings	<p>Monthly group business marketing meetings provide the opportunity for interaction on marketing opportunities and sales lead activity between Eugene, Cascades & Coast sales staff and our hotel/venue sales staff.</p> <p>Outcome: Continue holding monthly meetings. Participate in quarterly meetings in Florence.</p>
F. Master calendar	<p>Create master calendar to highlight need dates throughout the region and help optimize use of existing facilities.</p> <p>Outcome: Create efficient method to gather calendar data from venues and hotels and to share information while providing confidentiality.</p>

Tourism Marketing Plan FY19

Mission Statement

Position the Eugene, Cascades & Coast region as a preferred destination for adventure-driven travelers, media and travel trade to increase the number of leisure visitors and related economic impact with a focus on overnight visitors. A priority is placed on marketing the destination in the shoulder and off season and on connecting key motivators to our communities that provide that experience.

Target Markets

1. Nearby markets that are one travel day away including:
 - a. Drive markets from British Columbia to San Francisco
 - b. Cities with direct air service to Eugene and those that are priority markets for Travel Oregon
 - c. Pac-12 communities
 - d. Local markets in collaboration with Community Relations
 - e. Local, regional and national markets that support efforts of Convention Sales and Sports
2. Overseas markets supported through co-operative marketing with Travel Oregon and Oregon partners
3. Family, Recreation Vehicle and Adventure-Driven travelers of all ages
4. High tech and wood products sectors

Key Experiences

1. Easily accessible outdoor adventures
2. Culinary & AgriTourism
3. Heritage/Museums
4. Arts, culture, festivals and events
5. Natural Wonders
6. University of Oregon
7. TrackTown USA

Goal #1: Continue effective Marketing, PR & Social Media efforts to communicate key messages that reinforce our brand and motivate visits; extend stays and increase visitor spending.

Strategies/Tactics	Rationale/Expected Outcomes
A. Content Calendar	<p>Our social team leverages the Travel Lane County content calendar to ensure strong stories are actively developed across communities and experiences with a focus on key leisure travel motivators through each season. Additional emphasis is made to deliver messages using paid and owned channels with appropriate call to action moving people ever closer to a visit/repeat visit.</p> <p>Outcome: Each community has a full set of content assets created for use across channels. Specific activities and themes are leveraged to highlight key motivators throughout the county.</p> <p>Outcome: Project content one year ahead to develop external and internal opportunities for content and communication.</p> <p>Outcome: Refresh trip planning content to engage and inspire new kinds of visits and cater to visitor personas.</p>
B. Content Development	<p>We elevate the visual brand of the Eugene, Cascades & Coast area through storytelling and leveraging new iterations of interactive content. Examples: Content from Google submissions, 360 video content, 360 photos, influencer content, etc.</p> <p>Outcome: Implement a 360 photo strategy (shooting, collecting, organizing, displaying) to compete with market demand.</p> <p>Outcome: Establish an App that takes on the wine-related and Eugene Ale Trail games.</p>
C. Advertising, marketing & promotions	<p>Advertising, marketing and promotions are geo-targeted. Messages are matched to specific markets allowing us to reach active travelers likely to have awareness of Oregon and our region as a vacation destination.</p>

	<p>Outcome: 25,000 inquiries and partner leads/referrals. Outcome: GO TrackTown, USA added to the GO campaign.</p>
D. Public Relations	<p>While Eugene, Cascades & Coast advertising is designed to create destination awareness, our PR efforts are designed to extend our reach and more importantly to build credibility for our destination both directly and through regional and state partnerships. The PR team proactively pitches themes based on our core brand and key motivators.</p> <p>Outcome: 25 international articles. Outcome: 3 stories in a top tier publication that reinforces the key message of Eugene as a culinary destination. Outcome: 3 stories in a top tier publication that reinforces the key message of Florence/the Central Coast as a great destination for adventure or family travel. Outcome: 3 stories in a top tier publication that reinforces the key message of McKenzie/Oakridge/Cascades Mountains as a great destination for adventure or family travel. Outcome: 3 stories in a top tier publication that reinforces the key message of Eugene as a running destination. Outcome: Support editorial outreach with targeted press trips from top regional media contacts using theme-appropriate events and activations.</p>
E. Social Media	<p>Social Media is an extension of our PR efforts. Regular communication/postings through all social media channels helps maintain engagement and influence travel. We target key strategic partners (Travel Oregon, regonWineCountry.org, ThePeoplesCoast.com) for targeted content development and engagement. In FY19, specific strategies around video and live content will be implemented to take advantage of the current prioritization of video content.</p> <p>Outcome: 10,000 Instagram followers. Outcome: Maintain engagement rate and increase audience exposure.</p>
F. Blog	<p>Our blog is the hub for our content strategy and storytelling. We use our blog to inspire and show authority on topics related to a trip in market. The VisitEugeneCascadesCoast.org blog is home base for adventures, how-to experiences and guided experiences.</p> <p>Outcome: Host 5-10 guest posts to encourage transparency and authority in market. Outcome: Increase VistEugeneCascadesCoast.org blog visitors to 15,000 (includes 3 blogs with paid promotion).</p>
G. Influencer Marketing	<p>Social Media Influencers are becoming a standard in destination marketing. They extend our brand and introduce us to other brands. Their work can also be leveraged in building content within our channels. An underlying goal in maintaining our influencer program will be to keep an ongoing relationship with influencers. We also pull in local influencers to give them voice and empower their reach to tell the story of why they love where they live.</p> <p>Outcome: Four influencer social takeovers. Outcome: Two influencer collaboration projects. Outcome: Collaborate with a targeted influencer to develop stories that we can repurpose in owned channels. Outcome: Host a local influencer and target influencer meet-up event.</p>
H. Brochure Distribution	<p>Placing visitor guides at key locations allows us to reach travelers during their trip where we have an opportunity to influence where they will go. Locations</p>

	<p>include key access points (Oregon Welcome Centers & PDX), visitor centers and partner locations throughout Oregon.</p> <p>Once they arrive in Lane County, and are seeking information to influence their activities, they will find our guides at local visitor centers, hotels and other key locations.</p> <p>Outcome: Maintain consistent distribution through local hotels, rest areas, visitor centers and other partners.</p>
I. Direct E-mail Marketing	<p>Many of the people planning travel who request information from Travel Lane County will give their email address and permission to contact them. These are people who are actively seeking more information. Our goal with these leads is to convince them to engage with us for ongoing conversations.</p> <p>Outcome: Employ an opt-in program to invite new leisure e-newsletter subscribers that follows the General Data Protection Regulation.</p> <p>Outcome: Monthly E-newsletters are sent to subscribers.</p>
J. Consumer Shows	<p>Consumer shows have been an effective way to reach individuals and introduce them to the Eugene, Cascades & Coast region. Travel Lane County will look for opportunities to attend shows on our own and with local, regional and state partners.</p> <p>Outcome: Maintain high quality contacts and continue to cultivate partnerships with members and regions that serve potential visitors needs to create an inspiring Eugene, Cascades & Coast experience.</p>

Goal #2: Increase the number of tour operators, wholesalers and receptive operators packaging the Eugene, Cascades & Coast region.

Strategies/Tactics	Rationale/Expected Outcomes
A. Member Partnerships	<p>Success in the group tour market depends on businesses that are interested in, and understand working with, tour operators, receptive operators and travel agents.</p> <p>Outcome: Maintain a minimum of 18 tour-friendly accommodations and grow when possible.</p> <p>Outcome: Maintain a minimum of 45 tour-friendly businesses – attractions, events & restaurants and grow when possible.</p> <p>Outcome: Increase number of tour friendly accommodations and other businesses who report tour tracking.</p> <p>Outcome: Maintain number of hotel partners actively working with receptive operators and work towards increasing this number.</p> <p>Outcome: Country profile sheets for six primary markets and three emerging markets.</p> <p>Outcome: Provide training opportunities for travel trade sales and marketing efforts.</p>
B. Direct Sales	<p>Travel Lane County leverages opportunities presented by industry partners such as Travel Oregon, WVVA, OCVA and OTTA. We actively participate in the BrandUSA Oregon web microsite, shows/sales missions and FAM trips where possible and follow up on leads generated by the Oregon team from all other events.</p> <p>Outcome: Eugene, Cascades & Coast content featured on a minimum of three new itineraries used by regional partners.</p>

	<p>Outcome: Tool-kits developed for clients that include profile sheets, itineraries and images.</p> <p>Outcome: 75 leads/referrals/service requests to industry partners.</p> <p>Outcome: Track at least 2,000+ room nights booked.</p>
C. Travel/Trade/Travel Media Shows	<p>Travel Lane County attends trade shows to meet with tour and receptive operators to bring business to the region, and make an introduction to the Eugene, Cascades & Coast region.</p> <p>Outcome: Represent Travel Lane County in at least two shows.</p> <p>Outcome: Plug into Travel Oregon sales missions.</p>

Goal #3: Develop partnerships, content, assets, and products that position the Eugene, Cascades & Coast region as a preferred destination for adventure-driven travelers.

Strategies/Tactics	Rationale/Expected Outcomes
A. Leadership & Partnerships	<p>Staff strategically assume leadership positions in committees, organizations and teams that benefit the Eugene, Cascades & Coast region. There are regional programs for the Oregon Coast, Willamette Valley and wine tourism. Each have opportunities we may leverage to the benefit of Lane County.</p> <p>Cycling is a niche market supported by Travel Oregon and is the focus of two state-wide marketing groups, the Oregon Scenic Bikeways and Oregon Bicycle Tourism Partnership. The cycling product in the Eugene, Cascades & Coast region benefits from the information sharing and relationship building that occurs with these groups and with the work of the East Lane County Bicycle Tourism Studio. The full range of businesses supported by the Outdoor Recreation economy benefits from the efforts of the Outdoor Recreation Initiative.</p> <p>Our culinary and agritourism communities benefit from the work of the South Willamette Valley Culinary & Agritourism Studio efforts.</p> <p>Many of our communities have tourism focused committees and programs that we participate in to provide support and also to ensure that we are in touch with the tourism related priorities of the communities. Examples include tourism committees in Oakridge/Westfir, Cottage Grove, Florence and the McKenzie River; Scenic Bikeways committees in Cottage Grove and McKenzie River/Oakridge-Westfir; the McKenzie River Scenic Byway committee; Wayfinding committees in Oakridge/Westfir, Cottage Grove and downtown Eugene; Travel Oregon has invested in several Lane County communities through their Oregon Tourism Studio program. These communities are working to implement programs that have come out of the studio process.</p> <p>Outcome: Hold strategic roles in Travel Oregon regional marketing organizations.</p> <p>Outcome: Participate on committees in each of the Oregon Tourism Studio areas.</p> <p>Outcome: Play a leadership role in convening the AgriTourism Studio Action Teams.</p> <p>Outcome: Maintain leadership role in the Oregon Tour & Travel Alliance and Outdoor Recreation Initiative.</p> <p>Outcome: Serve on Tour & Travel and PR teams for the Willamette Valley Visitors Association.</p> <p>Outcome: Position Florence for a future Oregon Tourism Studio.</p>

B. Bike Tourism	<p>Work with the East Lane County Bicycle Tourism Studio on a project to develop assets to support promotion of the area for bicycle tourism. Funding comes in part from a Travel Oregon grant.</p> <p>Outcome: Brochure summarizing the Connect Lane Bicycle Tourism routes with supporting route/maps of additional featured rides. Outcome: Video and photo assets that can be used to market this region as a cycling destination.</p>
C. Culinary & Agritourism	<p>Work with the South Willamette Valley Culinary & Agritourism Studio on a project to support the outcome from the Trails & Mapping Action Team. Funding comes in part from a Travel Oregon grant.</p> <p>Outcome: Trail product that is still to be determined based on Action Team meetings during Spring 2018.</p>
D. Wine Tourism Activation	<p>Pinot Bingo is a game developed to generate enthusiasm and visits to the wineries in the South Willamette Valley. The game has been a hit with media and hooks consumer show attendees, but we have not seen the number of completions we had hoped from out-of-town visitors. During Spring 2018, we are researching ways to either rebuild Pinot Bingo or move to another wine-related strategy.</p> <p>Outcome: Establish the next iteration of our wine exploration game – possibly to be rebranded to fit a new look/feel to attract visitors.</p>
E. GO Community and Niche Motivators	<p>The GO campaign continues to be a great way to highlight our individual communities by pairing them with motivational experiences that are unique or particularly relevant to the community. Most of the communities now have their GO campaign assets, so it is time to dig deeper into the motivational experiences that are available across communities.</p> <p>Outcome: New shoulder/off-season assets for GO communities. Outcome: Create new sets of assets for content channels.</p>
F. Google Content	<p>Travel Lane County first had an opportunity to work directly with Google for the Google Trekker program where we hiked trails throughout the county and Google posted them to their mapping feature. As a result of that success, they have come back to us to partner in another program where we will help build assets for Google Business Listings. This includes updating listing information and posting 360 degree videos. While this competes at one level with traffic we would prefer come to our website, we give visitors a better user experience when they are looking for content on our destination.</p> <p>Outcome: Establish a content stream to manage Google collateral for many storefronts and members through Lane County.</p>
G. Oregon21	<p>FY19 will be a planning year for Oregon21. To maximize our opportunities around hosting this prestigious event, our primary strategies need to be ready for promotion when the next World Championships will be held in September 2019.</p> <p>Outcome: Develop strategies for pre-event audience targeting, pre/post tours and return visits. Outcome: Create video, b-roll, still photography and other assets developed for direct marketing and to provide to media. Outcome: Solidify Wayfinding strategy. Outcome: Establish GO TrackTown, USA content. Outcome: Develop strategies for new product that would be of interest to Oregon21 guests and would benefit our destination long-term such as regular river tours through Springfield/Eugene.</p>

H. Mobile Application	<p>If funds allow, a mobile app will be developed to serve the Eugene Ale Trail, Distillery Trail and Wine Activation. While most trails can be built in a mobile-friendly way within our website, the App gives us the opportunity to reward sharing and check-ins at business locations.</p> <p>Outcome: Eugene Ale Trail and Distillery Trail are developed on the App and baseline measurements are tracked.</p>
------------------------------	---

Visitor Services Marketing Plan FY19

Mission Statement

Increase overnight visits to the Eugene, Cascades & Coast region through high quality frontline interactions with visitors to inspire extended stays and repeat visits.

Key Markets

1. Frontline employees in the visitor industry.
2. Out-of-area visitors traveling through or already on vacation in the area.
3. Community residents looking for information for their own travel or for visiting friends/relatives.
4. Potential guests calling for lodging referrals and trip planning assistance.
5. Retail shoppers already in the retail complex.
6. Retail shoppers looking for Oregon-based quality products.
7. Community residents looking for local gifts for friends, relatives, exchange students, clients, etc.
8. Millennials and Generation Xers

Goal #1: Position Visitor Centers and staff as a valuable resource for visitors, residents and those planning trips.

Strategies/Tactics	Rationale/Expected Outcomes
A. Adventure Center Promotions	<p>The Adventure Center has the capacity to serve more people than we currently see. Through promotions, strategically targeted events, a refreshed retail strategy, social media, communications and some advertising, we hope to increase traffic to the facility.</p> <p>Outcome: 7000 walk-in visitors to Adventure Center. Outcome: 2,500 repeat visitors at Visitor Centers.</p>
B. Downtown Visitor Center	<p>The downtown visitor center is in a convenient location to serve visitors and community residents in an urban setting. It is also an opportune location for select retail.</p> <p>Outcome: Increase number of visitors served overall. Outcome: Work to highlight the asset of our urban visitor center.</p>
C. Visitor Center Assistance	<p>To introduce more people to the Visitor Centers, and extend the reach of frontline staff, we are working with the McKenzie River Chamber, McKenzie River Ranger District and Middle Fork Ranger Districts to offer a call center that operates when they are closed. We are also providing after hours signs for Chambers of Commerce.</p> <p>Outcome: Adventure Center phone number posted at rest areas, local chambers and Ranger Stations after hours for information 9 a.m.- 6 p.m.</p>
D. Social Media Conversations	<p>Travel conversations occur throughout all social media channels. By monitoring these conversations, we can engage with people planning travel, to answer questions and influence travel.</p> <p>Outcome: Explore Facebook Messenger as a way to provide real-time service to our Facebook fans during working hours. Outcome: Support the PR team to monitor/engage in conversations on blogs, Twitter and images posted on Pinterest/Instagram. Outcome: Monitor/engage in conversations on social media platforms centered around the region. Outcome: Leverage Travel Oregon's AskOregon experts. Ensure that experts who cover topics relevant to the Eugene, Cascades & Coast are familiar with our tools and see our staff as a valuable resource. Outcome: Brand Ambassadors are positioned to help execute social media strategies.</p>

Goal #2: Outreach team interacts with visitors and residents in locations throughout the region to inspire greater exploration & shares content collected at outreach locations through social channels.

Strategies/Tactics	Rationale/Expected Outcomes
A. Outreach	<p>ANNE The Van and MIKE The Bike will be deployed primarily within the Eugene, Cascades & Coast region. There are also opportunities to take them on the road to generate enthusiasm for our destination. In addition to the traditional festivals and events, this year the team will look for new places to interact with visitors including trailheads and attractions.</p> <p>Outcome: Achieve 5000 contacts. Outcome: Presence at a minimum of one event in each community.</p>
B. Bike Visitor Center	<p>There are many opportunities to interact with visitors and locals within a short bike ride of Travel Lane County's downtown office including the University of Oregon, farmers' markets and other downtown locations.</p> <p>Outcome: "Spot Mike the Bike" campaign for some fun prizes. Outcome: Host Mike the Bike at multiple events during May (Bike Month). Outcome: Use Mike the Bike to leverage cross-promotion with Bike Friendly Business program.</p>
C. Brand Ambassadors	<p>While the primary mission of the outreach program is to reach visitors during their stay and locals who have visiting friends and relatives, these visits provide opportunities for staff to capture the beauty of the area and assist in curating social media content.</p> <p>Outcome: Content is developed during outreach events to support social media strategies.</p>

Goal #2: Ensure Eugene, Cascades & Coast frontline staff are equipped to inspire travel, extend stays and motivate repeat visits.

Strategies/Tactics	Rationale/Expected Outcomes
A. Frontline Training	<p>The frontline staff of Travel Lane County, as well as lodging, restaurant, attraction and other businesses, play a key role in welcoming visitors. Staff trained in exceptional customer service and destination knowledge influence visitors with positive experiences that extend stays and encourage repeat visits.</p> <p>Outcome: Regular Guest Service Gold trainings occur. Outcome: Trainings, or outreach, to places such as area lodging frontline employees. Outcome: Training tools are developed in "We Speak" style for communities interested in helping to build them. Outcome: All Visitor Services staff members become Guest Service Gold certified as part of onboarding training. Outcome: Supporting, training and encouraging Brand Ambassadors to stay inspired and current with information in our roles as leaders in the industry through the delivery of "Visitor Services Weekly Updates" email newsletters.</p>

Goal #3: Position the Visitor Centers as preferred places to purchase souvenirs, local products and passes/permits.

Strategies/Tactics	Rationale/Expected Outcomes
A. Retail Sales	<p>Visitors and residents actively seek local products representative of the area for gifts and personal use. Adventure Center retail is designed to help fill this need by offering a wide range of small souvenirs, University of Oregon items, local art and city-specific items. It inspires travel with items related to wine, craft beer and programs such as the Eugene Ale Trail. By carefully reviewing sales</p>

	<p>numbers and inventory, we will reconstruct inventory and retail selections to increase profits and better target the Visitor Center customer.</p> <p>Outcome: \$15,000 in retail sales (not including tickets/permits).</p> <p>Outcome: Create energy around rotating offerings to entice retail-based visits by using social media strategies to push retail deals and promotions.</p>
<p>B. Passes & Permits</p>	<p>The Adventure Center is an outlet for nearly all passes & permits necessary to recreate in the area, truly bringing real adventures, real close. We regularly see repeat local purchasers. It is an appreciated service for visitors because they are getting expert advice as they navigate through the permit options.</p> <p>Outcome: Increase number of places listing the Adventure Center as an outlet for passes and permits.</p> <p>Outcome: Increase number of people who utilize us to purchase passes and permits.</p> <p>Outcome: As part of onboarding, train staff to be experts on all passes and permits.</p>

Integrated Marketing Plan FY19

Mission Statement

The Integrated Marketing Department is the steward of our Travel Lane County and Sports Commission brands, assets and marketing tools. As the centralized marketing hub for the organization, we oversee and manage our portfolio of tools and assets – ensuring both quality and proper usage. This includes, but is not limited to, video, photos, logos, CRM data, guest blogs, web and publication content and brand.

The Integrated Marketing Department manages the capabilities of centralized technology platforms to curate our assets for the best benefit of our members, visitors, partners and community. We strive for maximum deployment of our assets along with the “right” deployment, adhering to the spirit of our custodial role – not just the legal guideline.

Goal #1: Brand management support and coordination for all departments to ensure cohesive marketing messages and efficient internal timelines and communication.

Strategies/Tactics	Rationale/Expected Outcomes
A. Brand Guidelines and Manual	<p>Review all assets and ensure compliance with brand and that the individual components are working in an integrated fashion to market the destination. A Brand Manual is maintained and updated as needed.</p> <p>Outcome: Templates are created ensure brand guidelines and maintain consistency where appropriate.</p> <p>Outcome: The Brand Manual is reviewed at least annually and updated as new components to the brand are added (i.e. new logos, style guides and new materials).</p>
B. Creative Briefs	<p>Creative briefs are used to augment the planning process, flesh out the ideas for practical implementation and to assist with project timelines and prioritizing. There are creative briefs for design, web and video projects.</p> <p>Outcome: Creative Briefs are required for new projects or extensive revisions. Work may not begin without an approved creative brief.</p>
C. Style Guide	<p>A style guide is available for reference for all staff.</p> <p>Outcome: Content team review of Style Guide once a quarter and web content manager ensure updates are made to master document.</p>
D. Research Brand Positioning Testing	<p>After 10 years, it is time to re-test the efficacy of our destination positioning, logo, slogan etc. for our target markets to ensure our brand platform is maximized.</p> <p>Outcome: By February 2019, determine a process and costs for testing and evaluating in FY20.</p>

Goal #2: User-centric web experience improvement is measured by engagement metrics.

Strategies/Tactics	Rationale/Expected Outcomes
A. Website Performance	<p>Websites are a key marketing tool for destinations. As Google moves into the tourism space usurping organic positioning and user views as well as scraping data (directory listings, event listings etc.); our website is redefined by the user’s experience. While we cannot compete with Google’s data grab, we can strengthen our inspirational and storytelling content, providing a personal and unique connection for the user.</p> <p>Outcome: Modify and track changes on at least 10 pages where traffic is high, and engagement is low. Review prior to change and document</p>

	<p>metrics. Then after changes evaluate at one (1) month to see if changes improved engagement. If not, continue process of testing and evaluating.</p> <p>Outcome: User engagement is evaluated by time on page, scroll depth, bounce rate, number of pages visited and other interactions as appropriate (i.e. page shares, video views, clicks to listings or coupons, trip planner, etc.)</p>
B. Website Content Oversight and Management	<p>Quality and refreshed content is a key element to search engine optimization and engaging the consumer. To help ensure that the entire site is being reviewed, a web content calendar is maintained through Tasks which integrates community pages, destination sections, seasonal updates, holidays and systematic page reviews.</p> <p>Outcome: All pages are reviewed and updated as needed at least once a year using search tools by date, tags and tasks. Review and updating may be tasked to other departments as appropriate.</p>
C. Blogs	<p>Blogs are an integral part of any website and complement the content with storytelling, personality and inspiration. Blogs should be shared via social media as well as being placed on appropriate pages to enhance the user experience.</p> <p>Outcome: Using the related content tool and keywords, place blogs on appropriate web pages as pages are updated or new blogs are created.</p> <p>Outcome: Web content manager produces at least six blogs annually and reviews other blog writers' posts to ensure they are meeting Travel Lane County's standards.</p>
D. Dynamic Content, Personas and A/B Testing	<p>Utilize the dynamic content tools which includes targeting by geo location, new visitors or personas (target audiences).</p> <p>Utilize the A/B testing component to test pages.</p> <p>Outcome: Utilize dynamic content for five (5) pages to engage in-market and out-of-market visitors. Measure engagement metrics for in-market and out-of-market segments separately to see if an impact has been made.</p> <p>Outcome: Identify at least two (2) personas and begin implementation of persona tags on appropriate content. Develop persona content with blog posts, itineraries and optimization of specified landing/content pages.</p> <p>Outcome: Employ A/B testing to make decisions on incremental changes to page design such as placement or presentation of call to actions, photos, content copy, video, user generated content and other components.</p>
E. Stackla	<p>Stackla provides user-generated content. Integrating this tool onto webpages provides engaging content. Use geo-fencing, locations and hashtags. Work with Tourism/social media for content curation.</p> <p>Outcome: Pull Stackla-generated content onto the home page and onto appropriate pages as they are reviewed.</p>
F. Utilize Google Analytics and other tracking tools	<p>Google Analytics is used for reviewing the statistics of the website. While a monthly report is prepared showing overall statistics, more in-depth analysis is done on specific sections or pages as content is added or changed. There are other tracking tools that may be implemented as needed.</p>

	<p>Outcome: Monthly report is prepared with overall statistics for the management team and board.</p> <p>Outcome: As needed, other in-depth analysis is done on pages and/or campaigns.</p>
--	---

Goal #3: Produce high quality publications and marketing materials that embrace the Eugene, Cascades & Coast and Sports Commission brands.

Strategies/Tactics	Rationale/Expected Outcomes
A. Produce an annual official Eugene, Cascades & Coast Visitor Guide	<p>The visitor guide is a key marketing tool both as a lure piece and in market.</p> <p>Outcome: The publication should be self-supporting for production costs through advertising sales. Travel Lane County pays for distribution costs. The guide will be distributed in print (120,000 copies) and digital version online by March 2019.</p>
B. Produce an annual Eugene, Cascades & Coast Visitor Map	<p>This free map is a key tool for visitors, hotels and other front-line staff.</p> <p>Outcome: The visitor map is self-supported through listing and sponsorship sales and is included in the visitor guide (120,000 copies) and produced in pads of 100 (35,000-40,000 copies) and digital version online by March 2019.</p>
C. Produce an annual Eugene, Cascades & Coast Dining Guide	<p>The dining guide is used during conferences for delegates that are looking for restaurants. In addition, it is distributed within Lane County through Certified Folder Display for visitors in general and through other visitor centers or businesses.</p> <p>Outcome: Produce and distribute 25,000 guides, self-supported for production costs through advertising sales. Distributed September-October 2018 and digital version online by October 2018.</p>
D. Produce an electronic meeting planner guide	<p>Update the electronic meeting planner guide because there is a need for a digital guide for planners.</p> <p>Outcome: Produce an interactive digital guide for meeting planners and campaigns. Guide is self-supported through advertising sales. Annual updating winter. Produced and distributed by April 2019.</p>
E. Produce an electronic sports planners guide	<p>Update the electronic sports planners guide because there is a need for a digital guide for planners.</p> <p>Outcome: Produce an interactive digital guide for sports planners and campaigns. Guide is self-supported through advertising sales and/or sports commission sponsorships. Annual updating is late winter and early spring. Produced and distributed by June 2019.</p>
F. Marketing Materials	<p>A wide range of marketing materials are produced for all departments including flyers, postcards, posters, graphics for promotional items, ads, brochures, and photo resizing for various projects. Look for ways to utilize interactive technology.</p> <p>Outcome: Support all other departments by producing materials that incorporate the brand guidelines. Materials are produced by deadlines as per the creative brief or request.</p>

Goal #4: Maintain an asset management system to facilitate a more easily accessible and content rich asset library that helps with deployment.

Strategies/Tactics	Rationale/Expected Outcomes
A. Graphics and Other Assets Management	<p>Centralize and organize assets to improve search results and provide asset hub for all departments. Archive and remove outdated, non-compliant and duplicate assets. This includes logos, maps, marketing materials, ad, etc.</p> <p>Outcome: Folders and assets are labeled so they can be found easily by staff by June 2019.</p>
B. Video Management	<p>Video assets are stored on the M drive and there is an index for all b-roll assets. Final videos are labeled and in appropriate folders, so staff can find the videos to use for promotional purposes.</p> <p>Outcome: B-roll index is maintained as new video is added to the library within one week of receiving footage.</p> <p>Outcome: Final videos are placed in appropriate folders and staff is made aware of the location for promotional uses.</p>
C. Photo Management	<p>Process photos with consistent naming convention, tags/keywords and copyright information once the contract is signed and a contact sheet made showing what images fall under signed contract. Photos will be loaded into the appropriate rights fee or restricted use per the contract.</p> <p>Appropriate photos will be loaded into the CMS Asset Management library to be used on web pages and for the Asset Request Library section.</p> <p>Older images or ones where contracts have expired will be removed from all approved areas and archived.</p> <p>Outcome: All approved photos will be in the appropriate folder on the M Drive per photo contract so staff can easily access photos for promotional purposes.</p> <p>Outcome: Approved and processed photos will be loaded into the CMS with file names are appropriate for SEO and properly labeled per the guidelines (i.e. contract, photographer, location information).</p> <p>Outcome: Tasks assigned to Tourism Coordinator for inclusion in the Asset Request Library.</p> <p>Outcome: Older images or where the contract has expired will be archived in both CMS and M Drive with notations in comments as to reason for archive.</p>

Goal #5: Secure new photos and produce new video to sell the destination experience and increase engagement across all marketing materials.

Strategies/Tactics	Rationale/Expected Outcomes
A. New Photography	<p>New photos will be procured as needed, following proper procedures and working with members, photographers and staff. Stills will be captured from video footage as needed. Use Stackla to request user generated images.</p>

	<p>Outcome: Update the photo/video request spreadsheet with needed images and mark off once secured.</p> <p>Outcome: Work with Stakeholder Relations on obtaining image rights to high quality photos members have provided for listings.</p> <p>Outcome: Work with professional or amateur photographers to obtain high quality images as budget allows.</p> <p>Outcome: Work with staff that have photography skills to capture high quality images from the request list.</p> <p>Outcome: Integrate new photos on the web pages as they are approved and appropriate for website within 1 week.</p> <p>Outcome: Capture stills from video footage to enhance the photo library when requested.</p> <p>Outcome: Develop a current stock image library for events and coupon use.</p>
<p>B. Video Projects</p>	<p>Provide coordination of video production and projects. Continue to expand video footage for Travel Lane County and Sports Commission use. Produce videos by themes, events and communities as requested through creative briefs. Provide b-roll footage to others for promotional use.</p> <p>Outcome: Manage a scheduling calendar with Attic Media for video shoots.</p> <p>Outcome: Coordinate all necessary components for a video shoot including shot list specifics, schedule, models, permissions and permits.</p> <p>Outcome: Produce at least 25 videos based on themes/activities, communities and events.</p> <p>Outcome: Provide final video path to staff so it can be used in social media, airport/adventure center video streams and presentations.</p> <p>Outcome: Load new final video onto YouTube within two weeks of completion if appropriate. Ensure that video is optimized with content, captions (if necessary) and keywords/tags.</p> <p>Outcome: Embed video on web pages as appropriate within two (2) weeks of loading onto YouTube as appropriate.</p> <p>Outcome: Load b-roll footage for others to use for promotional purposes into appropriate Dropbox folder. Provide footage as requested once video usage agreement has been signed.</p>

Goal #6: Improve communication and training on the tools available to staff.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Content coordination and cross department communications</p>	<p>The content team works together to share departmental calendars, projects and current trends and events. Participate in small group meetings responsible for online content including social media and websites to review the upcoming posts/content for the online environment.</p>

	<p>Events rank highest for page views and provide value to our members. Event awareness and adherence to style guide and criteria is important.</p> <p>Listings are key components of our website and need to be reviewed and updated because they are used in creating other copy for a multitude of projects.</p> <p>Outcome: Content team meetings twice a month resulting in tasks for cross promotion and leveraging overlapping areas of content. Content team review of Style Guide at least once a quarter.</p> <p>Outcome: Event calendar meetings to review criteria, categories and style guide at least once a quarter.</p> <p>Outcome: Work with member and visitor services teams to enhance and update the listings including copy and images.</p>
<p>B. Train staff on CRM, CMS or other technology platforms</p>	<p>Assist and train staff to use the CRM, CMS and e-mail platforms to maximize the systems and staff's work efficiency. Encourage staff to participate in Simpleview's free training webinars and other training resources. Provide documentation on how Travel Lane County specifically uses the tools (i.e. data standards, photo sizes, CMS tags, etc.)</p> <p>Outcome: New employees are trained on CRM and CMS within one month of hire.</p> <p>Outcome: Ensure staff is receiving Simpleview webinar invites and know how to access past webinars.</p> <p>Outcome: Hold at least quarterly user group meetings for CRM and CMS so key staff are trained on those tools and know any new features to enhance the overall website user experience.</p>

Goal #7: Vendor management.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Maintain relationships or seek new vendors</p>	<p>Maintain existing vendor relationships and contracts or seek new vendors that will provide services for the organization that relate to the CRM, CMS, SEO, email platform, online/direct booking, print publications, video production and other online/internet-based applications.</p> <p>Current vendors include:</p> <ul style="list-style-type: none"> • Simpleview, Inc. for CRM, CMS, email platform, Stackla, DTN for online advertising on the Eugene, Cascades & Coast website • JackRabbit for the online booking engine • Attic Media for video shooting and production • MediAmerica for publishing the visitor and dining guides • Pete Powers for visitor map production <p>Outcome: Contracts are reviewed, renewed or changed based on contract duration some of which are annual, and others may be up to three years.</p>

Administration Marketing Plan FY19

Mission Statement

Support the mission and goals of Travel Lane County & Eugene, Cascades & Coast Sports through efficient, ethical and professional direction of operational functions. Inspire outstanding team effort in achieving organizational objectives.

Goal #1: Provide internal stewardship.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Maintain excellent organizational control and support systems</p>	<p>Ensure the strongest, most efficient returns possible from labor and program investments by maintaining efficient systems.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Continue incremental equipment upgrades in both hardware and software. 2. Continue permanent electronic storage of relevant documents in DocuWare. 3. Continue implementation of a more paperless office and further reduce office supply costs. 4. Maintain exceptional audits. 5. Continue to review health insurance and retirement programs to ensure they are competitive. Maintain highest value for dollars spent while controlling costs. 6. Ensure annual performance evaluations are conducted for all employees. 7. Facilitate and guide the completion of departmental/functional procedure manuals and their bi-annual updates. 8. Maintain a contract database for renewal and compliance. 9. Continue the process of cleaning up and managing all electronic files and their organization on the local server. 10. Manage vendors within the current accounting and CRM system by identifying and then notifying vendors and staff of a single point person for specific vendors.
<p>B. Support the board of directors</p>	<p>Ensure the board has appropriate and adequate information with which to successfully fulfill their policy and oversight role.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Rotate department heads and/or key contractors through board meetings for program updates. 2. Update board orientation packet; conduct orientations as new board members are elected. 3. Support board and staff work on strategic areas. 4. Continue providing electronic board packets and other electronic communications to ensure efficiency and cost savings. 5. Support established committees as appropriate to ensure identified outcomes. 6. Ensure time and space for strategic, long-term focus by the board.
<p>C. Ensure a well-trained, motivated, efficient and well-respected professional staff</p>	<p>Our organization's greatest asset and largest investment is our professional staff team.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Lead with enthusiasm, high expectations and an orientation toward staff support. 2. Develop a continuous learning process for staff as budget and time allow. 3. Maintain an internal communications structure that enhances the flow of relevant information throughout the organization. 4. Celebrate individual and team accomplishments and milestones. 5. Understand and support attainment of individual goals. 6. Formalize internship opportunities for all departments
<p>D. Facilitate long-range Planning</p>	<p>Ensure the organization is positioned to meet future needs and take advantage of opportunities.</p>

	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Formulate succession planning including cross-training of employees to ensure coverage in case of emergencies. 2. Review equipment condition and needs on an annual basis to plan for future purchases to replace old, outdated, or worn equipment in a timely manner. 3. Work with Executive Committee on planning process for next 3-5 year strategic plan.
--	--

Goal #2: Provide external stewardship.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Shop local</p>	<p>Economic development is enhanced through local purchases and keeping as many dollars as possible local, while maintaining efficient use of organizational resources. A triple bottom line focus requires consideration of profit margins and jobs staying local.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Support members whenever possible. 2. Maintain a focus of supporting local businesses when practical. Purchase decisions will be based on not only price but also expertise and overall value.
<p>B. Revisit all ROI measures</p>	<p>Objective demonstration of return on investment of TRT is critical for maximizing investment decisions internally amongst programs and strategies and organizationally from external funders.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Revisit all formulas and update using current industry knowledge. 2. Maintain accurate financial statements and compare to budget on a monthly basis, including departmental profit & loss and cash flow.
<p>C. Strengthen working relationship with Lane County and ensure compliance with Lane County Grant Agreement</p>	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Maintain open communications with Lane County senior management and commissioners about measurements, returns and the budget process. 2. Deliver accurate, comprehensive semi-annual reports to the BCC. 3. Provide strategic alignments through participation on boards and committees that align with Travel Lane County's mission. 4. Complete first performance audit process. 5. Continue to fund required reserve account per the Lane County Grant Agreement.

Stakeholder Relations Plan FY19 - Partner Development

Mission Statement

Attract and retain members to support Travel Lane County in marketing Eugene, Cascades & Coast as a destination. Offer benefits, programs and opportunities that will drive visitor spending to local businesses.

Goal #1: Grow Membership.

Strategies/Tactics	Rationale/Expected Outcomes
A. Outreach Events	<p>Host three events where members are made aware of new members who recently joined and where all members can interact and connect in new ways. Ensure members are aware of affinity programs available to them as members: Advertising discount through the Eugene Weekly, member pricing for Visiting Media's True Tour product and opportunities to participate in the KMTR/KVAL Exp!Oregon co-op advertising campaign.</p> <p>Outcome: Better engagement of new members in the organization and higher retention of current members.</p>
B. Prospecting	<p>Prioritize prospects that can benefit from our services and programs and time efforts to leverage programs/publications for relevant categories of businesses. Utilize staff to identify appropriate prospects that will benefit from joining and have staff assist in converting prospects to members.</p> <p>Outcome: Create and share a prospecting calendar with staff.</p>
C. Sales	<p>Ensure sales staff focuses on attracting new members and assists with restoring past members.</p> <p>Outcome: Grow membership 5% in FY19, to approximately 683 members. Achieve \$157,500 in dues-related revenues</p>

Goal #2: Communicate effectively with members.

Strategies/Tactics	Rationale/Expected Outcomes
A. Member Spotlight	<p>Members are provided fifteen minutes to educate Travel Lane County staff about their business. Staff use this information to create relationships with other members, to be better equipped to sell what our members have to offer, and to inform the community about the visitor industry.</p> <p>Outcome: Hold six sessions per year and maximize member participation by achieving a 100 percent participation rate of 24 new members.</p>
B. Market Your Business – Member Orientation	<p>Travel Lane County staff will provide members with an organizational overview, so they can best utilize the services Travel Lane County provides.</p> <p>Outcome: Hold four sessions per year and reach 60 new members.</p>
C. Visitor Industry Celebration	<p>Implement an annual event is that is recognized by stakeholders and community leaders as a key event which highlights the industry and recognizes business and individual achievements.</p> <p>Outcome: Provide an engaging and informational experience to an estimated 160 member and partner participants. Secure sponsorships and establish pricing to generate revenue to offset 100 percent of expenses.</p>

D. E-newsletter and announcements	<p>Communicating via email is the most efficient way to reach out to over 700 members and stakeholders, therefore two primary communication tools, Deadlines & Opportunities and the Visitor Industry Update, will be utilized. Deadline & Opportunities will be distributed weekly and will highlight activities within the coming two weeks. The Visitor Industry Update will provide local, regional and national news and will be distributed monthly.</p> <p>Outcome: Achieve an average open rate of 30%.</p>
E. Member Education and Outreach	<p>Assist the tourism department with the implementation of Customer Service Gold training and with the Bicycle Friendly Business program outreach.</p>

Goal #3: Generate revenue for the organization through relevant sales support.

Strategies/Tactics	Rationale/Expected Outcomes
A. Visitor map	<p>This piece is a key marketing tool for visitors to use while in market. It is inserted into the visitor guide and additional maps are in pads.</p> <p>Outcome: Listings and sponsorships will be sold from September through November to generate revenue to cover the total cost of producing the map. Revenue goal is \$24,000.</p>
B. Video Advertising	<p>Market :15 and :30 second video advertising to be presented to visitors in two locations: Eugene Airport & Adventure Center</p> <p>Outcome: Ads will be sold year-round to generate \$7,500 in video advertising.</p>

Stakeholder Relations Plan FY19 – Stakeholder Relations

Mission Statement

Promote the impacts of the visitor industry, as well as Travel Lane County and Eugene, Cascades & Coast Sports programs and resources, to generate community engagement and support that strengthens our industry and bolsters overall visitation.

Goal #1: Travel Lane County is a valuable media and community resource on the tourism industry and its connections to community developments, events, issues and programs.

Strategies/Tactics	Rationale/Expected Outcomes
A. Media and community communications & resources	<p>Write and send 100 communications (media news releases, e-newsletters, event calendars and other communications) about Travel Lane County and Eugene, Cascades & Coast Sports. Maintain online media resources on Travel Lane County's website.</p> <p>Outcome: Generate \$100,000 in editorial coverage, 80 story/article placements and a 30-percent open rate on e-communications and a 50-percent open rate on press releases.</p>

<p>B. Monitor and report industry news</p>	<p>Track updates and report on new and ongoing industry developments through the Visitor Industry News e-newsletters, news releases and other relevant communication channels. Work with private and government partners to cross-promote industry content.</p> <p>Outcome: Place six industry stories in partner communication tools to increase internal and external awareness on community issues, projects and developments that leads to a greater understanding of the visitor industry, its impacts. and benefits the countywide economy, environment, and livability.</p>
---	---

Goal #2: Public officials and community leaders are informed of key Travel Lane County programs/resources and industry impacts to make informed decisions and policies that impact the local visitor industry.

Strategies/Tactics	Rationale/Expected Outcomes
<p>Public Officials/Government Communications</p>	<p>Establish and execute regular communications with this audience. Send public officials relevant news releases, Visitor Industry Update e-newsletters and semi and annual reports. Time specific communications will include:</p> <ul style="list-style-type: none"> • A welcome letter to newly elected officials in January with links to the annual report and information on key visitor impacts. • Email notification to all elected officials in February with a link to the semi-annual report. • Distribution of the new visitor guide in April. • Distribution of the annual report in September. <p>Send Travel Lane County publications as they are produced throughout the year. Send invitations to Travel Lane County events, including the Visitor Industry Celebration, holiday open house and Market Your Business presentations. Increase opportunities for face-to-face meetings. Present comments at public council meetings when appropriate and establish regular contact with these elected officials.</p> <p>Outcome: Generate support and active engagement from local officials in the tourism industry and Travel Lane County. Produce 30 percent open rate of e-news and other e-communications. Present or give comment to city councils or other elected boards at least once in a two-year period.</p>
<p>B. Elected Official Orientation</p>	<p>Develop and implement an orientation for candidates and newly elected public officials. Offer an orientation within the officials first three months in office and follow-up with a welcome packet and printed materials if an in-person meeting is not possible.</p> <p>Outcome: Newly elected officials and candidates are familiar and supportive of Travel Lane County’s mission and they feel personally connected to the organization.</p>
<p>C. Elected Official Legislative Session Briefing</p>	<p>Organize and implement a pre-session briefing (hosted breakfast or lunch) where state legislators are invited to a briefing by Travel Lane County staff on issues that may arise in the coming session and to provide an update on the industry.</p> <p>Outcome: Elected officials are knowledgeable of potential issues that could affect Travel Lane County members and the industry’s effectiveness.</p>
<p>D. Review How Impact is Measured and Presented</p>	<p>Review the statistics and formulas used to measure Travel Lane County’s impact on the industry and the economic impacts of the industry.</p> <p>Outcome: Powerful accurate reports for stakeholders that are in alignment with the destination marketing best practices. Update and reprint the Tourism Investment handout each fall.</p>

Goal #3: Residents are aware and/or engaged in local travel, events and overnight getaways. Residents use Travel Lane County and Adventure Center as resource for countywide travel for themselves and visiting guests.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Create and Implement an In-Market Campaign</p>	<p>Broaden our reach through mainstream media and alternative media channels to create greater awareness of Travel Lane County and Eugene, Cascades & Coast Sports efforts in the local market. Continue the Tourism Minute on KPNW radio, partner with Rick Dancer to leverage social media in the local market, leverage relationship with Oregon Family Magazine and participate in KVAL/KMTR ExplOregon cooperative marketing campaign.</p> <p>Outcome: More Lane County residents identify with our destination brand creating local ambassadors and greater engagement with Travel Lane County measured by website traffic, visits to the Adventure Center and patronage of member businesses.</p>
<p>B. Create and Implement a Community Activation Event</p>	<p>Create greater awareness of the Travel Lane County and the Eugene, Cascades & Coast Sports Commission by partnering with members to create an annual downtown activation that attracts media attention and draw area residents and area employees to interact with staff and member businesses.</p> <p>Outcome: Generate local media coverage of the event and record 300 interactions with residents and area employees.</p>
<p>C. Utilize National Tourism Week Campaign Materials</p>	<p>The U.S. Travel Association produces a variety of materials to assist visitor bureaus in promoting travel and recognizing the good work of the industry. Utilizing these materials will allow us to leverage the national messaging while localizing the content to appeal to our markets.</p> <p>Outcome: Generate local media coverage and create pride within our membership for the important work they do each day.</p>
<p>D. Family Outreach</p>	<p>Present Kids' Adventure Club events at the Adventure Center and/or off site to educate and engage families in local recreation, attractions, events and activities. Host four Free Family Day events that help grow targeted connections. Send Kids' Club members e-newsletters, monthly calendars, event invitations and other relevant communications. Grow kids' club mailing list through community outreach at local events, kids-targeted programs and kids-centered organizations.</p> <p>Outcome: Travel Lane County is a local family travel and event resource. Attract an average of 80 attendees to Kids' Club events. Increase Kids' Club mailing list by 20 percent and generate a 30 percent average open rate of e-communications. Increase "resident" travel to countywide destinations. Survey families to gauge travel/adventure experiences prompted by Kids' Club outreach.</p>

E. Family Content & Deals on Website	<p>Maintain and add, as applicable, member businesses, organizations, deals and events on the family pages of the website. Include links to member sites and encourage members to post deals for families</p> <p>Outcome: Increased awareness, visitation and overnight travel to attractions, events, businesses and lodging venues across the Eugene, Cascades & Coast region. Increase engagement on the family pages on our website. Increase pageviews by 5 percent.</p>
---	--

Goal #4: Key community, business and educational entities seek Travel Lane County as a resource and partner in tourism-applicable community, business and event-related projects. Groups connect with Travel Lane County to bring conventions/meetings/events to our market.

Strategies/Tactics	Rationale/Expected Outcomes
A. Business/Civic/Educational Outreach	<p>Conduct presentations to business, civic and educational groups. Send relevant communications to chambers of commerce and appropriate business associations. Participate in key countywide business fairs/expos/annual events. Attend community meetings and serve on committees when applicable.</p> <p>Outcome: Strengthen overall visibility, knowledge and connections with civic and business groups by providing 15 presentations to business, civic and educational groups. Attend a minimum of 24 Chamber of Commerce events throughout the county. Foster local partnerships for meeting and event leads and new member prospects.</p>
B. Travel Lane County Board	<p>Bring more exposure to Travel Lane County Board of Directors to strengthen and leverage their reputation as tourism industry leaders. Maintain special Travel Lane County Board of Directors web page.</p> <p>Outcome: Complete web updates by December 2018. Provide board members 6 outreach opportunities to work alongside Travel Lane County staff at local events. Unifies and strengthens industry leadership role and encourages role of board to serve as ambassadors of Travel Lane County and the local tourism industry.</p>

Goal #5: Proactively position the tourism industry as an economic driver to set the stage for the development of built tourism assets the industry needs for continued long term success.

Strategies/Tactics	Rationale/Expected Outcomes
A. Develop a Strategy for Sharing the Economic Impact of the Visitor Industry with Residents	<p>Work with the <i>Register-Guard</i> and other local media outlets to gather community support for developing needed tourism assets by showing the community tourism is an enduring, county-wide engine of economic growth beyond hosting major sports. Encourage editorial page content by establishing regular check-ins with editorial board members. Submit guest editorial content highlighting our key messages. Establish a group of community stakeholders willing to develop and submit letters-to-the-editor supporting key initiatives.</p> <p>Outcome: Placement of two guest editorials annually. The annual meeting with the editorial board results in a positive editorial in the Register-Guard and other local publications. Increased industry visibility</p>

through regular content in local media, with a focus on current industry contributions to the economy as well as upcoming lesser known events and industry trends.

Sports Marketing Plan FY19

Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as a premier sports event destination, leveraging our strengths in key sports venues, sports heritage and highlighting our region's expertise in hosting sports events. Continued focus on increasing the Sports Commission's visibility within Lane County, as well as supporting local clubs, leagues, schools and teams, will net future bookings as our locals both create new sports events and bid to host regional and national events.

Goal #1: Confirm sports events that will utilize Eugene, Cascades & Coast sports venues and hotels.

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Direct Sales</p>	<p>Professional and knowledgeable sports staff establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 50 sales leads will lead to outcomes listed below.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Confirmed room nights from annual sports events rebookings: 25,000 • Confirmed room nights from new sports events confirmations: 5,000 • Focus on future booking of one marquee sports event within the next 3 years. Marquee sports event is defined as: An event which produces at least 5,000 room nights AND/OR provides extensive national media exposure AND/OR is a championship event for that sport.

Goal #2: Increase awareness of Eugene, Cascades & Coast by sports planners

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Website</p>	<p>Planners use the internet to research destinations and expect information to be easily accessible and accurate. The www.EugeneCascadesCoastSports.org website has enhanced the sports commission brand, positioning us as a premier sports destination.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Evaluate website content monthly and update copy and images regularly. • Analyze and edit keywords to improve search engine optimization. • Convert website pages to mobile. • Website traffic will increase by 10% in FY19.
<p>B. Enewsletters</p>	<p>Targeted newsletters enable us to provide fresh content, member specials and updates, and the opportunity to repurpose content through an additional channel. The industry average open rate is 15.29% (according to <i>Constant Contact's</i> report, January 2018). In FY18 we averaged an open rate of 20% (as of March 2018).</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Produce and distribute at least one newsletter quarterly to sports planners with an average open rate of 22% in FY19.

<p>C. Advertising – print and electronic</p>	<p>The use of specific and targeted print and electronic advertising increases awareness of our destination in sports planners' minds. Linking from ads to specific content on our website provides a sales opportunity. Digital ads in the sports market will cover a wide range of sports, allowing us to finely target specific sports event organizers within specific geographic areas.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Scheduled integrated advertising campaigns targeting sports planners with print ads linking to web landing page with call-to-action. • Geotarget sport-specific targets via paid digital ads, with a click-through rate goal of .30%.
<p>D. Social Media</p>	<p>Engaging in sports social media outlets helps increase awareness for the destination, creates excitement for upcoming events, leverages sponsors' visibility, and allows us to enhance conversations with both sports planners and participants. Local supporters of the sports commission are also engaged via social media.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Continue strengthening social media presence on Twitter, Facebook, LinkedIn and Instagram, positioning staff as experts in sports events, marketing and sustainable sports. • Maintain sports blog. • Maintain Sports Commission page on LinkedIn. • Staff to utilize Facebook Live at select sports events as a means to highlight events and market our array of service support. • Increase social media following by 10% across all channels.
<p>E. Trade Shows</p>	<p>Participation in sports tourism industry trade shows provides the opportunity to meet sports planners face-to-face, establish and build relationships, and share information. Sports trade shows also provide valuable educational content for Sports Commission staff.</p> <p>Outcome: The following national sports trade shows are budgeted for FY19: TEAMS, Connect Sports, National Association of Sports Commissions Annual Symposium. Routinely participate in an enhanced Oregon presence at national trade shows, working with Oregon Sports Authority and sports destination partners from around the state.</p>
<p>F. Sales Trips</p>	<p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous sports planners, providing an efficient means of outreach.</p> <p>Outcome: Conduct one sales call trip in a key sports market city, such as Colorado Springs or Indianapolis.</p>
<p>G. Public Relations</p>	<p>Leveraging editorial coverage in major sports trade publications enhances our ability to share our message and increase brand awareness. Proactively solicit key editorial content by scanning trade publications' editorial calendars for key topics and submitting content. Produce press releases on new sports developments, sports events and venues and submit to trade publications. Seek opportunities to submit articles on sports topics and to guest blog as a sports industry expert.</p> <p>Outcome: \$75,000 in earned editorial value for sports.</p>

<p>H. Sports Planning Guide</p>	<p>A digital, interactive sports planning guide provides a call-to-action piece for advertising campaigns, and also provides sports events planners with a valuable resource to evaluate and gain a feel for the destination. The guide also provides valuable metrics for online conversions. Guide is updated annually and available on our website.</p> <p>Outcome: Increase downloads of the Sports Planner Guide by 5%.</p>
<p>I. Industry Associations</p>	<p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases sports industry knowledge. Staff in leadership positions in national and regional associations demonstrates our expertise in the area of sports tourism and hosting events.</p> <p>Outcome: Membership and engagement in the National Association of Sports Commissions. When possible, staff will seek volunteer and leadership positions. Janis Ross has recently been elected Secretary of the NASC.</p> <p>The Eugene, Cascades & Coast Sports Commission is one of the leaders in the Oregon statewide sports marketing initiative.</p>
<p>J. Hosting Industry Events</p>	<p>Hosting smaller industry conferences/events will increase our visibility in the national sports tourism industry and provide opportunity to bring sports event planners to our destination.</p> <p>Outcome: Research for possibility of bidding on a smaller industry conference. Potential events include: S.P.O.R.T.S. Conference, Connect LGBT Sports.</p>
<p>K. Leverage IAAF Oregon21</p>	<p>Hosting the IAAF World Championships Oregon 21 provides a one-of-a-kind opportunity to showcase our destination to sports planners across the globe.</p> <p>Outcomes: Begin to plan and set aside budget money for planner events and activations associated with Oregon21. These may include:</p> <ul style="list-style-type: none"> • Planner behind-the-scenes familiarization tours scheduled as early as summer 2020 up to spring 2021. Work with TrackTown USA staff to develop talking points and activities which showcase our ability to host a world championship. Potential partnership/sponsorship with Oregon Sports Authority and Travel Oregon. • Begin to identify and vet list of planners for a special exclusive invitation to limited number (1-3) of sports event planners to attend the Observer Program during the World Championships in August 2021. The program offers VIP access to behind-the-scenes tours during the Championship, as well as a two-day intensive conference that covers every program area of the event.

Goal #3: New venue development

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Product Development</p>	<p>New venue development for emerging sports, as well as expansion/upgrades for existing sports venues will ensure that our destination remains a viable and attractive option for sports events.</p> <p>Outcome: Eugene, Cascades & Coast Sports Commission staff will convene and/or participate in task force groups as needed to discuss and drive venue development.</p>

Goal #4: Increase revenue to support the Eugene, Cascades & Coast Sports Commission

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Sponsors</p>	<p>The ability to attract and engage new sponsors for Eugene, Cascades & Coast Sports Commission not only provides invaluable revenue, but also key community contacts who feel engaged and connected to the work of the Commission.</p> <p>Outcome: Identify and contact target list of potential sponsors. Sponsor revenue goal for FY19: \$25,000 (gross revenue). Maintain consistent contact with sponsors for activation of benefits and increased engagement.</p> <p>Creative partnerships with local semi-pro teams – Eugene Emeralds, Lane United Football Club, and Eugene Generals - will not only increase our visibility and engagement in the local community but also support these teams.</p>
<p>B. Grants</p>	<p>Under the Travel Lane County non-profit umbrella, grant opportunities exist for both the tourism and the sports/health aspect of the work of the sports commission.</p> <p>Outcome: Research available grant opportunities and submit applications as applicable.</p>

Goal #5: Increase local awareness of the Eugene, Cascades & Coast Sports Commission

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Sports Commission newsletter</p>	<p>Our Sports Commission newsletter is an efficient means of providing information on current projects, recent accomplishments, volunteer and committee opportunities, etc., to subscribers including elected officials, Travel Lane County Board of Directors, Sports Advisory Council, and interested community members.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Our goal in FY19 is to increase the number of subscribers by 15% and increase our unique open rate 40%.
<p>B. Community Presentations</p>	<p>The opportunity to present the mission and goals of the Sports Commission to community groups increases awareness and engagement, and provides potential for connecting with new sponsors and supporting new sports venue development.</p> <p>Outcome: Presentations scheduled for local community groups, sports groups, elected officials and Chambers of Commerce boards. Schedule presentation to hotel staff throughout the county to increase their awareness of sports events.</p>
<p>D. Public Relations</p>	<p>Local and regional press coverage is essential for increasing awareness within the community. Potential topics will include: Sports Commission events, confirmations of major sports events, economic impact of sports events.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Produce and distribute press releases to local and regional media. • Partnerships with Bi-Coastal Media and Sinclair Broadcasting (KMTR/KVAL) will continue to grow, providing opportunities for educational segments and sports event alerts. • Continue to leverage media visibility via Oregon Sports Summit and SportsTown Awards. • Goal to increase local sports earned media by 10%.
<p>E. SportsTown Awards</p>	<p>Hold fourth annual SportsTown Awards in late May/early June 2019, which draws local stakeholders together, creates dialogue and connections among county sports groups, and increases the visibility of the Sports Commission.</p> <p>Outcome: Produce event in June 2019. Generate at least \$20,000 in sponsorship revenue, with an attendance goal of 400.</p>
<p>F. Oregon Sports Summit</p>	<p>Hold third annual Oregon Sports Summit targeting statewide sports organizers, DMOs, clubs, leagues, schools and teams. Potential addition of mobile workshops to metro sports venues and leveraging new event technologies to enhance the attendee experience (i.e., Whova app).</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Position Eugene, Cascades & Coast Sports Commission as the expert authority for sports events in Oregon. • Attendance goal: 200 • Higher engagement with and among our local sports groups, along with support and education, will encourage them to create new sports events and/or bid on regional and national events in their sport. • Solidify partnership with Oregon Sports Authority to produce the Summit and share financial risk. • Generate at least \$15,000 in sponsorship revenue.

<p>G. Outreach to University Coaches</p>	<p>Attend collegiate coaches' meeting to increase their awareness of the sports commission and our ability to assist with hosting tournaments, and to address any issues related to hosting sports events in Lane County.</p> <p>Outcome: One presentation scheduled with UO, NCU, LCC and One Hope coaches.</p>
<p>H. Visibility at Local Sports Events</p>	<p>Display Eugene, Cascades & Coast Sports Commission banner at events our staff has supported. Research possibility of trades for visibility at local sports events, i.e., mile marker sponsorship with local race companies. Hire sponsors at Oregon Club Golf Scramble, sports tent at events. Allocate funds to provide small (\$500-\$1,000) sponsorships for new sports events.</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Increased visibility for the Sports Commission will attract new sponsors, show support for events, and help spread the story of the economic impact of sports events. • Annual sponsorship of City of Eugene's Event Water Station will provide visibility at all metro area events that utilize this sustainable option.
<p>I. Local Industry Meetings</p>	<p>Monthly group business marketing meetings provide the opportunity for interaction between Eugene, Cascades & Coast Sports Commission staff and hotel/venue sales staff. Discussion centers around marketing opportunities and updates on pending sales leads.</p> <p>Outcome: Discuss sports leads and upcoming events with hotel/venue sales staff. Participate in periodic marketing meeting opportunities in Florence.</p> <p>Sports Advisory Committee meetings are held quarterly, and as needed for specific discussions such as marketing plan, strategic planning, Commission event debriefs, feasibility studies, etc.</p>
<p>J. Participation in local organizations</p>	<p>Sports Commission staff attending local events and participating in leadership roles will increase the visibility of the commission. Examples include: Oregon Track Club, Oregon Club, Chamber Greeters, YPN, etc.</p> <p>Outcome: Increased visibility of staff in local groups will enhance the visibility of the sports commission, leading to new connections for events and for sponsors.</p> <p>Janis Ross was elected to a four-year term on the Willamalane Board in March 2017.</p> <p>Joey Jewell was elected to the Oregon Club Board in March 2018 and Janis Ross now serves on the Oregon Track Club Board. Jessica Shefferman is on the planning committee for the Eugene Area Chamber of Commerce's YP Summit.</p>

Goal #6: Provide outstanding service assistance to increase overall sports planner and participant satisfaction, and to promote rebookings and word-of-mouth referrals

Strategies/Tactics	Rationale/Expected Outcomes
<p>A. Web Microsites</p>	<p>Web microsites include information specific to that event (headquarter hotel, competition venue, key contacts, etc.), but also links to activities and attractions, dining, transportation, etc.</p> <p>Outcome: Continue to provide web microsites as a complimentary service to sports planners.</p>
<p>B. Visual Community Welcome</p>	<p>Providing a welcoming atmosphere enhances the overall satisfaction athletes and spectators have for our destination.</p> <p>Outcome: Produce and distribute welcome signs for appropriate citywide and/or large events.</p>
<p>C. Local Organizing Committees</p>	<p>Encouraging local sports groups to host a larger tournament is an important marketing outreach for new sports business. Incubating these new events through assistance with planning, connecting with vendors and sponsors, etc., is critical support. Providing sports commission staff assistance to launch new, potentially annual, sports events is often key to their success.</p> <p>Larger sports events also require key staff support and resources due to their scope. These events include IAAF World Championships Oregon21, US Olympic Track & Field Trials, NCAA Outdoor Track & Field Championships, Matt Hartner Memorial Volleyball Tournament, etc.</p> <p>Outcome: The Director of Event Operations and, as appropriate, Executive Director and Director of Sports Sales & Development, serve on Local Organizing Committees for sports events.</p>
<p>D. Volunteer Database</p>	<p>Maintaining a database of local resources is a valuable tool for sports event planners. Ask local sports groups (TrackTown, Marathon, Roller Girls, Willamalane, etc.) to communicate with their volunteers to sign up in our volunteer database.</p> <p>Outcome: Maintain and grow database of volunteers and officials, identifying specific areas of skill and/or knowledge. Create and distribute a quarterly e-newsletter to stay engaged with our volunteer database list.</p>
<p>E. Digital Toolkit for Sports Planners</p>	<p>Staff receive frequent requests from event planners for assistance with marketing collateral, sponsor solicitation packets, etc.</p> <p>Outcome: Create digital toolkit with templates for frequently requested collateral and offer to sports event planners for their use. Eugene, Cascades & Coast Sports Commission logo to appear on the template materials.</p>
<p>E. Post-event Surveys</p>	<p>The opportunity to provide feedback on the service support received from the Eugene, Cascades & Coast Sports Commission staff reinforces to planners that their business is valued and that we are striving for improvement. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p>Outcome: Send post-event survey to all planners within five days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p>

<p>E. Social Media</p>	<p>Leveraging the event’s social media outlets (Twitter, Facebook, YouTube, Instagram) helps create excitement, and allows staff to answer participants’ questions, share things to do, and provide pertinent travel information. Through social media, the sports commission is also able to help drive attendance to sports events.</p> <p>Outcome: Director of Event Operations asks for each event’s social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from the Eugene, Cascades & Coast Sports Commission. Increased utilization of “Champ”, the Sports Commission mascot, for social media.</p>
<p>F. Housing Bureau</p>	<p>Housing assistance for large events provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p>Staff of the Sports Commission offer critical housing support for annual volleyball tournaments, NCAA Outdoor Track & Field Championships, the Big O Tournament, USA Outdoor Track & Field Championships, etc. Staff are already formulating housing plans for the 21 IAAF World Track & Field Championships.</p> <p>Outcome: Offer housing assistance to citywide events, and manage implementation.</p>