

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

FY20 Plan



INTRODUCTION

Travel Lane County and the Eugene, Cascades & Coast Sports Commission promote the Eugene, Cascades & Coast region as a visitor destination to leisure travelers, conventions and sports events.

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

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

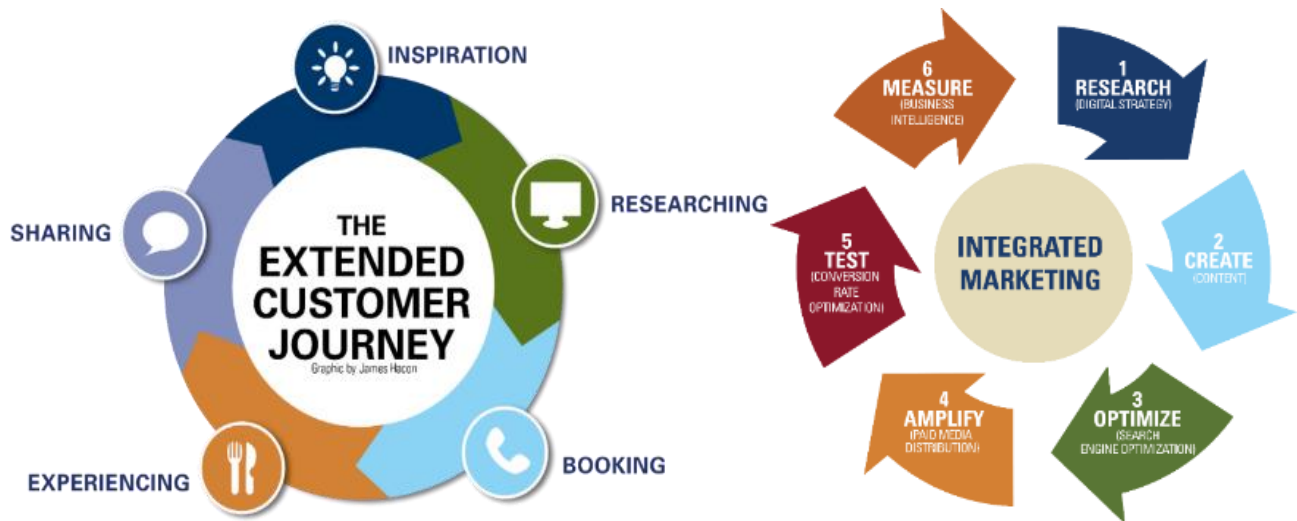
Visitors staying in hotels, motels, B&Bs and vacation rentals spend the most, generating the strongest economic return on a per person basis. They pay TRT to re-invest in marketing and other programs.

Our 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.

WE FOCUS ON THE CUSTOMER:

Travel Lane County uses integrated marketing strategies to meet our 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.



- We create content that is inspiring, available and valuable.
- We provide member benefits that create value.
- We greet visitors with information and resources to plan experiences that inspire exploration.
- We communicate timely and accurate information to our stakeholders.
- We develop tools that allow staff to be effective and efficient.

WHAT ARE WE SELLING? ENGAGING EXPERIENCES.

Travel Lane County champions the branding and reputation-building of the Eugene, Cascades & Coast region and serves as a destination expert for visitors, matching them up with meaningful experiences.

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 residents play as hosts, and the role visitors play in residents' quality of life through their support of attributes that we cherish.

WE WORK TO BUILD A THRIVING DESTINATION

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. The governing board is comprised of 30 voting and 9 advisory members. Membership totals 634. Our professional staff numbers 29. We receive 2.1 points of Lane County transient room tax on commercial lodging annually and invest it in growing the tourism economy.

Our staff team believes our work inspires people to experience and appreciate Lane County, creating opportunities, a sense of place and stronger communities.

We provide **Leadership** in the development of the region's year-round tourism sector.

We are **Brand Ambassadors** who are committed to knowing our destination from one border to the other and living our brand promise.

We are **Professionals** who provide informed, friendly, prompt and respectful service.

We **Value** our staff, members/partners and customers.

We practice **Good Stewardship** of resources.

We are **Welcoming** and oppose discrimination of any kind.

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

Travel and tourism expenditures in Lane County totaled \$1.02 billion in 2018, with direct visitor spending at \$762.3 million and \$258.9 million in other direct spending (resident air travel, convention and trade show organizers, travel arrangement and reservation services). The industry directly supported 11,030 Lane County jobs with earnings of \$297.4 million in 2016. All data courtesy of Dean Runyan Associates.

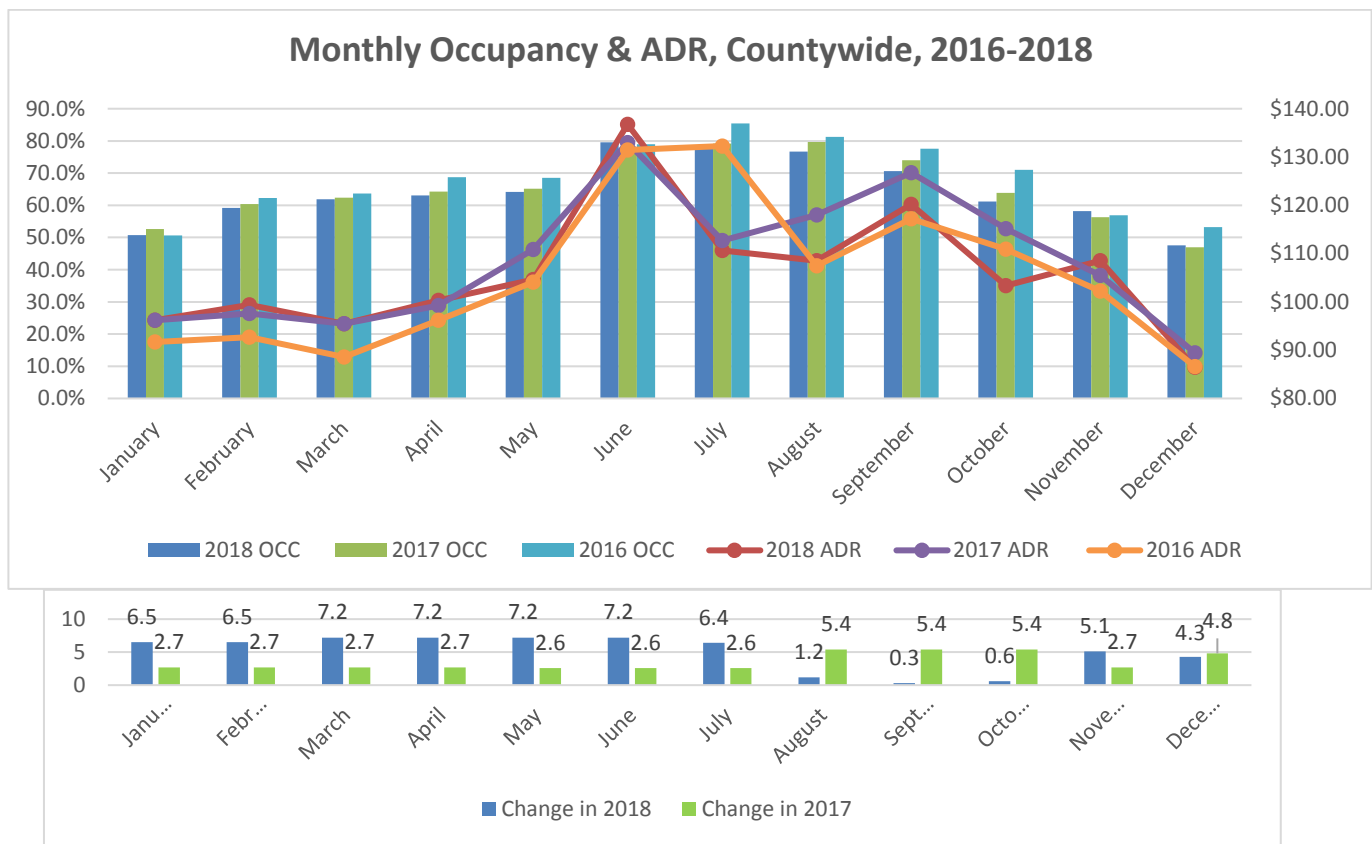
HOTEL INDICATORS

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.

FY18 TRT collections totaled a record \$12,210,277, up 5.23% from FY17's \$11,603,578.

FYTD19 growth is at 2.04% through March, a pace which would result in FY19 transient room tax collections of \$12.5 million.

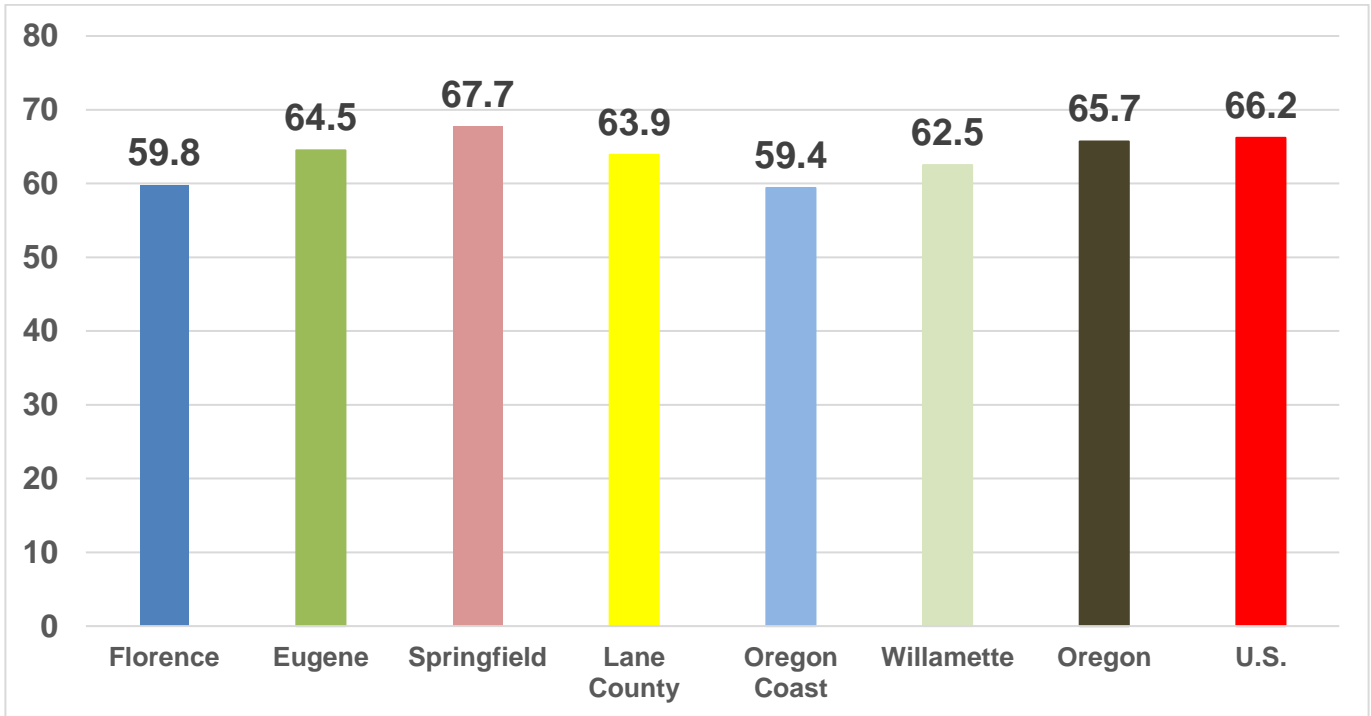
The compression caused by the NCAA Championships each June drives aggressive ADR for the month. In July 2016, the Olympic Trials (6/30-7/10) drove an ADR 25% higher than the typical July.



Lower Chart Shows Percentage Change in Hotel Room Supply by Month in 2017 and 2018

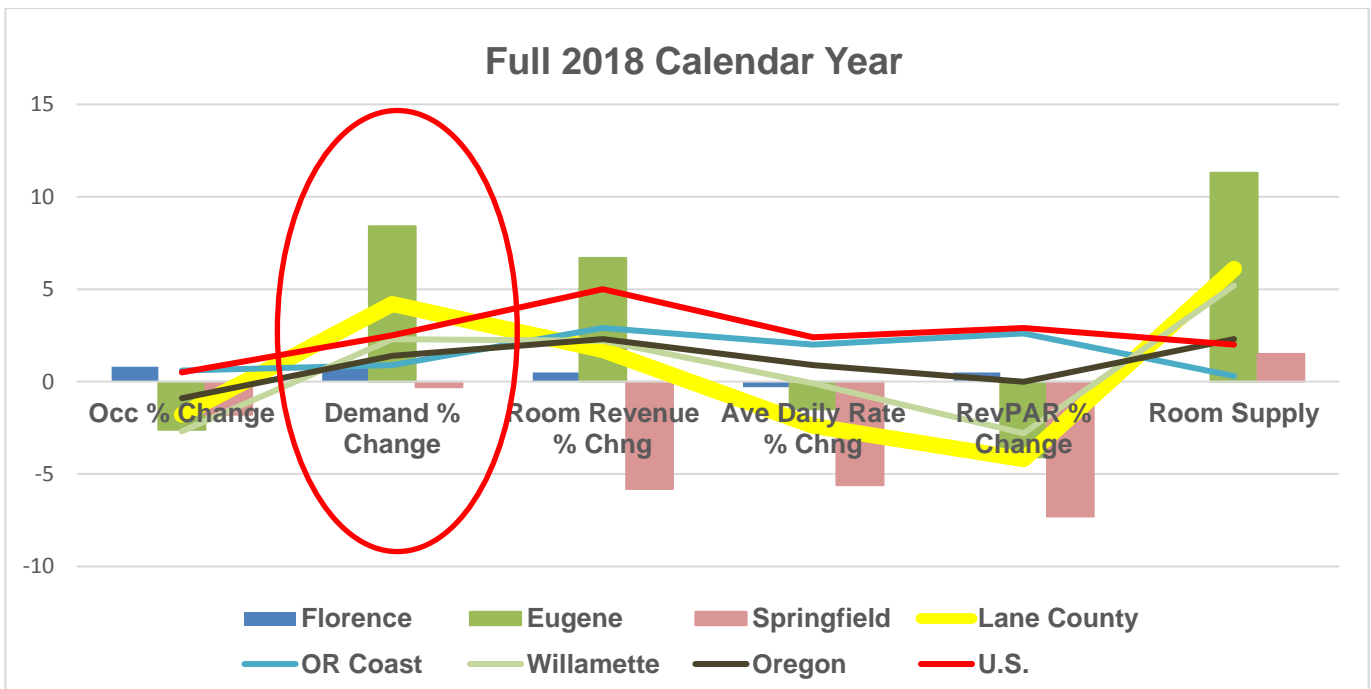
In 2018, Lane County hotel **occupancy** was impacted by a 6.1% increase in room supply, dropping 1.8% to 63.9% for the calendar year (down from 65.1% in 2017) after a drop of 3.5% during the previous year. Nationally, occupancy was 66.2% for 2018, up 0.5% from the prior year, with room supply up 2.0%. Statewide occupancy for Oregon was 65.7%, a drop of 0.9% from 2017. Lane County outpaced the state and all regions in the rate of supply growth in 2018. Portland Metro grew supply at 3.3% and saw occupancy drop 1.6%, remaining at a very high 74.0% 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.

2018 Hotel Occupancy Rates



Demand, or room nights sold, was up 4.2% in Lane County in 2018, after a drop of 0.5% in 2017 according to STR (*Olympic Trials in July 2016*). National growth in demand was 2.5%, while Oregon growth in demand was 1.4%. The Willamette Valley saw demand up 2.3%, the Coast saw demand drop 0.9%. Mt. Hood/Gorge was off 3.7% and Southern Oregon was down 1.0%. Central Oregon grew the most, at 5.2%.

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 2.9% nationally, 0.0% for Oregon overall, dropped 2.8% for the Willamette Valley, and decreased 4.2% for Lane County.

Travel Lane County's mission is to grow demand for rooms and the increase in room supply makes that even more imperative.

WHERE ARE WE RIGHT NOW?

The first three months of calendar year 2019 show Eugene gaining 8.0% in room demand from 2018. Springfield is showing a decline of 3.2%. Lane County overall is up 4.0%, according to STR voluntary reports from hotels and motels.

TRT collections confirm modest gains for room revenue. January through March shows overall TRT up 2.04% overall. Eugene is up 3.63%, Springfield off 0.86%, Florence up 2.54%, Cottage Grove up 10.13%, Other up 4.41%.

Through March, according to STR:

Occupancy is up 2.8% locally, down 0.3% statewide and up 0.4% nationally.

Average daily rate is up 0.2% for Lane County, 0.2% statewide, and 1.1% nationally.

RevPAR is up 3.0% locally, down 0.1% statewide and up 1.5% nationally.

Room revenue is up 4.1% for Lane County (*actual TRT reports say 2.04%*), 3.0% statewide, and 3.5% nationally.

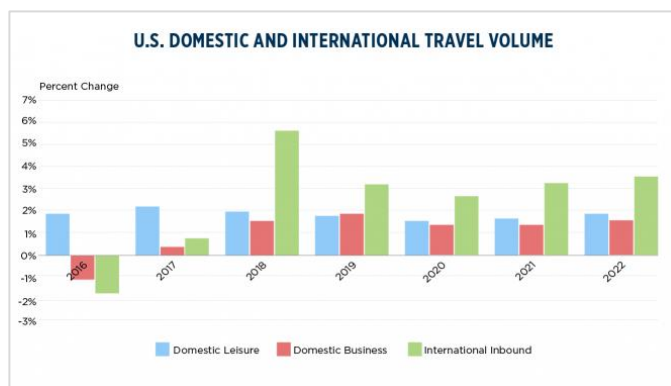
Our room **supply** is up 1.1%, statewide supply is up 3.1% and nationally supply has grown 2.0% in the first three months of 2019.

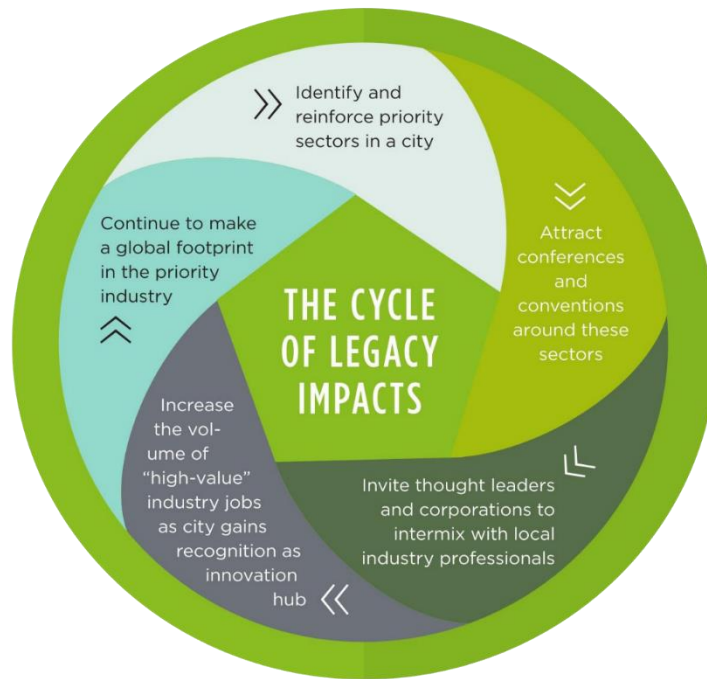
Demand has increased 4.0% in Lane County, 2.8% statewide, and 2.4% nationally so far in 2018.

LOOKING AHEAD TO FY20

National growth is projected for ADR (2.3%), RevPar (2.4%), Occupancy (0.1%), Demand (2.1%) and Supply (1.9%). Travel volumes continue to grow modestly, with even higher spending growth estimates.

In the local market, the emergence of Graduate Hotel with a higher ADR, seven home football games in the fall and an Olympic Team Trails in June have us projecting transient room tax collections to be up three percent for the fiscal year.





On Mission: Drive commercial lodging demand growth ahead of state growth rate

FY20 Areas of Focus

- Product development: meeting and sports facilities, bikeways, byways, and virtual trails
- Oregon21 planning and community legacy projects that serve the destination long term
- Individual community identity tied to the Eugene, Cascades & Coast brand platform
- Platform leverage to deliver real time content (Google, Amazon, TA)
- Seasonality is a high priority as we work to increase winter volumes
- Transportation and connectivity between our many community destinations
- Asset Sharing (video / photography) to improve destination positioning
- Targeted industry sector and Knight Campus focus for convention sales efforts
- Local visibility for organization and industry to build community hosts and civic pride
- Collaboration with economic development partners for holistic community benefit

Travel Oregon's exceptional award-winning creative campaigns create a powerful opportunity for us. We deploy our individual community identities and strengths in the geo-markets targeted by Travel Oregon, with our ad campaigns following them in to key markets with direct air connections to/from EUG.

Rich content and key messages are deployed to reach our target audiences as efficiently as possible.

Meetings Forecasts & Trends

From American Express Meetings & Events Survey:

- 2019 Meetings forecast: 1.3% increase in North America
- Managing costs #1 concern for planners. Costs are outpacing budgets and 20% of planners surveyed say they will reduce meeting length to meet budget constraints.
- If planners had more money, they would invest in the attendee experience.

From Cvent: New Group Business Webinar:

- Due to budget constraints, planners are looking increasingly to smaller cities.
- Meetings under 100 rooms make up 73% of Cvent's group business.



From Carlson Wagonlit Meetings & Events:

"Demand for meetings far outstrips supply of venues and hotels as the number of meetings and budgets increase in North America in response to the strength of the economy. This will lengthen lead times for booking and push planners to consider a greater variety of destinations."

FY20 Convention Marketing & Sales Plan

Three primary objectives:

1. Pursue events consistent with product.

- a. Align sales efforts with primary and emerging market segments
- b. Focus on identified Lane County sectors (timber, tech, food/beverage)
- c. Foster dialogue with local influencers to secure leads for future business (ex., research at Knight Campus, sports-related conferences, medical conferences)
- d. Leverage Oregon21 to the meetings market by emphasizing our ability to host large and prestigious events; planner fam featuring behind-the-scenes at the new Hayward Field

2. Prospect for new leads.

- a. Continue to prospect for and develop new, annual events
- b. Pursue high-impact meetings business, focusing on large, multi-hotel business (citywide, marquis events)
- c. Maintain a strong presence in digital marketplace where planners are researching destinations
- d. Drive demand to hotels and venues through strategic and targeted marketing messages. "Deliver the right message to the right planner at the right time."

3. Build relationships.

- a. Build relationships with key prospects via conferences/trade shows, site visits, familiarization events targeting key planner segments
- b. Establish our expertise in the industry through speaking engagements, industry membership and engagement
- c. Lead sales missions with hotel and venue partners (ex., Chicago planners to leverage new EUG-ORD direct air service)
- d. Deliver targeted communications to planners throughout all stages of the sales funnel

FY20 Convention Marketing & Sales Key Targets:

Direct Sales:

- Generate 65 qualified sales leads
- Confirm 15,000 room nights (50% new business)

Media:

- Focus on storytelling and testimonials
- Whitepapers
- Earned media
- Magazine/trade publications
- Digital
 - Search/PPC
 - Banner ads and e-blasts through digital partners
- Mobile
- Social Media – focus on building quality followers of meeting planners
 - Facebook
 - LinkedIn
 - Launch Pinterest

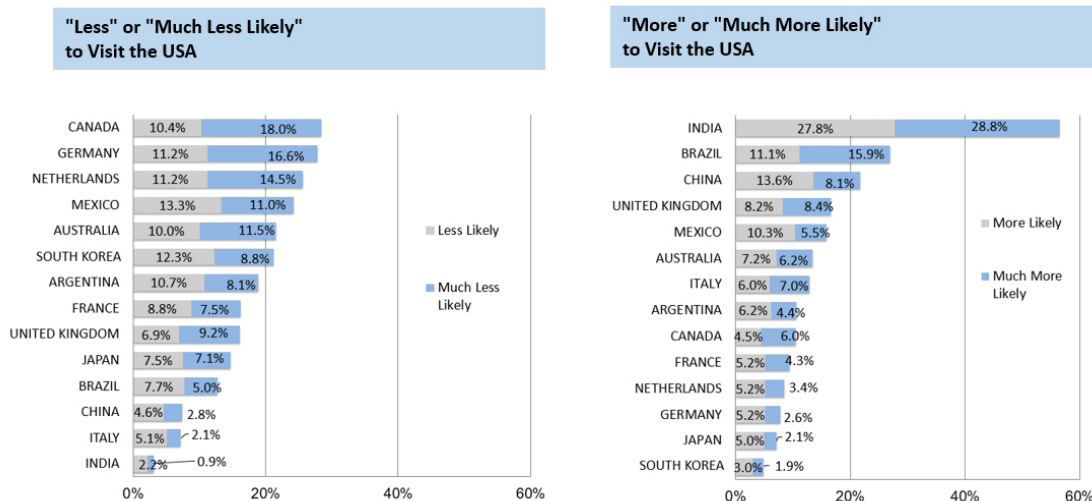


Services:

- Provide exemplary service support to planners and delegates to encourage re-bookings and positive word-of-mouth in the meetings industry.

Tourism Trends & Forecasts

- Over-tourism is causing a desire to visit smaller and lesser known destinations.
- Leisure travel volume and spending are still growing but growth rate is slowing.
- Oregon is not in the top 15 states recommended by American leisure travelers for outdoor experiences.
- Digital Influencers have limited reach beyond millennials.
- Very few travelers are using voice as a trip planning tool.
- International travel sentiment for the year ahead:



FY20 Tourism Marketing, Sales & Development/Management Plan

Efforts are designed to position the Eugene, Cascades & Coast region as a preferred and inclusive destination for adventure-driven travelers. We work to increase the number of leisure visitors and related economic impact with a focus on overnight visitors and efforts to help reduce seasonal fluctuations.

PRIORITY SEASONS

- September – June with priority of October – May
- January – Planning Season. Project Time Off
- January – February = Cellar Season
- March, December = Wine, Whales & Wings

PERSONAS

Note: These profiles are still in development as we seek to identify interest-based personas representing target audiences that match with iconic experiences found in the Eugene, Cascades & Coast region.

- **Terri** is an empty nester enjoying this phase of life – both reconnecting with her partner and creating memories with grown kids when they get the chance to be together. She also enjoys getaways with her girlfriends and taking advantage of work travel for leisure and business (bleisure) trips. She enjoys active adventure, good food and culture.
- **Lisa** is a mom with young children. She takes her kids on mini vacations on weekends and school breaks, enjoying family adventures to build memories before the distractions of school activities start to take up more of the family's free time.
- **Jack** is a young professional early in his career without the responsibilities of home ownership and children. He enjoys adventures with his partner and/or friends and likes to take advantage of work travel extending it for bleisure trips.
- **Pat** is retired and enjoys multi-generational travel. She is well traveled and able to help with family vacations to bring everyone together for adventures.

TOP MARKETS

- Nearby markets that are one travel day away, including:
 - ❖ Drive markets from British Columbia to San Francisco with priority on Portland and Seattle.
 - ❖ Cities with direct air service to Eugene
 - ❖ Pac-12 communities
- Overseas markets supported through co-operative marketing with Travel Oregon and partners:
 - ❖ Priority markets: Canada, United Kingdom, Germany, Oceania, China, Japan
 - ❖ Secondary/Emerging Markets: India, Mexico, Scandinavia, France
- Family, Recreation Vehicle and Adventure-Driven travelers of all ages
- Local residents who can act as ambassadors for the region and travel in-region

MOTIVATORS

The Eugene, Cascades & Coast region is positioned to provide exceptional engaging experiences that are easily accessible. These motivational experiences provide the foundation for Travel Lane County's marketing campaigns. There are many additional cultural and recreational experiences and events that will be built into the global content calendar to be shared through paid, owned and earned channels.

Key Motivators Include:

- Trails (waterfalls, hiking, cycling, side by side, water, history and food)
- Road Trips (Scenic Byways and other itineraries that support iconic activities)
- Oregon Coast Dunes (soft and active adventures as well as scenic spots)
- Bicycling (road cycling, mountain and event riding)
- Culinary/Agritourism (food trail and tasting trails for wineries, breweries and distilleries)
- TrackTown USA

VISITOR JOURNEY

We will manage content and marketing through owned, paid and earned channels to help reduce seasonal fluctuations. By identifying the greatest times of need and matching those to the best experiences during those times, we strive to put the right message in front of the right persona at the right time in their journey in order to support the year-round tourism economy each community is looking for. We will also work to integrate more inclusive messaging and diverse content that is representative of our area and our visitors.

Inspire/Consider.

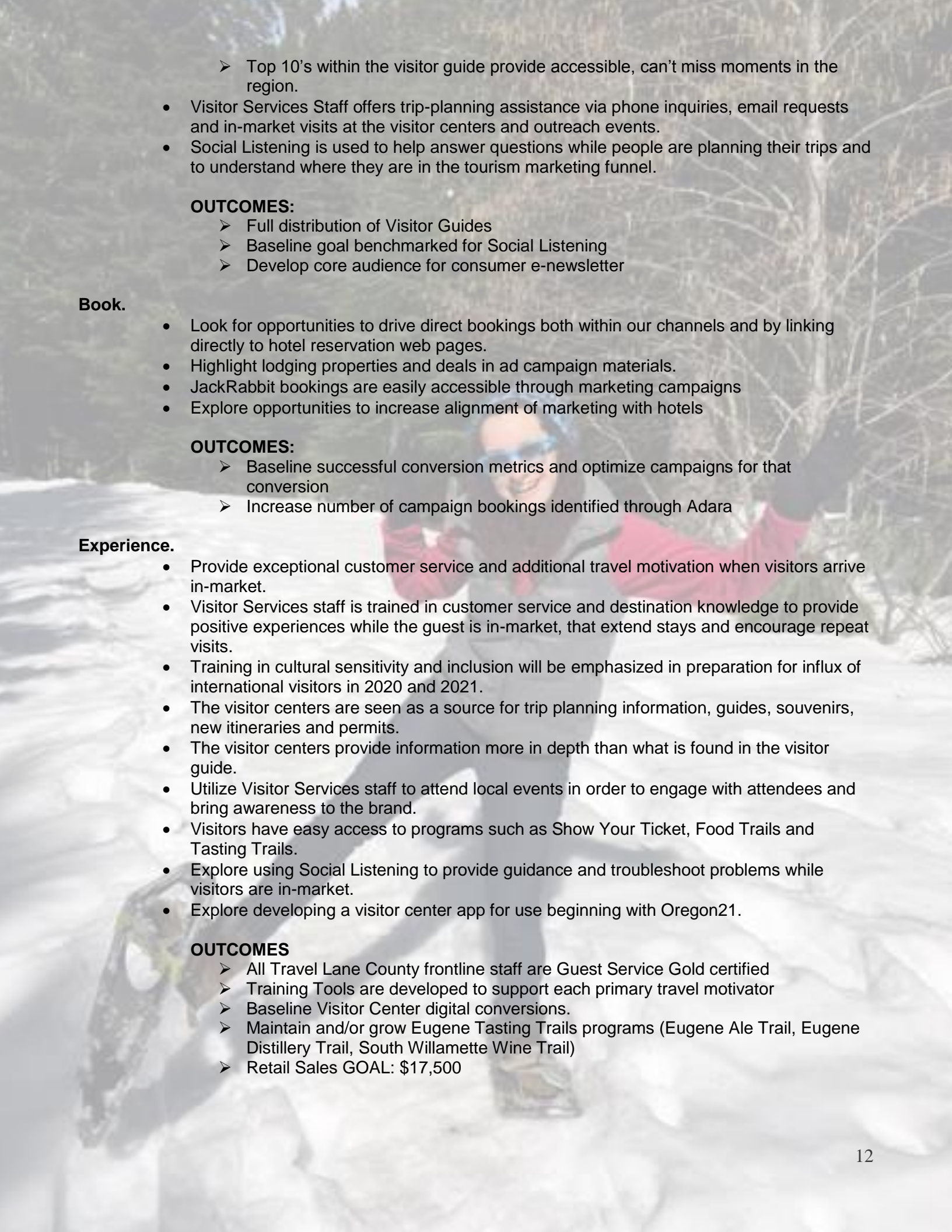
- We inspire active travelers by showcasing motivational experiences to capture their attention before they have selected a destination. We use a mix of paid and earned media as well as our owned channels. Strategies include:
 - Fall, Winter and Spring/Summer campaigns. These campaigns target personas in primary markets with motivational experiences and are shared through video; print and digital ads; keyword marketing; member deals and events; itineraries and blogs.
 - Paid, earned and owned channels are used to deploy content. These include Out-of-Home back-lit displays, consumer shows, Influencer promotions and content creation, Facebook, Instagram, keyword ads, print and online ads.
 - Partner channels are used to extend our voice. Partners are provided content and encouraged to repost our messages. Partners include Travel Oregon (domestic and international channels), Willamette Valley Visitors Association and Oregon Coast Visitors Association.

OUTCOMES:

- CTR and video views measure inspiration/consideration
- 25 international articles
- 12 stories in top tier publications that support campaign messages and/or key themes
- Grow to 10,000 Instagram followers
- Refine persona profiles to optimize target markets and segments

Plan.

- We provide tools to help travelers plan the details of their trip. These tools focus on the trip anchor experiences, introduce them to activities to extend their stay and move them throughout the region.
- Visitor Guide articles and listings provide planning information.

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- Top 10's within the visitor guide provide accessible, can't miss moments in the region.
 - Visitor Services Staff offers trip-planning assistance via phone inquiries, email requests and in-market visits at the visitor centers and outreach events.
 - Social Listening is used to help answer questions while people are planning their trips and to understand where they are in the tourism marketing funnel.

OUTCOMES:

- Full distribution of Visitor Guides
- Baseline goal benchmarked for Social Listening
- Develop core audience for consumer e-newsletter

Book.

- Look for opportunities to drive direct bookings both within our channels and by linking directly to hotel reservation web pages.
- Highlight lodging properties and deals in ad campaign materials.
- JackRabbit bookings are easily accessible through marketing campaigns
- Explore opportunities to increase alignment of marketing with hotels

OUTCOMES:

- Baseline successful conversion metrics and optimize campaigns for that conversion
- Increase number of campaign bookings identified through Adara

Experience.

- Provide exceptional customer service and additional travel motivation when visitors arrive in-market.
- Visitor Services staff is trained in customer service and destination knowledge to provide positive experiences while the guest is in-market, that extend stays and encourage repeat visits.
- Training in cultural sensitivity and inclusion will be emphasized in preparation for influx of international visitors in 2020 and 2021.
- The visitor centers are seen as a source for trip planning information, guides, souvenirs, new itineraries and permits.
- The visitor centers provide information more in depth than what is found in the visitor guide.
- Utilize Visitor Services staff to attend local events in order to engage with attendees and bring awareness to the brand.
- Visitors have easy access to programs such as Show Your Ticket, Food Trails and Tasting Trails.
- Explore using Social Listening to provide guidance and troubleshoot problems while visitors are in-market.
- Explore developing a visitor center app for use beginning with Oregon21.

OUTCOMES

- All Travel Lane County frontline staff are Guest Service Gold certified
- Training Tools are developed to support each primary travel motivator
- Baseline Visitor Center digital conversions.
- Maintain and/or grow Eugene Tasting Trails programs (Eugene Ale Trail, Eugene Distillery Trail, South Willamette Wine Trail)
- Retail Sales GOAL: \$17,500

Share.

- Consumers use Facebook feeds to share things with their friends
- FB Stories are expected to surpass feeds

OUTCOMES

- Develop influencer marketing strategy to energize in-market users
- Promote iconic selfie spots to make sharing easier.

DESTINATION DEVELOPMENT

We will build/support tourism products and services that leverage state-wide initiatives and regional priorities to maximize visitation at the time of greatest need for our communities. This includes developing product & marketing to consumers (visitors and locals), receptive operators, tour operators & media.

- Support projects still in development or starting in FY20
 - Persona Marketing
 - Central Coast Culinary & Agritourism Studio (food trail in partnership with the Florence Chamber and Oregon Coast Visitors Association)
 - South Willamette Valley Food Trail
 - Oregon Coast Public Art Trail
 - Connect Lane (bicycle strategies)
 - Oregon Trails
 - Willamette River Water Trail (Willamette Valley Visitors Association initiative)
 - Cultural Trails (museums and McKenzie History Highway)
 - Oregon21 tourism products and services
- Meet with communities to identify collective products and services; identify community needs and collaborate on seasonal campaigns
- Help in packaging existing product for use in consumer, media and trade marketing

OUTCOMES:

- Refine persona profiles to optimize target markets and segments
- Two new seasonal itineraries for the South Willamette Valley Food Trail
- Seasonal culinary/agricultural features identified for the Willamette Valley and Coast
- Oregon21 tour and media assets fully developed

TRAVEL TRADE

We focus our marketing and sales efforts to develop itineraries, catalog listings and other programs that bring domestic and international group travel to the region. Product is developed to support off/shoulder season travel.

- Hosting events:
 - March 3-5, 2020 The Business of Wine
 - May 4-7, 2020 Adventure ELEVATE
- Trade Shows and Sales Missions
- Familiarization (FAM) Tours

OUTCOMES:

- Country Profiles updated for primary markets of Canada, United Kingdom, Germany, Oceania, China, Japan and secondary markets of India, Mexico, Brazil, Scandinavia and France

- Itineraries and supporting marketing materials fully developed for Outdoor Adventures (Adventure ELEVATE), Wine (The Business of Wine), Road Trips (Scenic Byways), TrackTown USA and the Wine, Whales & Wings itinerary
- Maintain a minimum of 18 tour-friendly accommodations
- Maintain a minimum of 45 tour-friendly businesses

FY20 Integrated Marketing Plan

The Integrated Marketing team is the steward of the Eugene, Cascades & Coast and Sports Commission brands, assets and marketing tools. We support the initiatives of the leisure, meetings, sports and stakeholder relations teams by managing and optimizing the platforms, tools and content they need to achieve their goals.

Branding

Objective: Champion the Eugene, Cascades & Coast and Sports Commission brands across all of our target markets to maximize consistency and awareness.

Strategies and tactics:

- Maintain consistency of brand across platforms.
 - Review process, tools and templates to ensure ease of working within brand guidelines.
 - Review video templates and modify to fit the needs of departments while maintaining brand consistency.
- Establish a clear, consistent voice for the brand.
 - Create individual branding style guide for leisure, meetings and sports that includes voice and tone guidelines and platform-specific guidelines for website, email and social media.
 - Create guest author guidelines for the leisure blog.
- Create print and digital marketing materials that support brand awareness and achieve marketing goals.
 - Support departments by producing on-brand materials (including flyers, postcards, posters, graphics, ads) as they are requested through the creative briefing process.

Website

Objective: Position the Eugene, Cascades & Coast websites as the trusted resource for leisure travelers planning their trip, and for meeting and sports planners considering our destination.

Strategies and tactics:

- Optimize website to support user experience, SEO and departmental initiatives.
 - Evaluate overall navigation structure and design and optimize to improve user experience.
 - Work with Membership Manager to audit CRM categories and look for opportunities to better serve members and consumers through streamlined, user-friendly categories.
 - Establish a website content strategy that creates opportunity for ongoing optimization of traffic, engagement and conversions.
- Analyze performance to inform strategy.
 - Meet monthly to review Google Analytics and drive strategies for the following quarter.

Publications

Objective: Provide leisure travelers, meeting planners and sports planners with the tools they need to inspire them to travel and plan their meetings and events here, and give them the resources they need once they're on the ground.

Key publications to be produced:

- Visitor Guide
- Meeting Planner Guide
- Sports Planner Guide
- Dining Guide
- Visitor Map

Content

Objective: Create copy, photo and video assets that increase engagement in our target markets and support departmental initiatives.

Strategies and tactics:

- Create assets that support marketing objectives across departments.
 - Develop a video production strategy that supports each department's marketing strategies.
 - Create a photo request process that ensures we capture photo needs with in-house photographers or professional photographers.
 - Review and streamline the creative briefing process. Manage all content projects (photo, video, print) on behalf of the organization.
- Maximize distribution and sharing of our assets
 - Maintain asset database for organization within content calendar.
 - Implement an asset management system that makes it easier to share assets internally and externally.
 - Use every video produced in at least three different places.
 - Make sure membership/industry is aware of our asset library and that the team is actively sharing new content pieces as they are produced.
 - Create social media-specific content that can be used on multiple platforms.
- Track content performance and use data to inform content planning.
 - Track performance of each video and use data to inform and evolve strategy.
 - Track performance of campaign landing pages and blogs and use data to evolve strategy.

Cross-departmental collaboration

Objective: Act as the marketing hub of the organization and provide staff with training on tools and trends.

Strategies and tactics:

- Lead cross-departmental meetings to maximize efficient use of time and resource and provide ongoing training opportunities for staff.
 - CMS User Group
 - CRM User Group
 - Content Team
 - Social Media Team
- Maintain global content calendar for the organization.
- Maintain organization style guide and messaging guidelines.

FY20 Administrative Plan

Provide efficient, ethical and professional direction of operational functions. Inspire outstanding team effort in achieving organizational objectives.

Provide Internal Stewardship

Maintain excellent organizational control and support systems.

- Hardware and software
- Electronic storage of relevant documents
- Reduce office supply costs and waste through a more paperless office
- Maintain exceptional audits
- Competitive health insurance and retirement programs while controlling costs
- Ensure annual performance evaluations are conducted for all employees
- Bi-annual updates of departmental/functional procedure manuals
- Maintain a vendor contract database for management, renewal and compliance
- Manage electronic files and their organization on the local server

Support the board of directors

- Update board orientation packet; conduct orientations as new board members are elected
- Support board and staff work on strategic areas and committees
- Provide electronic board packets and communications to ensure efficiency and cost savings
- Ensure time and space for strategic, long-term focus by the board
- Regularly revisit all ROI measures using current industry knowledge.
- Maintain accurate financial statements and compare to budget on a monthly basis, including departmental profit & loss and cash flow

Ensure a well-trained, motivated, efficient and well-respected professional staff

- Lead with enthusiasm, high expectations and an orientation toward staff support
- Develop a continuous learning process for staff
- Communicate relevant information throughout the organization
- Celebrate individual and team accomplishments and milestones
- Understand and support attainment of individual goals

Facilitate long-range Planning

- Formulate succession and emergency planning, and cross-training of employees
- Review equipment condition and needs on an annual basis to plan for future purchases
- Work with Executive Committee on planning process for next 3-5 year strategic plan

Provide External Stewardship.

- Support local purchase decisions based on not only price but also expertise and overall value
- Ensure a strong working relationship with Lane County and compliance with Lane County Grant Agreement
- Maintain open communications with Lane County senior management and commissioners about measurements, returns and the budget process
- Deliver accurate, comprehensive semi-annual reports to the BCC
- Provide strategic alignments with Travel Lane County's mission

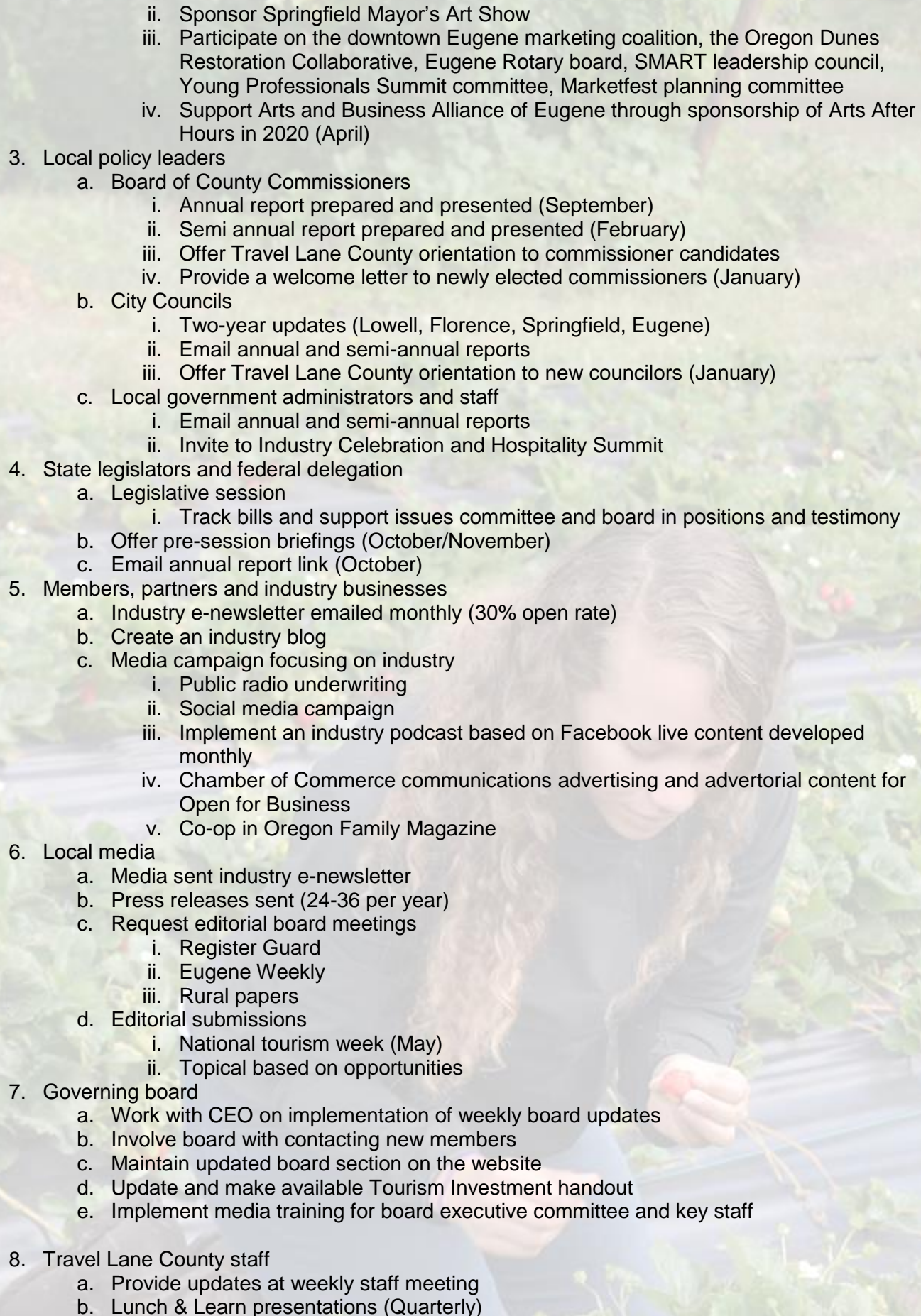
FY20 STAKEHOLDER RELATIONS PLAN

Membership - 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.

1. Retain 95% of current membership and maintain total membership above 640.
 - a. Member prospecting and retention
 - i. 100 sales calls with area businesses/organizations
 - ii. Board member calls to new members
 - iii. New member welcome program (monthly – deliver shortbread, chocolate, etc. and take listing photos if needed)
 - b. Member/stakeholder events
 - i. Visitor industry celebration (May/June)
 - ii. Holiday party
 - iii. Hospitality summit (December/January)
 - c. Member education
 - i. 6-part emergency preparedness curriculum (Lane County)
 - ii. Monthly offerings
 1. Extranet
 2. Social Media
 3. Google business panel
 4. Trip Advisor
 5. Bike friendly business program
 - iii. Member spotlight (6 sessions)
 - iv. Maximize Your Membership (4 sessions)
 - d. Member resources
 - i. Deadlines & Opportunities weekly e-newsletter (30% open rate)
 - ii. Enhance member section of website
 - iii. Increase participation in members only Facebook page by 5%
 - iv. Capture listing photos for all member businesses

Advocacy – Effectively establish a clear understanding of the value of tourism and Travel Lane County's role in achieving a healthy industry and prosperous community.

1. Individual influencers
 - a. Work with Travel Lane County board issues committee to develop a strategic communications network of 20+ individuals
 - i. Coordinate talking points for one-on-one meetings
 - ii. Track contacts to ensure connections are made every 60-90 days
2. Third-Party Allies
 - a. Chambers of commerce
 - i. Sponsor four business after hours events
 1. Florence (August), Oakridge (October), Eugene (April Arts After Hours), Springfield (June 2020),
 - ii. Attend a minimum of 20 chamber events annually
 - iii. Advertise in each chamber newsletters 2x annually
 - iv. Staff committees (Young Professionals)
 - v. Participation in the FY20 Leadership Eugene/Springfield program (Hayley)
 - vi. Implement Savor Springfield in cooperation with the Springfield chamber of commerce (September)
 - vii. Tourism ambassador awards implemented as part of the industry celebration
 - b. Civic organizations
 - i. Present to 12 organizations (involve board members when feasible)

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- ii. Sponsor Springfield Mayor's Art Show
 - iii. Participate on the downtown Eugene marketing coalition, the Oregon Dunes Restoration Collaborative, Eugene Rotary board, SMART leadership council, Young Professionals Summit committee, Marketfest planning committee
 - iv. Support Arts and Business Alliance of Eugene through sponsorship of Arts After Hours in 2020 (April)
 - 3. Local policy leaders
 - a. Board of County Commissioners
 - i. Annual report prepared and presented (September)
 - ii. Semi annual report prepared and presented (February)
 - iii. Offer Travel Lane County orientation to commissioner candidates
 - iv. Provide a welcome letter to newly elected commissioners (January)
 - b. City Councils
 - i. Two-year updates (Lowell, Florence, Springfield, Eugene)
 - ii. Email annual and semi-annual reports
 - iii. Offer Travel Lane County orientation to new councilors (January)
 - c. Local government administrators and staff
 - i. Email annual and semi-annual reports
 - ii. Invite to Industry Celebration and Hospitality Summit
 - 4. State legislators and federal delegation
 - a. Legislative session
 - i. Track bills and support issues committee and board in positions and testimony
 - b. Offer pre-session briefings (October/November)
 - c. Email annual report link (October)
 - 5. Members, partners and industry businesses
 - a. Industry e-newsletter emailed monthly (30% open rate)
 - b. Create an industry blog
 - c. Media campaign focusing on industry
 - i. Public radio underwriting
 - ii. Social media campaign
 - iii. Implement an industry podcast based on Facebook live content developed monthly
 - iv. Chamber of Commerce communications advertising and advertorial content for Open for Business
 - v. Co-op in Oregon Family Magazine
 - 6. Local media
 - a. Media sent industry e-newsletter
 - b. Press releases sent (24-36 per year)
 - c. Request editorial board meetings
 - i. Register Guard
 - ii. Eugene Weekly
 - iii. Rural papers
 - d. Editorial submissions
 - i. National tourism week (May)
 - ii. Topical based on opportunities
 - 7. Governing board
 - a. Work with CEO on implementation of weekly board updates
 - b. Involve board with contacting new members
 - c. Maintain updated board section on the website
 - d. Update and make available Tourism Investment handout
 - e. Implement media training for board executive committee and key staff
 - 8. Travel Lane County staff
 - a. Provide updates at weekly staff meeting
 - b. Lunch & Learn presentations (Quarterly)

Sports Trends & Forecasts

- Sports tourism has experienced a solid year-over-year growth of 8-10% for the past few years, and we expect that trend to continue in 2019.
- Numerous new sports venues and complexes are being developed around the country.
- Bid fees request by event organizers are common.
- Venue development: Civic, Golden Gardens, Hayward, indoor track – opens up more space and availability to book events and provides us with exciting marketing messaging.
- Oregon21 creates excitement around the destination and visibility on a global scale.

FY20 Sports Commission Plan

Four primary objectives:

1. Pursue events consistent with product.

- a. Align sales efforts with venues appropriate for hosting sports tournaments and events
- b. Leverage Oregon21 and our expertise in track & field

2. Prospect for new leads.

- a. Continue to prospect for and develop new, annual events
- b. Pursue high-impact sports events business, focusing on large, multi-hotel business (citywide, marquis events)
- c. Strong presence in digital marketplace where sports organizers are researching destinations and venues
- d. Drive demand and awareness for our destination. “Deliver the right message to the right sports planner at the right time.”
- e. Research and determine potential for international markets, i.e., China

3. Build relationships.

- a. Relationship building with key prospects via conferences/trade shows, site visits, familiarization events (ex., hosted fam event in spring 2020 at new Hayward Field)
- b. Establishing our expertise in the industry through speaking engagements; industry membership, leadership and engagement
- c. Sales missions with venue partners (ex., Colorado Springs and Indianapolis, headquarters of large number of NGB's)
- d. Deliver targeted communications to planners throughout all stages of the sales funnel
- e. Support existing sports events to increase participation, registration and attendance
- f. Continue to build relationships with local sports clubs, leagues, schools, as well as offer education specific to managing successful sports events

4. Participate in new product development initiatives specific to sports events

- a. Springfield Indoor Track Project

Key Touchpoints:

Direct Sales:

- Generate 50 qualified sales leads
- Confirm:
 - 25,000 room nights from annual and rebooked business
 - 5,000 room nights from new business

Media:

- Magazine/trade publications
- Earned media
- Digital
 - Search/PPC
 - Banner ads and e-blasts through digital partners
- Mobile
- Social Media – focus on building quality followers of sports planners
 - Facebook
 - LinkedIn
 - Instagram



Services:

- Provide exemplary service support to sports event organizers, athletes and participants to encourage rebookings and a strong reputation in the sport events and tourism industry.
- Support Oregon21 planning with staff resources specifically allocated toward:
 - Accommodations
 - Hospitality
 - Doha watch parties to engage local residents
 - Team training camps

