

Travel Lane County
and
Eugene, Cascades & Coast Sports Commission

RECOVERY

FY21 Marketing & Business Plan



FY21 PLAN: RECOVERY

As we begin the process of emerging from COVID-19 mandated lockdowns very late in FY20, we have a long path ahead to economic recovery for the travel and tourism sector. The focus heading in to FY21 is on generating travel demand in sync with identified phases emanating from two sources:

1. Government mandates, restrictions, and recommendations.
2. Traveler and planner sentiment, readiness, and ability to resume travel and events.

As always, against the backdrop of our core mission to grow overnight visitors, we also work to:

1. Understand and respect resident sentiment and values as part of our brand promise.
2. Reinforce pride and awareness in our destinations many assets and qualities.
3. Grow a desire to welcome visitors and neighbors and deliver exceptional experiences.

In response to our current situation, we have aligned identified phases of recovery coming from anticipated traveler behavior and government. We have coordinated our work to maximize our mission and serve our destination along the aligned phased road to recovery:

	Wait	Ready	Set	Go	Future
Traveler & Planner Truths	Quarantined & social distancing, no clear timelines, travel and events postponed or cancelled	Social distancing, slow open, no non-essential travel, stay within 50 miles of home, gatherings limited to 25	Social distancing reduction and potential financial impacts. Non-essential travel reopens.	New normal, but mass gathering restrictions remain	Traveling at a normal cadence, new normal for mass gatherings
Traveler & Planner Motivators	Creating a new daily normal way of living and seeing outlets for the now	Remote work and/or furlough continues for many and anticipation of return grows, financial implications	Slow return to normal routines with caution and considering future travel plans	Adapting and proactively seeking an escape, RFPs issued	Resuming normal travel plans, events planned with confidence
Brand Roles	Acknowledgement of circumstances. Rallying around community.	Understanding safety & health precautions. Planning first forays.	Safe, nearby, and uncongested experiences await. Industry mitigation reduces risk	Encouraging travelers to get out and explore	Connecting travelers with reasons to travel
Purpose	Maintain top-of-mind-awareness	Drive awareness, consideration, and pre-booking	Increase consideration and visitation	Encourage visitation and bookings	Grow visitation and bookings
Messaging Strategy	Inspirational and reuniting post-crisis. Support community stories. Order VG.	Instill Confidence in Travel, know and adhere to guidelines, plan for re-open of non-essential travel	Travel safely close to home. Reconnect with places that feel known and safe. Avoid congestion.	Full-funnel	Full-funnel
Desired Action	Stay connected.	Trip planning. Deals timed to Governor's Phase Two. Residents ready to welcome travelers	Actively booking nearby travel & regional drive market. Growth in visitation evident.	Booking travel from expanded drive region, and direct air markets, booking events	Booking travel and events, planning and booking metrics grow
Governor's Phase		One	Two	Three	
Timing and Internal Actions	Now. #LoveLane deployed, Instill Confidence in Travel assets produced, content planning	May 15, 21 Days Instill Confidence in Travel deployed, deals loaded, earned and social	Earliest June 5 for 21 days minimum	Earliest June 26 for 21 days minimum, likely through September	Anticipated October or beyond

WHO WE ARE

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 receives 2.1 points of Lane County transient room tax to grow visitor demand, visitor spending, and TRT receipts.

Travel Lane County's Mission is to

INCREASE THE NUMBER OF OVERNIGHT VISITORS.

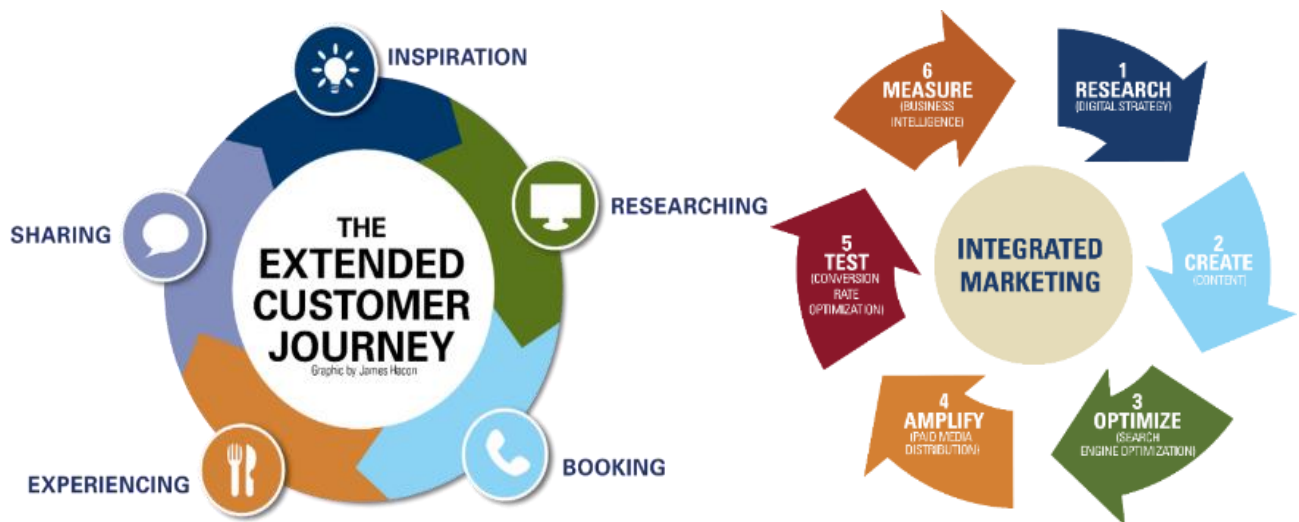
Visitors staying in hotels, motels, and B&B accommodations spend the most, generating the strongest economic return on a per person basis. And they pay TRT to re-invest in marketing and other programs.

Our organizational 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 work to ensure Eugene, Cascades and Coast is one of the most preferred travel destinations in the Pacific Northwest.

OUR FOCUS

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.



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

WHAT DRIVES OUR TEAM

Why We Do What We Do

We believe our work inspires people to experience and appreciate Lane County, creating opportunities, a sense of place and stronger communities.

How Do We Do it

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.

What We Do

We market Lane County to leisure travelers, sports planners and meeting planners.

We create content that is inspiring, available and valuable.

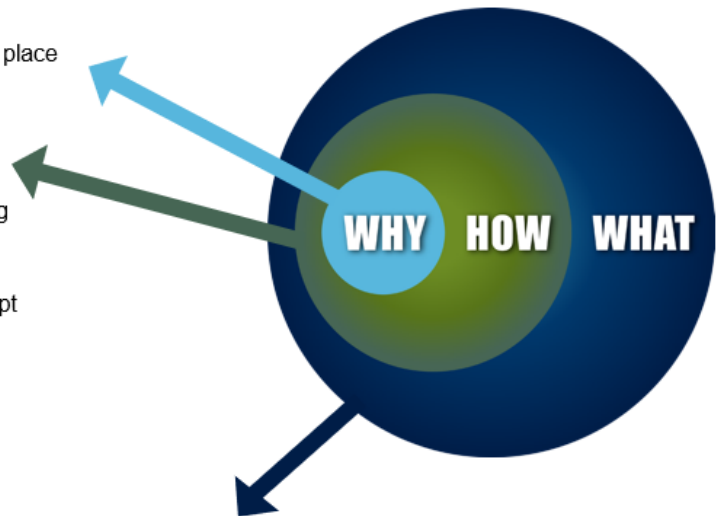
We provide member benefits that create value.

We greet visitors with information and resources to plan experiences.

We communicate timely and accurate information to our stakeholders.

We develop tools that allow staff to be effective and efficient.

We partner with communities and organizations to provide the right experience for the right person at the right time.



TOURISM & HOSPITALITY CONTRIBUTES TO A TRIPLE BOTTOM LINE

Tourism & Hospitality is a **traded sector industry**: Visitors bring dollars into 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: RECOVERING FROM A PANDEMIC SHUTDOWN

Coming out of COVID-19, and there are some positive indicators for our destination, including:

1. consistent week over week growth in hotel demand domestically
2. an anticipation of seeking uncongested travel experiences
3. an orientation towards road trips
4. travelers prioritizing small towns and rural destinations
5. increasing sentiment toward travel

WHERE WE WERE BEFORE COVID-19

INDUSTRY HEALTH

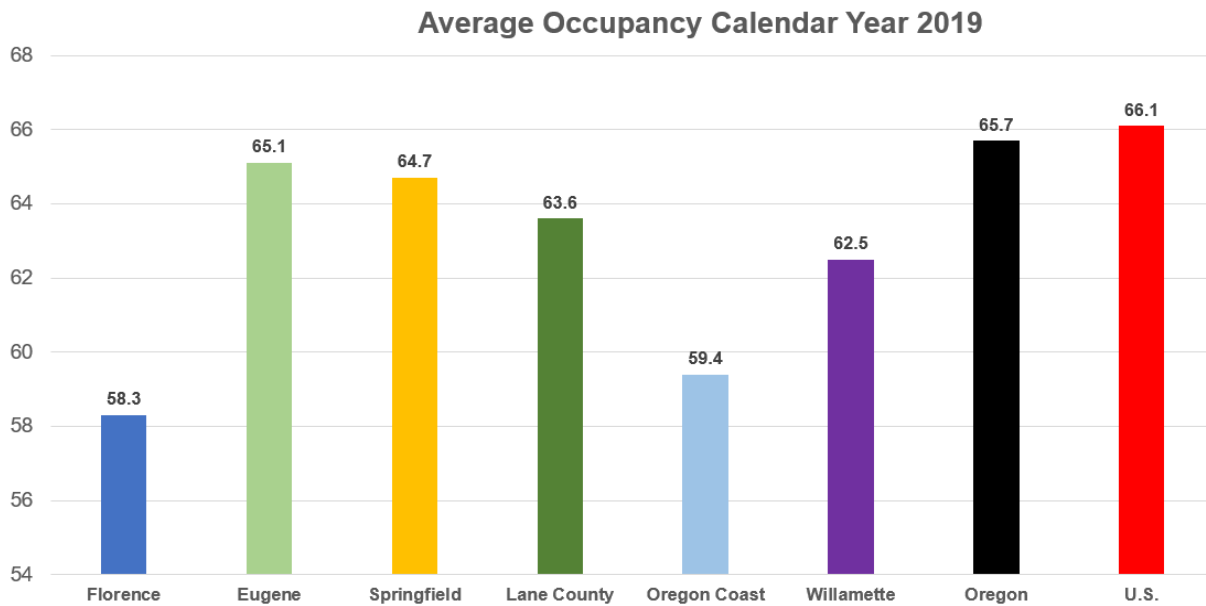
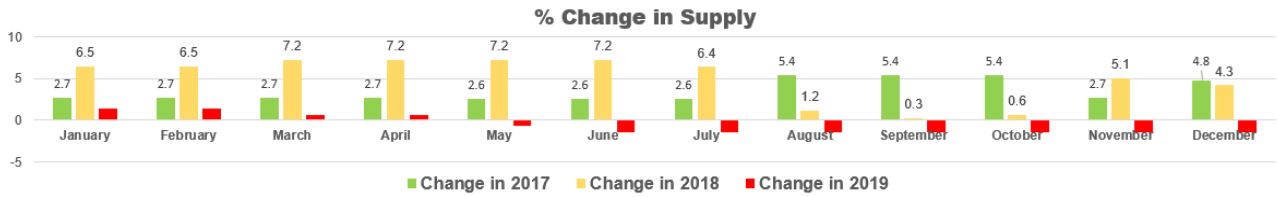
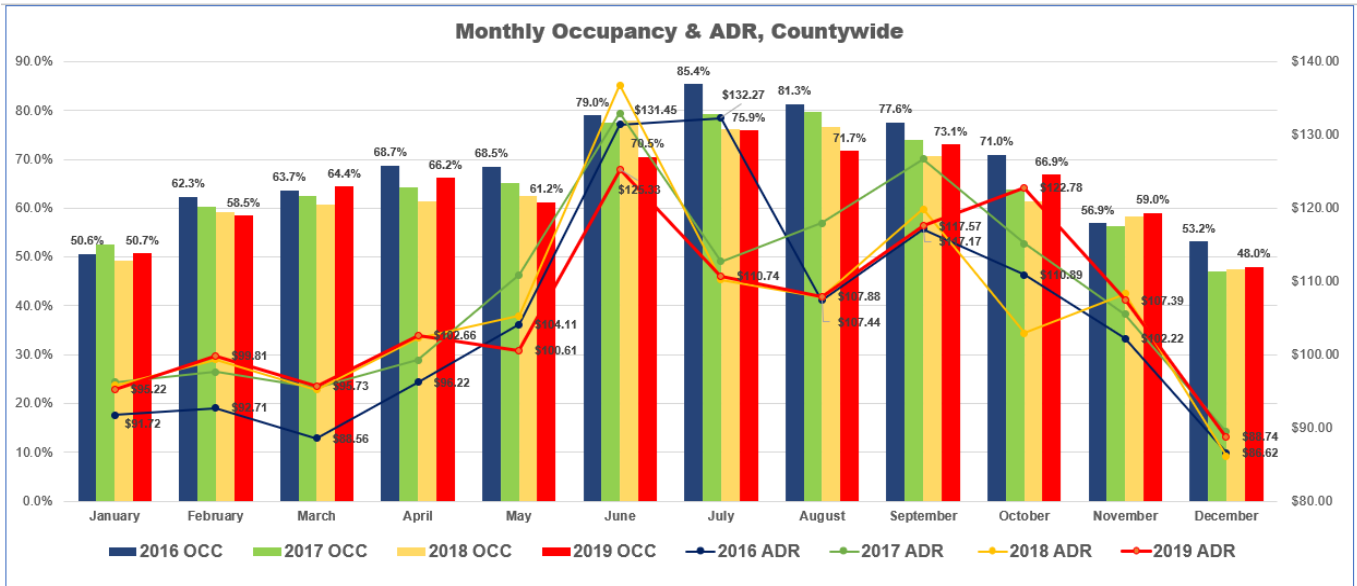
Travel and tourism expenditures in Lane County totaled \$1.04 billion in 2019, with direct visitor spending at \$782.9 million and \$257.7 million in other direct spending (resident air travel, convention and trade show organizers, travel arrangement and reservation services). The industry directly supported 11,140 Lane County jobs with earnings of \$308.4 million in 2019. 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.

FY19 TRT collections totaled a record \$12,226,477, up 0.13% from FY18's \$12,210,277. FYTD19 growth was at 5.19% through February, a pace which would have resulted in FY19 transient room tax collections of \$12.86 million. May and June mega track events likely would have driven that even higher.

In a typical year, the compression caused by the June NCAA Championships 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. Calendar year 2019 was a challenge with Hayward Field dark, and making it to calendar year 2020, with track in the spring and a strong football home schedule was going to make this the strongest calendar year in history and set FY21 up to be the strongest fiscal year yet.



Source Data: Smith Travel Research

Hayward Field being dark and a mediocre fall football schedule made for an overall weak calendar year 2019, which was masked a bit when looking at fiscal year numbers that recorded year over year cumulative growth until the COVID-19 pandemic hit in March 2020.

WHERE WE ARE

- We are in Ready/Governors Phase One
- Restaurants are reopening for on site dining as they meet mitigation guidelines.
- All attractions along with State and Federal public lands are closed.
- Our residents, especially rural, are fearful of visitors bringing COVID-19 to local populations.
- Gathering limits are currently at 25, offices are to keep gatherings at 10 or less.
- Phase Two and Phase Three details are still in flux and will significantly impact our tactics and timelines for convention and sports marketing and sales.
- Travel Lane County is dependent on overnight hotel revenue, at 83% of our revenue.
- Transient Room Tax receipts come to us two months following hotel activity. We have prepared detailed cash flow analysis through FY21 to accompany the budget. The difference between our accruals and cash flow will be more significant than usual in FY21 as May and June of 2021 are anticipated to be strong revenue months but we won't receive those receipts until FY22.

WHERE IS THE STATE OF TRAVELER SENTIMENT?

- Traveler Sentiment is strengthening, and travel planning is resuming, with 70% of the 64.1% of American travelers who have tentative plans for this year having taken deliberate actions towards their next trip.
- Over half of those planning a leisure vacation for their next trip have not fully committed to the destination, but beaches, parks and other natural environments are most attractive.
- Feelings about the virus and travel are not uniform, geographically, demographically or psychographically. Marketing can impact destination choice.
- Of those planning, 55% will stay in a hotel, 74% will go to a restaurant, 79% will research how their destination is managing the COVID-19 situation.
- Travelers currently indicate they will avoid air travel until two months after experts give the "all clear" on COVID-19 restrictions. Only 16% said they would resume air travel on day one, while 28% will travel by car on day one and 73% would be traveling by car on day sixty.

LOOKING AHEAD TO FY21

As indicated, we have planned our work in a phased approach, beginning late in FY20 and continuing through FY21. This document provides an overview of our planned work, and not all individual tactics that our team undertakes on an ongoing basis are included for the sake of brevity and clarity.

The ban on mass gatherings for the foreseeable future places football and other sports, conventions and performing arts all at risk of not occurring which will significantly impact our FY21 Revenues.

Projecting Room Demand, ADR, RevPar and Revenue is extremely difficult, and we have tried to conservatively estimate revenues from TRT in our budgeting and cash flow projections using a percentage of the most recent typical months from 2019 and 2020. We projected March 2020 revenues at 40%, which turned out accurate. April, May and June of 2020 were projected at 10% of like month revenues from 2019. July was projected at 40%, growing ten points per month to reach 80% in November and staying at 80% until the big track events in May and June of 2021, which are projected at 100%.

NATIONAL PROJECTIONS, AS OF MID-MAY, 2020

STR and Tourism Economics have adjusted their hotel forecast for the rest of 2020 and into 2021. The latest projection calls for a 57.5 percent decline in revenue per available room in 2020, then a 48 percent increase in the metric in 2021.

Metric	2019 Actual	2020 Forecast	2021 Forecast
Supply	+2.0%	-5.2%	+7.7%
Economic Supply*	+2.0%	+1.4%	+2.5%
Demand	+2.0%	-45.0%	+49.1%
Occupancy*	-0.1%	-45.8%	+45.5%
ADR	+0.9%	-21.6%	+1.7%
RevPAR*	+0.9%	-57.5%	+48.0%

Metric	2019 Actual	2020 Forecast	2021 Forecast
Occupancy*	66.1%	35.8%	52.1%
ADR	\$131.11	\$102.83	\$104.58
RevPAR*	\$86.66	\$36.84	\$54.53

*Reflects economic methodology, which assumes no temporary hotel closures.

STR believes that the industry has already hit bottom and begun a steady ascent. According to STR, the rate of recovery will be slow even as distancing measures are eased and most of the country reopens. Concerns around the safety of travel and leisure activity will dictate how long it takes the industry to regain its footing. The leisure segment will be first out of the gate, especially from drive-to sources.

Tourism Economics projects that virus-specific factors more than economic factors will determine gains in any given market and the initial recovery will be uneven and staggered. Leisure travel will lead with business and group travel recovery lagging. It may take until 2023 to recover to 2019 peak demand levels.

Using economic methodology, which assumes no temporary hotel closures, the luxury segment is projected for the lowest 2020 occupancy at 25 percent. Economy properties are forecasted for the highest occupancy level of 45.2 percent.

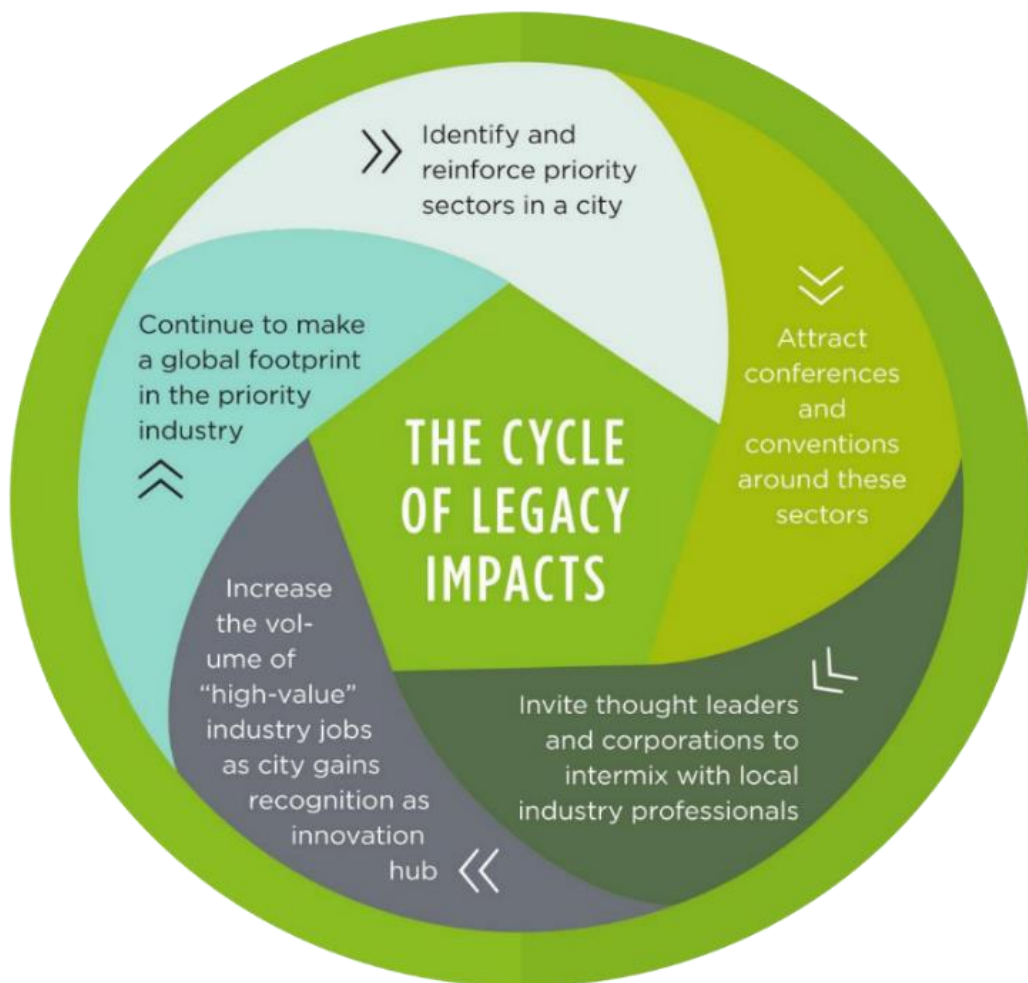
Temporary closures came in at a lower number than anticipated, nationally. As of May 14, STR's database showed a total of 3,151 temporary U.S. hotel closures with 1,842 hotels reopened. Offline properties will reduce national supply in several months, but no one anticipates a significant number of permanent closures, though ownership changes are likely in some cases.

CONTINUED AREAS OF FOCUS

- Product development: meeting and sports facilities, bikeways, byways, and virtual trails
- Oregon22 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 increased 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

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

Convention and sports bookings prioritize sectors that are highly valued will complement our destination brand, build reputation and drive innovation in sectors targeted by community economic development efforts:



Trends as of Feb 2020, before the COVID-19 Pandemic impacted the U.S.

Macro Global Trends and Topics Impacting Travel & Tourism:

1. POLITICS
2. RESPONSIBLE TOURISM AND DESTINATION STEWARDSHIP
3. DESTINATION DIVERSIFICATION
4. SMARTER DESTINATIONS
5. PURPOSE-DRIVEN TRAVEL

Industry Trends Impacting Destination Marketing:

- Diversity, equity, and inclusion becoming an expectation in consumer advertising
- Rise of consumer mistrust in digital data practices, leading to:
 - Google's cookie-less future
 - consumer privacy laws like GDPR and CCPA
 - Facebook's "clear history" button
- Google's continuing encroachment into tourism content
 - Places, Events, Things to Do listings are served up in a more personalized way than any DMO can deliver
 - The importance of having content that is easily served up to third parties is more important than ever
- Eugene's community narrative provides opportunity for consistency in branding for Eugene
- Sustainability – more than just green
- Homelessness – be honest about your homeless issues, have more than conversations, how it is affecting groups, how groups can be activated to work in the community they are visiting
- Volunteerism – younger planners/attendees want to leave a positive impact on the community they are visiting, working with homeless organizations
- Personalized health care at events – make sure there's time for each attendee to get outside or away from group to meditate, reflect, exercise, recharge in their own way
- EEI – groups want to know the EEI that they are creating in the community
- Youth sports activities are the fastest growing tourism segment
- Increase in the number of multi-field and court complexes that emphasize the travel market
- Rights Holders often take rights fees for the privilege to conduct events
- Seeing a significant increase in requests around content around accessibility. Seeing the need for more on-the-ground locations and assets for this, then integrate with our copy/content ready to go and expanding the content we currently offer for our destination (beyond partnership when applicable) so we can meet visitor expectations.
 - We need to add context and remove assumption from the term "accessible"
- There seems to be an increased focus on sustainable tourism as a content goal and supported on the ground. More of an expectation that sustainable elements are threaded into a lot of the product now.
- More visitors expect content to meet them where they are. Huge increase in this digitally - via paid social, search, etc. People are getting used to machine learning and are starting to expect catered information in that way.
- Cultural content curation becoming an expectation. See updates to Travel Portland's [Cultural Communities web content](#) - and in their Visitor Guide for more examples of how they've made DEI a priority.
- More long-form content - endless scroll.
- Need to adjust our strategies for Google's growth and updated tactics.
 - How we optimize for things like events, listings, etc.
- Need to adjust our strategies for the reduction and eventual elimination of cookies/trackers
- Threading destination management through all channels (influencers, PR output, etc.).

Social Marketing:

- Refocus measurement on metrics that indicate where we think users are in our visitor lifecycle so we can affect movement.
- Hone in our social work and specific influencer/content creator budget on influencer work that delivers themed creative we are focused on:
 - Find gaps in our content funnel to fill with help from specialists in those areas (ex: photography spots from influencers).
- Develop a separate paid social strategy to focus on testing content with different key audiences
- Refresh Pinterest and use the platform to drive web traffic to our blog and website
- Update consumer e-newsletter format to serve recipients more engaging content that is relevant to where they are in the funnel
 - Considering Act-on integration - looking at possible ways to optimize our e-newsletter format with specific trigger e-mails (ex: we see you've visited Florence content three times this week, here are bunch of Florence-specific trip ideas)

Earned Media:

- Take an even more targeted approach to proactive media as it applies to our campaign goals.
- Focus on the funnel that Travel Oregon and partners provide us. We're continuing to find more ways to maximize our work and investment there as things like RDMO structures evolve/grow.
- Consider re-evaluation of bigger changes to media measurement:
 - Audit industry-relevant numbers and keep up with PR industry trends across the board
 - Consider refocusing our reporting metrics around areas such as: key messages, appearance in top-tier publications, with a balance of reach/circulation.
 - Find new ways to leverage the value we place on media (measuring with the Barcelona principles, threading themes and messages of stories we want through all of our channels, etc.)

Trade Industry:

- Travel Oregon is pushing content to in-country reps. We're looking for opportunities to plug into the work/pipeline.
 - Can offer content for things like new channels (Tik-Tok, Twitter, etc.).
- Working to create more itineraries that include regional partners.
- Putting more of a focus on translating new trade itineraries into digital content, and vice versa.
 - Itineraries on the ground that we can translate into a media visit.
 - Conversely, helping build bookable product with local tour operators inspired by content we already have (IE: Food trail into a bigger food trail push).

Visitor Services:

- Looking at opportunities for increased mobility for visitor services (outreach, visiting popular sites, etc.), might consider targeting sensitive sites (locations like Blue Pool).
- Consider integrating Take Care Out There messaging/assets. Highlight ways visitors can be extra aware of trails/locations.

Destination Development:

- Engaging with more partners, including stakeholders not directly tied to tourism.
- Community alignment – ensure that tourism goals align with what locals want in their community
- Local, authentic, unique, and sustainable offerings continue to be key drivers
- Promote sustainable practices (including voluntourism), and attempt to mitigate the negative environmental aspects of travel (disperse visitors to lesser-used areas)

PANDEMIC RECOVERY: WHERE ARE WE GOING?

Matching marketing and sales with phase guidelines and restrictions.

CONVENTION MARKETING & SALES PLAN / FY21

Situation

The diminished budgetary constraints due to the COVID-19 pandemic will require a more concentrated effort on organic marketing efforts through earned and owned channels through November of 2020. Projects that will fundamentally support paid, earned and owned channels can be developed during the recovery period.

Event and meeting planners are postponing and/or canceling events Q1 and Q2 at this point with Q3 and Q4 events up in the air.

Four Phased Marketing and Sales Recovery Plan

A recovery plan based on a model presented by Destinations International will be used to phase messaging, targeting and project planning.

WAIT

Initial months of crisis through demand falloff and public safety protocols rollout.

Planner Truths

- There is not a clear timeline for when group gatherings will be allowed.
- Planners are cancelling or postponing events.
- Event budgets have been cut or eliminated.
- Attendees asking when and how to proceed.

Communication Strategy

- Halt paid Google display and retargeting campaigns.
- Halt paid social media campaigns.
- Help disseminate information regarding event cancellations and postponements through owned social channels by sharing posts from event planners, partners, trade publications and local media.
- Help disseminate information about help and assistance to local and regional planners.
- Support leisure with local messaging and any interim campaigns during the recovery period that are developed. #LoveLane

Marketing Projects

1. Identify planners in CRM by market segment (in process)
 - a. Group like segments and clean up tagged accounts
 - b. Clean up newsletter subscription segments
 - c. Continue to be of assistance to those planners who are looking 2021 and beyond
2. Develop content and strategies for targeted market segments
3. Website update
 - a. Complete web audit of navigation, messaging and imaging
 - b. Rework and renew existing landing pages
 - c. Remove or rework and republish existing blogs
 - d. Build planner destination marketing toolkit
 - i. Example: <https://www.visitindy.com/indianapolis-planner-markting-toolkit>

Sales Objectives

- Communicate with industry leaders and planners on current situation and the issues that need to be deal with during this time.
- Determine the potential that our team has regarding learning more about the planners needs/wants and our CRM

Sales Projects

1. Connecting with our planners, via phone and email, who are working on cancelations or postponements and assisting them get rescheduled with the venues
2. Checking in with many of our key planners just seeing how they are doing and feeling
3. Cleaning up the CRM in preparation for the conversion in Q4 by removing duplicate accounts, making sure each account has a future trace, market and category assigned and inputting contacts from FY20 shows that had not yet been entered into the CRM. Also working on moving to one parent company for our accounts (HelmsBriscoe, University of Oregon are examples)
4. Working with the various organizations that we interact with regarding membership and shows, ie. Trade and/or Education. Determining what is canceled or postponed and how we can obtain our prepaid registrations for these events
5. Working the few RFP's that are coming through

READY / OREGON'S PHASE ONE

Initial recovery strategies begin when we start to see demand regression pause, and/or loosening of public safety protocols.

Planner Truths

- Dealing with financial implications both professionally and personally.
- Managing attendee refunds and postponed registration issues.
- Many people continue to work remotely.
- Assessing viability of future and postponed events.

Communication Strategy

- Continue to hold paid digital campaigns
- Support local businesses and planners
- Continue to be a resource for postponed/rescheduled events
- Use local campaign hashtag #LoveLane in social media
- Share any relevant local human-interest stories
- Connect with planners that have events scheduled in Q3 and Q4
- Connect with stakeholders (hotels and venues)

Marketing Projects

1. Develop supporting collateral for targeted segments to produce inbound prospect leads
 - a. Case studies
 - i. Develop template
 - b. Thought leadership whitepapers (sustainability, accessibility, etc.)
 - c. Compelling blog posts

2. Develop and plan social media posts on a week-to-week basis
3. Rework sales funnel in CRM to better track, monitor and progress the sales pipeline
4. Continue to be a resource to the planners who are reaching out with queries, requests for assistance and support.

Sales Objectives

- As we see the possible moving from phase to phase become more educated on what we can offer and when
- Continue to support Leisure Market with #LoveLane plan
- Continued evaluation of current marketing/sales system in the CRM and how can it work better for us. Evaluate current target markets for validity

Sales Projects

1. Connecting with planners that have events scheduled in Q3 and Q4
2. Connect with stakeholders (hotels and venues) – who can respond to current RFP's
3. Connecting with our planners who are beginning to start to look at booking future events FY21 and beyond
4. Acting as a conduit between planners and hotels, particularly those that are closed, to make sure the sales process stays on track
5. Using the research tool of Knowland software to prospect. To see who is currently booking events, where and how far out
6. Continuing the CRM updates
7. Re-connecting with core providers to make sure we know who is still active/able to respond to service leads as government and industry allows

SET / OREGON'S PHASE TWO

Recovery strategies are well underway and demand indicators start to increase.

Planner Truths

- Establishing the new normal
- Watching leisure market for trends
- Events starting to book for late 2021 and 2022
- RFPs starting to be submitted

Communication Strategy

- Continue to share human interest stories
- Connect with planners that were in the pipeline prior to crisis
- Start to market destination and venues through social channels with soft sell approach

Marketing Projects

1. Plan aggressive six-month earned media strategy
2. Implement a prospect lead generation program
 - a. Set up gateway sign-in forms to collateral for capturing prospect information
 - b. Determine process for prospect lead qualification (SQL)
 - c. Establish monitoring processes in CRM
 - d. Create baseline KPIs
3. Produce new meetings video for targeted market segments – budget wish list

4. Develop new creative for Meet and Explore campaign for FY21
 - a. Focus on target market segments and seasonality
 - b. Design based on average size of banner ads
 - c. Establish continuity with leisure branding, if possible

Sales Objectives

- As we observe the Leisure Market be aware of trends and issues that the meeting planner will be dealing with as they consider future events
- To be a resource to our current and future meeting planners that they trust

Sales Projects

1. Connecting with planners that have events scheduled in Q3 and Q4
2. Connect with stakeholders (hotels and venues) – who can respond to current RFP's
3. Connecting with our planners who are beginning to start to look at booking future events FY21 and beyond
4. Acting as a conduit between planners and hotels, particularly those that are closed, to make sure the sales process stays on track
5. Using the research tool of Knowland software to prospect. Identify who is booking events, where, possible rotation cycle and how far out are they booking
6. Continuing the CRM updates
7. Reconnecting with core providers to make sure that we know who is still active/able to respond to service leads as government and industry allows

GO / OREGON'S PHASE THREE

Public safety protocols are no longer in use.

Planner Truths

- Events are being booked
- Planners willing to come for site visits
- Attendees remain cautious, but willing to attend events

Communication Strategy

- Restart digital and social media paid campaigns
- Use new collateral and web content to drive planner engagement
- Add trade media emails and trade media newsletter/website banner ads -budget wish list

Marketing Projects

1. Targeted marketing to prospects
 - a. Increase frequency of newsletters
 - b. Use targeted emails to sell venues and destination
2. Produce drip marketing campaign for SQLs in ActOn
 - a. Determine necessary frequency
 - b. Content to drive SQLs to web/gateway forms
 - c. Move SQLs through sales funnel
3. Targeted sales/tradeshaw opportunities, both statewide and nationally

Sales Objectives

- In addition to face to face meetings with our meeting planners also offer virtual ways to connect. Examples could be having a coffee or lunch delivered to their office. This can allow for the relationship aspect of sales to continue while people are restricted by finances or company policy from traveling
- Look for pattern that our meeting planners are using when looking at number of days of events and size of space now required

Sales Projects

1. Work the Pipeline in the CRM
2. Connect with 320 planners monthly
3. Actively register and attend industry trade shows and events as outlined in the Set Period above
4. Be working with the 2 planners who had expressed an interest in Q4 site visits prior to COVID-19
5. Continue to promote ourselves as industry experts and be willing to speak at events
6. Look at feasibility of FAM21 happening over the Prefontaine Weekend 2021 or push it to the Prefontaine Weekend 2022. This FAM would be centered around the newly opened Hayward Field and an opportunity to showcase this world class facility to invited meeting planners and media alike. This is an opportunity to get a behind the scenes look that all planners can appreciate
7. Feed events to Convention Services Director to offer services

TOURISM & VISITOR SERVICES / FY21 PLAN

BACKGROUND

OVERVIEW:

Tourism Marketing, Sales & Development/Management and Services efforts are designed to help reduce room night fluctuations by identifying times of need. To do this Travel Lane County identifies top travel products in our destination, then works to pitch motivators to prospective audiences to support the seasons of need and general market demand.

In the current environment of recovery from COVID-19 fallout, the Tourism department has refocused all planning on a phased recovery plan for FY 21. Note that this is drafted as of April, 2020.

KEY PRODUCT & DIFFERENTIATORS:

The Eugene, Cascades & Coast region is positioned to provide exceptional outdoor experiences that are easily accessible and allow for social distancing. 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.

The Tourism team focuses on a targeted approach that includes leveraging partner work with entities such as Travel Oregon and the Regional Destination Marketing Organizations of Willamette Valley Visitors Association and the Oregon Coast Visitor Association. With these partners focusing spend and strategies on higher-level Oregon awareness, Travel Lane County can target spend and efforts more efficiently at lower funnel work.

Our destination key areas of focus will be positioned throughout the year to support overnight stays in both urban and rural communities. These include product such as:

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

DESTINATION DEVELOPMENT

Integrated into our destination work is Destination Development; a core philosophy of working with stakeholder groups to develop and enhance tourism products to support sustainable, year-round economies. The Tourism Department is fully aligned with our Destination Development efforts led by the Destination Development Manager, with a shared objective of creating a feedback loop of messaging and ground-truthing our work with community entities.

Destination Development work supports projects around three key drivers for leisure tourism: **Outdoor Recreation, Culinary/Agritourism, and Arts/Culture**; as well as additional capacity to enhance Frontline Training and support our communities capability to host Sports and Conventions.

In detail, specific destination development projects include:

- Accessibility of trails and parks for diverse audiences
- Bookable product creation/growth and packaging existing product for distribution to multiple audiences (trade, consumer, media, etc.)
- Management of the Tasting Trails programs (Eugene Ale Trail, South Willamette Wine Trail, Eugene Distillery Trail)
- Management of the South Willamette Valley Food Trail

- Creation and management of the Central Coast Food Trail
- State and regional Arts & Cultural initiatives (Oregon Film Trail, Oregon Coast Art Trail, McKenzie History Highways)
- Transportation projects throughout the county
- Bicycle tourism projects (Connect Lane routes, Aufderheide Scenic Bikeway designation)
- Hosting the Wine Media and related industry shows (in alignment with destination strategy)
- Integration of Visitor Services NEXT priorities
- Assist communities that are implementing wayfinding signage (Oakridge, McKenzie Corridor)

TRAVEL TRADE

Early data is showing us that our domestic market is projected to far outpace any international traction in the travel market during recovery from COVID-19. Given this, we will refocus initial recovery efforts in this market on our domestic tour operators and follow Travel Oregon into all markets (domestic and international) where appropriate. With a longer lead time, this market will take longer to rebound, so we will continue efforts to grow our share in this market but expect it to be at a slower rate than our consumer efforts.

VISITOR SERVICES

Frontline staff have the largest impact on a customer's experience (positive or negative) and will be even more important as people start to travel again. The local expert will be able to help navigate where and how to travel in the region. Travel Lane County will develop a program to help frontline staff explore and share their own areas of expertise and provide resources to help them answer the top questions asked by visitors. This leads to a memorable experience for visitors, fulfilled staff and success for the business.

DETAILED PROGRAM OF WORK RECOVERY PHASES TIMELINE

Destinations International presented the tourism industry with a phased approach to a recovery timeline in an early webinar during the COVID-19 crisis.

In this format, phases act as a guideline for timelines as we move through each phase, since the COVID-19 crisis has created a fluid situation. Tourism will use this as a format to build on in our path forward.

This flexible phased approach is as follows:

WAIT / THROUGH OREGON'S PHASE 1

Initial months of crisis through demand falloff and public safety protocols rollout.

- **Market indicators to watch for:**
 - Search demand falloff - call/search volume
 - Declining number of symptoms, cases
 - Hospital testing increases and regular testing/procedures take place
- **Target Markets:**
 - Local audience (Lane County)
- **Market Status:**
 - Minimize non-essential travel
 - Avoid socializing in groups of more than 10 people
 - Close common areas where congregation/interaction occurs
 - Maximized social distancing in public
- **What is our role:**
 - Focus on resource sharing and local business support
 - Promote "mental breaks" from the situation with virtual tools - not promoting travel at all
- **What do we want:**
 - Well-being of our destination
 - Our local audience to feel supported

- Our local audience to trust us as a representative for local businesses/destination
- **What is our message:**
 - No travel messaging. Support of “Save Lives. Stay Home.” messaging
 - LoveLane campaign
 - Instill confidence and travel readiness during phase one
- **Desired actions:**
 - Stay connected/engaged
- **Tactics Include:**
 - Release and promotion of #LoveLane campaign
 - Support of local businesses and mental relief messaging
 - Planning and preparation of content for upcoming phases

READY / OREGON’S PHASE 1

Initial recovery strategies begin when we start to see demand regression pause, and/or loosening of public safety protocols.

- **Market indicators to watch for:**
 - Search demand stops dropping and starts to flatten or increase - call/search volume
 - Community travel sentiment
- **Target Markets:**
 - Local audience
- **Market Status:**
 - Reduction in social distancing mandates
- **What is our role:**
 - Provide ‘getaway’ solutions for drive market and more immediate turnaround audiences
- **What do we want:**
 - Inspire confidence in our region
 - Bookings from local audience
- **What is our message:**
 - Inspire confidence in travel
 - Procedures and precautionary measures to expect
 - Large inventory of uncongested trails (take care to spread volume out)
 - Always have a backup plan
- **Desired actions:**
 - Plan ahead
 - Future bookings and consideration conversion points
- **Tactics Include:**
 - Focus on hyper-local staycations
 - Trail content around backup options and traffic management
 - Rollout of e-news series

SET / OREGON’S PHASE 2

Recovery strategies are well underway and demand indicators start to increase.

- **Market indicators to watch for:**
 - Demand starts to grow - call/search volume
 - Public safety measures relaxed
 - Local sentiment opens up and matches comfort in travel
- **Target Markets:**
 - Drive market (Oregon and nearby markets, 300 mile drive market)
 - Expanded drive market as appropriate (Oregon + LA to Seattle)
 - Work fly markets in as they reactivate

- Outreach to Travel Trade
- **Market Status:**
 - Starting to move around and travel under 'new normal' safe travel guidelines
- **What is our role:**
 - Encourage to get out and explore - fully back into travel mode
- **What do we want:**
 - Focus on consideration and down-funnel work to drive visitation
 - Bookings from local audience and drive market
- **What is our message:**
 - Inspire planning for travel
 - Turn on inspiration and consideration travel messaging
 - Full-funnel of messaging (Inspiration > Experience)
 - Acknowledging restrictions/new normal, but highlighting travel content
 - New normal kinds of activities
- **Desired actions:**
 - Immediate and plan ahead - bookings and consideration conversion points
- **Tactics Include:**
 - Expansion of messaging to larger drive markets
 - Debut Travel Trade and sales outreach strategy
 - Road-trips and expanded itineraries

GO / OREGON'S PHASE 3

Public safety protocols are not in use.

- **Market indicators to watch for:**
 - Demand indicators normalize
 - Group gatherings
- **Target Markets:**
 - Incorporate all previous audiences
 - Consider International for more immediate messaging
- **Market Status:**
 - Resuming 'new normal' for travel plans (new baseline)
- **What is our role:**
 - Connect with prospective travelers
 - Encourage travel planning
- **What do we want:**
 - Visitation and bookings
- **What is our message:**
 - Inspire planning for travel
 - Full-funnel of messaging (Inspiration > Experience)
- **Desired actions:**
 - Immediate and plan ahead - bookings and consideration conversion points
- **Tactics Include:**
 - Updates to paid strategies

TARGET MARKETS - EXPANDED:

Early data (March 2020) is showing that other countries (such as China) who were touched by COVID earlier than the U.S. are experiencing an initial increase in the domestic market. During this recovery timeframe, our tourism efforts will focus our targeting on nearby markets to drive immediate turnaround from our efforts as much as possible.

Depending on the landscape this Fall/Winter/Spring, we plan on adding key markets back into our targets as they become more realistic traveler candidates. This includes further drive targets (Northern Washington and Southern California, for example) as well as direct fly markets.

Some of these markets (such as Travel Trade and International operators/media) operate programs on a longer timeline, and our efforts will support meeting that need on a slightly different timeline than our consumer work. We rely on much of our partner work to help us reach these audiences as well so our programs will adapt to meet the need of

Tiered Target Markets:

- Group 1: Wait.
 - Engaging local residents to support local economies
- Group 2: Ready.
 - Local Market (Lane County)
 - Oregon drive market (might phase in by regions that are open)
- Group 3: Set.
 - Expand drive markets, possibly outside of state from LA to Seattle
 - Fly markets - cities with direct air service to Eugene
 - Domestic tour operators
- Group 4: Go.
 - Overseas markets supported through co-operative marketing with Travel Oregon and Oregon partners
 - Priority markets: Canada, United Kingdom, Germany, Japan

OBJECTIVES & STRATEGIES

Tourism plans on managing content and marketing through owned, paid and earned channels to help reduce seasonal fluctuations. In our time of crisis this includes a greater focus on earned and owned channels, particularly for the first half of the fiscal year when we may be exclusively leveraging these channels.

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 audience at the right time in their journey in order to support the year-round tourism economy each community is seeking.

Our tourism team has worked hard to integrate with Oregon's travel industry to provide a fully rounded approach and increased effectiveness of our program of work. We work with industry partners to ensure they are updated with content and story ideas to match their needs and opportunities to extend our voice. Developing this pipeline has also become a primary strategy in an effective media relations system. Key partners in this effort include Travel Oregon (domestic and international channels), Willamette Valley Visitors Association and Oregon Coast Visitors Association.

Objective: Build first party data and research tools to reinforce marketing efforts.

Strategies and outcomes:

- Generate 50 e-news sign-ups every month
- Baseline impressions/reach reporting to build demand generation tracker (KPI tracker)
- Conduct standard cleanups of our consumer, trade and media databases
- Create email welcome series

- Create e-news strategy directed at Travel Trade
- Create a pipeline for visitor feedback and integration with front line staff
- Optimize tourism reporting formats for efficient value tracking and reporting across organization

Objective: Reach target audiences with key destination messages to motivate planning, visitation and increased visitor spending.

Strategies and outcomes:

- Launch campaign to update our brand guidelines and help reintroduce our destination to the market
- Redevelop our Pinterest channel to optimize traffic flow
- Target two influencer projects
- Secure 15 stories in top tier publications that support campaign messages and/or key destination themes
- Create and implement a social strategy that wrap “stories” functions into content development
- Implement Google audit strategy to optimize our area for search
- Baseline expectations and reformat channels to optimize for organic link clicks
- Identify successful user flow conversion metrics on our pages
- Optimize conversion points to facilitate patronage to existing product

Objective: Encourage and support programming and activities in destination to drive demand.

Strategies and outcomes:

- Work on projects that encourage engagement with destination: Outdoor Recreation, Culinary, and Arts & Culture focuses
- Develop outreach calendar to integrate key shows and optimize our presence
- Establish Visitor Services Next Frontline training program and establish measurements to baseline trainings
- Create Visitor Services Next Toolkit

Objective: Retain industry (trade) connections and establish strategies to encourage growth beyond the crisis.

Strategies and outcomes:

- Work to establish 60 tour-friendly businesses
- Leverage state connections to create new statewide itineraries and product
- Build bookable product strategy and track work on this front

FULL FUNNEL OVERVIEW

Inspire

This initial stage of the cycle focuses on aspects of inspiration to prospective travelers. We do this by showcasing motivational experiences to capture their attention and plant the seed for a future visit. We typically use a mix of paid and earned media as well as our owned channels to achieve this. However, initial phases of our recovery will have our efforts solidly placed in organic (unpaid) work to maximize our use of budget.

Content we create and distribute promotes awareness of our destination experiences and focuses on reaching prospective travelers in target markets. This is done with a mix of social channels, print and digital advertising, keyword marketing, direct partner-related content such as deals and events, itineraries, and storytelling editorial content.

Consider/Plan

This section of the cycle centers on strategies that highlight why to visit, introduce activities to extend a stay based on inspirational triggers, and pull prospective visitors into considering our destination in the travel decision.

Some examples of this include our editorial content (in the Visitor Guide or Go Guide for example), listings to provide planning information, Itineraries that highlight trips throughout our region.

This phase also highlights our use of two-way communication, as planning is another element that fits within this cycle. Our staff offers trip-planning assistance via phone inquiries, social/e-mail requests and in-market visits at the visitor centers and outreach events.

Book/Commit

We look for opportunities to drive direct bookings as closely as we can in this stage. Though we cannot have users book on our website, we strive to drive traffic through our channels to conversion points such as deals, hotel reservation web pages and other related bookable content. We hone in on travel trade metrics to baseline impacts and deliver product to drive bookings.

In this stage we see new opportunities for increased alignment of marketing with hotels and a focus on expanding bookable product that can extend a stay.

Experience

Much of the work in this phase is focused on in-market activations and to meet/connect with visitors where they expect to see us. As we move into our Visitor Services Next planning, we look to new ways to incorporate these efforts into other channels and expand our reach. We also seek to expand our on-the-ground training to reinforce connectivity and product knowledge throughout our destination.

It is expected that for the foreseeable future, visitors will be looking for less crowded experiences. Our efforts to connect will play to this factor and support safe exploration as we move through the phases of recovery.

Share

We typically see sharing happen at each stage of the visitor lifecycle. This segment of the cycle is dedicated to retention and re-entry in the inspiration or consideration top of the funnel. We also want to make sure that our local communities see the results from our efforts and can truth destination product.

INTEGRATED MARKETING / FY21 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, creative and content they need to achieve their goals.

Branding & Creative

Objective: Champion the Eugene, Cascades & Coast and Sports Commission brands and provide creative materials to our teams to maximize consistency and awareness.

Strategies and tactics:

- Evolve branding elements to adapt to changes in consumer behavior, marketing and organizational structure, as budget allows.
 - Evolve brand's logos, tagline, color palette and font guidelines to work in a digital setting
 - Review and update branding guidelines for clarity and for specific application to each target market.
- Facilitate creation of updated campaign creative across target markets.
- Create print and digital marketing materials (including flyers, postcards, posters, graphics, ads, etc) that support brand awareness and achieve marketing goals as they are requested through the creative briefing process.

Website & Content

Objective: Position the Eugene, Cascades & Coast website as the authoritative resource for destination travelers (leisure, conventions, sports, trade).

Strategies and tactics:

- Continually optimize website to support user experience, SEO and departmental initiatives while creating content that is unique and not available anywhere else online.
 - Create timely website content that is original, evergreen, seasonal and easily updated/republished and repurposed.
- Assist Meetings and Sports teams with navigation and content website audit.
- Redesign website to match updated branding and campaign creative, as budget allows.
- Perform quarterly content audits to identify content gaps and opportunities and provide these to the internal content team.

Publications

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

Key publications to be produced, as budget and advertising support allow:

- Visitor Guide
- GO Guide
- Meeting Planner Guide
- Sports Planner Guide

- Eat & Drink Guide
- Visitor Map

Image & Video Support

- Leverage our b-roll library to create timely, easily created destination videos.
 - Provide staff with tools to create easy-to-make, low-production video that can be made on the fly and shared quickly.
 - Provide staff with training on tools, creative and design and branding guidelines.
- Support our destination branding campaigns with an updated destination video, as budget allows.
- Continually audit media library gaps and proactively capture photo needs across departments.
- Respond to photo and video requests and leverage our large media library by sharing content in as many places as possible (partners, media, etc.).

Data & Reporting

- Analyze website performance to inform strategy.
 - **Quarterly:** review year-over-year performance of key pages and user paths to inform leisure campaign strategy.
 - **Monthly:** Review key website metrics including user demographics, referral sources and engagement metrics.
 - **Weekly:** Review top pages, events, listings and referrals.
- As requested by internal teams, use data from survey tools, marketing automation platform and other sources to audit success of specific programs or campaigns.

Tools & Training

Objective: Provide support for efficient, effective platforms and training on tools and trends in marketing, digital best practices and consumer behavior.

Strategies and tactics:

- Facilitate the building of sales and marketing campaigns (lead generation, nurture and trigger) through Act-On marketing automation platform.
- Provide management and support of CRM tool across departments.'
 - Audit saved searches, reports, account and contact tags across user groups.
- Lead cross-departmental meetings to maximize efficient use of time and resources and provide ongoing training opportunities for staff.

ADMINISTRATIVE / FY21 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

- Maintain a current board resource/orientation book; conduct orientations as new board members are appointed
- Support board and staff work on strategic areas and committees
- Provide timely digital board packets and communications
- Ensure time and space for strategic, long-term focus by the board
- Regularly revisit all ROI measures using current industry knowledge
- Maintain accurate monthly financial statements and cash flow summaries

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

- Maintain 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 strategic planning process and timelines

Provide External Stewardship

- Support local purchase decisions based on price, expertise and overall value
- Ensure a strong working relationship and grant compliance with Lane County
- 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
- Ensure strategic alignments with Lane County's mission

STAKEHOLDER RELATIONS / FY21 PLAN

Partnership: 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. Partnership sales and retention – Retain 65% of current partners.
 - a. Partner prospecting and retention
 - i. 100 sales calls with area businesses/organizations
 - ii. Board member calls to new members
 - b. Partner/stakeholder events
 - i. Visitor industry celebration (May/June)
 - ii. Holiday party
 - c. Partner education
 - i. Offer three partner-led training sessions
 - ii. Offer three staff-led training sessions
 - iii. Partner spotlight (6 sessions)
 - iv. Maximize Your Partnership (3 sessions)
 - d. Partner resources
 - i. Deadlines & Opportunities weekly e-newsletter (30% open rate)
 - ii. Enhance partner/industry section of website
 - iii. Increase participation in partners only Facebook page by 5%

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. Provide content for e-newsletters
 - ii. Attend a minimum of 24 chamber events annually
 - iii. Staff committee participation (Young Professionals & LES)
 - iv. Implement Savor Springfield in cooperation with the Springfield chamber of commerce (September)
 - v. Tourism ambassador awards implemented as part of the industry celebration
 - b. Civic organizations
 - i. Present to 12 organizations (involve board members when feasible)
 - ii. Participate on the downtown Eugene marketing coalition, the Oregon Dunes Restoration Collaborative, SMART Reading Oregon leadership council, , Hosea Youth Services board
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
- 4. State legislators and federal delegation
 - a. Legislative session
 - i. Track bills and support issues committee and board in taking positions and offering testimony
 - b. Offer pre-session briefings (October/November)
 - c. Email annual report link (October)
- 5. Partners and industry businesses
 - a. Industry e-newsletter emailed monthly (30% open rate)
 - b. Maintain industry blog
- 6. Local media
 - a. Media sent industry e-newsletter
 - b. Press releases sent (24-36 per year)
 - c. 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. Involve board with contacting new members
 - b. Maintain updated board section on the website
 - c. Update and make available Tourism Investment handout
- 8. Travel Lane County staff
 - a. Provide updates at weekly staff meeting
 - b. Lunch & Learn presentations (Quarterly)

SPORTS COMMISSION / FY21 PLAN

The overall strategy for FY21 is to market the Eugene, Cascades & Coast region for sports in a new way as the state opens for events small to large.

Primary efforts will focus on indoor sports during the shoulder season. The county's largest venues, such as the Bob Keefer Center, Lane Event Center, Moshofsky Center, and the Graduate Hotel, are indoors and make for a perfect match with December through April weather when the destination is most wet. This timeframe is also a time of need for local lodging groups where rates and availability will be much more competitive with other parts of the country. Volleyball, wrestling, basketball, and gymnastics will be the primary sports we target. These sports fit the aforementioned venues and seasonality. We also have great relationships with current clubs in those sports locally., which is a necessary piece when organizations are considering our bids.

The secondary target will be outdoor sports that utilize natural venues and sports complexes during the months of July through September. Our current strengths as a community include sports such as water polo, BMX, yachting, drag boat racing, windsurfing, triathlons, track & field, cycling, and mountain biking. All these groups either have their own facilities or utilize one of the many lakes, reservoirs, and trail systems that our county has to offer.

Another secondary target is the local sports planners. Now more than ever will they need help getting their events back to normal attendance numbers. The Sports Commission will continue to reach out to local planners and assist wherever possible. Assistance may come in the form of services provided, help applying for grants and other financial opportunities, connecting planners with local businesses for sponsorships, and furthering event planning educational opportunities.

Event services will support the Sports Commission's strategy by increasing overall planner satisfaction, promote re-bookings, and word-of-mouth referrals. Major projects include managing housing for the NCAA Division I Men's and Women's Outdoor Track & Field Championships, the World Athletics Championships Oregon22, and the U.S. Olympic Team Trials - Track & Field, coordinating visitor information and welcome signage at all previously mentioned events, and plan and execute the Oregon Sports Summit.

The diminished budgetary constraints due to the COVID-19 pandemic will require a more concentrated effort on organic marketing efforts through earned and owned channels. Projects that will fundamentally support paid, earned and owned channels can be developed during the recovery period.

The Sports Commission will monitor the development and planning of new sports venues. Civic Park is nearing completion of Phase I and the added spectator seating in subsequent phases will prove valuable when bidding on NAIA and NJCAA events requiring a championship stadium. The Golden Gardens Project has been approved for funding, but construction planning may be delayed due to the COVID-19 pandemic. The Indoor Track is another project the Sports Commission will monitor. It will be 1 of 2 indoor tracks on the entire west coast. It will position Eugene to host a full indoor track season at the collegiate, high school and club level during our highest priority season. This multi-purpose venue will have the option of hosting other sports thus increasing its economic impact and the range of use. It would be an economic catalyst for the Glenwood neighborhood and would allow the Sports Commission to bring in a multitude of sport events.

Objectives

Department & Sales

1. Book at least 1 "city-wide" or "marquee" event within the next 2 years
2. Confirm 12,000 room nights from annual and rebooked business

3. Confirm 3,000 room nights from new business
4. Grow Sports Commission Partnership by 1 member
5. Have a 90% retention rate or higher of Sports Advisory Council members
6. Research CSR Opportunities for community engagement and branding

Services

1. Receive an average of a 4-star rating on our destination and willingness to re-book in the post-event planner surveys.
2. Facilitate partnership connections between sports event planners and potential sponsors and local vendors.
3. Provide a variety of event services that serve to enhance the sport event participants experiences.
4. Partner with the Sports Sales Coordinator in promoting our sports event clients within the community.
5. Provide premier housing assistance for large sporting events. Partnering with event planners to secure hotel room rates and contracts, while also assisting athletes and teams with booking rooms.
6. Host the third Oregon Sports Summit targeting statewide sports organizers, DMOs, clubs, leagues, schools and teams.
 - a. Attendance goal: 140
 - b. 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.
 - c. Generate at least \$15,000 in sponsorship revenue (this income is split between FY20 & FY21).
 - d. Receive an average of 3.8-star rating on educational content and 4-star rating on the overall event in the post-event attendee survey.
7. Maintain Sports Commission sponsor relationships and ensure all benefits are fulfilled

Wait

This is the time period of initial months of crisis through demand falloff and public safety protocols rollout.

Planner Truths

- There is not a clear timeline for when group gatherings will be allowed
- Planners are cancelling or postponing events
- Event budgets have been cut or eliminated
- Attendees asking when and how to proceed

Director

- Monitor industry changes and repercussions due to COVID-19 via webinars an individual reach out.
- Check in with local partners, stakeholders, and national/regional/local event planners to make sure they're all ok and get an idea of how they're being affected during the pandemic.

MARKETING

Communication Strategy

- Share information regarding event cancellations and postponements through owned social channels by sharing posts from event planners, sponsors, leagues, clubs, governing bodies, partners, trade publications and local media
- Share information about help and assistance to local and regional planners
- Support leisure with local messaging and any interim campaigns during the recovery period that are developed #LoveLaneSports

Projects

1. Identify planners in CRM by type of sport(s) events they produce
2. Develop content and strategies for targeted market segments
 - a. Indoor/winter sports (volleyball, basketball, gymnastics, dance, wrestling)
 - b. Outdoor/summer sports (BMX, water polo, cycling, triathlons, windsurfing, sailing, archery, etc.)
 - c. Track & Field (World Athletics Championships Oregon22, U.S. Olympic Team Trials – Track & Field, NCAA Division I Men’s and Women’s Outdoor Track & Field Championships)
3. Website update
 - a. Complete web audit of navigation, messaging and imaging
 - b. Rework and renew existing landing pages
 - c. Remove or rework and republish existing blogs
 - d. Build planner destination marketing toolkit

Example: <https://www.visitindy.com/indianapolis-planner-marketing-toolkit>

SALES

1. Establish communication with event planners
2. Adjust event scheduling due to cancellations and postponements
3. Collect official data on venue rental needs and hotel occupancy needs

READY / OREGON’S PHASE 1

Initial recovery strategies begin when we start to see demand regression pause, and/or loosening of public safety protocols.

Planner Truths

- Potentially allows for groups to gather up to 10 people
- Dealing with financial implications both professionally and personally.
- Managing attendee refunds and postponed registration issues.
- Many people continue to work remotely.
- Assessing viability of future and postponed events.
- Planners continue to reschedule events

Director

- Review the Sports Commission email subscriber lists and create a communication strategy
- Host Sports Advisory Council Meeting to update the group on current industry trends and collect advice on forward looking strategies.

- Identify financial resources for local event planners and local stakeholders struggling during the pandemic. This includes funding for future events and funding to get planners through this time of zero business.
- Continue to stay updated on current event safety trends as it pertains to COVID-19.
 - Look into the formation of a local taskforce who can create suggestions for safe sports event planning once events begin to happen.
- Reach out to local venues to see what their status is and what their plans are for when they reopen to the public.
- Coordinate local sports tourism advocacy efforts with state efforts.

MARKETING

Communication Strategy

- Support local businesses and planners
- Continue to be a resource for postponed/rescheduled events
 - Especially the U.S. Olympic Team Trials – Track & Field and World Athletics Championships Oregon22
- Use local campaign hashtag #LoveLaneSports in social media
- Start to market destination and venues through social channels with soft sell approach
- Share any relevant sports-related human-interest stories
- Connect with planners that have events scheduled in Q3 and Q4
- Connect with stakeholders including Advisory Council

Projects

1. Develop supporting collateral for targeted segments to produce inbound prospect leads
 - a. Case studies
 - i. Develop template
 - b. Thought leadership whitepapers (sustainability, accessibility, etc.)
 - c. Compelling blog posts
2. Develop and plan social media posts on a week-to-week basis
3. Setup sales funnel in CRM to better track, monitor and progress the sales pipeline
4. Develop content on event/venue safety guidelines and requirements
5. Explore new sports creative

SALES

- Begin pulling accounts from the CRM that match all primary and secondary event targets.
- Continue contacting local event planners to advise on safety precautions and event planning for when regulations loosen.
- Monitor regional and national organizations to see if they have amended dates of any current RFPs.
- Begin reaching out to planners for event RFPs beyond summer of 2021

SERVICES

- Engage and support our sports event planner clients

- Review the events we have worked with over the past calendar year and do outreach to re-book these events

SET / OREGON'S PHASE 2

Recovery strategies are well underway and demand indicators start to increase.

Planner Truths

- Group sizes increase, nonessential travel resumes
- Establishing the new normal
- Watching leisure market for trends
- Events starting to book for late 2021 and 2022
- RFPs starting to be submitted

Director

- Start identifying opportunities for CSR (Social Responsibility / Voluntourism)
- Gauge local business sentiment and potential for immediate and future event sponsorships
- Monitor development of new sports venues
 - Includes the Thurston Hills Mountain Bike Trails, Golden Gardens Project, Indoor Track, and Civic Park
 - Determine appropriate plan for advocacy and support of projects under development

MARKETING

Communication Strategy

- Continue to share human interest stories
- Continue to market destination and venues through social channels with soft sell approach

Projects

1. Plan aggressive six-month earned media strategy
2. Implement a prospect lead generation program
 - a. Setup gateway forms to collateral for capturing prospects
 - b. Determine process for prospect lead qualification (Sales Qualified Lead - SQL)
 - c. Establish monitoring processes in CRM
 - d. Create baseline Key Performance Indicators (KPIs)
3. Develop new creative for Life is Sport. Play it Here. for FY21
 - a. Focus on target market segments and seasonality
 - b. Design based on avg size of banner ads
 - c. Establish continuity with leisure branding, if possible

SALES

- Continue reaching out to national and regional event planners for RFPs in dates 2021 and beyond
- Submit any outstanding bids
- Gather a list of event planners who may be interested in site visits.

SERVICES

Planning Assistance & Consultation

- Schedule one on one meetings with sports event clients. Provide planning insights, guidance, talk through event services and housing needs, and review results of community promotion of the event.

Oregon Sports Summit

- Partnering with the Marketing Manager and Sports Sales Coordinator to plan the marketing and promotions for the event.
- Plan out communications with speakers & sponsors to provide them event details.

GO / OREGON'S PHASE 3

Less stringent public safety protocols are in use.

Planner Truths

- Events are being booked with confidence
- Planners willing to come for site visits
- Attendees remain cautious, but willing to attend events

Director

- Begin attending local networking functions.
- Build relationships with potential high dollar sponsors for new sports events.
- Advocate for future grant stabilization and future funding.
- Advocate for sports tourism-minded infrastructural improvements in surrounding communities.

MARKETING

Communication Strategy

- Restart digital and social media paid campaigns
- Use new collateral and web content to drive planner engagement
- If possible, add emails and/or banner ads through SportsTravel, SportsEvents and SPG

Projects

1. Targeted marketing to prospects
 - a. Increase frequency of newsletters
 - b. Use targeted emails by sport to sell venues and destination
2. Produce drip marketing campaign for SQLs in ActOn
 - a. Determine necessary frequency
 - b. Content to drive SQLs to web/gateway forms
 - c. Move SQLs through sales funnel

SALES

- Travel to TEAMS and SportsETA Conference to prospect new accounts and events.
- Begin planning and scheduling site visits for interested event planners.
- Consistently monitor available RFPs that fit our primary and secondary targets
- Work with the Sports Advisory Council on gathering the resources necessary for bidding on a city-wide or mega event.

SERVICES

Planning Assistance & Consultation

- Full gamut of event services resumes again with activity restarting
- Post-event: schedule post event meetings (face to face or via phone) to talk through what worked, what didn't, and how we can continue to assist for future events
- Send out post-event surveys to planners – one is tailored to local event planners and the other out of area planners
- Volunteer Database: continue to provide the opportunity for locals to sign up for our volunteer list. Focus on recruiting volunteer groups and organizations to join the list

Partnership Connections

- Distribute Sports Planner's sponsorship information to our Travel Lane County partners
- Assist planners in connecting with local vendors. (promotional item companies, catering/food trucks, event rentals, transportation, beer & wine, etc.)

Enhancing Event and Participant Experience

- Develop a pre-event destination resource kit in partnership with the conventions department.
- Continue to create custom microsites that include discounted hotel rates and destination visitor information
- Provide warm welcomes for arriving teams and athletes who may feel tentative
- Work with organizers of large-scale citywide events to compile and distribute a digital resource guide for frontline hotel staff
- Assist planners in the planning of auxiliary events – coaches/officials' happy hour, awards dinners, etc.

Promoting Sport Events Within the Community

- Collaborate with the Sports Sales Coordinator to provide promotional assistance for our sports planner clients

Housing

- Assist the Senior Director in securing discounted hotel room rates and hotel room block contracts for event planners.
- Collaborate with the local organizing committees of large international events and assist them with hotel relationship building and contracting

- For large city-wide events, assisting athletes and teams find housing accommodations.

Oregon Sports Summit

This annual event welcomes sports event planners, leaders of sports organizations, sports venue and facility operators, vendors and others from the Oregon sports community for a full-day conference meant to educate, support and inspire event planners to achieve success. The Oregon Sports Summit is the only one of its kind in the state. Each year different industry trends or topics are identified and highlighted. The 2020 event will have sessions highlighting event crisis management planning and implementation, diversity & inclusion, and adaptive sports.

FY21 is unique in that the event happening on October 29th had been postponed. All of the pre-planning work was completed in FY20. Some of this pre-planning work included sponsorship acquisition, educational topic selection, preliminary logistics planning, and speaker recruitment

- Market to a targeted group of statewide sports organizers, DMOs, clubs, leagues, schools and teams
 - In addition to our contact list and network, we also leverage our relationships with our sponsors and other DMO's to also engage their networks / clients
 - Market to our network through email campaigns and social media (posts & paid ads)
- Provide a superior educational and networking experience for the members of the Oregon sports community
 - Recruit an eclectic mix of industry leaders that will present important, engaging, and relevant content for attendees, giving them the tools, they need to further develop their events
- Facilitate opportunities for vendors and sponsors to engage with attendees, there by maximizing their experience
- Leverage event app technology (Whova) to further enhance the attendee experience

Sports Commission Sponsor Relationships and Sponsor Benefit Fulfillment

- Strategize with the Stakeholder Relations Department on ways to better develop and maintain relationships with sponsors and assist their team with renewals
- Communicate regularly with sponsors regarding the benefits they available to them via Sports Commission E-news
- Ensure sponsors receive all promised benefits