


# FUTURE FORWARD

Travel Lane County  
FY23 Marketing Plan

EUGENE  
CASCADES  
 COAST







# PROMISE

The Eugene, Cascades & Coast region has Oregon's greatest variety of adventures in easy to reach, uncrowded places.

# MISSION

Travel Lane County's Mission is to increase overnight visitors.

# WHY

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

# VISION

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.



# OUR COMMUNITIES



**EUGENE** Where the arts are unbounded, the trails uncrowded, and the eateries uncommon. Walk or run along the river, find peace in the forest, or take in the view from the top of a butte. Then catch a show at one of many unique venues, and pick a place to eat – from fine dining to food carts, the focus is fresh and local.



**SPRINGFIELD** Where public art is plentiful, craft beer beckons and river paths are picturesque. Cycle or saunter along the Willamette River. Tour outdoor art and murals. Wander through quaint, downtown shops. See familiar sites from “The Simpsons” TV show. Try a new brew.



**FLORENCE**  
**Oregon’s Coastal Playground**  
Grab a sandboard and carve your way through North America’s largest coastal dunes. Hop on a horse. Go clamming or crabbing. Stroll along the boardwalk. Savor a bowl of chowder. Shop local boutiques and enjoy live entertainment at the casino.



**DUNES CITY**  
**It’s Simply Paradise**  
Where the dunes meet Woahink and Siltcoos Lakes. Take a wild and scenic ride on an OHV or dune buggy. Opt for a peaceful paddle on the Siltcoos River or tread wooded paths that lead to wide-open beaches. Set up basecamp at the foot of the dunes near freshwater lakes.



**COTTAGE GROVE** Where local history is as long as the bike paths. Pedal or walk through six historic covered bridges. Amble along Bohemia Mountain in search of wildflowers. Tour more than 20 outdoor murals. Then settle into small-town Americana and grab a bite to eat.



**MCKENZIE RIVER** Where the waterfalls and rapids will quicken your heart and leave you breathless. Hike or bike the magnificent McKenzie River Trail. Scout waterfalls and old growth forests. Fish from the shore, or cast a line from a legendary McKenzie River drift boat.



**JUNCTION CITY** Where agriculture and viticulture is the culture, and small-town events make you feel right at home. Cruise the back roads. Go wine tasting. Buy grains, baked goods, produce and meat straight from the farm. Swing a golf club overlooking valley vineyards. Buy grains, produce and meat straight from the farm. Learn about beekeeping, or sample some honey.



**LOWELL** Where a tranquil setting meets the great outdoors. Explore three big beautiful lakes. Tour five historic covered bridges. Look for wildflowers and wild blackberries while you hike the trails. Or try a round of disc golf.



**VENETA-FERN RIDGE** Where wineries meet wildlife. Sample Oregon’s famed Pinot and go sailing and camping. Watch the mist rise from the marshes and a Great Blue Heron take flight at Perkins Peninsula.



**OAKRIDGE**  
**Mountain Biking Capital of the Northwest**  
Where you’ll find miles of single track, without lots of people. Bring your bike or rent one; there’s a trail for everyone. After your downhill ride, swap stories and battle scars over a pint. See Oregon’s second-highest single-drop waterfall, then hike or camp at nearby Waldo Lake.



**WESTFIR** Where Oregon’s longest covered bridge marks the beginning of epic mountain biking and hiking trails. Raft a fast and fun Wild and Scenic section of the North Fork of the Middle Fork of the Willamette River. Journey down the Aufderheide Scenic Byway in search of wildflowers. Cap it off with a local beer under the stars.



**COBURG** Where delightful 1800s architecture is complemented by antique shops, farms and the McKenzie River. Shop for antiques. Explore the back roads on the Willamette Valley Scenic Bikeway and visit a u-pick farm.



**CRESWELL** Where scenic country roads lead to a friendly small town. Visit part of the Applegate Trail. Try a giant cinnamon roll. Say hi to the alpacas and hit the golf course.



OUR KEY  
DIFFERENTIATORS

ETHOS



Nature  
Sustainability  
Food and drink  
Maker culture  
Tech/intellectual capital  
Art

ENERGY



University of Oregon  
Development  
Action sports culture  
Hayward Field  
Riverfront development  
Parks and recreation  
Glenwood development

EASE



Proximity to I-5  
Affordability  
No sales tax  
Accessibility  
Air Service  
Safety



# OUR FILTERS FY23

## ACCESSIBILITY



- Increase our understanding of existing networks and resources we might leverage to better serve and communicate with visitors who need some form of accommodation
- Work with key stakeholders to align with their objectives around inbound travel

## SUSTAINABILITY



- Seek target market prospects focused on this value as a good fit for our destination
- Celebrate sustainable businesses across all sectors

## DIVERSITY, EQUITY AND INCLUSION



- Focus on communicating effectively and authentically with LGBTQIA prospects across our three target markets



# OUR AUDIENCES

## TRADE

### Convention and meeting planners

**Primary** State, Regional and National Planners hosting Third-Party, Education, Faith, Medical and Government with a crossover of the University of Oregon and LGBT-MPA members who fall into these categories

**Secondary** Regional and National Planners hosting Association, Transportation, Sports/Tourism Conventions, Sustainability/Accessibility, Food and Beverage, Maker, Agriculture and Tech

### Sports events planners

**National/International Planners** on summer outdoor events

**Regional Sports Planners** on summer outdoor and field venue events and indoor winter events

**State/Local Planners** on summer outdoor and field venue events and indoor winter events

### Travel trade

**Primary** Domestic and international operators, receptive tour operators

**Secondary** Travel advisors

## CONSUMER

### Key 500-mile drive markets including:

Portland, Seattle, Bay Area, Boise

### Key flight markets including:

LA, Seattle, Bay Area, Dallas, Chicago, Denver

### Lane County residents

Who may travel to different parts of the county

### Travelers in-market:

Leisure, sports and conventions attendees

### Consumer interests including:

Road trips, waterfalls, culinary travel, adventure travel, outdoor adventures

## STAKEHOLDERS

Partner businesses

Chambers of Commerce

Elected officials

Civic and community groups

Local, state and county agencies

## MEDIA

Trade media

Local media

Regional lifestyle and travel media

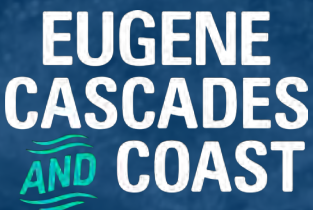
National media





# VISITOR INDUSTRY OVERVIEW

Lane County is over 4,700 square miles and comprises many small rural communities as well as hosting the state’s second largest metro area. Tourism is one of many important industry sectors in a diverse economic fabric here.



## Lane County / Visitor Details Visitor Details 2021p

Overnight visitor volume for Lane County is based on cross-referencing visitor surveys, visitor air travel, and lodging data. Volume estimates therefore will differ from methodologies that rely solely on visitor surveys. Visitor spending is a more reliable metric to visitor volume in accounting for changes in the travel industry, as it is more closely tied to economic data and lessens the variability from visitor surveys. Day travel estimates are not included because of data limitations.

## Average Expenditure for Overnight Visitors, 2021

	Person		Party		Party Size	Length of Stay
	Day	Trip	Day	Trip		
Hotel, Motel, STVR	\$183	\$370	\$490	\$1,002	2.7	2.0
Private Home	\$48	\$171	\$108	\$394	2.2	3.6
Other Overnight	\$68	\$205	\$178	\$542	2.6	3.0
All Overnight	\$151	\$426	\$364	\$1,066	2.4	2.9

## Overnight Visitor Volume, 2019 - 2021

	Person-Nights			Party-Nights		
	2019	2020	2021	2019	2020	2021
Hotel, Motel, STVR	2,075,730	1,316,490	2,737,550	887,280	513,320	1,020,920
Private Home	4,853,840	2,561,550	4,899,810	1,974,840	1,088,230	2,184,500
Other Overnight	1,407,220	932,280	992,030	417,660	352,800	375,450
All Overnight	8,336,790	4,810,320	8,629,390	3,279,780	1,954,350	3,580,870

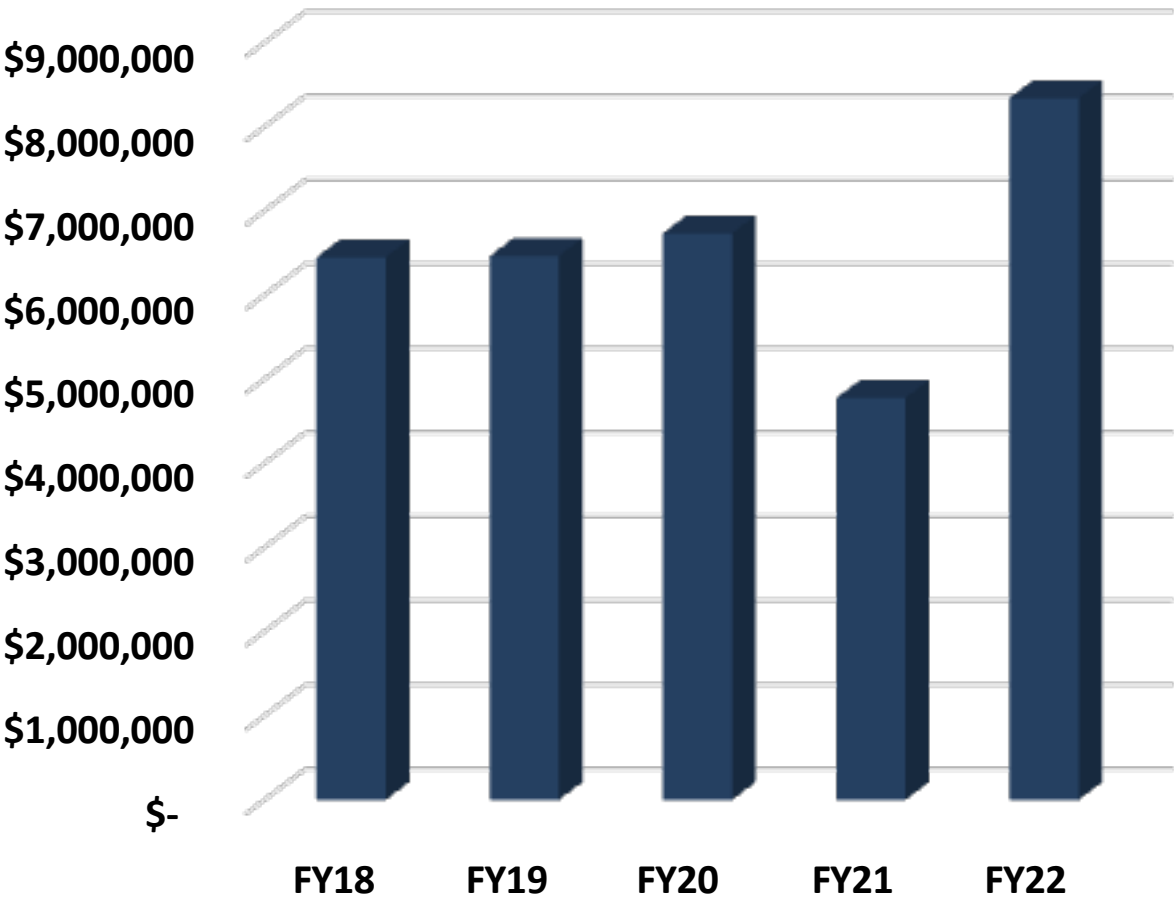
	Person-Trips			Party-Trips		
	2019	2020	2021	2019	2020	2021
Hotel, Motel, STVR	1,117,220	695,060	1,350,340	469,790	263,220	498,940
Private Home	1,602,780	724,330	1,381,880	636,200	305,290	599,510
Other Overnight	451,500	306,570	326,230	134,220	116,100	123,560
All Overnight	3,171,500	1,725,960	3,058,460	1,240,210	684,610	1,222,010



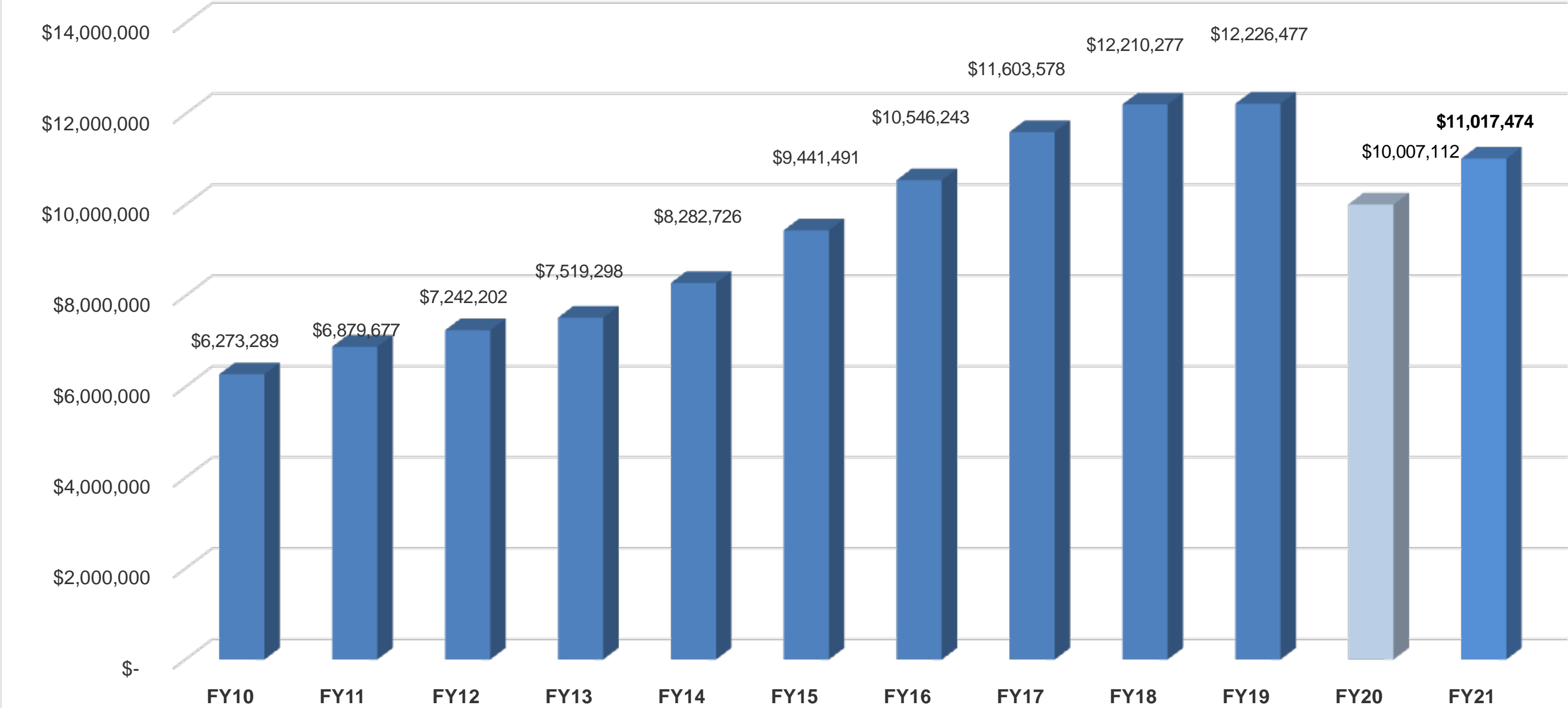
# SITUATIONAL ANALYSIS

FY22 TRT Revenue is pacing 74.7% ahead of FY21, through December 2021

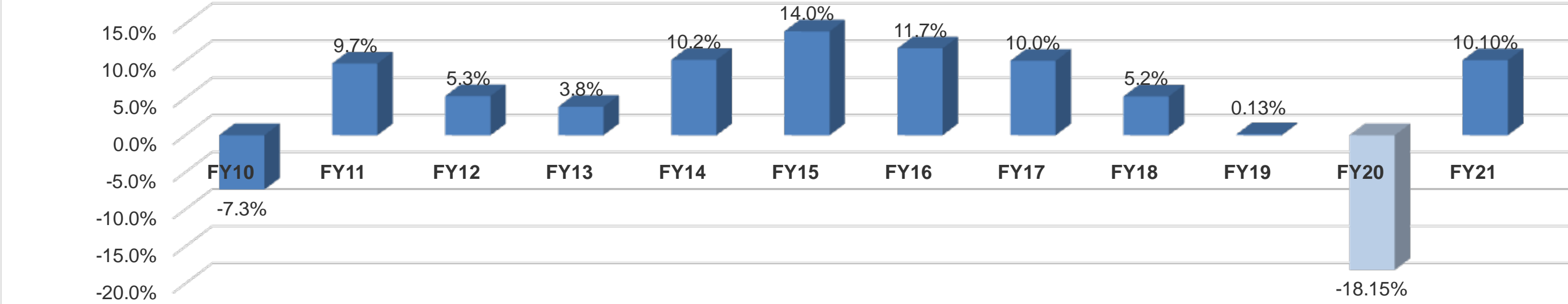
Cumulative TRT Revenues YTD: July-Dec



Lane County Room Tax Collections by Fiscal Year



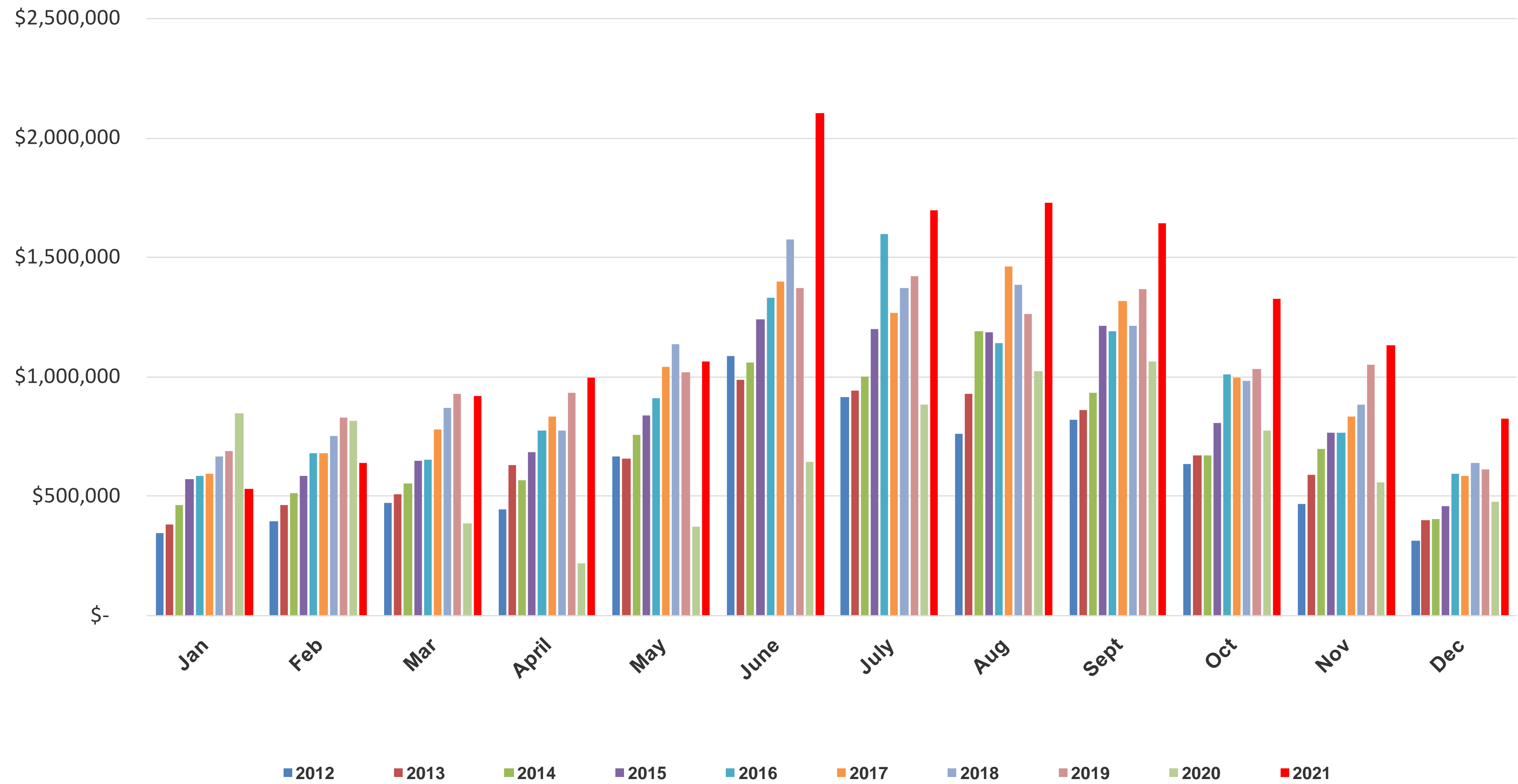
% Change in TRT Collections





- We have a significant bell curve in visitation and visitor spend associated with summer and outdoor events
- The TrackTown USA brand has a big ROI
- Commercial lodging revenues and TRT collections have rebounded and reached record levels

## Lane County TRT Collections by Month: Calendar Year

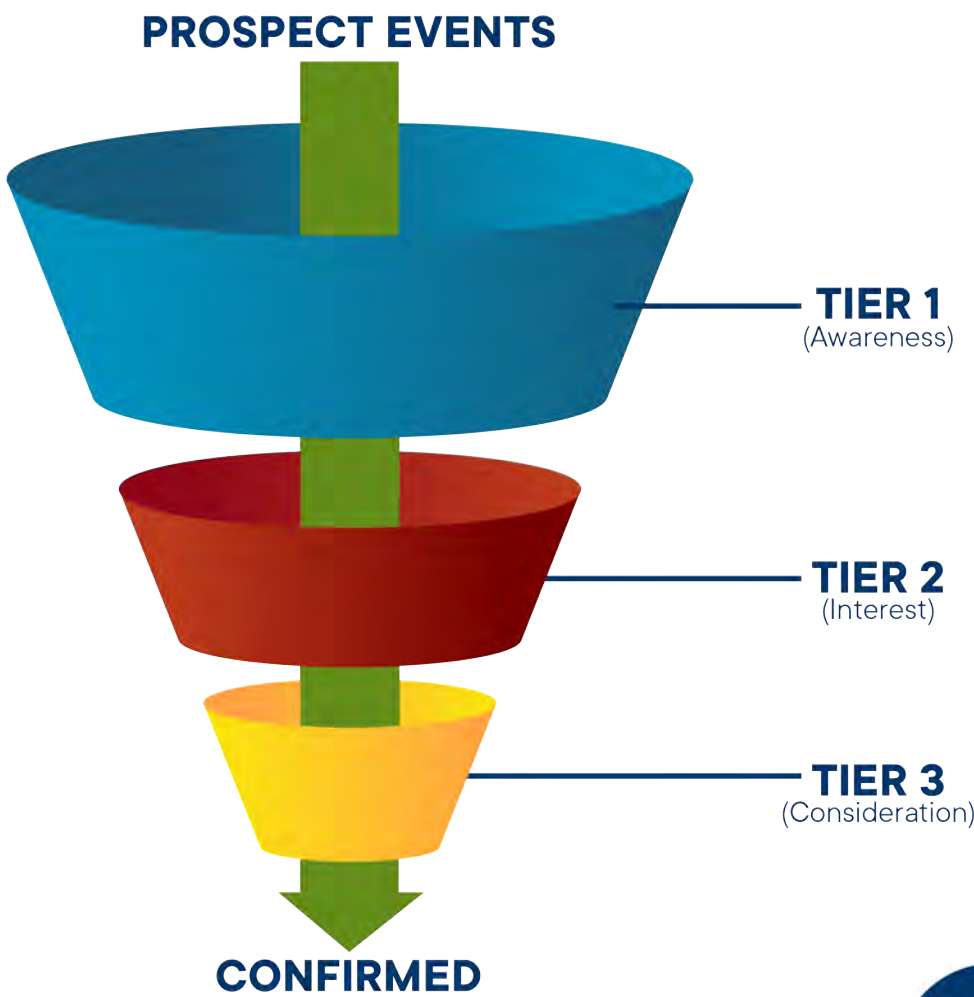




# TOURISM MARKETING

## Purpose

Drive local spending and visitor demand to Lane County.



## Goal #1

Drive destination awareness and increase visitation interest.

### Objectives

Increase impressions to target markets by 5%.

Increase clicks from target markets by 2.5%.

Increase first party data to 8,000 contacts.

Earn 30 top tier stories that feature destination key messages and themes.

Collaborate on 6 influencer-led storytelling projects/collaborations.  
Full Distribution of Travel Lane County Visitor Guide.

### Strategies

- Conduct campaign pulses in key markets and strategic placements to reach potential visitors.
- Operate always-on marketing channels to reach potential visitors in key markets.
- Integrate existing and developing content themes/programs as appropriate.
- Work with top-tier media to earn coverage of stories that align with key leisure messaging.
- Target influencer collaborations that align with key themes.
- Lead fulfillment through key partnerships (OPAL, WVVA Pack Travel Oregon, Willamette Valley Visitors Association) and programs



# TOURISM MARKETING *(continued)*

## Goal #2 Establish and grow tourism sales efforts.

### Objectives

- Increase views of bookable activities and packages on our website by 10%.
- Supplement and adjust marketing efforts by measuring and reporting on visitor impact.
- Baseline stakeholder referrals from travel trade contacts.

### Strategies

- Integrate packages and offers into key content.
- Collaborate with Destination Development department to grow bookable activities.
- Create new dashboards and reporting structures.
- Highlight consumer-facing bookable product, activities, and offers into key itineraries and content that align with potential operator interest.
- Engage with travel trade operators with lead follow ups from individual outreach, trade show generation, FAM tours, etc.
- Take products from Destination Development department to marketing and align with businesses that have potential in the travel trade market.

## Goal #3 Engage with visitors in market.

### Objectives

- Reach visitors in-market with key messages and themes.
- Support Champion World Hosts email training series.

### Strategies

- Support outreach and in-market communications with Visitor Services department.
- Key placements in-market to support awareness of core messaging and campaigns.
- Integrate content in Champion World Hosts email series to align with core themes, key messages and campaign topics.



# CONVENTION SALES & MARKETING

## Purpose

Increase overnight stays in Lane County by marketing the Eugene, Cascades & Coast region as a premier destination for conventions and meetings.

## Goal #1

Confirm meetings and conventions that will utilize Eugene, Cascades & Coast venues and hotels.

### Objective

Book 13,000 room nights.

### Strategies

- Analyze, maintain and monitor a healthy sales pipeline by qualifying prospect planners and moving qualified prospects through the buyer journey until conclusion of events.
- Target marketing and sales efforts to key prospect event planners.
- Build relationship in local business community to help them see the value of hosting their events here

## Goal #2

Drive planner destination awareness and increase interest.

### Objective

Exceed 3,000 impressions per month.  
Exceed national average email open rate of 20% for newsletters.  
Gain five mentions/features in top-tier trade media

### Strategies

- Drive planner traffic to website and Meeting Planner Guide.
- Deliver compelling destination content directly to planners.
- Work with top-tier trade publications to earn coverage of destination stories that align with key conventions messaging





# CONVENTION SALES & MARKETING

## Goal #3 Provide premier services.

**Objectives**  
Highly satisfied meeting planners.

- Strategies**
- Collaborate with planners and assist in the planning and execution of the event.
  - Welcome attendees to the destination.

## Goal #4 Strong collaborations and partnerships.

**Objectives**  
Partners, stakeholders and staff recognize the value of convention marketing, sales efforts and their participation in the organization.

- Strategies**
- Investing in our partners, stakeholders and staff.
  - Present partners with marketing opportunities and showcase successes.
  - Continued involvement with the local business community.
  - Build upon our environment and provide opportunity for staff to feel valued and grow

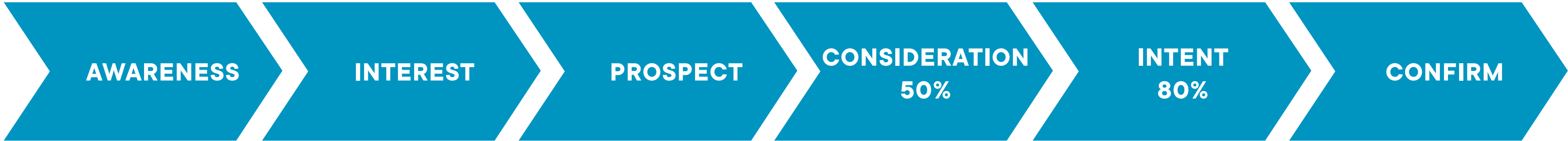




# SPORTS COMMISSION

## Purpose

Increase overnight stays in Lane County by marketing the Eugene, Cascades & Coast region as a premier destination for sports events.





# SPORTS COMMISSION

## Goal #1

Confirm sports events that will utilize local sports venues and hotels.

### Objective

Book 25,000 rebook and 5,500 new room nights

### Strategies

- Utilize CRM data to create a list of planners that host events in shoulder season indoor facilities and outdoor events that utilize our natural resource venues.
- Attend conferences and tradeshow to acquire regional and national leads.
- Work with local clubs and venues to develop local events and jointly bid on regionals.
- Maintain relationships with local planners to ensure rebooking of current events.
- Offer payment for local services to meet RFP requirements and increase odds of securing business.





# SPORTS COMMISSION

## Goal #2

Drive planner destination awareness and increase interest.

**Objective**  
Exceed 3,000 impressions per month.  
Exceed national average email open rate of 20% for newsletters.  
Gain five mentions/features in top-tier trade media.

- Strategies**
- Drive planner traffic to website and Sports Planner Guide.
  - Deliver compelling destination content directly to planners.
  - Work with top-tier trade publications to earn coverage of destination stories that align with key sports messaging.



## Goal #3

Provide exemplary customer service and planning support to sports planners.

**Objective**  
Provide flawless customer services to sports planners in the execution of their events.  
  
Explore ways to revamp the sports planner experience survey in FY23 and ready it for relaunch in FY24.  
  
Increase event attendee engagement with the custom microsites, before and during the event.  
  
Elevate attendee experience in our destination.

- Strategies**
- Collaborate with planners and assist in the planning and execution of the event.
  - Work with planners to discover best ways to disseminate information.
  - Promote tourism offerings based on attendee interests and needs.
  - Work with community partners to welcome event participants and spectators to destination.
  - Continue collaboration with Visitor Services team on implementing Champion World Hosts and strategizing visitor outreach for large scale track & field events





# SPORTS COMMISSION

## Goal #4

Strong collaborations and partnerships.

### Objectives

Increase sponsorship retention of Eugene, Cascades & Coast Sports Commission partners and grow new sponsorship partnerships by 20%. Increase communication and relationships with local stakeholders. Research and create a plan for a local marketing and brand awareness campaign.

### Strategies

- Work with Stakeholder Relations team to identify a list of suitable targets.
- Provide opportunities for partners to engage with planners.
- Stay active within the sports and business communities.
- Deliver Sports Tourism awareness and education presentations throughout the County.
- Create touchpoints with integral stakeholders.
- Encourage Sports Commission E-newsletter signups.
- Participation in local clubs and serving on relevant boards.
- Sports Advisory Council event.
- Local event sponsorships
- The sports and stakeholder relations teams collaborate to develop a campaign building on the awareness generated through the celebration of the 10-year anniversary of the Sports Commission.
- Pulse 10-year anniversary messaging in community.

## Goal #5

Advocate for sports facility and infrastructure development.

### Objectives

Research community needs and opportunities for growth. Facility improvements position the destination to secure priority events.

### Strategies

- Research Eugene, Cascades & Coast Sports Commission’s role in fundraising.
- Compile a list of relevant infrastructure needs.
- Work with Destination Development Manager to ascertain opportunities within traditionally non-sport grants.
- Create one-time grant opportunity for sports facility infrastructural improvements that directly contribute towards larger event bids and/or increase the venue reputation that categorizes it as a Top Destination.



# SPORTS COMMISSION

**Goal #6**  
Grow the Oregon Sports Summit’s reputation as an important annual event for our state sports industry.

**Objectives**

- Increase attendance to 130 participants or more.
- Increase sponsorship investments by retaining 75% of our current sponsorship partners and bring them back as renewals, while bringing in 25% or more new sponsors and exhibitors.
- Receive an average of a 4 out of 5 stars on overall event satisfaction and value on the attendee post-event survey.
- Prioritize diversity, equity, and inclusion efforts when recruiting speakers and during our attendee marketing.

**Strategies**

- Provide exceptional educational content and networking

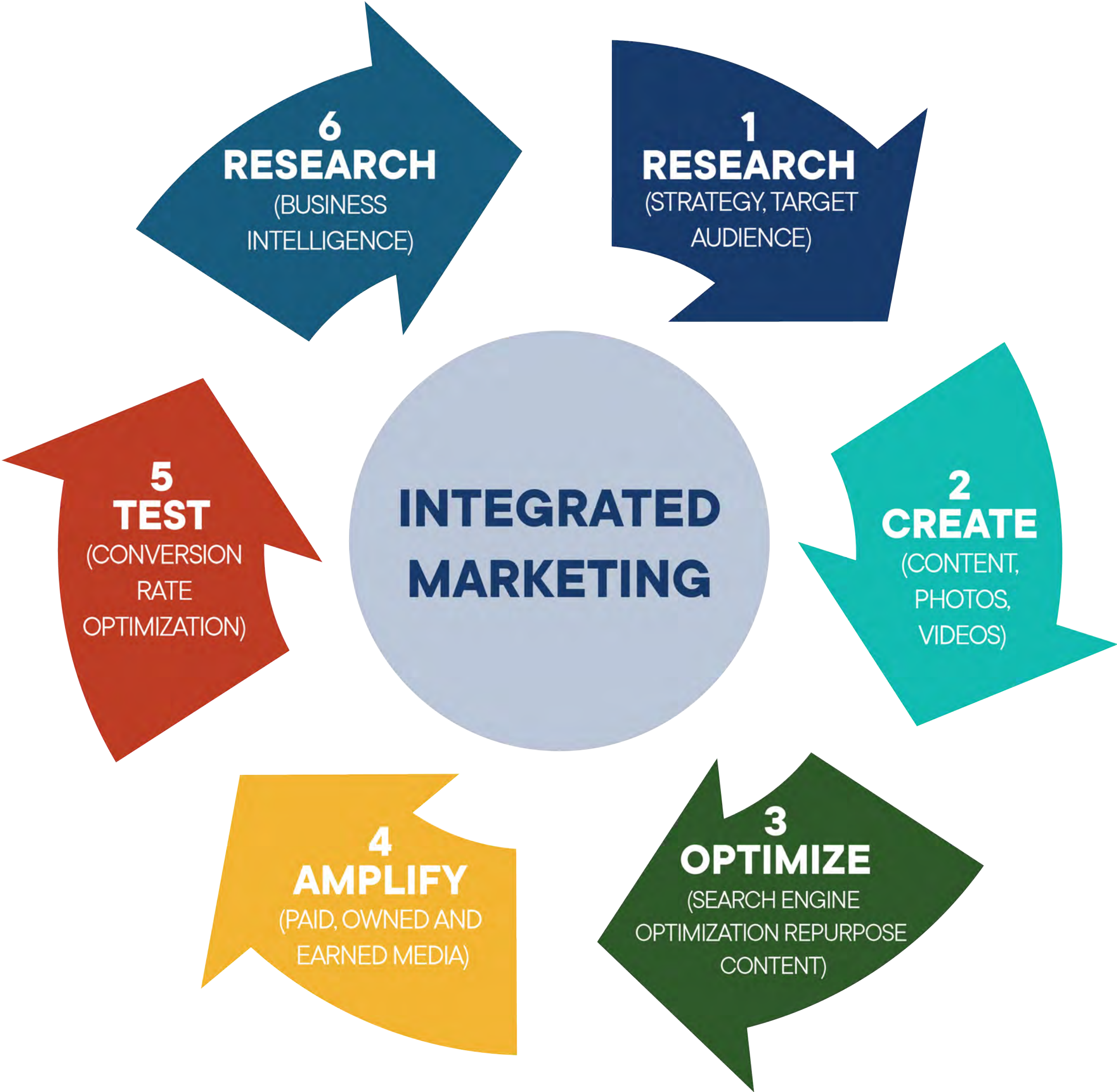




# INTEGRATED MARKETING

## Purpose

The Integrated Marketing team is the steward of the organization’s brand, assets and marketing tools. As the centralized marketing hub for the organization, we oversee and manage our portfolio of tools and assets – ensuring both quality and proper usage. This includes branding, creative services, video production, photography, print publications, website content and management of centralized technology platforms.





# INTEGRATED MARKETING

## Goal #1

Champion the Eugene, Cascades & Coast brand across all target markets to maximize consistency and awareness.

### Objectives

All marketing materials support overall destination brand awareness.

### Strategies

- Brand guidelines
- Branded programs

## Goal #2

Position the Eugene, Cascades & Coast website as the trusted destination resource for all target audiences.

### Objectives

Website traffic and engagement metrics are at or improved from FY22.

### Strategies

- Website content
- SEO
- Website management & oversight
- Website redesign

## Goal #3

Provide full creative services support to the organization, including publication development, ads and marketing materials.

### Objectives

All creative projects are delivered on deadline, within budget and achieve goals of the brief.

### Strategies

- Publications
- Ads
- Marketing materials and collateral





# INTEGRATED MARKETING

## Goal #4

Provide staff, partners and media with high-quality image and video assets that sell the destination and directly support organization’s marketing strategies.

### Objectives

A minimum of 500 photo and video assets are added to our media library.

### Strategies

- Secure new image assets
- Secure new video assets
- Maintain media library
- Respond to asset requests

## Goal #5

Provide full management of the organization’s marketing tools and platforms, including vendor selection and on-boarding, management, troubleshooting and training.

### Objectives

Tools and platforms are reviewed annually to ensure they fill current needs, and all platform issues are resolved promptly.

### Strategies

- Vendor and contract management
- Troubleshooting and requests
- Training





# STAKEHOLDER RELATIONS

## Purpose

Provide visitor and destination management programs to attract, retain and support communities and partners throughout the region. We support our partners in providing engaging Oregon experiences and we work with our communities to grow and strengthen our industry in an effort to increase overall visitations.





# STAKEHOLDER RELATIONS

## Goal #1

Create an engaged, diverse and supportive partnership base that delivers the Oregon Experience to visitors and residents visiting the Eugene, Cascades & Coast region. Offer benefits, programs and opportunities that will drive visitor spending to local businesses.

### Objectives

Retain 90% of partners who paid dues in FY22

### Strategies

- Implement partner/stakeholder events that are engaging and educational
- Refine new partner onboarding processes
- Partnership prospecting

## Goal #2

Establish a clear understanding of the value of tourism and Travel Lane County’s role in achieving a healthy industry and prosperous communities.

### Objectives

Increase support for the industry and Travel Lane County through outreach to community, civic and elected groups.

Utilize earned and paid media to increase awareness of the industry here in Lane County.

### Strategies

- Create awareness and advocates by providing timely and engaging industry content and presentations
- Create awareness and advocates by providing timely and engaging industry stories
- Implement an “always on” social strategy





# STAKEHOLDER RELATIONS

## Goal #3

Welcome visitors into our downtown Eugene Visitor Information Center and provide resources to support visitors and locals attending events throughout the region.

### Objectives

Provide meaningful interactions with visitors and locals by offering partner and community information at outreach events and in the visitor center. There will also be an engaging line-up of retail items in the downtown Eugene Visitor Center.

### Strategies

- Staff in-person events, offering a visitor information presence
- Offer a variety of printed publications and brochures to meet the needs of the visitor.
- Provide an engaging retail selection for visitors
- Market the downtown Eugene Visitor Center as a resource for locally made gifts, souvenirs, parks passes and a place to find valuable information about the Eugene, Cascades & Coast region

## Goal #4

The goal of the Champion World Hosts program is to familiarize front line staff and community members about the Eugene, Cascades & Coast region in preparation of large events happening in the region.

### Objectives

Provide resources, trainings and information for front line staff and community members so they have the tools and knowledge to have meaningful interactions with visitors.

### Strategies

- Maintain engagement with front line staff and community members
- Offer in-person trainings and site visits to keep expanding knowledge, increase engagement and give tools to have meaningful interactions
- Front Line employee resources



# STAKEHOLDER RELATIONS

## Goal #5

Enhance the existing tourism products available to visitors to the Eugene, Cascades & Coast region while fostering an environment for the development of new experiences. Offer programs that will drive visitor spending to local businesses.

### Objectives

Provide support to local communities and stakeholder groups as they develop new tourism products and experiences.

Manage thematic marketing programs related to key drivers of tourism to Lane County.

Connect broad themes and emerging trends across the Tourism Industry with local communities and stakeholders.

### Strategies

- Assist local communities and stakeholder groups in developing new tourism products and experiences
- Make annual updates to community profile documents; allowing for other departments to integrate new products and experiences into appropriate content
- Develop and manage region-wide initiatives related to key drivers of tourism in Lane County
- Stay informed of emerging trends in the tourism industry
- Make annual updates to emerging trends strategy documents; allowing for other departments to integrate new products and experiences into appropriate content.





# ADMINISTRATION

## Purpose

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

## Situational Analysis

TRT Revenues seem to have recovered to or above pre-pandemic levels and we are budgeting for 6.9% growth in FY23, due in part to WCH O22 and the return of conventions.

The possibility of a national economic recession needs to be monitored and could impact travel demand and revenue.

We have accumulated excess reserves that will be budgeted for investment.

We continue to monitor future staffing needs

We are committed to maintaining an intrinsically rewarding work environment.

## Goal #1

### Provide Internal Stewardship.

## Objectives

Maintain excellent organizational control and support systems.

## Strategies

- 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



# ADMINISTRATION

## Objectives

Maintain excellent organizational control and support systems.  
Support the Board of Directors

## Strategies

- 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
- Ensure a sense of connection, inclusion and belonging for all board members
- Strengthen outreach when vacancies occur with a focus on leadership qualities and diverse candidates
- Regularly revisit all ROI measures using current industry knowledge
- Maintain accurate monthly financial statements and cash flow summaries

## Objectives

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

## Strategies

- Cast a wide net when recruiting to fill vacancies with a focus on expertise, enthusiasm, and team diversity
- Lead with enthusiasm, high expectations and an orientation toward staff support
- Develop a continuous learning process for staff beginning with onboarding
- Understand and support attainment of individual goals
- Assess, create and implement an Employee Investment/Volunteer Program
- Ensure a sense of connection, inclusion and belonging for all staff
- Communicate relevant information throughout the organization
- Celebrate individual and team accomplishments and milestones



# ADMINISTRATION

## Objectives

Facilitate long-range Planning

## Strategies

- 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 planning process for next multi-year strategic plan (October)

## Goal #2

Provide External Stewardship.

## Strategies

- 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 Lane County’s mission
- Exhibit community stewardship and an understanding of community values
- Communicate with local stakeholders and provide a connection with the organization’s work and local visitor industry



**EUGENE  
CASCADES  
AND COAST**