FY24 MARKETING PLAN

TRAVEL LANE COUNTY

EUGENE CASCADAS AND COAST
PROMISE
The Eugene, Cascades & Coast region has Oregon’s greatest variety of adventures in easy to reach, uncrowded places.

MISSION
Grow overnight visitors for a vibrant, year-round and county-wide economy.

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

VISION
Travel Lane County is 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 KEY DIFFERENTIATORS

ETHOS
- Uncongested nature paths, lakes and rivers
- Fresh food and crafted beverages
- Maker culture
- Clean air, water and soil
- Music, art and performances

ENERGY
- Tech/intellectual capital
- TrackTown USA Legacy
- Active sports culture
- Vibrant university town
- Riverfront, parks and recreation

EASE
- I-5 Interstate, highway connections
- Easy air service
- Affordable
- No sales tax
- Inclusive culture
EUGENE
A great city for the arts and outdoors, Eugene is a vibrant destination with plenty to offer. This culinary hub in the South Willamette Valley is a creative haven, a technology hub, a runner’s paradise and a river town all in one. Eugene is a cultural hub with a strong network of paths and trails.

SPRINGFIELD
Springfield, where new restaurants and shops line Main Street. Springfield has a lively downtown, is the official hometown of “The Simpsons,” and you can find numerous murals dedicated to the famous show around town. Enjoy the nearby outdoor recreation opportunities at Dorris Ranch and Thurston Hills, which provide easy access to fun for the whole family.

FLORENCE
Florence is Oregon’s Coastal Playground and home to a charming Old Town, a river boardwalk and the iconic Heceta Head Lighthouse. Enjoy outdoor recreation on the Siuslaw River, the Oregon Dunes to the south, or take in the stunning views at Cape Perpetua or the Sea Lion Caves.

DUNES CITY
Nested a few miles inland from the Oregon coast, Dunes City is a small community with plenty to offer outdoor enthusiasts. From RV and tent camping to vacation rentals, this is a great place to get away from it all. Venture out to Siltcoos and Woahink Lakes. Honeyman State Park is one of Oregon’s most popular campgrounds. Siltcoos River Trail offers a peaceful kayak trip all the way to the beach.

COTTAGE GROVE
Cottage Grove is the Covered Bridge Capital of the West. Explore the town’s historic downtown area, wander along Bohemia Mountain, or pedal the Row River Bike Trail. Tour six covered bridges, admire over 20 outdoor murals, and then settle into small-town Americana by grabbing a bite to eat in this town that was twice voted an All American City.

MCKENZIE RIVER
The McKenzie River valley features a crystal clear river, towering forests, charming small towns, and working agricultural landscapes. From fishing and rafting to forest bathing and waterfalls, outdoor adventurers will find what they’re looking for here.
JUNCTION CITY
North of Eugene and Springfield, Junction City is a must-visit for those interested in agritourism experiences. This agricultural hub is known for its farming heritage and the popular Junction City Scandinavian Festival. Explore the surrounding farmlands or head west to discover the wineries of the Lower Long Tom AVA.

LOWELL
Located in the foothills of the Cascade Mountains, Lowell is a perfect destination for water sports enthusiasts. With three nearby lakes, there’s plenty of opportunity for boating, fishing, and swimming as well as covered bridges, hiking and mountain biking trails and wildlife viewing opportunities.

VENETA-FERN RIDGE
Discover the unique character of Veneta, a small town located west of Eugene that anchors several nearby unincorporated communities including Crow, Elmira, Noti, Vaughn, and Walton. Take some time to explore the local wineries and enjoy the serene beauty of Fern Ridge Reservoir, which offers multiple opportunities for outdoor recreation.

OAKRIDGE & WESTFIR
Nestled in the Cascade Mountains and surrounded by the Willamette National Forest, Oakridge is the perfect base camp for exploring world-class mountain biking trails, hiking, paddle sports, wildlife viewing, and more. Nearby Westfir is a smaller community with additional recreation amenities, located at the southern end of Forest Road 19 / Aufderheide Scenic Drive.

COBURG
A stone’s throw from Eugene-Springfield, Interstate 5, and the McKenzie River area, Coburg is a charming small town with easy access to outdoor recreation. This delightful town boasts 1800s architecture and sits surrounded by farmland. Take a stroll through town and discover vintage items or head out to the great outdoors for a fun-filled adventure.

CRESWELL
Just outside of Eugene and Springfield, Creswell is a gateway to both outdoor recreation and Oregon wine country. Home to a local favorite bakery, parks and a golf course, this friendly town is known for its annual 4th of July parade.
Our work is guided by three filters within Travel Lane County’s mission of growing overnight visitors for a vibrant, year-round county-wide economy.

**Sustainability** speaks to the value of careful place stewardship, including a sustainable visitor economy and meaningful live, work, play balance for residents along with a healthy natural environment — and to the stewardship dollars entrusted to us.

**Diversity, Equity and Inclusion** is our conscious effort to ensure diverse visitors are inspired by our destination, feel welcome to visit, and are treated with warmth and dignity no matter their identity. This filter also speaks to intentionally celebrating our historic, indigenous culture respectfully. And this filter speaks to our commitment to ensure diverse identity perspectives are represented within our organization and throughout our program decision-making.

**Accessibility** A growing number of travelers require some kind of physical, cognitive or emotional accommodation. This is both an area of strength for our destination and an area of opportunity. As a very large body of work, we set specific targets in a given program year, while being open to opportunities as they arise if we have capacity to leverage them.

We want all visitors to feel welcome and have meaningful experiences throughout Lane County. These filters also serve resident needs and create a stronger and more resilient community.
OUR AUDIENCES

TRADE
Convention and meeting planners
Primary state, national and regional planners hosting education, associations, independent/third party, government and faith events.
Secondary state, national and regional planners hosting heathcare, tech, professional, agriculture and corporate events.
Sports event planners
Primary Local clubs, regional and national organizations in running, cycling, rowing, disc golf, golf, pickleball and skateboarding.
TrackTown USA, University of Oregon Athletics
Travel trade
Domestic and international operators, receptive tour operators

CONSUMER
Age: 25-64
Drive markets: Medford, Portland, Bend, Boise, Seattle
Current direct flight markets: Burbank, Dallas, Denver, Las Vegas, Los Angeles, Mesa, Oakland, Palm Springs, Phoenix, Salt Lake City, San Diego, San Francisco, San Jose, Santa Ana and Seattle
Interests: Road trips, tours, biking, hiking, kayaking, fishing, boating, birding, wine and food travel, wine tasting, beer tasting, shopping, family vacations, road trips for families, local travel, adventure travel, sustainability, maker culture, art, track & field, running, cycling, college sports, Main Streets
Lane County residents

STAKEHOLDERS
Elected officials
Board of Directors
Partner businesses
Tourism industry (state/regional/local)
Chambers of Commerce
Civic and community groups
Local, State and County agencies
Local residents
Sports Advisory Council and those directly engaged in sports

MEDIA
Convention trade media
Sports trade media
Travel trade media
Local/regional media
Sport-specific enthusiast media
Regional lifestyle and travel media
Lane County is over 4,700 square miles and is comprised of many small rural communities as well as the state’s second largest metro area in Eugene-Springfield. Tourism is one of many important industry sectors in a diverse economy here.

FY22 and calendar year 2022 were strong for commercial lodging and transient lodging tax revenue, with many months reaching record levels based on strong demand from events, vacationers and also non-marketable demand from wildfire recovery and traveling nurses which has now diminished. The goal for FY24 is to maintain strong revenues through focused efforts to drive more demand from our three target markets of leisure, meeting planners and sports event planners.

Nationally, the economy may modify strong travel sentiment as inflation eats into savings. Depending on the length and severity of anticipated recessionary financial pressure, domestic travelers may not be able to fund all their travel goals for the year ahead.

Our highest consistent need period is December - February. We are positioned to leverage our business intelligence investments to make informed marketing investments, and winter facilities development remains an area of focus.
Supporting industry yield as businesses cover higher costs at higher price points will make strong customer service mandatory in helping to ensure overall high destination experience value. We will focus on service and workforce efforts. Large track events will bookend FY24 and help support visitor spending.

Strengthening the future of our hospitality economy through destination development is critically important as facility investment has lagged dramatically behind competing communities within and outside of Oregon. We must find a way to invest in sports and convention facilities that enhance our ability to draw overnight visitors and their spending during winter while also contributing to the quality of life for residents and enhancing emergency support services in times of crisis.

Travel Lane County’s board of directors has adopted a three-year framework to approach all of these imperatives. This and future annual plans will include strategies and tactics to make substantial progress on a strategic level while also maintaining a focus on growing visitors aligned with our destination values and experience offerings.
Lane County enjoyed significant overall tourism economic impact gains in 2022. Visitor spending increased by 30.9% to nearly $1.4 billion, ahead of the statewide growth rate of 25.5%, translating to $13.9 billion in spending statewide. Employment climbed 18.7% here from 2021 to 2022 to employ 10,750 workers countywide. Earnings increased by 26.6% to reach a total of $352.2 million. Total local and state tax revenue jumped 27.3% from $42.3 million in 2021 to $53.9 million in 2022. All of our growth rates exceeded the state average.
TOURISM MARKETING

Purpose
Drive destination awareness and demand to Lane County.

HIGHLIGHTS FOR FY24

Measure increased reach to target markets with billboards, digital mix and earned media strategies

Drive traffic to key areas of the new Eugene, Cascades & Coast website to encourage interest and visitation throughout the county

Launch a locally-focused “Explore” campaign to support in-market activations and resident engagement
TOURISM MARKETING

Goal #1
Drive targeted brand awareness, destination interest and visitation to build an attractive and resilient destination

Objectives
- Measure efficiency of media spend
- Earn 35 top tier stories that feature destination key messages and themes
- Increase first party data to 12,000 contacts

Strategies
- Use data to identify opportunity markets to target in paid strategies
- Operate always-on marketing program to reach and engage potential visitors in key markets
- Additional campaign pulses in key markets and strategic placements add to always-on marketing visitor reach
- Distribute Visitor Guide to reach visitors in key markets
- Work with top-tier media to earn coverage of stories that align with key leisure messaging
- Use incentives to grow consumer email subscriber base

Objective
Collaborate on 3 storytelling projects with content creators

Strategies
- Engage in projects and collaborations to tell stories to key audiences from specific perspectives
- Engage in influencer projects and collaborations to tell stories to key audiences with an emphasis on better representation
- Build and reinforce our content marketing funnel with data to target content creation by identifying gaps, primary trip motivators and opportunity areas
- Align paid content with tourism committees, engaged community members and sports themes, and integrate Sustainability, Accessibility and DEI lenses into content
- Leverage Oregon tourism industry collaborations to reach travel trade contacts who fit destination opportunities for international and group travel

Objective
Collaborate on 3 influencer storytelling projects/collaborations

Objective
Create or refresh 3 key stories or editorial pages each month to support paid traffic to site

Objective
Reach 40 stakeholder Travel Trade operator referrals
TOURISM MARKETING

Goal #2
Gather and build destination product to drive business to stakeholders by fueling direct to consumer, trade and media target markets.

Objectives
Increase packages and/or bookable activities on our site by 10%

Objectives
Gather and build destination product to drive business to stakeholders by fueling direct to consumer, trade and media target markets.

Strategies
Build on and leverage Travel Oregon’s Why Guides program and integrate into relevant itineraries

Conduct routine audits of “destination motivator” themes, community highlights and products across Arts/Culture, Outdoor and Culinary themes to integrate in programming based on data

Objectives
Establish baseline measurement of economic return on tourism marketing efforts

Objectives
Use Zartico and other available data insights to create dashboard

Objectives
Increased impressions from in-market placements

Objectives
Support 2 co-ops to engage residents to explore destination and become destination ambassadors

Objectives
Use key placements throughout destination to move residents and in-market visitors to “Things-to-do” content

Strategies
Encourage destination exploration from residents to move throughout the county
Purpose
Increase overnight stays in Lane County by marketing the Eugene, Cascades & Coast region.

HIGHLIGHTS FOR FY24

- Identify our strengths, experts, thought leaders and intellectual capital
- Build content and marketing materials to support this work and our filters of Accessibility, Sustainability and DEI
- Focus on convention venue need dates (dates available for booking) to source and connect with planners
- Work with local experts and thought leaders to identify and bid on their meetings and conferences
# CONVENTION SALES & MARKETING PLAN FY24

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

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book 11,050 room nights</td>
<td>Analyze, maintain and monitor a healthy sales pipeline. Qualify prospect planners and move qualified prospects through the buyer journey until conclusion of the event.</td>
</tr>
<tr>
<td></td>
<td>Target marketing and sales efforts to key event planners. Try to fill our current need dates (dates available for booking) with events that align with our filters of sustainability, accessibility and DEI.</td>
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<tr>
<td></td>
<td>Build relationships in the local business community through participation in local business events.</td>
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</tbody>
</table>

## Goal #2
Drive planner destination awareness and interest

<table>
<thead>
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<th>Objectives</th>
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<tr>
<td>Exceed 3,000 website impressions per month</td>
<td>Drive planner traffic to website</td>
</tr>
<tr>
<td>Exceed national average email open rate of 25% for planner newsletters</td>
<td>Deliver compelling destination content directly to planners</td>
</tr>
<tr>
<td>Gain eight mentions/features in top-tier trade media</td>
<td>Work with top-tier trade publications to earn coverage of destination stories that align with key meetings messaging</td>
</tr>
</tbody>
</table>
Goal #3
Provide exemplary services resulting in highly satisfied meeting planners and delegates

Objectives
Measure meeting planner satisfaction through a Planner Survey sent to every meeting planner who books room nights

Strategies
Collaborate with planners and assist in the planning and execution of the event
Welcome attendees to the destination and introduce them to activities in the immediate area as well as experiences throughout the county

Goal #4
Create strong collaborations and partnerships resulting in economic opportunity for local businesses

Objectives
Drive attendance to our events and trainings

Strategies
Hold highly valued events and trainings
Attend partner community events to develop relationships with key stakeholders
Take staff to visit new and renovated businesses
Purpose
Market the Eugene, Cascades & Coast region as a premier destination for sports events in an effort to drive overnight stays as well as create economic impact for all Lane County communities.

SPORTS SALES & MARKETING PLAN FY24

HIGHLIGHTS FOR FY24

Focusing on bringing in the right events at the right time

Supporting events, both large and small, by providing event organizers with customized service plans

Hosting community events to foster connection through sport and build awareness of the importance of sports tourism

Continued support for sports facility development, especially for venues that can help fill the winter demand gap
<table>
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<tr>
<th>Goal #1</th>
<th>Attract new sporting events and grow existing opportunities that directly support demand.</th>
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<tr>
<td><strong>Objective</strong></td>
<td>Confirm 5,000 new room nights</td>
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<tr>
<td><strong>Strategies</strong></td>
<td>Work with events, clubs, organizers and individual stakeholders in our primary sports audiences</td>
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<tr>
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<td>Continue to support local organizations, including TrackTown USA and UO Athletics, to bid on and host regional, national and international competitions</td>
</tr>
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<td>Identify tradeshows, sports festivals, and other opportunities to table at and/or network with key decision makers</td>
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<td><strong>Objective</strong></td>
<td>Grow room nights for existing events by 5% or 1,250 room nights</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
<td>Work with local events, clubs, organizers, and individual stakeholders in our 7 key sports to understand what opportunities exist to grow room nights at existing events within the county</td>
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Goal #3
Provide tailored support in an effective and efficient way to make the biggest impact on sporting events in Lane County.

Objective
Create a Sports Commission Service and Support Playbook

Strategies
Draft a manual Playbook that acts as a guide to the service levels and support we can provide to events and partners.
Create a distribution plan to share Playbook information to both existing and new events.

Objective
Provide tiered support (from basic level to custom service plans) to at least 5 marquee events, 10 annual events and 10 new or local events

Strategies
Qualify incoming events through consultation to determine service levels.
Strategies with other departments and organizers on ways to improve participant and fan experiences and optimize pre-event operations.

Goal #4
Grow the Sports Commission’s reputation as a valued and understood leader in the community by using sports to connect stakeholders in an effort to address social and economic issues that impact local businesses and residents.

Objective
Host a minimum of one event per quarter that provides education around issues that affect the industry and residents.

Strategies
Develop and execute community events that align with targeted sports segments and address local needs, while providing a platform for relationship building.
Prioritize events that further organizational goals based on sports landscape within the county.

Objective
Sponsor one event per quarter that increases the local awareness of the Sports Commission with stakeholders who share similar values around social issues, accessibility, sustainability, and DEI.

Strategies
Build knowledge of community-based events, their target audiences or goals and how they align with our efforts to increase accessibility, sustainability, and DEI.
SPORTS SALES & MARKETING PLAN FY24

Goal #4 (continued)

**Objective**
Increase community partnerships in the following sectors: Food and Beverage, Event Services, Sports Retail and Manufacturing

**Objective**
Create mechanisms to allow partners the opportunity to fund or sponsor local events, clubs and organizations

**Objective**
Exceed email open rate of 25% for stakeholder newsletters

**Strategies**
Utilize sports profiles and work with local associations and membership groups to determine opportunities within the identified segments

**Strategies**
Target new partnerships who care about sports and/or local clubs
Research options (and ability) to provide funds to local clubs

**Strategies**
Deliver content to stakeholders that supports Sports Commission initiatives and drives interest in sports tourism

Goal #5

**Provide support for sport infrastructure growth for existing and future projects throughout Lane County.**

**Objective**
Support the development and completion of four key sports infrastructure projects

**Strategies**
Indentify key facility improvement projects at local sports venues
Research the Sports Commission’s opportunity in fundraising specific facility development projects
Understand all funding mechanisms to help pay for venue upgrades and infrastructure projects and connect organizations responsible for the work with the funding source
Purpose
Steward the organization’s brand, assets and marketing platforms. As the centralized marketing hub of the organization, we strive to ensure both quality and proper usage of branding, creative assets, video, photography, print publications, website content and management of centralized technology platforms.

HIGHLIGHTS FOR FY24
Optimize newly launched website using the latest tools like Google Analytics 4, Zartico business intelligence and website conversion study data

Produce a variety of video formats to serve owned and paid channels across target markets

Add at least 500 new photo and video assets to our media library
INTEGRATED MARKETING PLAN FY24

Goal #1
Champion the Eugene, Cascades & Coast brand across all target markets to maximize consistency and awareness.

Objective
All staff are fully trained in the brand guidelines

Strategies
Continually assess and develop brand guidelines

Goal #2
Position EugeneCascadesCoast.org as the trusted resource for Lane County destination information across target audiences.

Objective
Improve website traffic and engagement metrics by end of FY24

Strategies
Optimize redesigned website

Goal #3
Provide staff, partners and media with high-quality image and video assets that sell the destination and directly support organization’s marketing strategies.

Objective
Add a minimum of 500 new photo and video assets to our media library

Strategies
Provide high-quality images to staff and stakeholders

Goal #4
Manage the organization’s marketing tools and platforms to ensure efficient and effective use.

Objective
Provide staff trainings once annually and resolve 100% of platform issues.

Strategies
Manage all marketing tools and platforms

Objective
Add a minimum of 500 new photo and video assets to our media library

Strategies
Provide high-quality images to staff and stakeholders

Goal #5
Provide full creative services support

Produce visitor information publications

Objective
Fulfill a minimum of 50 photo and video requests

Strategies
Maintain organization’s media library

Objective
Add a minimum of 500 new photo and video assets to our media library

Strategies
Provide high-quality images to staff and stakeholders

Objective
Fulfill a minimum of 50 photo and video requests

Strategies
Maintain organization’s media library

Objective
Add a minimum of 500 new photo and video assets to our media library

Strategies
Provide high-quality images to staff and stakeholders

Objective
Fulfill a minimum of 50 photo and video requests

Strategies
Maintain organization’s media library
Purpose
Provide visitor, member and destination management programs to attract, retain and support communities and members throughout the region.

HIGHLIGHTS FOR FY24

Implement a county-wide hearing loop program. Working in partnership with the Loop Lane County Committee, we have initiated the program and nearly two dozen hotels and attractions are now looped, with more to come online as we implement a $50,000 Travel Oregon grant to install additional systems.
Goal #1
Create an engaged, diverse and supportive membership 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.

Objective
Retain 90% of members who paid dues in FY23

Objective
Better represent the vast number and diversity of businesses throughout the region

Attract 200 new members and maintain revenues that have been generated from member dues ($140,000)

Objective
Increase paid memberships by 60

Strategies
Implement member/stakeholder events that are engaging and educational
Connect with every new member through onboarding and follow-up
Follow up on all aged receivables over 60 days past due

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.

Objective
Increase the number of touchpoints for the industry and Travel Lane County through outreach to community, civic and elected groups

Strategies
Create awareness and advocates by providing timely and engaging industry content and presentations

Goal #3
Welcome visitors into our downtown Eugene, Cascades & Coast Visitor Center and provide resources to support visitors and locals attending events throughout the region.

Objective
Provide meaningful interactions with 3,000 visitors and locals

Strategies
Assist visitors and raise awareness about Travel Lane County and the Eugene, Cascades & Coast region

Objective
Increase community knowledge of the destination through an additional 500 email sign-ups.

Strategies
Reformat the front line email and make it available to the general public
Goal #4
Implement front line training programs to familiarize front line staff and community partners about the Eugene, Cascades & Coast region.

Objective
A minimum of 300 front line staff participate in training programs

Strategies
Update email training series to focus on metro area neighborhoods and county-wide destination highlights

Provide signage assets to lodging partners directing visitors to our Explore page, and encouraging texting or calling our Visitor Center staff

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.

Objective
Identify and document priority tourism products and experiences in each community

Strategies
Assist local communities and stakeholder groups in developing new tourism products and experiences

Manage region-wide initiatives related to key drivers of tourism in Lane County

Goal #5 (Continued)
Support the development of outdoor sports facilities for local and tournament use

Advocate for additional conference/meeting space in Eugene, Springfield or both communities

Support facility development and expansion for group events in rural Lane County

Advocate for the extension of the Eugene downtown urban renewal district
Goal #6
Support the development of built infrastructure to enhance the region’s ability to host increasing numbers of indoor and outdoor sports tournaments and meetings and conventions that will drive spending in local businesses throughout the year but with an emphasis on the winter season.

Objective
Develop an indoor sports facility in the metro area by 2026

Strategies
- Work with Lane County to site a facility on the Lane County Fairgrounds
- Develop a private fundraising plan
Purpose
Provide efficient, ethical and professional direction of operational functions. Inspire outstanding team effort in achieving organizational mission and objectives.

HIGHLIGHTS FOR FY24

Implement a structured training program for both technical skills and supervision, management and leadership to ensure our team is supported to achieve its best

Guide discussions and ensure legal compliance in the formation of a 501(c)3 Foundation to diversify revenue and program potential

Support strong stakeholder scores of Travel Lane County for leadership, expertise and trust

Ensure the staff and board teams are well prepared for a CEO transition in FY25
Goal #1
Internal Stewardship: Provide efficient, ethical and professional direction of operational functions.

**Objectives**
- Maintain excellent organization control and support systems
- Establish a 501(c)3 Foundation
- Achieve an excellent rating on annual Board of Directors survey
- Ensure a well-trained, motivated, efficient and well-respected professional staff

**Strategies**
- Maintain IT hardware and software system
- Manage formation of Foundation
- Ensure legal compliance
- Manage a well-structured Human Resources program
- Achieve a clean third party financial audit
- Ensure board members are prepared and engaged in governance

Goal #2
External Stewardship: Inspire confidence and respect for Travel Lane County

**Objectives**
- Stakeholders score Travel Lane County 80% or higher in leadership, expertise and trust
- Achieve industry and county alignment
- Provide transparent reporting
- Communicate openly
- Serve destination stakeholders