


# Aligning For Resilience

A Multi-Year Strategy

EUGENE  
CASCADES  
 COAST







# MISSION

Grow overnight visitors for a vibrant, year-round countywide economy.

# WHY

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.

# PROMISE

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



CONTENTS

Intentions	4
Meaningful Language	5
Trends	6-9
The Process	10
Destination NEXT Findings	11-13
Our Values	14
The Filters	15
The Framework	16
Strategies	17-20
Intersection	21
Timeline	22-24



## INTENTIONS

This multi-year strategic framework is intended to align visitor industry and community interests in a stronger economic, environmental and social future based on shared values.

Adopted by Travel Lane County's Board of Directors, which is intentionally comprised of local government, visitor industry and community, this strategy creates a framework for the investment of time, energy, financial resources over time to achieve better alignment.

A resilient future is achieved through a simple formula:

**Economic Prosperity +  
Healthy Environment +  
Respect for People =  
People and Place Well-being**



## MEANINGFUL LANGUAGE



## What this Plan's Terms Mean to Us

**Alignment** is a shared vision

**Resilience** means sustainable, healthy and able to overcome challenges; we believe that this is best achieved by balancing economic, environmental and social needs

**Destination Development** is built or programmed product that enhances and defines the destination for visitors and residents

**Destination Management** is growing tourism's positive impacts and mitigation of tourism's negative impacts

**Business Intelligence** is relevant information, aggregated and interpreted to help us achieve our goal to grow overnight visitor demand compatible with our destination values



**MACRO TRENDS  
TOP DMO  
STRATEGIES**

## Future Study Findings

### 3 TRANSFORMATIONAL OPPORTUNITIES

#### 1 DESTINATION ALIGNMENT

Aligning the public, private and civic sectors drives destination performance

#### 2 SUSTAINABLE DEVELOPMENT

Destination and product development should marry people, planet, profit and policy

#### 3 VALUES BASED MARKETING

Community values, goals and energy are the new competitive advantage



## TOP DMO STRATEGIES

## Future Study Findings

- 1 Focus significant attention on content creation and dissemination strategies
- 2 Play more of a central role in advocacy in my destination
- 3 Enhance engagement with the local community to manage future considerations for the visitor economy
- 4 Build the destination brand around the community's goals, values and creative energy
- 5 Focus on developing authentic experiences for the customer
- 6 Be more involved in economic development initiatives
- 7 Invest more effort/resources into video content to market the destination
- 8 Better integrate tourism, economic development and talent attraction
- 9 Connect visitor experience with the quality of life of residents
- 10 Improve and align data management and digital strategy to optimize marketing ROI
- 11 Develop strategies to protect what we have while attracting events and visitation to our community
- 12 Protect and steward our natural environment and our authentic social and cultural characteristics
- 13 Form more strategic alliances outside the visitor industry



Current & Ideal Organization Roles

ORGANIZATION ROLES	CURRENT	IDEAL	
Destination marketing	1	1	
Brand management	2	2	
Destination and product development	7	3	↑
Data research and business intelligence	8	4	↑
Destination information resource	3	5	
Community relations	4	6	
Industry advocate	5	7	
Visitor experiences and services	11	8	↑
Broader economic development	6	9	
Meetings and conventions sales	9	10	
Sustainability advocate	13	11	
Equity, Diversity, Inclusion advocate	10	12	
Major event partner/developer	14	13	
Workforce development	17	14	↑
Health and safety resource	12	15	
Leisure sales (group tour & independent)	16	16	
Convention services	15	17	
Venue manager/operator	18	18	

Source: Destinations International 2021 DestinationNEXT Futures Study



Current & Ideal Organization Roles KPIs

KEY PERFORMANCE INDICATOR	CURRENT	IDEAL	
Economic impact of tourism	1	1	
Room-nights generated	2	2	
Visitor satisfaction	9	3	↑
Number of visitors/delegates	4	4	
Resident sentiment	12	5	↑
Marketing ROI	6	6	
Hotel performance metrics	3	7	
Social and environmental impacts	15	8	↑
Overnight visitation	5	9	
Leads/referrals to business	7	10	
Social media metrics	8	11	
Member satisfaction	10	12	
Earned media	11	13	
Conversion metrics	14	14	
Venue operating profits	13	15	



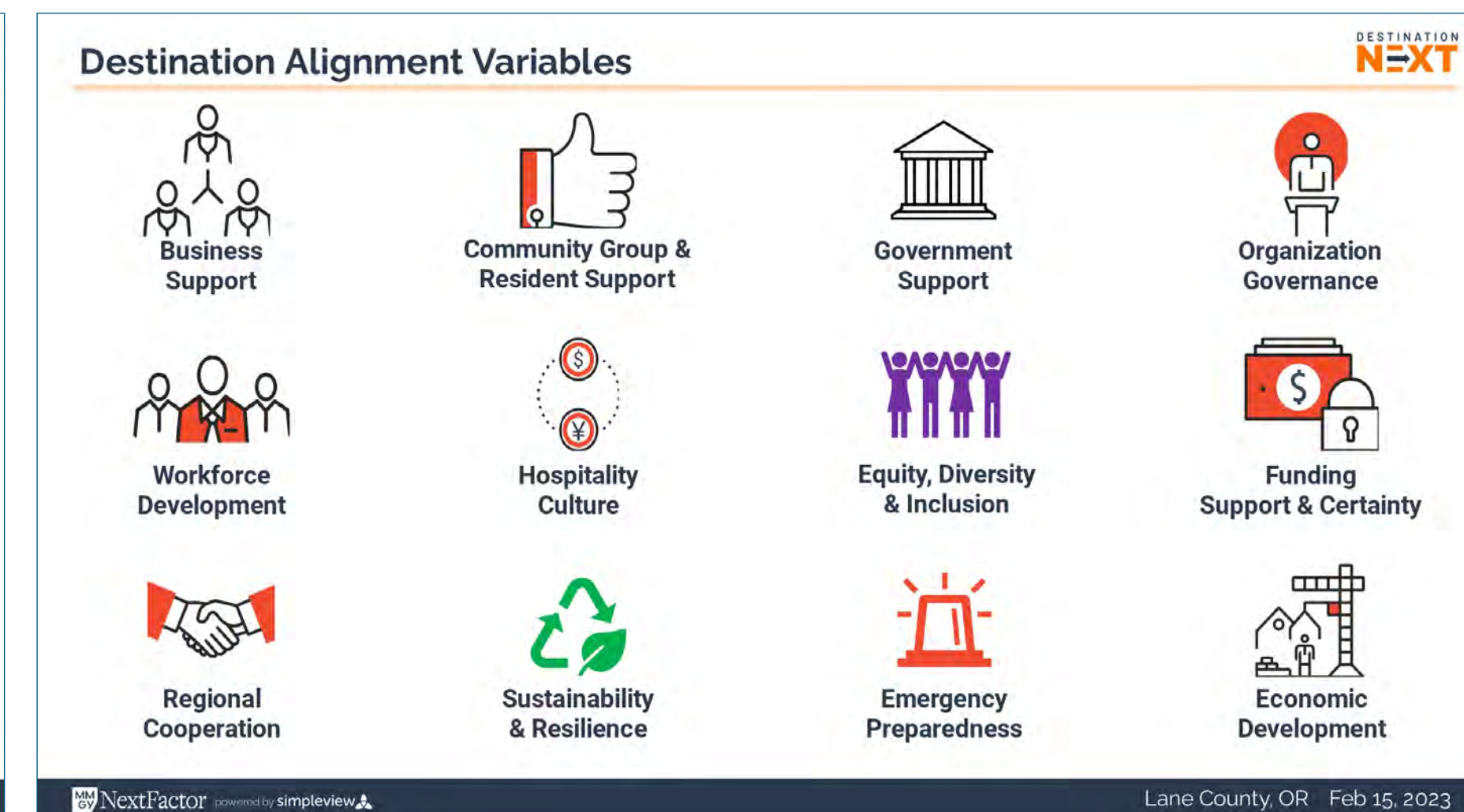
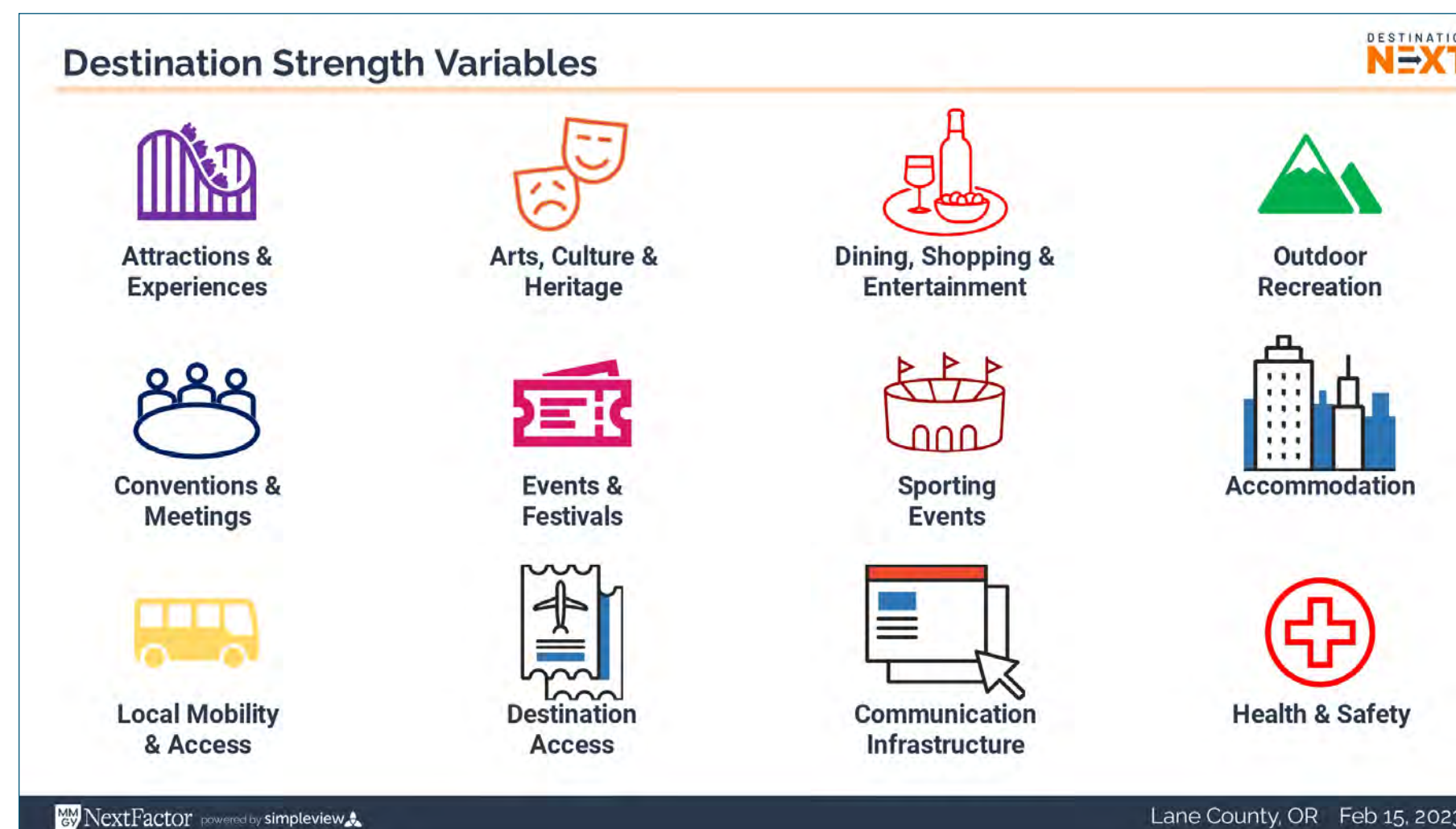
# THE PROCESS

The Travel Lane County Board of Directors met in retreat in October 2022 under the guidance of KJSmith Associates to begin to establish the plan framework.

Stakeholder inputs were invited through implementation of Destination NEXT, and stakeholder assessments and comments were shared with the board in a work session in February 2023 with Shelly Green, who shared the Futures Study findings and then our local findings.

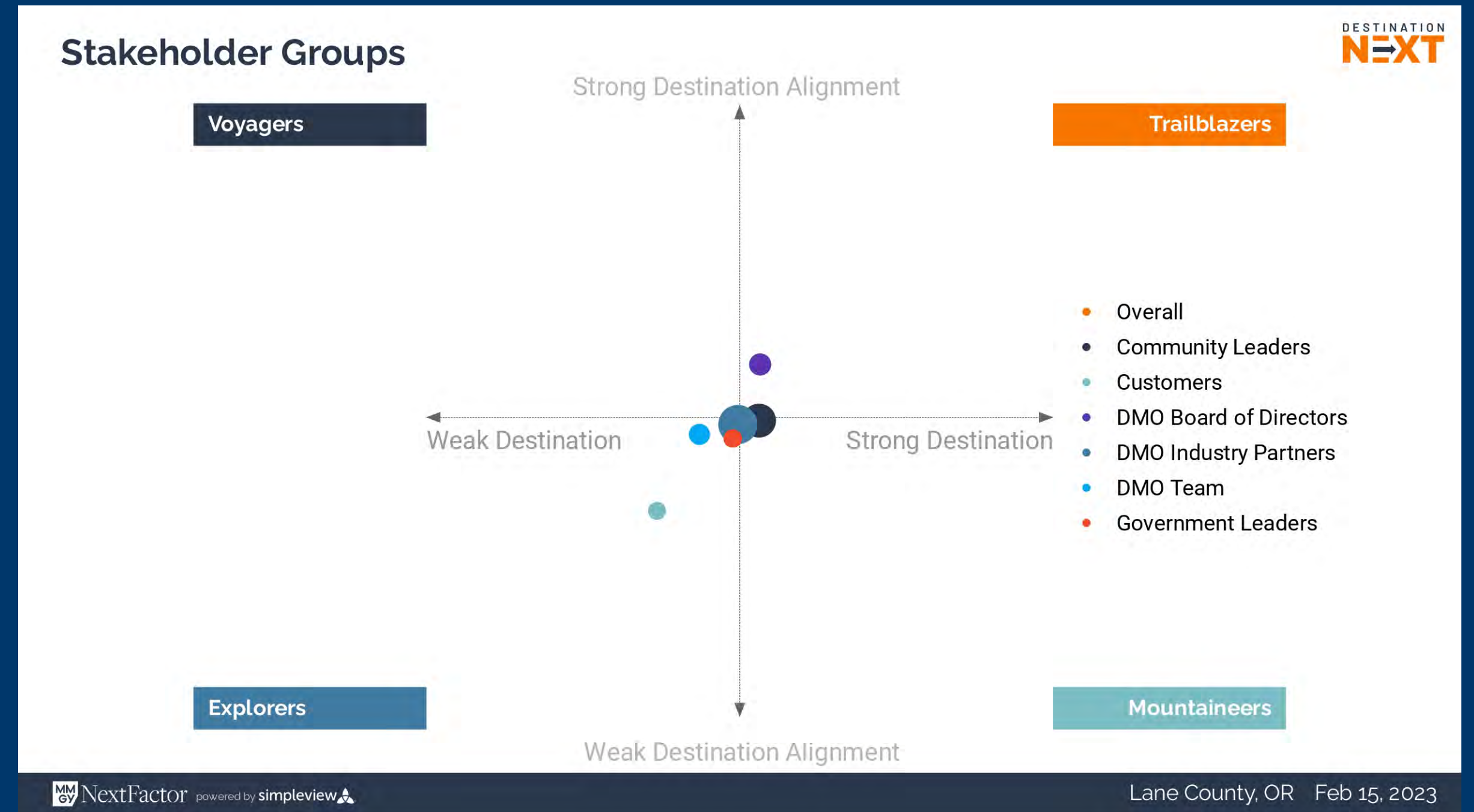
Stakeholder responses resulted in an overall assessment of just barely tipping into the trailblazer quadrant for destination strengths and community alignment, a mark Travel Lane County is intent on improving upon.

Key takeaways and areas for improvement follow. Destination Strength and Destination Alignment Variables scored by Stakeholders:





# HOW WE SCORED





## KEY TAKEAWAYS

- Destination is in the Trailblazers quadrant with slightly above average scores for Destination Strength and Destination Alignment.
- Different stakeholder groups have different perceptions of Lane County.
- Opportunities for improvement
  - Consider the variables deemed most important to you:

Destination Strength: outdoor recreation, sporting events, accommodations, convention & meetings, and events and festivals. However, your community scores convention & meetings as well as events & festivals as below the industry average, while they score outdoor recreation above the industry average.

Community Alignment: hospitality culture, regional cooperation, funding support & certainty, economic development, sustainability, and workforce development. Your community scores sustainability above the industry average, but hospitality culture and workforce development below the industry average.

**Seek improvements on those areas that are below average, but important to your success.**



## KEY TAKEAWAYS

### Opportunities for Improvement

Comments on the open-ended questions were dominated by:

Infrastructure (convention facilities, sports facilities, airport expansion, event spaces, public transportation, housing, year-round facilities, and riverfront integration).

**Are conversations occurring related to a destination master plan to study and prioritize the infrastructure that you want and need?**

Homelessness, as well as crime and mental health.

**Who in your community, is driving the conversation about these issues?**

**If it's impacting visitation, do you have a role in solving this?**

**How will you do so?**

There appears to be a lack of a cohesive, “We’re-all-on-the-same-team” spirit. (e.g., rural versus urban concerns, coastal areas versus inland, arts versus sports, Florence versus Eugene, etc.)

**What does Travel Lane County already do to mitigate this?**

**Is it working? Are there other strategies that could be deployed to address this?**



## OUR VALUES

We provide **Leadership** in developing a healthy year-round tourism sector economy.

We are proud **Brand Ambassadors** who know our destination from one border to the other and live our brand promise, exploring Lane County's variety of adventures.

We are **Invested** in our staff, partners, and destination stakeholders as we maximize visitor experiences aligned with community values.

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

We are **Stewards** of limited resources, prioritizing investment using these filters:

- Leverage current strengths to generate overnight stays
- Focus destination management resources on projects that have direct economic impact
- Improve the visitor/client experience at all stages of the visitor lifecycle
- Build our destination and organization reputation through efficient and effective use of paid, owned and earned communication channels
- Embrace a triple bottom line focus on economic, environmental and social outcomes

We **Celebrate Diversity**, and work to ensure a **Welcoming and Inclusive** destination experience. We oppose discrimination of any kind.



## FILTERS



**Our work is guided by three filters within Travel Lane County's mission of growing overnight visitors for a vibrant, year-round countywide 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 our stewardship of 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 accommodation for a physical, cognitive, or emotional condition. 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.



# THE FRAMEWORK



The framework is comprised of four key areas of focus:

**Destination Development & Management: Stewardship of Place & People**

**Leadership: Our Lane in Supporting a Values-Driven Future**

**Future Visitors: Matchmaking for Transformative Visitor and Resident Experiences**

**CEO Succession: Hiring for Acumen in Alignment and Innovation**

Within each of these four areas of focus, strategies have emerged as important initiatives to be undertaken. These have been plotted against a suggested timeline, to be incorporated into annual workplans. New strategies may also emerge.

They have been evaluated as a match for Lane County's formally adopted strategic plan, which prioritizes a safe, healthy county, robust infrastructure and vibrant communities.

They are intended to increase alignment in anticipation of a more robust process of community and stakeholder listening in developing a Destination Master Plan.



# DESTINATION DEVELOPMENT & MANAGEMENT

## Strategies

### Facility Development

- Indoor Sports Facilities
- Conference/Convention Space
- Outdoor Sports Facilities and Fields
- Airport Expansion
- Rural tourism facilities / projects (examples):
  - McKenzie River Discovery Center
  - Dexter Lake improvements for competitive rowing
  - A pump track in Oakridge
  - Armory improvements in Cottage Grove
  - Cultural Center in Florence
- Strategic Incentives for high-yield hotels, restaurants and activity development

### Transportation

- Passenger Rail
- Airport transit/transfer options
- Sustainable, multi-modal transportation options
- countywide EV charging network countywide

### Workforce Housing

**Hot Spots: Capacity focus and impact mitigation**

### Grant Program Development

**Establish 501(c)3 Foundation local sports development, programs, events**

### Product development

- More cultural and fun festivals, nightlife
- Stronger destination context for big events
- Tasting trails,  
agri-trails, cycling routes and tours
- Why Guides
- Bookable Product
- Outdoor Rec as Commerce



## LEADERSHIP: OUR LANE

### Strategies

#### Strategic Planning & Collaborative Leadership

Multi – Year Strategic Plan & Destination Master Plan  
Meaningful Mission & Vision

#### Community understanding of and support for Industry's value

Charitable Donation Survey annually – report out  
Elevator Pitch for board members  
Annual resident survey on tourism sentiment  
Implement and track Advocacy Plan – board committee  
Secure a seat at other key organizations' tables (board and committee service)  
Three bullet report-outs after meetings – elected/geo liaisons, updates  
Create understanding and awareness of regional collaborations

#### Workforce Development and Support

Secure funding support for sector workforce efforts  
Industry Earnings: Valued work / valuable work  
Year-round meaningful work (seasonality)  
Workforce Development – classrooms, career fairs, education, culinary.

**Homelessness and safety** a big concern – be at the table and support efforts

**Reimagine Partner Program** decision tree – transition – implementation

**Non-Dues / Non-TLT Revenue** – Establish Foundation for non-TLT work

**Grant Program** – secure support and funding, design and implement

**Define DEI outcomes/metrics.** Staff, board, program outputs

**Sustainability** – BRING Rethink or similar certification programs

**Measure and report** relevant community outcomes to locales

**DMAP renewal (by 12/23)**



# THE FUTURE VISITOR & GROWING DEMAND

## Strategies

### Matchmaking for Meaningful Growth & Transformative Experiences: Business Intelligence

Data Hub- shared data ecosystem Qualitative / Behavioral

### Visitor Services Next –

Supercharge visitor assistance

Elevating frontline and resident pride/knowledge

Neighborhood content connections via front line (near here content)

### DEI

Indigenous content much stronger – Kalapuya and Siuslaw

Diversity represented throughout content

### Partner model transitioned to comprehensive content

### Rural/urban – individual community branding, video/content, demand growth Seasonality/Grow Winter Demand

Amplify nightlife

Amplify cultural events, arts, heritage, humanities

### Highlight, leverage, and support cultural arts as a demand driver

### Expand visitor traffic out from major events



## CEO SUCCESSION

### Strategies

- **Hire for Acumen in Alignment and Innovation**
- **Adopted Succession Plan drives timing and tactics of hire**
- **Onboarding helps ensure a successful transition**
- **New leader listening and assessment in consultation with the Travel Lane County board drives timing and procurement of services for comprehensive Destination Master Plan**



# INTERSECTIONS ABOUT

## Facility Development and Leadership:

Indoor Sports Facility Development Requires Advocacy and Leadership:

- Embrace Leadership and lead the charge

- Supercharge messaging with a multi-faceted campaign from elevator pitches for board members to integration of community benefit audiences.

- Broaden community engagement and support, including funders, users, spectators. Align around mutual benefits. Bring all partners to the table.

## Leadership and Future Visitors:

- Experientialism vs materialism a shared value to leverage

- Aging travelers supports focus on accessibility

- Business intelligence data hub creates/needs local leadership network



TIMELINE

Travel Lane County & Eugene, Cascades & Coast Sports: Aligning for Resilience  
Strategic Plan Timeline 2023-2024-2025

Framework Strategy	FY24	FY25	FY26
<b>Destination Development</b>			
Indoor sports facilities	BCC and public support, operating scenarios, fundraising begins, design begins	Fundraising continues, development begins, sales efforts begin	Facility opens
Conference / convention space	Location and viability determined: LEC masterplan, downtown Urban Renewal District, Glenwood Riverfront	Development(s) planned and funding sources identified	Facilities developed
Outdoor sports facilities and fields	Jurisdictional support and planning secured, advocacy for moving Golden Gardens development forward in time and securing fields	Golden Gardens planned and resourced, outdoor stadium opens	Golden Gardens sportsplex development begins
Rural tourism and sports facilities	Grant program designed, resources secured, initial small funding round	Foundation established, grant program continues	Foundation funding as appropriate, grant program continues
Airport expansion	Support expansion plan, support resource allocations as appropriate	Support expansion plan, support resource allocations as appropriate	Support expansion plan, support resource allocations as appropriate
Strategic incentives: High-yield hotels, restaurants, activity development	Educate jurisdictions on potential tools and returns from strategic planning	Support implementation of tools and strategies	Support implementation of tools and strategies
Transportation	Inventory ground options, advocate for passenger rail, map EV charging stations and enhance content for charging network	Strengthen demand for ground options and rail, promote EV charging network	Strengthen demand for ground options and rail, promote EV charging network
Hot spots: Capacity focus and impact mitigation	Work with public lands agencies and communities to understand locations and times where congestion occurs. promote alternative times and locations to help mitigate congestion.	Support grants and resources that create alternative product to relieve congestion (trails, campgrounds, etc.) Continue to promote and develop content that helps relieve friction from congestion.	Support grants and resources that create alternative product to relieve congestion (trails, campgrounds, etc.) Continue to promote and develop content that helps relieve friction from congestion.
Grant program development	Secure support for restarting grants from visitor services TLT Fund. Develop program administrative plan for county approval.	Administer grant program and report to LC as agreed. Measure and report ROI from funded programs.	Administer grant program and report to LC as agreed. Measure and report ROI from funded programs.
Establish 501(c)3 foundation	Work with board committee on framework for foundation and legally establish 501(c)3. Begin fundraising to initial target.	Reach initial fundraising target and begin program support as provided in founding documents. Report outcomes to public.	Continue to raise funds to established annual goal and fund programs. Report outcomes to public.
Product development	Support why guides program. Maintain trails as viable visitor inspiration and wayfinding. Create destination context blueprint. Bicycle routes/ connect Lane work continues.	Inspire creation of bookable product(s). Blueprint for destination context for big events in use.	Show growth of outdoor rec as point of commerce and contributor to economy. Achieve eco-system from retail through transport to recreation.



TIMELINE

Travel Lane County & Eugene, Cascades & Coast Sports: Aligning for Resilience  
Strategic Plan Timeline 2023-2024-2025

Framework Strategy	FY24	FY25	FY26
Leadership: Our Lane			
Strategic planning & collaborative leadership	FY23: Mission updated, multi-year plan adopted, Trsn Summit Established FY24: Plan Implementation, Industry Summit with VID	Destination master plan underway	Destination master plan adopted and implementation underway
Community understanding and support	Visitor industry charitable donation survey annual resident tourism sentiment survey advocacy plan updated and implemented secure and track board seats	Visitor industry charitable donation survey annual resident tourism sentiment survey advocacy plan updated and implemented secure and track board seats	Visitor industry charitable donation survey annual resident tourism sentiment survey advocacy plan updated and implemented secure and track board seats
Workforce development and support	Funding secured for sector workforce efforts workplan implemented baseline metrics established and reported	Workplan implemented and metrics reported relevant funding secured	Workplan implemented and metrics reported relevant funding secured
Homelessness and safety	Meaningful support for jurisdictional work articulated and implemented	Demonstrated improvement in identified metrics and earned media secured to build destination reputation	Continued improvement and earned media on success secured
Establish foundation	Work with board committee on framework for foundation and legally establish 501(c)3. Begin fundraising to initial target.	Reach initial fundraising target and begin program support as provided in founding documents. Report outcomes to public.	Continue to raise funds to established annual goal and fund programs. Report outcomes to public.
Define DEI outcomes/metrics	Organization metrics adopted by board relevant marketing and content achievements quantified efficiently and reported	Relevant and meaningful success evidenced and Reported	Relevant and meaningful success evidenced and reported
Sustainability	Consider BRING Rethink or other certification programs for Travel Lane County as an organization continue to incorporate Leave No Trace principles and be prepared checklists in outdoor rec content	Promote car-free alternatives using learnings from transportation inventory for ground and EV charging stations continue to incorporate Leave No Trace principles and be prepared checklists in outdoor rec content	Continue to promote car-free alternatives and EV charging stations continue to incorporate Leave No Trace principles and be prepared checklists in outdoor rec content
Reimagine partner program	Partner program redesigned and adopted	Partner program reviewed and refined as needed	Partner connections show substantial growth revenue
Community connections	Clearly track and report relevant work to individual communities, Update community videos	Track partner connections by community and share as part of relevant work reports	Report on grant and foundation support as part of relevant work reports
DMAP renewal	Complete four year renewal by 12/31/23	Annual report filed in January	Annual report filed in January
Grant program development	Secure support for restarting grants from VS TLT Fund. Develop program administrative plan for county approval.	Administer grant program and report to LC as agreed. Measure and report ROI from funded programs.	Administer grant program and report to LC as agreed. Measure and report ROI from funded programs.



TIMELINE

Travel Lane County & Eugene, Cascades & Coast Sports: Aligning for Resilience  
Strategic Plan Timeline 2023-2024-2025

Framework Strategy	FY24	FY25	FY26
<b>The Future Visitor</b>  Business intelligence: Shared data hub qualitative business intelligence  Leveraging and supporting events and cultural arts   Visitor services NEXT - Supercharge visitor assistance, neighborhood content connections  Visitor experience: Creating local destination evangelists  DEI   Rural/urban community promotion, video, content  Partner model transitioned  Grow winter demand, reduce seasonality  Spread visitors out from major events	  Data hub established with key partners  Support for cultural district(s) in content and cultural arts overall baseline metrics established for measurement  Plan articulated and implemented  Subscriber list established and grown for relevant content  Content inclusive and utilized as norm, method to measure visitor demand and destination reputation identified in collaboration with Travel Oregon, local network with associations strengthened  Continue marketing and content work on individual communities, update community videos  Content expanded as defined by partner program changes approved and implemented  Strong shoulder/winter marketing focus, supporting winter rec and cultural arts  Grow visitor spread through frontline and resident visitor NEXT programs	  Quantitative and qualitative dashboards in place for partner access  Growth in cultural arts sector from visitor spending and/or visitor origin in ticket sales demonstrable and reporting implemented  Frontline employees measurably engaged and destination knowledge and service leves improved  Statistics show strong engagement by residents, plan value shows up in partner and resident surveys  Outcomes measured across target markets as able. Content improvements implemented as identified. Local network collaborations in place.  Community marketing and content refreshed in collaboration with community tourism efforts  Marketing coops strengthen and grow media placements  Track ticket sales and visitation related to cultural arts promotion. Sell against facilities under construction  Intentional content on all microsites works to extend stay and spread positive impact	  Dashbooard and tools feed into destination master plan and community education  Earned media confirming destination reputation around cultural arts secured and reported  Business Community recognizes program has positively impacted their customer feedback  Community leaders recognize plan has impacted civic pride and awareness of TLC  Outcomes measured across target markets as able. Content improvements implemented as identified. Local network and collaborations  Community marketing and content refreshed in collaboration with community tourism efforts  Marketing coops robust and healthy with growing participation  Leverage facility development to grow demand  Partner surveys show progress in more effective leverage of big events.
<b>CEO Transition</b>	Policy documents reviewed and updated, board engaged and ready for hiring process hiring process begins	Hiring process complete and transition begins, new CEO in place and actively listening in preparation for destination master plan	Destination master plan



**EUGENE  
CASCADES  
AND COAST**