



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

FY16 Marketing Plan

June, 2015

An Introduction to Travel Lane County

Travel Lane County's primary role is to position and market Eugene, Cascades & Coast as a visitor destination to conventions, meetings, sporting events, and leisure travelers.

Travel Lane County is a private, non-profit corporation formed in 1980 and governed by a thirty-nine member board. Our full and part-time staff numbers 26. Membership totals 552 businesses.

The mission of Travel Lane County is to increase the number of overnight visitors.

- Sales and marketing converts target audiences: Conventions, events, and leisure travelers.
- Convention, sports and visitor services increase satisfaction, encourage longer stays and repeat visits, and spread visitor spending countywide.
- Membership and partner development strengthens our marketing message, makes the destination more attractive and provides local businesses valuable leverage of transient room tax investment.
- Community Relations informs residents and community leaders about our organization and the positive impacts of the local visitor industry.
- Integrated Marketing standardizes our brand applications, and implements continuous improvements to our centralized data platforms and websites.

Our brand promise is enriching, authentic, approachable experiences for all ages and abilities.

Our tag line is "Real Adventures. Real Close." Brand materials at www.eugencascadescoast.org/brand encourage brand alignment throughout the destination.

Organizational Values

Travel Lane County serves as the tourism & hospitality industry leader in Lane County. We embrace our leadership role in helping plan, maintain and market a world-class visitor destination and living environment.

We are committed to being brand ambassadors: We celebrate local adventures, local food and beverages, local arts & culture, and local products.

We project warm professionalism; providing friendly, attentive, prompt, accurate, respectful service.

We value our staff team, and strive to provide a healthy, rewarding, enriching, and supportive employment experience. We encourage work- life balance and value family and personal time as being important for our health.

All resources are utilized efficiently and effectively: We are stewards of limited resources. We endeavor to maximize return on investment, minimize waste, and support local products and services whenever practical. We encourage a Leave No Trace style of recreation.

Priorities are driven by our mission and available time and resources. Program measures are used to evaluate return on investment.

Tourism & Hospitality Contributes to a Triple Bottom Line

Tourism & Hospitality is a **traded sector industry:** Visitors bring dollars in to the local economy from other places, support a variety of businesses, and take away memories of an outstanding experience.

Tourism & Hospitality is aligned with **environmental values:** A focus on outdoor recreation; scenic views; local wines, brews, and foods; and awareness and promotion 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 with or without formal continuing education.

Situation Analysis

Travel & Tourism Economic Indicators

Visitor expenditures in Lane County totaled \$609.9 million in 2014. Residents spent another \$239.6 million locally on travel related expenses. The \$849.5 million industry directly supported 9,770 Lane County jobs with a payroll of \$218.6 million in 2014.

| Travel Impacts 2014p | Total Lane County | East Lane County | West Lane County |
|----------------------|-------------------|------------------|------------------|
| Visitor Spending | \$609.9 million | | |
| Other Travel* | \$239.6 | | |
| Total Direct Spend | \$849.5 million | \$727.4 million | \$122.1 million |
| Total Taxes | \$31.05 million | \$27.62 million | \$3.43 million |
| Employment | 9,770 | 8,020 | 1,750 |

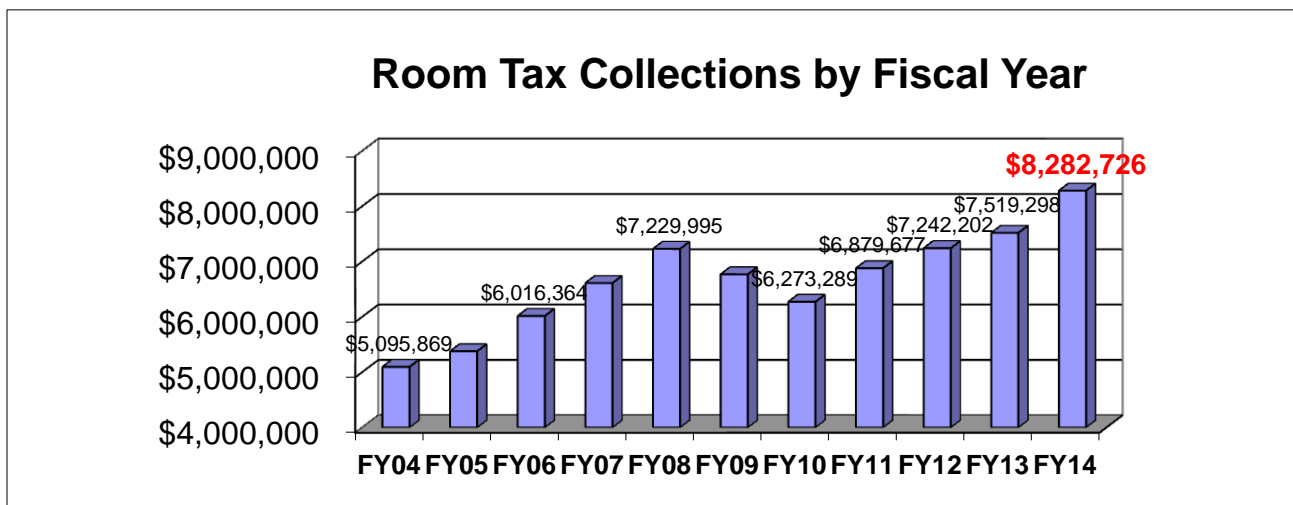
Source: Dean Runyan Associates, * Other includes resident air and ground travel impacts for travel to other Oregon destinations, and travel agencies.

Lane County hotel occupancy rates currently average 64.8% on an annual basis (up 6.1%), ahead of the U.S. as a whole (64.4%), Oregon (63.6%), the Willamette Valley (61.6%), the Oregon Coast (55.6%), and Central Oregon (58.4%) in 2014. The Portland Metro area averaged 73.7%.

While rates remain competitive and generally modest in Lane County, rooms sold increased 3.9% in 2014 from 2013, and revenue increased 12.0%. According to Smith Travel Research, demand in Lane County is up 4.3% in CY 2015 through May, and revenue has increased another 9.2% from 2014.

FY14 TRT collections totaled a record \$8,282,726, up 10.15% from FY13's \$7,519,298. FYTD15 growth is at 13.8% through April, a pace which would result in FY15 revenues of \$9.4 million.

While growth is currently strong, a more conservative gain of 3% is being used for budgeting FY16. If achieved, collections will total \$9,708,514, resulting in \$2.15 million for destination marketing.



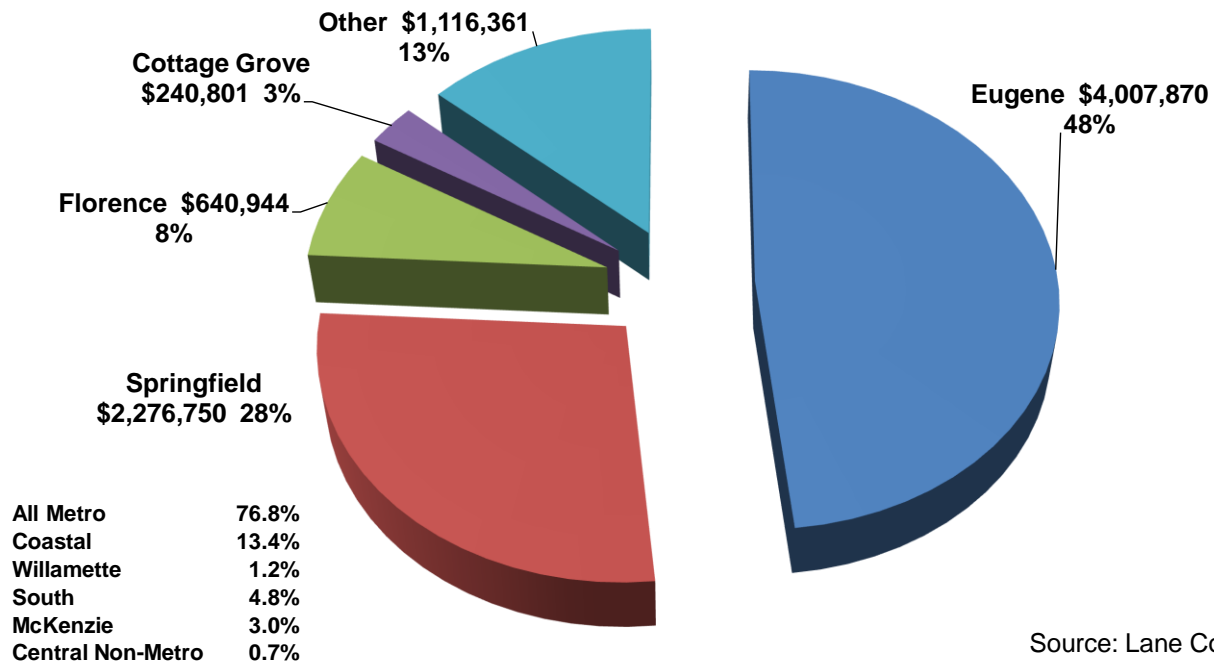
Within Lane County, share of total taxed accommodations revenue is shown on the next chart. Regional breakdowns are embedded in the lower left corner.

Market Share

TRT Collections



FY14 TRT Collections by Area



Source: Lane County

Global projections from the World Travel and Tourism Council (WTTC) predict international arrivals (globally) to grow 58% from 2014 to 2025 (2.8% per year), to 1.8 billion international arrivals across borders. Globally, domestic travel spending (\$3.7 trillion in 2015) will grow even faster than international spending (\$1.4 trillion in 2015). Global travel GDP was up 3.5% in 2014, ahead of overall global GDP growth of 2.4%.

National trends and projections from U.S. Travel show the following:

| U.S. Travel Forecasts | | | | | | | | | | |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Real GDP (\$ Billions)* | 14,830.4 | 14,418.7 | 14,783.8 | 15,020.6 | 15,369.2 | 15,710.3 | 16,042.4 | 16,553.9 | 17,058.1 | 17,576.8 |
| Unemployment Rate (%) | 5.8 | 9.3 | 9.6 | 8.9 | 8.1 | 7.4 | 6.3 | 5.9 | 5.6 | 5.3 |
| Consumer Price Index (CPI)** | 215.3 | 214.5 | 218.1 | 224.9 | 229.6 | 233.0 | 237.1 | 241.6 | 246.7 | 252.0 |
| Travel Price Index (TPI)** | 257.7 | 241.5 | 250.7 | 266.9 | 273.0 | 275.6 | 282.3 | 289.1 | 295.2 | 301.6 |
| Total Travel Expenditures in U.S. (\$ Billions) | 772.5 | 699.8 | 747.4 | 812.7 | 854.2 | 887.9 | 925.9 | 963.6 | 997.2 | 1,034.1 |
| U.S. Residents | 662.1 | 605.6 | 643.9 | 696.5 | 728.0 | 748.3 | 777.9 | 805.7 | 828.9 | 854.0 |
| International Visitors*** | 110.4 | 94.2 | 103.5 | 116.1 | 126.2 | 139.6 | 148.0 | 157.9 | 168.4 | 180.2 |
| Total International Visitors to the U.S. (Millions) | 57.9 | 55.0 | 60.0 | 62.7 | 67.0 | 69.8 | 72.2 | 75.1 | 78.1 | 81.0 |
| Overseas Arrivals to the U.S. (Millions) | 25.3 | 23.8 | 26.4 | 27.9 | 29.8 | 32.0 | 33.7 | 35.7 | 37.5 | 39.4 |
| Total Domestic Person-Trips**** (Millions) | 1,964.9 | 1,900.1 | 1,963.7 | 1,997.5 | 2,030.3 | 2,059.6 | 2,104.3 | 2,138.9 | 2,176.6 | 2,211.2 |
| Business | 461.1 | 434.3 | 446.6 | 440.7 | 439.2 | 444.6 | 451.6 | 459.2 | 466.3 | 472.5 |
| Leisure | 1,503.8 | 1,465.9 | 1,517.1 | 1,556.8 | 1,591.1 | 1,615.0 | 1,652.6 | 1,679.7 | 1,710.2 | 1,738.7 |

| U.S. Travel Forecasts (Growth) | | | | | | | | | | |
|--|-------|--------|-------|-------|-------|-------|------|------|------|------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| Real GDP* | -0.3% | -2.8% | 2.5% | 1.6% | 2.3% | 2.2% | 2.1% | 3.2% | 3.0% | 3.0% |
| Consumer Price Index (CPI)** | 3.8% | -0.3% | 1.6% | 3.1% | 2.1% | 1.5% | 1.8% | 1.9% | 2.1% | 2.2% |
| Travel Price Index (TPI)** | 5.6% | -6.3% | 3.8% | 6.5% | 2.3% | 0.9% | 2.4% | 2.4% | 2.1% | 2.1% |
| Total Travel Expenditures in U.S. | 4.7% | -9.4% | 6.8% | 8.7% | 5.1% | 3.9% | 4.3% | 4.1% | 3.5% | 3.7% |
| U.S. Residents | 3.4% | -8.5% | 6.3% | 8.2% | 4.5% | 2.8% | 4.0% | 3.6% | 2.9% | 3.0% |
| International Visitors*** | 13.4% | -14.7% | 9.9% | 12.2% | 8.7% | 10.6% | 6.0% | 6.7% | 6.7% | 7.0% |
| Total International Visitors to the U.S. | 3.5% | -5.2% | 9.2% | 4.5% | 6.8% | 4.2% | 3.5% | 4.1% | 3.9% | 3.8% |
| Overseas Arrivals to the U.S. | 6.1% | -6.3% | 11.0% | 5.8% | 6.7% | 7.7% | 5.3% | 5.7% | 5.3% | 5.0% |
| Total Domestic Person-Trips**** | -2.0% | -3.3% | 3.3% | 1.7% | 1.6% | 1.4% | 2.2% | 1.6% | 1.8% | 1.6% |
| Business | -6.7% | -5.8% | 2.8% | -1.3% | -0.3% | 1.2% | 1.6% | 1.7% | 1.6% | 1.3% |
| Leisure | -0.4% | -2.5% | 3.5% | 2.6% | 2.2% | 1.5% | 2.3% | 1.6% | 1.8% | 1.7% |

*Based on chained 2009 dollars.

**1982-84 = 100

***Excludes international visitors' spending on traveling to the U.S. via U.S. flag carriers and other miscellaneous transportation.

****One person trip of 50 miles or more, one way, away from home or including one or more nights away from home.

Sources: U.S. Travel Association's Travel Forecast Model, BLS, Department of Labor; OTTI, BEA, Department of Commerce, Tourism Economics.

TravelClick expects the pace of group bookings to remain strong during 2015 and transient business growth to moderate somewhat but continue to grow.

Global Business Travel Association also expects business travel volume to increase over the next two years. Person-trip volume will go up 1.7% in 2015, while business travel spending is anticipated to grow 3.1% in 2015.

Business travel is transforming ridesharing services, according to expense report surveys. In Q1 2015, 46% of all total paid car riders were through Uber, up from 15% a year earlier. Taxicabs market share dropped to 53% of paid car receipts.

According to 2014 CVENT study of meeting planners:

- During the consideration stage, planners want to know about special promotions, major local events, new hotel developments, innovative event ideas, local news relevant to planners. Millennial planners are adding the "experience" factor to their wish list for meetings.
- Pushing out relevant information digitally (where planners are searching) is critical.
- Planners report the following steps when looking for suitable meeting location (this is based on their response to "What is the FIRST thing you do?")
 - Conduct online research (18%)
 - Contact CVB (17%) – (48% of planners report that they connect with the CVB at "some point", but not necessarily prior to their decision)
- Younger planners use online search more than contacting a CVB.

Per Destination Marketing Association International:

- Contact methods preferred by planners:
 - Email/E-news preferred by 83%
 - Trade shows 8%
 - Social media 5%
 - LinkedIn 5%
 - Telephone 3%
- Self-Education Resources used by planners:
 - Trade magazines/websites–73%
 - Webinars/webcasts – 71%
 - Industry e-newsletters – 68%
 - Chapter meetings (MPI-Oregon)–55%
 - Nat'l education conferences – 51%
 - Conduct online searches – 34%
 - Use social media – 28%
 - Read blogs – 10%
- Among planners who use social media, LinkedIn preferred by 67%, Facebook by 37%, Twitter 14%, Instagram 5% and Google+ by 3%.

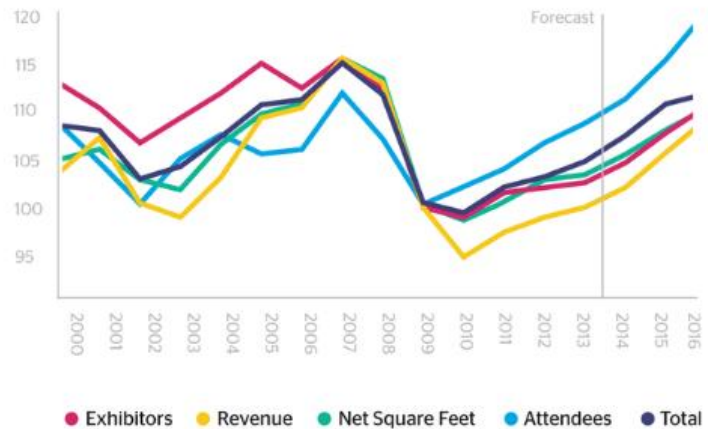
- Planners prefer that you use social media to:
 - Share relevant articles - 68%
 - Share photos of events and/or cool things other planners have done in your destination - 56%
 - Connect planner to other suppliers (i.e., members who provide services) – 56%
 - Provide answers to questions they post – 39%
 - Participate in private group discussions – 38%
 - Planners mentioned that CVBs are noticeably absent on LinkedIn, in terms of the strength of our voice and engagement

According to TravelClick, in November 2014, overall committed bookings for the future were up 4.4% from a year prior, with associated ADR up 4.1%. In a 12 month forecast through August 2015, TravelClick predicted transient bookings for individual leisure and business travelers will rise 6.9%, and related ADR will go up 5.1%. Transient leisure segment occupancy will rise 6.6%, ADR 5.3%. Transient business segment occupancy will go up 7.3%, ADR 5.0%. Group segment occupancy will rise 3.3%, and associated ADR will go up 1.8%.

‘Sustained Growth’

CEIR Index for the Overall Exhibition Industry

The CEIR Index – calculated by the Center for Exhibition Industry Research – measures year-over-year changes from more than 400 business-to-business exhibitions in net square feet of exhibit space sold, professional attendance, number of exhibiting companies, and total event gross revenue. The base year of 2009 has a base value of 100. CEIR is predicting overall growth of 2 percent for 2014, followed by slightly less than 3 percent in both 2015 and 2016, noting, “This represents the fastest sustained growth in the history of the CEIR Index.”



Both PKF and STR expect room demand, average daily rate, revenue per available room and room revenue to remain at all time highs in 2015, with ADR driving RevPar growth in 2016 due to record occupancy levels.

For 2015, PKF-HR is forecasting a 1.9% increase in occupancy (to 65.5%, an all time record), combined with 5.3% growth in ADR, for a 7.3% boost to RevPar. In 2016, occupancy growth will slow to 0.6% nationally, but ADR will grow at 6.3% for RevPar growth of 6.5%.

A recent StudyLogic survey commissioned by Sheraton Hotel & Resorts revealed that one of every two people, 48%, reach for a glass of wine to relax after a long day, ahead of their smartphone (15%) and spouse (15%).

Domestic (Internet) searches occur 65 days from actual travel on average. Domestic searches to the Far West gained 6.7% in March from March 2014, capturing 25% of all domestic searches behind the Southeast at 37% (a decline of 16.2% for the Southeast from March 2014).

A study released by Medallia found that hotels that engaged with social media reviews grew occupancy double the rate of properties that did not.

RV shipments in January 2015 totaled 28,494 units, 11.9% greater than the same month in 2014, and the largest January total in nine years. Shipments in 2015 are expected to reach approximately 365,000 units, the highest total since 2006.

In 2014, RV shipments climbed to 356,735 units, a gain of 11.1% over the previous year. This was the fifth consecutive annual increase and the fourth double digit percentage gain in RV shipments.

Indicators are strong for the year ahead, and we need to compete effectively in the digital environment to maximize market share and grow our indicators above national trends. We need to help local businesses understand how to use the digital marketplace efficiently, and ensure our PPC and web platform(s) perform strongly.

We have an opportunity, within the current economic climate and with the announcement of the 2021 IAAF World Track & Field Championships, to support local product development through analysis and advocacy for convention space and sports facilities to increase year round demand generation and support additional room development for peak compression periods.

Our rich content and key messages are deployed across print, digital, and broadcast platforms to reach our target audiences. We keep all of the following factors in mind over the course of a program year. Priorities for this plan are identified within the program areas focused on each target audience.

Content Priorities



| Mode/Channel | Interests | Geography |
|--------------|--|---|
| Auto | Outdoor Adventures Hiking, Cycling/MB, Rafting, Fishing, Running, Dune Buggies, Sandboarding, Golf, Snow/Skiing, GeoCaching, Water Sports (kayak, sail, ski, etc.) | Eugene & Willamette Valley <ul style="list-style-type: none"> - Eugene - Springfield - UO - Cottage Grove - Creswell - Junction City - Coburg |
| Air | Culinary & AgriTourism Wines, Craft Beer, Trails, Farms, Markets, Dining | |
| Bike | Heritage/Museums Covered Bridges, Gold Mining, Old Town(s) | |
| Rail | Arts/Cultural/Festivals/Events | |
| RV | Natural Wonders Mountains, Trails, Trees, Waterfalls, Rivers/Lakes, Birds/Wildlife, Ocean/Beach, Headlands | |
| | Sports Court Sports, Tournaments, Adventure, Extreme, Track, Facilities, Participants, Production | |
| | Conventions Association, Government, Education, Medical, Faith, Military, Ag, Sustainability, Facilities | |
| | University of Oregon | Cascades <ul style="list-style-type: none"> - Oakridge - McKenzie |
| | | Coast <ul style="list-style-type: none"> -Florence -Dunes City -Coastal Range |

We continue to make gains on aligning individual community identities and strengths with our countywide destination brand and with the regional and state brand positions.

Florence/Coast: *Beaches & Dunes, Headlands, Old Town, Sports & Recreation, Lakes & Rivers*

Veneta/Fern Ridge: *Wine Country, Cycling, Fern Ridge Lake Recreation*

Eugene: *Vibrant Cultural & Culinary/Craft Beverage Hub, TrackTown USA, UO*

Springfield: *Rivers, Recreation, Sports, History & Culture, Murals, TrackTown USA, UO*

McKenzie: *River, Cycling & Trail Recreation, Driftboat & Gold Heritage*

Creswell: *General Aviation, Golf, Local Food*

Cottage Grove: *Covered Bridges, Gold Heritage, Bikeways, Wine, Aviation, craft beer/culinary*

Oakridge: *Mountain Biking Capital of the Northwest, hiking, camping, fishing, craft beer/culinary*

Westfir: *Forest Trail Recreation, Aufderheide*

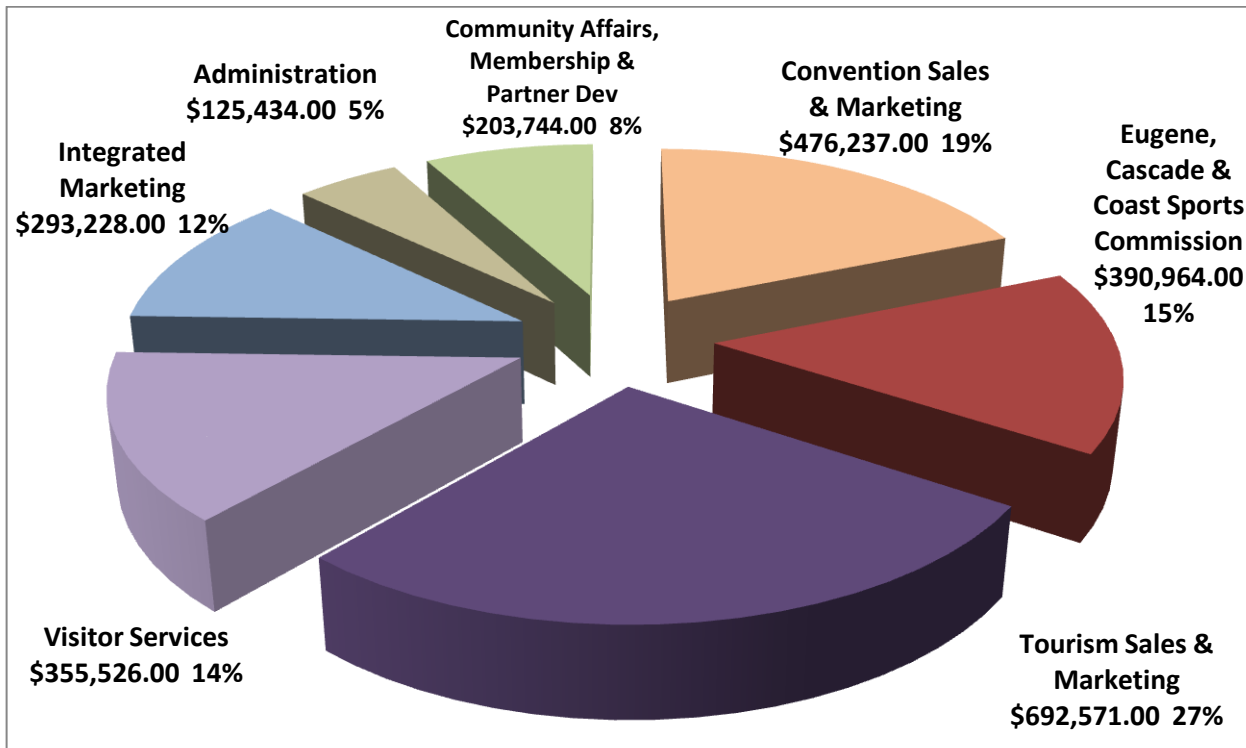
Lowell: *Water Sports and Lake/Trail Recreation, Covered Bridges*

Coburg: *Antiques, RV Sales/Service, Agri-Tourism, craft beer/culinary*

Junction City: *Agri-Tourism, Scandinavian Heritage, Classic Cars, RV Sales/Service*

Our revenues are anticipated to total \$2.5 million in FY16, including \$2,150,418 from 2.1 points of transient room tax via a destination marketing contract with Lane County, and earned revenues from member dues (\$135,000), sponsorships (\$23,500), advertising (\$53,000), coop programs (\$16,000), Adventure Center retail (\$42,550), Passkey commissions (\$10,000) and event proceeds (\$8,000). We also anticipate being able to program \$135,000 carried forward from FY15.

We deploy our financial and staff resources across programs focused on our three target markets, our integrated marketing and brand platform, stakeholder communications and administration. In FY16, our projected \$2,537,704 budget will be allocated across programs as follows:

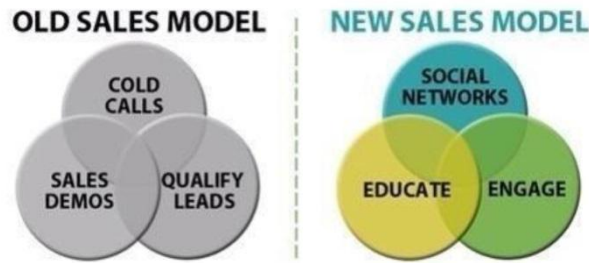


Convention Marketing Plan FY16

Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as an ideal destination for conventions, meetings, retreats and events.

The nature of how we communicate with meeting planners has changed drastically over the past several years. In the past, prospect and follow-up calls by sales managers, combined with print advertising and trade shows, was the standard. The growing impact of the online environment has necessitated a shift in how we reach meeting planners, **especially during the critical research phase of planning**. In late FY15, we conducted a departmental restructure, eliminating one Convention Sales Manager position and the Social Media and PR Manager position. A full-time Digital Marketing Manager position has been created, which will be filled in FY15. We are also adding a half-time Marketing Coordinator position to assist in projects. Both of these new positions will be working in both the Convention and Sports Marketing programs.



Our two-pronged approach moving forward will be:

1. Increased presence in the digital environment in which planners are researching destinations.
2. Sales staff focusing on relationship building with key prospects and establishing our expertise in the industry.

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

| Strategies/Tactics | Rationale/Expected Outcomes |
|------------------------|---|
| A. Direct Sales | <p>Professional and knowledgeable sales managers establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 100 sales leads will lead to goal outcomes below.</p> <p>Outcome: Room night and delegate goals for FY16: Confirmed room nights: 20,000 (45% new business) Confirmed # of delegates: 20,000</p> |

Goal #2: Increase awareness of Eugene, Cascades & Coast by meeting planners.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--------------------|---|
| A. Website | <p>Inbound marketing has become the standard, with planners expecting quality destination information when they reach our website.</p> <p>Outcomes: Update website copy and images regularly. Analyze and edit keywords to improve search engine optimization. Offer more meetings web pages as mobile versions.</p> |

| | |
|---|--|
| <p>B. E-newsletters</p> | <p>Targeted e-newsletters to key markets (association, corporate, education, faith, government, medical, military, third party planners) enables us to provide fresh content, member specials and updates, position our staff as meetings experts, and the opportunity to repurpose content through additional channels.</p> <p>Outcome: Produce and distribute at least one e-newsletter each month to specific key markets. Provide convention marketing package members with editorial calendar and solicit input.</p> |
| <p>C. Social Media</p> | <p>Quality content via social media channels helps to engage with planners and establishes staff as experts in the meetings industry.</p> <p>Outcome: Engage and educate planners via @EugeneMeetings Twitter, Instagram, YouTube, LinkedIn and our meetings blog. Staff to attend tourism social media educational conferences such as SoMeT and WACVB Tech Summit, to stay current on latest digital marketing trends.</p> |
| <p>D. Advertising – print and electronic</p> | <p>The use of targeted print and electronic advertising increases awareness of our destination in meeting planners' minds. Linking from ads to specific web landing pages and to content on our website provides a sales opportunity.</p> <p>Outcomes: Schedule integrated (both print and digital) advertising campaigns in meetings industry trade publications. Utilize remarketing ads to emphasize areas of strength, such as accessible meetings and green meetings. Purchase LinkedIn ads to highly targeted planner segments. Google keyword buys will reach meeting planners during their online research phase. Participation in key industry online partnerships include DMAI's empowerMINT, Cvent and HelmsBriscoe's Valued Partner program.</p> <p>Targeted Google adwords and search campaigns will focus on Florence as a meetings destination, and will focus on the regional market (Eugene-Springfield, Salem, Bend, Roseburg).</p> |
| <p>E. Trade Shows</p> | <p>Participation in appointment-focused trade shows provides the opportunity to meet planners face-to-face, establish and build relationships, and provide destination information.</p> <p>Outcome: Attend trade shows targeting specific convention/meeting markets, i.e., faith-based, medical, association, etc., including Rejuvenate; CMCA; MPI WEC; Small Market Meetings, and Connect Marketplace. Coordinate sales calls and HelmsBriscoe regional office visits in conjunction with trade shows.</p> |
| <p>F. Sales Trips</p> | <p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous planners, providing an efficient means of outreach.</p> <p>Outcome: Schedule sales calls to coincide with trade show travel, as well as with monthly industry meetings in Portland and Salem. Reach out to hotel members with offer of joint sales calls.</p> |
| <p>G. Public Relations</p> | <p>Leveraging editorial coverage in major meetings publications enhances our ability to share our message, increase brand awareness, and establish staff as experts in the meetings industry.</p> <p>Outcome: \$50,000 in earned editorial value for conventions. Proactively solicit key editorial content by scanning trade publications' editorial calendars for key topics and submitting content. Produce press releases on new meetings developments in the region and submit to trade publications. Submit at least three industry articles to trade publications and association newsletters to help position Eugene, Cascades & Coast staff as meetings experts. Seek opportunities to guest blog as an industry expert.</p> |

| | |
|---------------------------------|--|
| H. Industry Associations | <p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases meetings industry knowledge. Scan for opportunities to participate as a speaker or panelist at industry conferences.</p> <p>Outcome: Membership and engagement in industry associations which correspond to our strongest market segments. When possible, staff will seek volunteer and leadership positions. Janis Ross will be President of the MPI (Meeting Professionals International) Oregon Chapter in FY16.</p> <p>Active engagement in local groups (Rotary, Springfield and Eugene Greeters, Oregon Air & Space Museum Board, OneHope, etc.) and industry sector groups (high tech, University, etc.).</p> |
| I. Meeting Planner Guide | <p>An electronic meeting planner guide will provide a call-to-action piece for advertising campaigns, and also provide meeting planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide will provide us with a key metric for online conversions.</p> <p>Outcome: Online Guide is produced in FY16, and provided online as a downloadable marketing piece. We will also email the Guide to prospective clients.</p> |

Goal #3: Offer outstanding convention service assistance to increase overall meeting planner and delegate satisfaction, and to promote rebookings and word-of-mouth referral.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---------------------------------------|--|
| A. Web Microsites | <p>Web microsites, providing both conference-specific and destination information, are a value-add to meeting planners that is highly regarded. Robust attendance is a key indicator for future rebookings.</p> <p>Outcome: Continue to provide web microsites to planners. Research potential of attendance-building toolkit with images, postcard templates, etc.</p> |
| B. Visual community welcome | <p>Providing a welcoming atmosphere enhances the overall satisfaction delegates have for our destination as a conference location, which will increase the likelihood of a return booking.</p> <p>Outcome: Produce and distribute welcome signs for appropriate citywide and/or large conferences and events.</p> |
| C. Social media | <p>Leveraging conference social media outlets (Twitter hashtags, Facebook, LinkedIn) helps create excitement, and allows us to answer attendees' questions, share things to do, and provide pertinent travel information. Engaging attendees assists the conference planners, who know they have a trusted source for travel and activity questions.</p> <p>Outcome: Convention Services Manager asks for conference social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from Eugene, Cascades & Coast staff. Use #RealOregon hashtag as referral for delegates' questions.</p> |
| D. Local Organizing Committees | <p>Encouraging local professionals and organizations to host their regional or national conferences is an important marketing outreach for new convention business. Assisting with planning activities, connecting with vendors and finding sponsors is critical support.</p> <p>Outcome: Convention Services Manager and, as appropriate, Vice President of Convention & Sports Marketing or Convention Sales Manager serve on local organizing committees.</p> |

| | |
|------------------------------|---|
| E. Post-event Surveys | <p>The opportunity to provide feedback on the service support received from Eugene, Cascades & Coast staff reinforces to planners that their business is valued and that we are striving to improve services in the future. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p>Outcome: Send post-event survey to all planners within 5 days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p> |
| F. Housing Bureau | <p>Housing assistance for citywide conventions provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p>Outcome: Offer housing assistance to citywide conferences and events, and manage implementation. Utilize marketing communications module of Passkey to offer discounts and marketing messages to incoming delegates.</p> |

Goal #4: Engage with local stakeholders to solicit increased participation in convention marketing opportunities, as well as provide education on Eugene, Cascades & Coast staff's marketing outreach to meeting planners.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|--|
| A. Service Leads | <p>Service leads for complementary activity opportunities, such as rafting, transportation, winery tours, printers, etc., create revenue opportunities for member businesses, destination appeal for participants and coordinator support for planners.</p> <p>Outcome: Convention Services Manager sends service leads or provides referrals to member businesses as appropriate. Continue popular "Show Your Badge" program for delegate dining and shopping discounts.</p> |
| B. Member Site Visits | <p>A robust knowledge of our members' products and services allows the sales staff to provide a comprehensive and compelling picture of our region when speaking with planners.</p> <p>Outcome: Each Convention Marketing staff member to conduct at least two member visits per month, with the purpose of increasing product knowledge and strengthening relationships with member businesses.</p> |
| B. Convention Marketing Meetings | <p>Monthly convention marketing meetings provide the opportunity for interaction on marketing opportunities and sales lead activity between Eugene, Cascades & Coast sales staff and our hotel/venue sales staff.</p> <p>Outcome: Continue holding monthly meetings. Hold marketing meetings quarterly in Florence.</p> |
| F. Master calendar | <p>Create master calendar to highlight need dates throughout the region and help optimize use of existing facilities.</p> <p>Outcome: Create efficient method to gather calendar data from venues and hotels and to share information while providing confidentiality.</p> |

Sports Marketing Plan FY16

Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as a premier sports event destination, leveraging our strengths in key sports venues, sports heritage and highlighting our region's expertise in hosting sports events. Our efforts over the past year have focused on incubating new sports events, many of those created by local residents and groups.

Goal #1: Confirm sports events that will utilize Eugene, Cascades & Coast sports venues and hotels.

| Strategies/Tactics | Rationale/Expected Outcomes |
|-----------------------------|--|
| A. Direct Sales | <p>Professional and knowledgeable sports sales managers establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 100 sales leads will lead to outcomes listed below.</p> <p>Outcome: Confirmed room nights: 65,000 Confirmed # of participants/spectators: 150,000</p> |
| B. Venue Development | <p>New venue development for emerging sports (i.e., archery, beach volleyball), as well as expansion/upgrades for existing sports venues will ensure that our destination remains a viable and attractive option for sports events.</p> <p>Outcome: Eugene, Cascades & Coast Sports Commission staff will convene task force groups as needed to discuss and drive venue development.</p> |

Goal #2: Increase awareness of Eugene, Cascades & Coast by sports planners

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|--|
| A. Website | <p>Planners use the internet to research destinations and expect information to be easily accessible and accurate. The www.EugeneCascadesCoastSports.org website has enhanced the sports commission brand, positioning us as a premier sports destination.</p> <p>Outcome: Evaluate website content monthly and update copy and images regularly. Analyze and edit keywords to improve search engine optimization. Sports website pages converted to mobile.</p> |
| B. Enewsletters | <p>Targeted enewsletters enable us to provide fresh content, member specials and updates, and the opportunity to repurpose content through an additional channel.</p> <p>Outcome: Produce and distribute at least one enewsletter quarterly to sports planners.</p> |
| C. Advertising – print and electronic | <p>The use of specific and targeted print and electronic advertising increases awareness of our destination in sports planners' minds. Linking from ads to specific content on our website provides a sales opportunity. Google adwords and keyword buys enable us to target sports events organizers in their research phase. Digital ads in the sports market will cover a wide range of sports, allowing us to finely target specific sports event organizers.</p> <p>Outcome: Scheduled integrated advertising campaigns targeting sports planners. Print ads linked to web landing page with call-to-action and video.</p> |

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| <p>D. Social Media</p> | <p>Engaging in sports social media outlets helps increase awareness for the destination, creates excitement for upcoming events, leverages sponsors' visibility, and allows us to enhance conversations with both sports planners and participants. Local supporters of the sports commission are also engaged via social media.</p> <p>Outcome: Continue strengthening social media presence on Twitter (@EugeneSports) and facebook, positioning staff as experts in sports events, marketing and sustainable sports. Maintain sports blog. Create Sports Commission page on LinkedIn.</p> |
| <p>E. Trade Shows</p> | <p>Participation in appointment-based trade shows provides the opportunity to meet sports planners face-to-face, establish and build relationships, and share information. Sports trade shows also provide valuable educational content.</p> <p>Outcome: The following sports trade shows are under consideration for FY16: Connect Sports, TEAMS, and National Association of Sports Commissions Annual Symposium. Plans are underway for an enhanced Oregon presence at trade shows, working through Oregon Sports Authority and sports destination partners from around the state.</p> |
| <p>F. Sales Trips</p> | <p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous sports planners, providing an efficient means of outreach.</p> <p>Outcome: Schedule sales calls for key market cities, such as Colorado Springs and Indianapolis.</p> |
| <p>G. Public Relations</p> | <p>Leveraging editorial coverage in major sports trade publications enhances our ability to share our message and increase brand awareness.</p> <p>Outcome: \$60,000 in earned editorial value for sports. Proactively solicit key editorial content by scanning trade publications' editorial calendars for key topics and submitting content. Produce press releases on new sports developments, sports events and venues and submit to trade publications. Seek opportunities to submit articles on sports topics and to guest blog as a sports industry expert.</p> |
| <p>H. Sports Venue Guide</p> | <p>An electronic sports venue guide will provide a call-to-action piece for advertising campaigns, and also provide sports events planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide will provide valuable metrics for online conversions.</p> <p>Outcome: A digital Sports Venue Guide will be produced.</p> |
| <p>I. Industry Associations</p> | <p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases sports industry knowledge.</p> <p>Outcome: Membership and engagement in the National Association of Sports Commissions. When possible, staff will seek volunteer and leadership positions. Janis Ross will serve on the board of the National Association of Sports Commission in FY15-17.</p> <p>Mike Gaffaney plays a key role in regional volleyball, serving as coach and organizer of tournaments.</p> <p>Active engagement in Oregon Club and Rotary are key elements of reaching the local community.</p> <p>The Eugene, Cascades & Coast Sports Commission is one of the leaders in the Oregon statewide sports marketing initiative.</p> |

Goal #3: Increase revenue to support the Eugene, Cascades & Coast Sports Commission

| Strategies/Tactics | Rationale/Expected Outcomes |
|--------------------------------------|---|
| <p>A. Sponsors</p> | <p>The ability to attract and engage new sponsors for Eugene, Cascades & Coast Sports Commission not only provides invaluable revenue, but also key community contacts that feel engaged and connected to the work of the Commission.</p> <p>Outcome: Identify and contact target list of potential sponsors. Net sponsor revenue goal for FY16: \$20,000. Maintain consistent contact with sponsors for activation of benefits and increased engagement. Sponsor benefits were recently revised to create a more enticing package: Advertising in the new digital Sports Venue Guide and Eugene Airport video advertisings are two new benefits.</p> <p>Creative partnerships with local semi-pro teams – Eugene Emeralds, Lane United Football Club, and Eugene Generals - will not only increase our visibility and engagement in the local community but also support these teams.</p> |
| <p>B. Grants</p> | <p>Under the Travel Lane County non-profit umbrella, grant opportunities exist for both the tourism and the sports/health aspect of the work of the sports commission.</p> <p>Outcome: Research available grant opportunities and submit applications as applicable.</p> |
| <p>C. Advertising Revenue</p> | <p>Increase revenue and enhance the traffic to the EugeneCascadesCoastSports.org website via banner ads.</p> <p>Outcome: Solicit banner ads on the sports website.</p> |

Goal #4: Increase local awareness of the Eugene, Cascades & Coast Sports Commission

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| <p>A. Sports Commission newsletter</p> | <p>Our Sports Commission e-newsletter is an efficient means of providing information on current projects, recent accomplishments, volunteer and committee opportunities, etc., to subscribers.</p> <p>Outcome: The e-newsletter will be distributed quarterly to subscribers, which include elected officials, Travel Lane County Board of Directors, Sports Advisory Council members, and interested community members. Our goal in FY16 is to increase the number of subscribers by 30%.</p> |
| <p>B. Community Presentations</p> | <p>The opportunity to present the mission and goals of the Sports Commission to community groups increases awareness and engagement, and provides potential for connecting with new sponsors.</p> <p>Outcome: Presentations scheduled for local community groups, sports groups, elected officials and Chambers of Commerce boards. Schedule presentation to hotel staff throughout the county to increase their awareness of sports events.</p> |

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| <p>D. Public Relations</p> | <p>Local and regional press coverage is essential for increasing awareness within the community. Potential topics will include: Sports Commission events, confirmations of major sports events, economic impact of sports events.</p> <p>Outcome: Produce and distribute press releases to local and regional media. Create sports “human interest” stories to pitch to media during slower times. Establish partnership with Register-Guard sports department to include regularly-scheduled sports commission articles/columns. Establish partnership with at least one TV and one radio station to produce regularly-scheduled sports updates (“Sports Talk” segment, “Athlete of the Week” - with platinum level sponsor benefit, “Brought to you by...”).</p> |
| <p>E. Research</p> | <p>Communicating the economic impact of sports events in Lane County will educate local residents, elected officials and stakeholders on the economic benefits created through sports events. Emphasis on total economic impact and job creation.</p> <p>Outcome: Research paid consultant to provide a comprehensive EEI for sports as well as a venue audit and feasibility study. Sports Commission will then produce a marketing brochure to distribute at community presentations and sports commission events.</p> |
| <p>F. Sports “State of the Industry” and Sports Awards Event</p> | <p>Creating a “State of the Industry”/Sports Awards event which will draw local stakeholders together, creating dialogue and connections, as well as a strategy for future development. A Sports Awards event that recognizes outstanding regional athletes would build goodwill and enhance the sense of sports community we are attempting to build through the sports commission. There is also potential to generate revenue from a sports awards event.</p> <p>Outcome: Produce event in fall/winter 2015. Research co-branding entities, such as Register-Guard and/or TV. Consider recognizing local award winners from other sports organizations (Oregon Track Club, Oregon Sports Authority, South Eugene Hall of Fame, etc.).</p> |
| <p>H. Outreach to University Coaches</p> | <p>Attend UO coaches’ meeting to increase their awareness of the sports commission and our ability to assist with hosting tournaments, and to address any issues related to hosting sports events in Lane County.</p> <p>Outcome: Connecting with UO coaches will enhance relationships and understanding of the sports commission, and will provide a forum for conversations related to event hosting. Future plans will include similar events for NCU coaches and LCC coaches.</p> |
| <p>I. Visibility at Local Sports Events</p> | <p>Display Eugene, Cascades & Coast Sports Commission banner at events our staff has supported. Research possibility of trades for visibility at local sports events, i.e., mile marker sponsorship with local race companies. Hire sponsors at Oregon Club Golf Scramble, sports tent at H2O Dragon Boat Challenge and Nick Symmonds 800, etc. Allocate funds to provide small (\$500) sponsorships for new sports events.</p> <p>Outcome: Increased visibility for the Sports Commission will attract new sponsors, show support for events, and help spread the story of the economic impact of sports events.</p> |
| <p>J. Convention & Sports Marketing Meetings</p> | <p>Monthly convention and sports marketing meetings provide the opportunity for interaction between Eugene, Cascades & Coast Convention and Sports Commission staff and hotel/venue sales staff. Discussion centers around marketing opportunities and updates on pending sales leads.</p> <p>Outcome: Discuss sports leads and upcoming events with hotel/venue sales staff. Schedule marketing meetings quarterly in Florence.</p> <p>Sports Advisory Committee meetings are held quarterly.</p> |

Goal #5: Provide outstanding service assistance to increase overall sports planner and participant satisfaction, and to promote rebookings and word-of-mouth referrals

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| <p>A. Web Microsites</p> | <p>Web microsites include information specific to that event (headquarter hotel, competition venue, key contacts, etc.), but also links to activities and attractions, dining, transportation, etc.</p> <p>Outcome: Continue to provide web microsites as a complimentary service to sports planners.</p> |
| <p>B. Visual Community Welcome</p> | <p>Providing a welcoming atmosphere enhances the overall satisfaction athletes and spectators have for our destination.</p> <p>Outcome: Produce and distribute welcome signs for appropriate citywide and/or large events.</p> |
| <p>C. Local Organizing Committees</p> | <p>Encouraging local sports groups to host a larger tournament is an important marketing outreach for new sports business. Incubating these new events through assisting with planning, connecting with vendors and sponsors, etc., is critical support. Expending staff resources on launching new, potentially annual, sports events is often key to their success.</p> <p>Larger sports events also require key staff support and resources due to their scope. These events include US Olympic Track & Field Trials, NCAA Outdoor Track & Field Championships, Matt Hartner Memorial Volleyball Tournament.</p> <p>Outcome: The Director of Event Operations and, as appropriate, Executive Director and Director of Sports Sales & Development, serve on Local Organizing Committees for sports events.</p> |
| <p>D. Database of Resources</p> | <p>Maintaining a database of local resources is a valuable tool for sports event planners/</p> <p>Outcome: Maintain and grow database of volunteers and officials, identifying specific areas of skill and/or knowledge. Continue to enhance database for commonly used items available for loans – cell phones, tents, tables, fencing, safety vests, generic signage, PA equipment, etc.</p> |
| <p>E. Collateral for Sports Planners</p> | <p>Staff receive frequent requests from event planners for assistance with marketing collateral, sponsor solicitation packets, etc.</p> <p>Outcome: Create templates for frequently requested collateral and offer to sports event planners for their use. Eugene, Cascades & Coast Sports Commission logo to appear on the template materials.</p> |
| <p>E. Post-event Surveys</p> | <p>The opportunity to provide feedback on the service support received from the Eugene, Cascades & Coast Sports Commission staff reinforces to planners that their business is valued and that we are striving for improvement. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p>Outcome: Send post-event survey to all planners within 5 days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p> |

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| <p>E. Social Media</p> | <p>Leveraging the event’s social media outlets (Twitter, Facebook, YouTube) helps create excitement, and allows staff to answer participants’ questions, share things to do, and provide pertinent travel information. Through social media, the sports commission is also able to help drive attendance to sports events.</p> <p>Outcome: Director of Event Operations asks for each event’s social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from the Eugene, Cascades & Coast Sports Commission. Use #RealOregon hashtag as referral for participants’ questions.</p> |
| <p>F. Housing Bureau</p> | <p>Housing assistance for large events provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p>Staff of the Sports Commission serve as co-chairs of the 2016 US Olympic Track & Field Trials Housing Committee, and offer critical housing support for annual volleyball tournaments, NCAA Outdoor Track & Field Championships, the Big O Tournament, USA Outdoor Track & Field Championships, etc.</p> <p>Outcome: Offer housing assistance to citywide events, and manage implementation. Utilize marketing communications module of Passkey to offer discounts and marketing messages to incoming participants.</p> |

Tourism Marketing Plan FY16

Mission Statement

Position the Eugene, Cascades & Coast region as a preferred destination for adventure-driven travelers, media and travel trade in order to increase the number of leisure visitors and related economic impact with a focus on overnight visitors.

Target Markets

1. Nearby markets that are one travel day away with emphasis on:
 - a. Portland, Seattle and British Columbia
 - b. Los Angeles, San Francisco
 - c. Bend, Medford, Coos Bay, Roseburg, Salem
 - d. Pac-12 communities and inbound team alumni associations/communities
 - e. Local markets in collaboration with Community Relations
 - f. Regional and national markets that support efforts of Convention Sales and Sports including cities with direct air service to Eugene, Washington DC, Arlington VA and Chicago.
2. Overseas markets supported through co-operative marketing with Oregon partners.
3. Family, Recreation Vehicle and Adventure-Driven travelers of all ages.
4. High tech and health care industry employees.

Key Experiences

1. Easily accessible outdoor adventures .
2. Culinary & AgriTourism
3. Heritage/Museums
4. Arts, culture, festivals and events
5. Natural Wonders
6. University of Oregon
7. Special programs featuring geocaching, craft beer and wine.

Goal #1: Marketing, PR & Social Media efforts communicate key messages to reinforce brand and motivate visits, extend stays and increase visitor spending.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| A. Advertising, marketing & promotions | <p>Advertising, marketing and promotions are geo-targeted with messages matched to market to reach active travelers likely to have awareness of Oregon and our region as a vacation destination with emphasis on the greater Portland market. Additional emphasis is made to deliver messages using channels with appropriate call to action moving people ever closer to a visit/repeat visit. Adding commercials and content stories to the list of assets.</p> <p>Outcome: 30,000+ inquiries and partner leads/referrals. Outcome: 6,000 viewed coupons.</p> |
| B. Public Relations | <p>While Eugene, Cascades & Coast advertising is designed to create destination awareness, our PR efforts are designed to extend our reach and more importantly to build credibility for our destination. The PR team proactively pitches themes based on our core brand using Key Experiences matched to markets.</p> <p>Outcome: 125 domestic and 25 international articles. Outcome: Themed Press Trips from top regional media contacts using a theme-appropriate event as the hook.</p> |
| C. Social Media | <p>Social Media is an extension of our PR efforts. Regular communication/postings with fans/followers through all social media channels helps maintain engagement and influence travel. We target top influencers (Blogs, TripAdvisor, Facebook, Pinterest, Instagram and Twitter) along with key strategic partners (Travel Oregon, OregonWineCountry.org, ThePeoplesCoast.com, Go-Oregon.com and Oregon.com) for targeted content development and engagement.</p> <p>Outcome: Increase Facebook fans to 150,000 over three years. Outcome: Establish baseline engagement measurements for social media channels. Outcome: Increase content on websites with Eugene, Cascades & Coast ads</p> |

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| | <p>such as Go-Oregon.com and Oregon.com.</p> <p>Outcome: Increase VistEugeneCascadesCoast.org blog views to 8,000 unique visitors.</p> |
| D. Fall Foliage Blog | <p>The Fall Foliage Hotline brings national attention to Eugene, Cascades & Coast on an annual basis. We are looking for new ways to engage with more traffic. This year's focus will be on Pinterest and Instagram boards. June launch is the target.</p> <p>Outcome: 90,000 blog views.</p> <p>Outcome: Secure two fall foliage related stories in top tier publications/websites.</p> <p>Outcome: Travel Lane County maintains role as a trusted resource for AskOregon Fall Foliage questions.</p> |
| E. Spring Wildflower Blog | <p>Continue to assess viability of statewide wildflower blog powered by Travel Lane County.</p> |
| F. Geocaching | <p>Geocaching is a high-tech treasure hunting game played by more than five million people with GPS devices. The Eugene, Cascades & Coast GeoTour is our way of marketing to the geocaching community. The GeoTour is now complete with four editions that span all areas of the county. We will continue to market the tour this year and look for new ways to encourage visits around geocaching.</p> <p>Outcome: At least one media mention.</p> <p>Outcome: Investigate promotion in recreation shops in Portland, Eugene, Bend, Medford and/or Coos Bay</p> <p>Outcome: Key activities</p> <ul style="list-style-type: none"> - August 15, 2015 – Geocaching Block Party - Bidding on a geocaching event which would occur Memorial Day or July 4 Weekend 2017 |
| G. Ale Trail | <p>The Eugene Ale Trail is designed to build recognition of the Eugene, Cascades & Coast region as a craft beer destination by generating added attention to the exceptional craft beer experiences in the region. As with the GeoTour, people completing the passport will fill out a survey in order to collect their prize giving us valuable data on participants.</p> <p>Outcome: Maintain number of Eugene Ale Trail participants who are overnight visitors.</p> <p>Outcome: Investigate sponsor/ad supported new multi-page passport.</p> <p>Outcome: Investigate in-store promotion in one of the following markets: Eugene, Portland, Bend, Medford or Coos Bay.</p> |
| H. Wine-related promotion | <p>With the success of the GeoTour and Eugene Ale Trail, it is time to focus in on a wine-related promotion. The South Willamette Winery Association and our winery members are expected to be key partners in this effort.</p> <p>Outcome: Create a wine-related promotion that highlights the Eugene, Cascades & Coast as a winery destination.</p> <p>Outcome: Investigate in-store promotion in one of the following markets: Eugene, Portland, Bend, Medford or Coos Bay.</p> |
| I. Arts & Culture promotion | <p>Use mini online campaigns to explore opportunities for an arts & culture promotional program for FY17.</p> <p>Outcome: Determine whether we can support another promotional activity.</p> |
| J. Trail Mapping Project | <p>Working with public lands partners, we will photo map our top trails.</p> <p>Outcome: film 64 trails in 92 days.</p> <p>Outcome: add additional video and still images to image library.</p> |
| K. Brochure Distribution | <p>Placing visitor guides at key locations allows us to reach travelers during their trip where we have an opportunity to influence where they will go. Locations include key access points (Oregon Welcome Centers, PDX and Certified Display locations on the Oregon Coast and in the Bend Area), visitor centers and partner locations throughout Oregon.</p> <p>Once they arrive in Lane County, and are seeking information to influence their activities, they will find our guides at visitor centers, hotels and other key locations.</p> |

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| | <p>Outcome: Maintain the number of brochures distributed through rest areas, visitor centers and other partners.</p> |
| L. Direct eMail Marketing | <p>Many of the people planning travel who request information from Travel Lane County will give their email address and permission to contact them. These are people who are actively seeking more information. Our goal is to engage with these visitors and potential visitors in on-going conversations before, during and after their visit to extend the length of their visit and encourage repeat visits. We also get email addresses with leads from our partners with permission for one contact. Our goal with these leads is to convince them to engage with us for ongoing conversations.</p> <p>Outcome: Develop communication plan for new leads, clean up eNewsletter list and maintain engagement with current subscriber base. Outcome: A minimum of six E-newsletters over the course of the year. Outcome: Introduce a monthly calendar E-newsletter for consumers in January 2016.</p> |
| M. Consumer Shows | <p>Consumer shows have been an effective way to reach individuals and introduce them to Eugene, Cascades & Coast. Shows under consideration: Vancouver BC Show Seattle Outdoor Show Sea Otter Oregon Bicycle Adventure Summit (co-motion) Military Family Show</p> <p>Outcome: Maintain high quality contacts and continue to cultivate partnerships with members and regions that serve potential visitors needs to create an inspiring Eugene, Cascades & Coast experience.</p> |
| N. Partnership Leverage | <p>State, regional and local partners allow us to leverage programs to extend reach.</p> <p>Outcome: Increase number of travel related stories generated through these partnerships. Outcome: Maintain/update editorial content on websites including OregonWineCountry.org and VisitTheOregonCoast.org. Outcome: Increase content on Travel Oregon websites (TravelOregon.com, RideOregonRide.com and Food.TravelOregon.com) with emphasis on cycling and culinary content as well as member business listings posting as many photos as possible.</p> |
| O. Partnership co-ops | <p>Utilize ad content pages and remarketing to showcase points of commerce to help move people from destination inspiration/research to visit.</p> <p>Outcome: Investigate launch of program for January 2016</p> |
| P. Leadership & Partnerships | <p>Staff strategically assume leadership positions in the committees and organizations that benefit the Eugene, Cascades & Coast region.</p> <ul style="list-style-type: none"> - There are regional programs for the Oregon Coast, Willamette Valley and wine tourism expected to receive approximately \$475,000 for marketing in the coming year. Each have opportunities we may leverage to the benefit of Lane County. - Cycling is one of the top niche markets supported by Travel Oregon and is the focus of two state-wide marketing groups, the Oregon Scenic Bikeways and Oregon Bicycle Tourism Partnership. The cycling product in the Eugene, Cascades & Coast region benefits from the information sharing and relationship building that occurs with these groups. - Many of our communities have tourism focused committees and programs that we participate in to provide support and also to ensure that we are in touch with the tourism related priorities of the communities. Examples include the Oregon RV Alliance; tourism committees in Oakridge/Westfir, Cottage Grove, Florence and the McKenzie River; Scenic Bikeways committees in Cottage Grove and McKenzie River/Oakridge-Westfir; |

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| | Wayfinding committees in Springfield, Oakridge/Westfir, Cottage Grove and downtown Eugene; and the Gateway Neighborhood committee. |
| Q. Industry | Coordinate online placements with key industry sector recruiters to ensure awareness of Eugene, Cascades & Coast as a preferred place to visit and live. Outcome: At least one placement strategy each for high-tech and health care. |

Goal #2: Increase the number of tour operators, wholesalers and receptive operators packaging the Eugene, Cascades & Coast region.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| A. Member Partnerships | <p>Success in the group tour market depends on businesses that are interested in, and understand working with, tour operators, receptive operators and travel agents.</p> <p>Outcome: Maintain a minimum of 18 tour-friendly accommodations and grow when possible.</p> <p>Outcome: Maintain a minimum of 45 tour-friendly businesses – attractions, events & restaurants and grow when possible.</p> <p>Outcome: Increase number of tour friendly accommodations and other businesses who report tour tracking.</p> <p>Outcome: Build relationships with five global receptive operators and establish baseline of their Lane County product.</p> <p>Outcome: Secure product listings with 7 receptive operators.</p> |
| B. Direct Sales | <p>Travel Lane County leverages opportunities presented by industry partners such as Travel Oregon, Oregon RV Alliance, WVVA, OCVA, OTTA and the University of Oregon. We actively participate in shows/sales missions and research trips where possible and follow up on leads generated by the Oregon team from all other events.</p> <p>Outcome: Maintain itinerary ideas covering each of Lane County's sub regions for use in tour/travel outreach.</p> <p>Outcome: 75 leads/referrals/service requests to industry partners.</p> <p>Outcome: 3,000+ room nights booked.</p> <p>Outcome: Bring three RV affinity groups to the region.</p> |
| C. Leadership & Partnerships | <p>Those who are most active, receive the most benefit. By maintaining leadership roles, we are able to work with industry partners to maintain our presence on statewide itineraries and stay top-of-mind in our colleague's client appointments even when we are not able to actively attend shows/missions.</p> <p>Outcome: Maintain seat on the board of the Oregon Tour & Travel Alliance. OTTA is the statewide packaged travel association generating leads and itineraries.</p> <p>Outcome: Serve on Tour & Travel teams for the Willamette Valley Visitors Association and Oregon Coast Visitors Association.</p> <p>Outcome: Two updates sent to each of Travel Oregon's six in-country representatives.</p> |

Visitor Services Marketing Plan FY16

Mission Statement

Increase overnight visits to the Eugene, Cascades & Coast region through high quality frontline interactions with visitors that answer visitor questions accurately, specifically and inspire extended stays and repeat visits.

Key Markets

1. Frontline employees in the visitor industry.
2. Out-of-area visitors traveling through or already on vacation in the area.
3. Community residents looking for information for their own travel or for visiting friends/relatives.
4. Potential guests calling for lodging referrals and trip planning assistance.
5. Retail shoppers already in the retail complex.
6. Community residents looking for local gifts for friends, relatives, exchange students, clients, etc.

Goal #1: Position Visitor Centers as a valuable resource for visitors and residents.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---------------------------------------|---|
| A. Adventure Center Promotions | <p>The Adventure Center has the capacity to serve more people than we currently see. Through promotions, social media, communications and some advertising, we hope to increase traffic to the facility.</p> <p>Special promotions include partnerships with Community Relations on auction baskets, scratch-off cards for prizes at AC, neighborhood new employee welcome events, and the new Love Where You Live campaign.</p> <p>Outcome: 10,000 walk-in visitors to Adventure Center. Outcome: 2,000 repeat visitors.</p> |
| B. Visitor Center Assistance | <p>To introduce more people to the Eugene, Cascades & Coast Adventure Center, and extend the reach of frontline staff, we are working with the McKenzie River and Middle Fork Ranger Districts, and other visitor centers to offer a call center that would operate daily from 9 a.m. to 6 p.m. They transfer calls to our line when their offices close.</p> <p>Outcome: Adventure Center phone number posted at local chambers after hours and rest areas for information 9 a.m.-6 p.m.</p> |
| C. Downtown Visitor Center | <p>The downtown visitor center is in a convenient location to serve visitors and community residents.</p> <p>Outcome: Maintain number of visitors served.</p> |
| D. Mike the Bike on Tour | <p>The Bike Visitor Center will be deployed primarily within the Eugene, Cascades & Coast region, but there are opportunities to take the bike on the road and generate enthusiasm for our destination around this innovative visitor kiosk.</p> <p>Outcome: At least three visits outside of the Eugene, Cascades & Coast region.</p> |

Goal #2: Ensure Eugene, Cascades & Coast frontline staff are equipped to inspire travel, extend stays and motivate repeat visits.

| Strategies/Tactics | Rationale/Expected Outcomes |
|------------------------------|--|
| A. Frontline Training | <p>The frontline staff of Travel Lane County, as well as lodging, restaurant, attraction and other businesses, play a key role in welcoming visitors. Staff trained in exceptional customer service and destination knowledge influence visitors with positive experiences that extend stays and encourage repeat visits.</p> <p>Outcome: Professional development/training is incorporated into each Visitor Services team meeting. Outcome: Trainings, or outreach, to area lodging frontline employees, Oregon, Idaho and Washington AAA offices, State Welcome Centers, PDX and Co-Operations' Travel Oregon Call Center and University of Oregon visitor desk staff. Outcome: Training tools are developed in "We Speak" style for communities</p> |

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| | interested in helping to build them. |
| B. Eugene, Cascades & Coast Visitor Van | <p>The Visitor Van is deployed to key locations throughout the Eugene, Cascades & Coast region. While the primary mission of the van is to reach visitors during their stay and locals with visiting friends and relatives, we also have opportunities to engage with members and the community.</p> <p>Consider taking van to state parks and other locations around the state.</p> <p>Outcome: Achieve 7,000 contacts. Van presence at a minimum of one event in each community.</p> |
| C. Bike Visitor Center | <p>There are many opportunities to interact with visitors and locals within a short bike ride of Travel Lane County's downtown office including the University of Oregon, farmers markets, Oregon Bach Festival and other downtown locations. The bike also gives us an eye-catching way to get attention in local parades.</p> <p>Outcome: Establish annual baseline of outings for the bike visitor center. #MikeTheBike</p> <p>Possibly scratch-off tickets given out through the bike with %off at AC and some special gifts of prizes from members.</p> <p>Possibly plastic bike pins as our signature giveaway.</p> |
| D. Social Media Conversations | <p>Travel conversations occur throughout all social media channels. By monitoring these conversations, we are able to engage with people planning travel to answer questions and influence travel.</p> <p>Outcome: Identify strategies to monitor/engage in conversations on blogs, Twitter and images posted on Pinterest/Instagram.</p> <p>Outcome: Leverage AskOregon experts.</p> <p>Outcome: Travel Oregon's Ask Oregon experts who cover topics relevant to the Eugene, Cascades & Coast are familiar with our tools and see our staff as a valuable resource.</p> |
| E. Leadership & Partnerships | <p>By playing a leadership role in groups focused on training the frontline at visitor centers, public agencies and within communities, the groups benefit from our expertise and we have the ability to influence content and location of trainings.</p> <p>Outcome: Maintain leadership roles serving on the education committees for the Oregon Destination Marketing Organizations' segment of the State Welcome Center training and Public Agencies Frontliner's conference.</p> |

Goal #3: Position the Adventure Center as the preferred place to purchase souvenir and local products as well as TicketsWest tickets and passes/permits.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| A. Retail Sales | <p>Visitors and residents actively seek local products representative of the area for gifts and personal use. Adventure Center retail is designed to help fill this need by offering a wide range of small souvenirs, University of Oregon items, local art, city-specific items and Eugene, Cascades & Coast items. It inspires travel with items related to wine, craft beer and programs such as the Eugene Ale Trail.</p> <p>Outcome: \$15,000 in retail sales (not including tickets/permits).</p> |
| B. Passes, Permits & TicketsWest | <p>The Adventure Center is an outlet for nearly all passes & permits necessary to recreate in the area, truly bringing real adventures, real close. We regularly see repeat local purchasers. It is an appreciated service for visitors because they are getting expert advice as they navigate through the permit options. TicketsWest and Permits have contributed first-time visitors to the Adventure Center.</p> <p>Outcome: Increase number of places listing the Adventure Center as an outlet for passes, permits and TicketsWest.</p> <p>Outcome: Increase number of people who utilize us to purchase passes, permits or TicketsWest.</p> |

Integrated Marketing Plan FY16

Mission Statement

Manage Travel Lane County's and the Sports Commission brands and marketing tools to ensure a consistent, engaging and quality brand presence throughout our work. Provide technical, design and writing support to the other programs to bring the brand to life.

Manage and maximize capabilities of centralized technology platforms (CRM, CMS, websites and DocuWare). Implement new technology as appropriate and as budget allows.

Goal #1: Online presence is improved by increased traffic to web and mobile sites.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|---|
| A. Digital oversight for both internal and membership | <p>Review all digital assets and ensure compliance with brand and that the individual components are working in an integrated fashion to market the destination.</p> <p>Outcome: Improved consistency between all digital assets by creating "How To" documentation on editing listings, uploading and optimizing photos, creating coupons, title tags naming/links, e-newsletter templates and other standardized formats by September 2015.</p> |
| B. Website and Mobile site | <p>Web and mobile sites are a key marketing tool for destinations. This involves keeping site updated not only for content, but also meta tags and key words. Estimated return on investment for web traffic is total users minus bounce rate multiplied by \$42 which gives us \$11,760,000 ROI.</p> <p>Outcome: Increase traffic to website by fifteen percent users using SEO, links, improving content pages and working with other departments on their campaigns. (Current traffic is approximately 552,000 visits) The number of mobile users continues to grow by fifteen percent. (Current traffic is approximately 68,700 visits)</p> |
| C. Develop website and mobile content calendar for new and refreshed copy | <p>Quality and refreshed content is a key element to search engine optimization and engaging the consumer. To help ensure that the entire site is being reviewed, a web content calendar integrating community pages, seasonal updates, holidays and systematic page reviews will be developed. Calendar will take into account new projects and social media opportunities, editorial calendars being utilized, ad campaigns, key themes and other departmental needs.</p> <p>Outcome: Calendar will be in place by July 31, 2015. Each community will have a specific month when it will be updated and chamber members added as appropriate. When necessary add businesses that are essential to Travel Lane County's marketing of the destination.</p> |
| D. Blogs integrated into website | <p>There are currently three blogs which are based in WordPress. To maximize SEO, those blogs should be included as part of the website. This also creates one management platform so the design is consistent with the other web pages.</p> <p>Outcome: Blogs will be incorporated by October 2015.</p> |
| E. Photo use on website | <p>Photos sell the destination and increase engagement with the website. More of the listings and content pages need to have good photos to help sell the area and their business.</p> <p>Outcome: Members receive at least three times a year emails or calls to add quality photos to their listings and receive permission to send to Travel Oregon's orb. Travel Lane County will add 10 high quality images for the home page to the image library.</p> |
| F. Utilize Google Analytics and other tracking tools | <p>Google Analytics is used for reviewing the statistics of the web and mobile sites. While a monthly report is prepared showing overall statistics, more in depth analysis is done on specific sections or pages as content is added or changed. There are other tracking tools that may be implemented as needed.</p> <p>Outcome: Monthly report is prepared with overall statistics for the management team and board. Internally, metrics are reviewed pre and post implementation of significant page changes two months after the change.</p> |

Goal #2: Produce high quality publications and marketing materials that embrace the Eugene, Cascades & Coast and Sports Commission brands.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|--|
| A. Produce an annual official Eugene, Cascades & Coast Visitor Guide | <p>The visitor guide is a key marketing tool both as a lure piece and in market.</p> <p>Outcome: The publication should be self-supporting for production costs through advertising sales. Travel Lane County pays for distribution costs. The guide will be distributed in print (120,000 copies) and online by March 2016.</p> |
| B. Produce an annual Eugene, Cascades & Coast Visitor Map | <p>This free map is a key tool for visitors, hotels and other front line staff.</p> <p>Outcome: The visitor map is self-supported through listing and sponsorship sales and is included in the visitor guide (120,000 copies) and produced in pads of 100 (35,000 copies).</p> |
| C. Produce an annual Eugene, Cascades & Coast Dining Guide | <p>As a more compact piece, the dining guide is used during conferences for delegates that are looking for restaurants. In addition it is distributed within Lane County through Certified Folder Display for visitors in general.</p> <p>Outcome: Produce and distribute 20,000 guides, self-supported for production costs through advertising sales.</p> |
| D. Produce an electronic meeting & event planner guide | <p>Update the electronic meeting planner guide because there is a need for a digital guide for planners.</p> <p>Outcome: Produce a digital guide for meeting planners and campaigns. Guide is self-supported through advertising sales. Annual updating is late spring early summer.</p> |
| E. Produce an electronic sports planners guide | <p>Update the electronic sports planners guide because there is a need for a digital guide for planners.</p> <p>Outcome: Produce a digital guide for meeting planners and campaigns. Guide is self-supported through advertising sales and/or sports commission sponsorships. Annual updating is late spring early summer.</p> |
| F. Marketing Materials | <p>A wide range of marketing materials are produced annually for all departments including flyers, postcards, posters, graphics for promotional items, ads, brochures, and photo resizing for various projects. A creative brief should be completed for new or significantly modified projects including print or online whether the integrated marketing department is producing the piece or it is completed within a department. To help maintain the brand guidelines, templates are created so it is easy to create new pieces. A style guide is also available for reference for all staff. Standardized creative copy will be placed on DocuWare for all staff to access for projects.</p> <p>Outcome: As new copy is created for activities, communities or other topics it will be added to DocuWare with appropriate categorizing so it can be searched. Final marketing projects will be added to DocuWare within two weeks of completed project with appropriate categorizing.</p> |

Goal #3: Improve communication on the tools available to staff and members.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| A. Review all department calendars | <p>Having all marketing planning calendars in one document is cumbersome for reviewing. However, there needs to be a coordinated effort so information and projects are maximized for exposure through the various outlets. Look at programs that will help pull these together.</p> <p>Outcome: Calendars are reviewed at least quarterly with planning outcomes identified for each quarter.</p> |
| B. Utilize staff meetings | <p>During the weekly staff meeting announce new projects, new templates or text, current web content focus and final projects.</p> |

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| | Outcome: At least once a month, a new project or template is presented to staff. |
| C. Cross department meetings | Participate in small group meetings responsible for online content including social media and websites will meet to review the upcoming posts/content for the online environment. Outcome: Group will meet regularly and provide a written report back to the department heads on actions being taken by the group. |
| D. Communication templates for staff and members | Help create or update templates for staff to use with members for listings, photos, deals, invoices, member renewals and profiles, new members and events. Outcome: Templates are reviewed at least annually to ensure that all are still current. Any outdated are updated or deleted if appropriate. |
| E. Utilize tools available through CRM and CMS | Both CRM and CMS have a trace system where items can be tracked and assigned to individual and/or additional staff. The system can be better utilized to assign tasks to others needing to work on update of content or follow up with clients. Outcome: All recurring creative assets are traced so they are reviewed at least once a year. |

Goal #4: Increase training for staff and members on technology tips or how to use the tools available.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|--|
| A. Develop “How To” guidelines and documents | For both staff and members it is important to provide guidelines for optimizing member listings, event listings, photo titles and file naming and deals copy. Included in the information will be key word consideration, what comes first in a listing, what to put in a deal to increase engagement, and how to name and title photos. The guidelines will also assist front line staff in updating non-member listings. These guidelines will be a living document as best practices in the online environment change regularly. Outcome: “How To” guidelines draft completed July 2015 to be provided to staff and then incorporated into training and communications to members. |
| B. Train front line staff on Extranet | Many times the front line staff is the initial contact a member makes with a question. It would be efficient for staff to feel comfortable answering basic questions when helping a member that has questions on the Extranet. Outcome: Provide access to training documents and at least two in person trainings either individually or during visitor services staff meeting. |
| C. Member training | Offer member training for utilizing the Extranet to manage and improve listings, deals and photos. Training will be conducted either one-on-one, small group meetings or webinars. Outcome: At least three trainings are scheduled. One for each topic. |
| D. Google Analytics Training | Need staff training on utilizing, navigating and best practices for Google Analytics. Outcome: Contract with Lunar Logic for a series of trainings on using Google Analytics for multiple staff to attend. |

Goal #5: Vendor management improved.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--------------------------|--|
| A. SagaCity Media | SagaCity Media is the publisher of the visitor and dining guides. They provide and coordinate layout, photography, production, ad sales and collections. They also facilitate printing of our visitor map and adventure guide. We will be at the end of our three year contract so it is time to revisit their services and determine if |

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| | <p>another vendor may better serve Travel Lane County and its members' needs.</p> <p>Outcome: A determination as to the evaluation and contract process will be in place by August 2015.</p> |
| B. Simpleview, Inc. | <p>Simpleview is the provider of our CRM, CMS, website, mobile site and email service platforms. They provide ongoing training on the systems with an annual summit and frequent webinars. The simpleview staff also provides training as needed. VP of Integrated Marketing has a monthly call with the account representative(s) to ensure any problems or changes to the systems are being handled. The VP of Integrated Marketing sits on the CMS User Group which keeps the involvement between the two businesses at a high level. As a result of the new website launch, Travel Lane County will receive the new CMS which Simpleview has recently implemented.</p> <p>Outcome: New CMS is installed by October 2015. Staff Training is just prior to switch.</p> |
| C. DTN | <p>DTN is a sub company of Simpleview, Inc. DTN provides the web advertising platform and sells ad space on the web and mobile sites. This includes the program to place the ads, spotlights or featured listings, track click thru rates, provide click thru rates to the advertiser and billing. If DTN sells an ad, they receive 60% of the revenue and Travel Lane County receives 40%. If Travel Lane County sells the ad, then the split is 60/40.</p> <p>Outcome: Increase the overall web advertising by 5%. Ask DTN to present in person to the Travel Lane County members in at least three locations by October 2015.</p> |
| D. Regatta Travel Solutions | <p>Regatta Travel Solutions is the online booking engine that was added to the website in 2013. The contract is effective until July 31, 2016. Travel Lane County receives 2% of the booking commission.</p> <p>Outcome: Evaluate two year performance in December 2015 to either continue contract or seek new vendor or stop with an online booking engine aggregator and just have bookings go directly to property.</p> |
| E. Out of the Box Marketing | <p>Out of the Box Marketing provides technical assistance for SEO and blogs, reviews web positioning, help manage our Google accounts, and other technical web management items.</p> <p>Outcome: Plan created for the scope of work by August 2015.</p> |
| F. TripAdvisor | <p>Travel Lane County has contracted with TripAdvisor for community pages and sponsored ads. As part of the partnership, TripAdvisor will come to present to members on relationship management of their online reputation.</p> <p>Outcome: Schedule training time in September 2015 in at least three locations.</p> |
| G. Lunar Logic | <p>Lunar Logic provides the Google Ad Words management and buying for Travel Lane County. In addition, Lunar Logic will provide training on understanding Google Analytics and how AdWords works with SEO.</p> <p>Outcome: Schedule training in July 2015.</p> |

Stakeholder Communications, Membership & Partner Development

Mission Statement

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.

Goal #1: Grow Membership.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|---|
| A. Maintain current member levels | Members are a critical component in our marketing materials, representing activities, products, and services. Members are also important stakeholders, and bring private dollars to our cooperative marketing program of work. Outcome: Grow membership 5% if FY16, to approximately 575 members. Achieve \$135,000 in dues-related revenues. |
| B. Prospects | Prioritize prospects that can benefit from our services and programs and time efforts to leverage programs/publications for relevant categories of businesses. Outcome: Utilize staff to identify appropriate prospects that will benefit from joining and have staff assist in converting prospects to members. |

Goal #2: Communicate with members effectively to serve them well.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|---|
| A. Member Spotlight | Members have fifteen minutes to pitch and educate Travel Lane County staff about their business. Outcome: Held six times per year, maximum of four members per event. |
| B. Market Your Business – Member Orientation | Provide members with an organizational overview so they can utilize the services Travel Lane County has to offer. Outcome: Held at least three times per year. |
| C. Visitor Industry Celebration | This event is recognized by stakeholders and community leaders as a key event which highlights the industry and recognizes business and individual achievements. Outcome: Attendance goal is 160 participants. |
| D. E-newsletter and announcements | Communicating via email is the most efficient way to reach out to over 500 members. Outcome: E-mail Member Updates at least monthly to those members that have requested to receive it and show a 25% open rate. |
| E. Webinars and Educational Sessions | Provide educational content that helps members become more effective at marketing their businesses and serving their customers well. Outcome: 2-3 topical sessions on digital marketing, content development, and advertising/marketing strategies (Integrated Marketing). Frontline service and product training (Visitor Services). |

Goal #3: Generate revenue for the organization through relevant marketing opportunities.

| Strategies/Tactics | Rationale/Expected Outcomes |
|-----------------------|--|
| A. Visitor map | This piece is a key marketing tool for visitors to use while in market. It is inserted into the visitor guide and additional maps are in pads. Outcome: Listings and sponsorships will be sold from September to December to generate \$20,000 to cover the cost of producing the map. |
| B. Website ads | Provide the opportunity for members to bring their listing to the top of the lists by purchasing featured or priority listings. Scope other opportunities. |

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| | Outcome: Sell \$10,000 in display space and/or priority listings on website. |
| C. Video Advertising | :10 and :15 second spots, or as negotiated, in three locations: Eugene Airport, Adventure Center, and downtown Eugene Visitor Center |
| | Outcome: Generate \$10,000 in video advertising |
| D. Sports Sponsorships | Tiered sports sponsorship packages include a variety of features and benefits, depending upon the level. |
| | Outcome: \$20,000 in sports sponsorships |
| E. Digital Convention Planners and Sports Planner | Digital guides targeting convention planners and sports event planners, with associated B2B distribution strategies to reach targeted prospects. |
| | Outcome: \$3,000 in paid advertising for each planner. |

Stakeholder Communications: Community Relations Plan FY16

Mission Statement

Promote the impacts of tourism, as well as Travel Lane County programs and resources, to generate community engagement and support that strengthens our industry and bolsters overall visitation.

Key Markets

Local media, public officials, business/community groups, residents and members.

Goal #1: Travel Lane County is a valuable media and community resource on the tourism industry and its connections to community developments, events, issues and programs.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|--|
| A. Media and community communications & resources | Write and send 75 media news releases, e-newsletters, event calendars and other communications about Travel Lane County and Eugene, Cascades & Coast Sports. Maintain online media resources on Travel Lane County's website. Outcome: Generate \$50,000 in editorial coverage, 100 story/article placements and a 30-percent open rate on e-communications. |
| B. Monitor and report industry news | Track updates and report on new and ongoing industry developments through the Tourism Industry News e-newsletters, news releases and other relevant communication channels. Outcome: Increased internal and external awareness on community issues, projects and developments that leads to a greater understanding of the tourism industry, its impacts and community intercepts that can mutually benefit the countywide economy, environment, and livability. |

Goal #2: Public officials and community leaders are informed of key Travel Lane County programs/resources and industry impacts to make informed decisions and policies that impact the local tourism industry.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|--|
| A. Public Officials/Government Communications | Establish and execute regular communications with this audience. Send public officials relevant news releases, Tourism Industry News e-newsletters and semi and annual reports. Send letter in January with visitor impacts and Travel Lane County resources and in late Spring send updated impacts flyer along with newly released visitor guide. Send Travel Lane County publications as they are produced throughout the year. Send invitations to Travel Lane County events, including annual dinner, holiday open house, anniversary celebrations and Market Your Business presentations. Increase opportunities for face-to-face meetings. Provide Adventure Center space as a forum venue for their community outreach efforts. Present comments at public council meetings when appropriate, establishing a regular in person contact with these elected officials. |

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| | <p>Outcome: Generate support and active engagement from local officials in the tourism industry and Travel Lane County. Produce 25 percent open rate of e-news and other e-communications. Present or give comment to city councils or other elected boards at least once in a two year period.</p> |
| B. Community Board Briefings | <p>Establish and execute a calendar of appointed times to address community boards of key groups, including Lane County Chambers of Commerce, to educate local leaders about our tourism industry and relevant intersects, while strengthening and establishing relevant partnerships.</p> <p>Outcome: Travel Lane County will present in each community at least once in a two year period.</p> |
| C. State of the Industry Event | <p>Develop and implement a State of the Industry Event to communicate industry impacts, developments, tourism forecasts, competitive positioning and other key related content.</p> <p>Outcome: Industry leaders, partners, public officials, decision makers, media and members are well-informed about the current status and future direction of the visitor industry, the role and scope of Travel Lane County, and the ways they can help support and enhance the health and economic impacts of the industry.</p> |
| D. Review How Impact is Measured and Presented | <p>Review the statistics and formulas used to measure Travel Lane County's impact on the industry and the economic impacts of the industry.</p> <p>Outcome: Powerful accurate reports for stakeholders that are in alignment with the destination marketing best practices.</p> |

Goal #3: Residents are aware and/or engaged in local travel, events and overnight getaways. Residents use Travel Lane County and Adventure Center as resource for countywide travel for themselves and visiting guests.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|--|
| A. Create and Implement an In-Market Campaign | <p>Work with a creative agency to create a "love where you live" campaign focused on our accessible adventure brand promise.</p> <p>Outcome: More Lane County residents identify with our destination brand creating local ambassadors and greater engagement with Travel Lane County measured by website use and visits to the Adventure Center.</p> |
| B. Family Outreach | <p>Continue implementation of Kids' Adventure Club events at the Adventure Center and/or off site to educate and engage families in local recreation, attractions, events and activities. Host three community events that helps grows targeted connections. Send Kids' Club members e-newsletters, monthly calendars, event invitations and other relevant communications. Provide opportunities for members to advertise/promote their business/organization to families through the Kids' Club newsletter, events or on the Kids' Club web pages. Grow kids' club mailing list through community outreach at local events, business fairs and kids-targeted programs.</p> <p>Outcome: Travel Lane County is a local family travel and event resource. Attract an average of 75 attendees to Kids' Club events. Increase Kids' Club mailing list and generate a 25-percent average open rate of e-communications. Increase "resident" travel to countywide destinations. Survey families to gauge travel/adventure experiences prompted by Kids' Club outreach.</p> |
| C. Kids' Club Passport/Activity Guide | <p>Update kids passport/activity guide with educational facts about the region, maps, trivia, etc. along with specific venues, member businesses and adventures that kids and family can experience.</p> <p>Outcome: Increase awareness of region and encourage resident travel throughout the county. Guide would be distributed at area fairs, festivals and local schools as well as used by our members.</p> |

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| D. Family Content & Deals on Website | Maintain and add, as applicable, member businesses, organizations, deals and events on the Family microsite that relate to family and kid-friendly opportunities. Include links to member sites. Encourage members to use the microsite, deals opportunities, mailing list and passport in their marketing. |
| | Outcome: Increased awareness, visitation and overnight travel to attractions, events, businesses and lodging venues across the Eugene, Cascades & Coast region. Generate greater engagement with our website and members from contacts on the Kids' Club mailing list, measured by click through to our website and members leveraging this list for their marketing. |

Goal #4: Key community, business and educational entities seek Travel Lane County as a resource and partner in tourism-applicable community, business and event-related projects. Groups connect with Travel Lane County to bring conventions/meetings/events to our market.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|--|
| A. Business/Civic Outreach | <p>Continue conducting presentations to business and civic groups. Send relevant communications to chambers of commerce and appropriate business associations. Participate in key countywide business fairs/expos/annual events. Attend community meetings and serve on committees when applicable. Create a postcard-size 'leave-behind' piece that communicates how groups can work with Travel Lane County to bring meetings/events to local area. Define strategy and outcomes for staff working community booths/events. Include membership sales outreach.</p> <p>Outcome: Strengthen overall visibility, knowledge and connections with civic and business groups. Foster local partnerships for meeting and event leads and new member prospects.</p> |
| B. Travel Lane County Board | <p>Bring more exposure to Travel Lane County Board of Directors to strengthen and leverage their reputation as tourism industry leaders. Maintain special Travel Lane County Board of Directors web pages highlighting board members, with images, short bios and email links.</p> <p>Outcome: Increased exposure and outreach opportunities for Travel Lane County and the local tourism industry. Unifies and strengthens industry leadership role and encourages role of board to serve as ambassadors of Travel Lane County and the local tourism industry.</p> |
| C. Educational Outreach/Partnerships | <p>Participate as speaker and reviewer for tourism and PR related classes. Research additional ways to partner with educational programs.</p> <p>Outcome: Greater awareness of the tourism industry and increased positive connections with educators and students focused on the tourism and hospitality industry.</p> |

Goal #6: Proactively position the tourism industry as an economic driver to set the stage for the development of built tourism assets the industry needs for continued long term success.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|---|
| A. Develop a Strategy for Sharing the Economic Impact of Tourism with Residents | <p>Work with the <i>Register-Guard</i> and other local media outlets to gather community support for developing needed tourism assets by showing the community tourism is an enduring, county-wide engine of economic growth beyond hosting major sports.</p> <p>Outcome: Increased industry visibility through regular content in the <i>Register-Guard</i> focused on current industry contributions to the economy as well as upcoming lesser known events and industry trends.</p> |
| B. Publicly Promote Facility Development | <p>Communicate the board's position on facility development. Help gather research or case studies as needed for Travel Lane County as an industry leader to inform community members and leadership on the industry needs for a built tourism environment that will be a catalyst for visitor spending.</p> <p>Outcome: Creation and promotion of tools for industry and community leaders to use in promoting appropriate facility development.</p> |

Administration Marketing Plan FY16

Mission Statement

Support the mission and goals of Travel Lane County & Eugene, Cascades & Coast Sports through efficient, ethical and professional direction of operational functions.

Goal #1: Provide internal stewardship.

| Strategies/Tactics | Rationale/Expected Outcomes |
|---|--|
| A. Maintain excellent organizational control and support systems | <p>Ensure the strongest, most efficient returns possible from labor and program investments by maintaining efficient systems.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Continue incremental equipment upgrades in both hardware and software. 2. Continue implementation of the DocuWare document management system for all digital images. 3. Research cost and time of putting all paper documents into the Docuware system to create a more paperless office and further reduce office supply costs while creating a permanent, long-term document storage solution. 4. Implement Skype (or similar) and online technology to reduce travel time and expense while strengthening relationships beyond phone and email. 5. Facilitate orientation and acclimation of new audit firm/auditor. Maintain exceptional audits that reveal no management letter issues. 6. Continue to review health insurance and retirement programs to ensure they are competitive. Maintain highest value for dollars spent while controlling costs. 7. Ensure annual performance evaluations are conducted for all employees. 8. Facilitate and guide the development of departmental/functional procedure manuals and their bi-annual updates. 9. Maintain a contract database for renewal and compliance. 10. Continue the process of cleaning up and managing all electronic files and their organization on the local server. 11. Update furniture and equipment in the lobby of the downtown visitor center. 12. Manage vendors within the current accounting and CRM system by identifying and then notifying vendors and staff of a single point person for specific vendors. |
| B. Support the board of directors | <p>Ensure the board has appropriate and adequate information with which to successfully fulfill their policy and oversight role.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Rotate department heads and/or key contractors through board meetings for program updates. 2. Update board orientation packet; conduct orientations as new board members are elected. 3. Support board and staff work on strategic areas. 4. Continue providing electronic board packets and other electronic communications to ensure efficiency and cost savings. |
| C. Ensure a well trained, motivated, efficient and well-respected professional staff | <p>Our organization's greatest asset and largest investment is our professional staff team.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Lead with enthusiasm, high expectations and an orientation toward staff support. 2. Develop a continuous learning process for staff as budget and time allow. 3. Maintain an internal communications structure that enhances the flow of relevant information throughout the organization. 4. Formalize internship opportunities for all departments |
| D. Facilitate long-range Planning | <p>Ensure the organization is positioned to meet future needs and take advantage of opportunities.</p> |

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| | <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Formulate succession planning including cross training of employees to ensure coverage in case of emergencies. 2. Review equipment condition and needs on an annual basis to plan for future purchases to replace old, outdated, or worn equipment in a timely manner. |
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Goal #2: Provide external stewardship.

| Strategies/Tactics | Rationale/Expected Outcomes |
|--|--|
| A. Shop local | <p>Economic development is enhanced through local purchases and keeping as many dollars as possible local, while maintaining efficient use of organizational resources. A triple bottom line focus requires consideration of profit margins and jobs staying local.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Support members whenever possible. 2. Build a matrix for tolerance on price differentials based on local returns. 3. Develop guiding principles to help employees and the organization maintain the focus of supporting local businesses when practical. Guiding principles will be based on not only price but also expertise. |
| B. Revisit all ROI measures | <p>Objective demonstration of return on investment of TRT is critical for maximizing investment decisions internally amongst programs and strategies and organizationally from external funders.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Revisit all formulas and update using current industry knowledge. 2. Maintain accurate financial statements and compare to budget on a monthly basis, including departmental profit & loss and cash flow. |
| C. Facilitate community outreach and enhancement of Travel Lane County's reputation | <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Maintain open communications with Lane County senior management and commissioners about measurements, returns and the budget process. 2. Deliver accurate, comprehensive semi-annual reports to the BCC. 3. Provide strategic alignments through participation on boards and committees that align with Travel Lane County's mission. |