

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

FY17 Marketing Plan
May, 2016

An Introduction

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 39 member board. Our full and part-time staff numbers 30. Membership totals 582 businesses. Eugene, Cascades & Coast Sports Commission is an embedded program, funded and managed by Travel Lane County.

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

- **Integrated Marketing** standardizes our brand applications, and implements continuous improvements to our centralized data platforms and websites.
- **Leisure, Convention & Sports Sales and Marketing** converts our target audiences.
- **Services** increase satisfaction and repeat visits, extend stays, and expand spending.
- **Member and Partner Development** strengthens our marketing message, makes the destination more attractive and provides for valuable leverage of TRT investment.
- **Stakeholder Relations** informs members, residents and community leaders about our organization and the positive impacts of the visitor industry.

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

Brand materials at www.eugenecascadescoast.org/brand facilitate brand alignment by members.

Organizational Values

Travel Lane County is 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 brand ambassadors: We celebrate local: adventures, food, beverages, culture and products.

We are professionals; 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.

We use resources 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.

We measure and report 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 food, beverage and products; and awareness of sustainable practices.

Tourism & Hospitality provides **social equity**: A wide array of entry level job opportunities, with career paths to skill acquisition and higher wages.

Situation Analysis

Travel & Tourism Economic Indicators

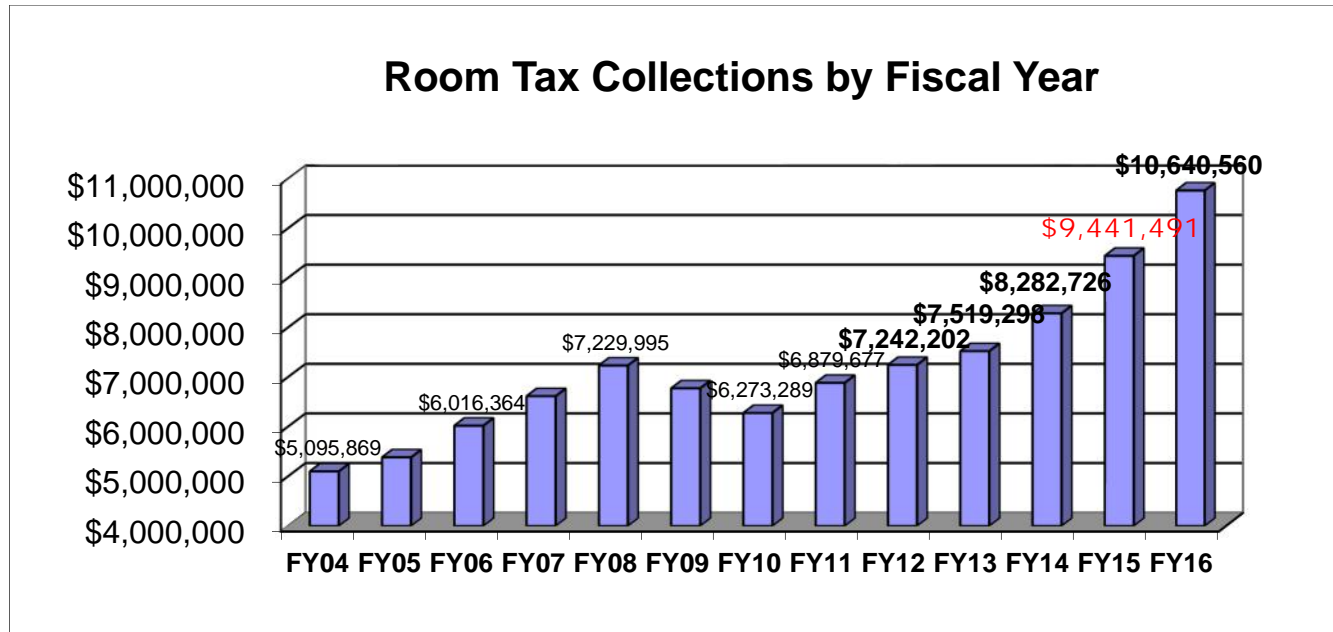
Visitor expenditures in Lane County totaled \$633.1 million in 2015. Residents spent another \$238.1 million locally on travel related expenses. The \$871.1 million industry directly supported 10,120 Lane County jobs with earnings of \$237.5 million in 2015.

Direct Travel Impacts	Total Lane County	Valley/East Lane County	Coastal Lane County
Destination Spend	\$633.1m	\$522.9m	\$110.1m
Other Travel	<u>\$238.1m</u>	<u>\$221.0m</u>	<u>\$ 17.0m</u>
Total Direct Spend	\$871.1m	\$743.9m	\$127.1m
Employment	10,120	8,320	1,800
Earnings	\$237.5m	\$196.3m	\$ 41.2m

Source: Dean Runyan Associates, 2015p, \$ in millions



FY15 TRT collections totaled a record \$9,441,491, up 13.99% from FY14's \$8,282,726. FYTD16 growth is at 12.7% through March, a pace which would result in FY16 revenues of \$10.6 million.



For 2016, national hotel occupancy is expected to reach a rate of 66.0%, from 65.6% in 2015.

Lane County room supply increased 1% in 2015, demand increased 1%, and room rates grew 6.7%. RevPar growth was 6.7% and occupancy averaged 64.7%. Total room revenue was up 7.7% for 2015, according to Smith Travel Research, which provides estimates.

TRT collected in Lane County for calendar year 2015 was actually up 10.06% over calendar year 2014, according to reports issued by the City of Eugene. TRT collected for the first nine months of FY16 (July-March) is up 12.7% over the same period last year.

While growth is currently strong, a more conservative gain of 3% was used for budgeting FY17, resulting in estimated revenues of \$2,473,772 for destination marketing.

Brief Overview of U.S. Travel Market

U.S. Travel Forecasts (Growth)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Real GDP	2.5%	2.8%	2.7%	2.7%
CPI	1.9%	1.9%	2.2%	2.2%
Travel Price Index	-1.6%	2.8%	3.5%	3.5%
Total Travel Spend	2.1%	3.4%	3.9%	4.5%
Domestic Spend	2.5%	3.3%	3.5%	4.2%
International Spend	-0.3%	4.1%	5.9%	6.8%
Domestic Person Trips	2.4%	2.0%	1.5%	1.7%
Business Person Trips	2.0%	1.4%	1.3%	1.4%
Leisure	2.5%	2.1%	1.6%	1.7%
International Visitors	0.4%	2.6%	3.8%	4.2%
Overseas Arrivals	-0.3%	4.5%	4.6%	4.4%

National Hotel Outlook

	<u>2015</u>	<u>2016</u>	
Supply	1.1%	1.5%	
Demand	2.8%	2.3%	
Occupancy	1.7%	0.8%	
Average Daily Rate	4.8%	4.8%	
RevPar*	6.5%	5.7%	<i>*Revenue per Available Room</i>

National trends and projections from U.S. Travel in March 2016 show the following:

In the face of significant international headwinds, the U.S. economy continues to expand, albeit at an underwhelming pace. On the positive side, solid employment growth, low energy costs and rising personal incomes are buoying the consumer spending, which accounted for 68 percent of the U.S. economy last year. At the same time, business confidence—reflected in a lack of investment expenditures and export demand—remains a concern. For the travel industry, the recent Travel Trends Index shows that demand, particularly by domestic leisure travelers, is continuing to expand at a reasonably healthy pace, a sentiment that was echoed in a recent report by the Federal Reserve.

Short and Long-Term Industry Trends

Key trends identified in travel in 2015 included:

- The integration of keyless entry (using mobile phones to open locks – no keys at all)
- Mergers and acquisitions and the related impacts on consumer loyalty programs
- Broader use of virtual reality in the sales process
- Instagram bypassing twitter in social media strategies (confirming photo and video as critically important)
- Almost universal availability of Wi-Fi
- The rise of Airbnb and other sharing platforms as mainstream booking engines
- International travel destinations (and associated travel service providers) being heavily impacted by politics and threats, from the opening of Cuba to the attacks in Paris to the U.S. Visa Waiver program scrutiny

Key travel trends for 2016 include:

- Shorter booking lead times, but a longer research and booking process
- Increased use of technology, including smart televisions as booking tools, and increased use of messaging platforms
- More multi-generational travel
- More wellness travel – anticipated to grow 50% faster than regular travel...because now it includes adventure travel and any trip that adds to mental and/or physical wellbeing.
- Experiential as opposed to sight-seeing based travel
- Food is becoming a key attribute in destination selection

Millennials will drive consumption. Millennials place importance on:

- Local, greener options
- A desire for control
- An emphasis on mental health and wellbeing

Travel marketers must create moments of human relevance and authenticity in unexpected places. They must craft seamless, mobile experiences for consumers.

Other Key Trends:

- **The Rise of “Bleisure” Travel**

Business travelers are combining leisure into their business trips, extending trips over the weekend, and bringing the family along. While on the road they are always connected to Wi-Fi; getting work done in cafés, restaurant, parks – basically anywhere. They want more “life” out of work. Astute companies are adopting lifestyle messaging in their marketing in 2016.

- **Travel Is Getting More Mobile**

Mobile-connected travelers have a more enjoyable experience, and share more of their trip as influential brand ambassadors. Vacation destinations are offering mobile companion apps that enhance and open experiences by providing additional content and ways to stay connected with their traveling companions.

- **Experiential Travel Marketing Is Exploding**

Experiential marketing helps brands become more personal and stand out through pop-up performances in unexpected places. It’s about crafting an authentic experience that leaves people wanting more.

- **It’s All Seamless**

Researching, planning, booking venues, cars and excursions, inviting friends, cataloging, remembering – people are completing the entire travel experience on one site. There is an expectation of a comprehensive, seamless experience when booking travel plans. But, it takes 80-plus days for the average consumer to make just two travel decisions.

Specific Challenges in the Lane County Market Area

- Seasonality, a challenge for the entire Pacific Northwest
- Compression to communities outside of Lane County during peak events (lost revenue)
- A lack of concentration of meeting space, sports facilities and rooms
- Competition for convention business from other areas in Oregon
- Competition from stronger destination marketing budgets (Portland, \$21 million annually; Washington County and Clackamas County, \$3+ million annually).

The size and largely rural nature of Lane County is both a challenge and benefit. It can be a challenge to communicate the many and varied attributes of the Eugene, Cascades & Coast region, but together they combine to create a powerfully attractive destination. Each community has its own unique ambiance and quality offerings for visitors. They share a context of authenticity, and meaningful, approachable experiences for all ages and abilities:

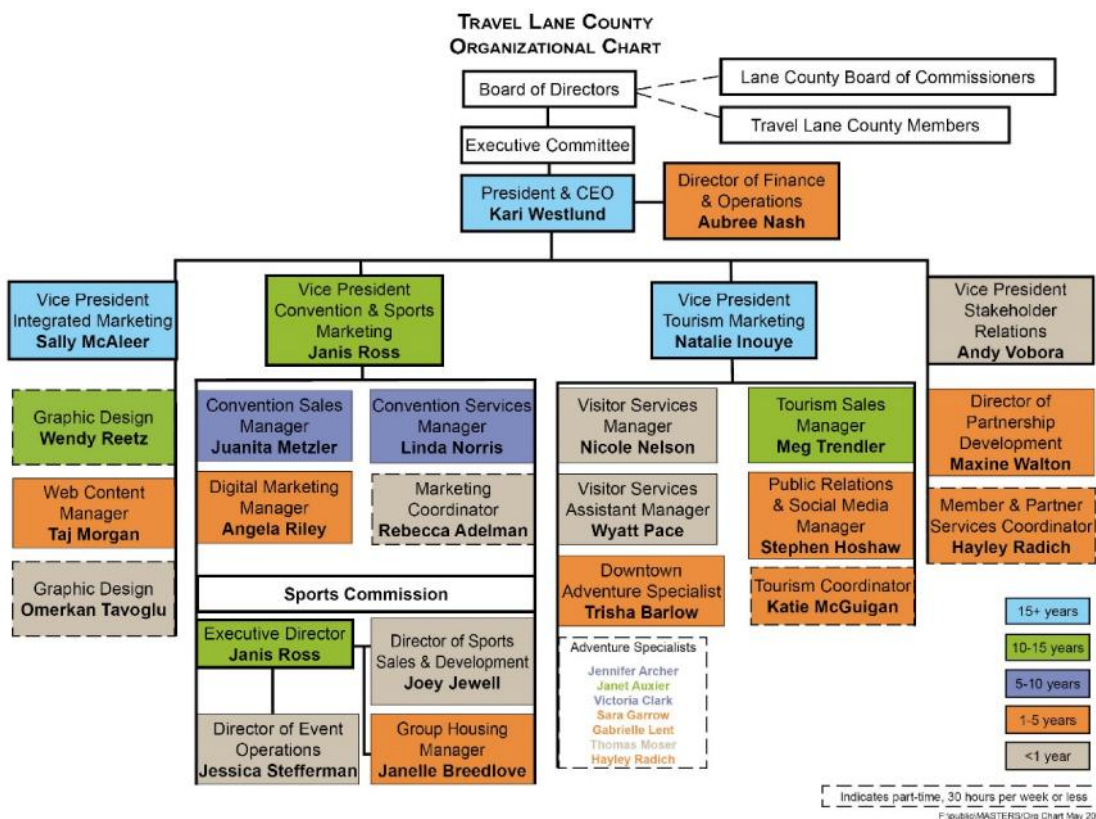
- Florence/Coast: *Beaches & Dunes, Headlands, Old Town, Museums*
- Dunes City/Coast: *Siltcoos Lake/River/Estuary*
- Veneta/Fern Ridge: *Wine Country, Fern Ridge Lake Recreation, Road Cycling*
- Eugene: *Vibrant Cultural & Culinary Hub, TrackTown USA, Path and Trail Systems*
- Springfield: *Rivers, Recreation, & Sports, Path & Trail Systems*
- McKenzie: *River, Cycling, Trail Recreation, McKenzie Driftboat, Gold Heritage, Bridges*
- Creswell: *General Aviation & Golf, Bakery*
- Cottage Grove: *Covered Bridges, Gold Heritage, Aviation, Bikeways, Wine*
- Oakridge: *Mountain Biking Capital of the Northwest, hiking, camping, hatchery, fishing*
- Westfir: *Forest Trail Recreation & Aufderheide, Office Bridge, Lodge*
- Lowell: *Water Sports and Lake/Trail Recreation, Bridge*
- Coburg: *Antiques, RV Sales/Service, Agri-Tourism*
- Junction City: *Agri-Tourism, Scandinavian Heritage, Classic Cars & RV Sales/Service*

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.

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 - Eugene - Springfield - UO - Cottage Grove - Creswell - Junction City - Coburg
Air	Culinary & AgriTourism Wines, Craft Beer, Trails, Farms, Markets, Dining	Cascades - Oakridge - McKenzie
Bike	Heritage/Museums Covered Bridges, Gold Mining, Old Town(s)	Coast - Florence - Dunes City - Coastal Range
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	

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:



Convention Marketing Plan FY17

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 addition, new industry research indicates that planners increasingly want relationships with their DMO salesperson, but technology allows them to erect barriers to connecting.

Our approach continues to focus on:

1. Increased presence in the digital environment when planners are in the research phase of selecting their destination.
2. Sales staff focusing on relationship building with key prospects via conferences/trade shows, site visits, and establishing our expertise in the industry via speaking, industry membership and engagement.
3. Priority to citywide conventions, attracting larger delegate attendance and utilizing multiple hotels.

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

Strategies/Tactics	Rationale/Expected Outcomes
A. Direct Sales	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. Outcome: Room night and delegate goals for FY17: Confirmed room nights: 22,000 (50% new business) Confirmed # of delegates: 30,000

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

Strategies/Tactics	Rationale/Expected Outcomes
A. Website	Inbound marketing has become the standard, with planners expecting quality destination information when they reach our website from any device. Outcomes: Update website copy, images and layout regularly based on analytical data to increase conversion rates. Analyze and edit keywords to improve search engine optimization. Mobility optimize all meetings web pages. Relaunch and redesign our meetings section as its own standalone site, making it more planner-focused and easy to navigate. Tone and look of web will match our online digital feel. We will increase traffic to our meetings site by 10%, introduce dynamic to our target audience that will increase conversion rates by 10% and position the Digital Meeting Planner as a main conversion to increase downloads by 20% in FY17.

B. E-newsletters	<p>Targeted enewsletters to key markets (association, corporate, education, faith, government, medical, military, CESSE, 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 each market segment, with a target of 2-3 times per year to major market segments. Provide convention marketing package members with editorial calendar and solicit input. Our average open rate FY16 was 23.5%, which is well above the industry standard of 15.19% (<i>according to Constant Contact's study from January 2016</i>). In FY17 we will increase that number to at least 28% by implementing new email marketing techniques, cleaning up our email lists and converting to a responsive email template this summer 2016.</p>
C. Social Media	<p>Quality content via social media channels helps to engage with planners and establishes staff as experts in the meetings industry. Social media advertising has become an essential marketing outlet for all industries. We will dynamically include paid social to our digital marketing efforts.</p> <p>Outcome: Engage and educate planners via @EugeneMeetings Twitter, Facebook, LinkedIn, Instagram and our meetings blog. With the addition of paid social advertising we will be able to drive more traffic to our social pages and will be able to increase followers by 20% in FY17. Staff will attend tourism social media educational conferences such as DMA West Tech Summit and the Simpleview Summit, to stay current on latest digital marketing trends and strategies.</p>
D. Advertising – print and electronic	<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. Our digital meetings campaign in FY16 featured three global themes: "Meeting Nerds", "Meeting Geniuses" and "Meet in Florence". Our Click-through-Rate (CTR) produced results at five times the industry benchmark standard.</p> <p>Outcomes: Schedule integrated (both print and digital) advertising campaigns in meetings industry trade publications. Utilize remarketing ads, targeting planners who have visited our website, to grow existing themed campaigns. Participation in key industry online partnerships include DMAI's empowerMINT, Cvent and HelmsBriscoe's Valued Partner program. By increasing the customized content delivered to our targeted audience of planners and by increasing our visibility on key industry websites, we will grow our engagement, allowing us to attain our website goals for FY17.</p> <p>Geotargeting digital ads to coincide with Portland transit campaign, Bay Area trade show and sales calls, etc. augment additional marketing and sales channels, providing increased ROI.</p>
E. Trade Shows	<p>Participation in 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, scientific, association, etc., including CESSE; Connect Faith; Connect Association; MPI Northern California Conference; and Meetings Focus Live. Coordinate sales calls and HelmsBriscoe regional office visits in conjunction with trade show travel.</p>

F. Sales Trips	<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. Include county hotel and venue partners in joint sales call opportunities.</p>
G. Public Relations	<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 coverage 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 industry experts. We will thread content from our meetings geniuses, nerds and Florence meetings' campaigns into all media communications allowing us to leverage the reach of those campaigns to grow our overall audience reach and increase destination awareness.</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 (MPI, SGMP, etc.) which correspond to our strongest market segments. When possible, staff will seek volunteer and leadership positions.</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 provides a call-to-action piece for advertising campaigns, and also provides meeting planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide also provides us with a key metric for online conversions.</p> <p>Outcome: Online Guide is updated in FY17, and provided online as a downloadable marketing piece. We also email the Guide to prospective clients. We will increase the planner downloads by 20% in FY17.</p>
J. Third Party Planners	<p>Third party planners are an increasingly critical client group, not only booking direct business but also serving as influential referral sources. Targeting this group via partnerships, enewsletters and events will strengthen our visibility and relationships with this key segment.</p> <p>Outcome: Partnership agreement with HelmsBriscoe, including special events with HB associates, attendance at the HB Annual Business Conference and enhanced profile presence on HB internal web portal. Connect with regional third party planners such as Opus Solutions and Henry V.</p>

K. Client Advisory Board	<p>Research creating a Client Advisory Board of meeting planners who would meet with staff twice a year to advise on: Convention/Conference Center development, marketing themes, etc.</p> <p>Outcome: Decisions on new product development and our marketing “voice” to reach planners will be enhanced by input from meeting planners. Bringing this group in twice a year also serves as a familiarization opportunity to influential planners.</p>
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Goal #3: Offer outstanding convention service assistance to increase overall meeting planner and delegate satisfaction, increase the likelihood of extending delegate stays, increase the likelihood of delegates bringing families, and promote rebookings and word-of-mouth referrals.

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, #Meeting Nerds, #MeetingGeniuses, #FlorenceMeetings hashtags as referrals 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 five 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 housing system software 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. Community service projects are increasingly popular with conferences, providing the opportunity for delegates to engage with local non-profits.</p> <p>Outcome: Convention Services Manager sends service leads or provides referrals to member businesses and local non-profits 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. Group Business Marketing Meetings	<p>Monthly group business 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>

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 and San Jose
 - 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. Content Calendar	<p>A content calendar is used to ensure strong stories are actively developed across community and key experiences with a focus on key leisure travel motivators. Additional emphasis is made to deliver messages using paid and owned channels with appropriate call to action moving people ever closer to a visit/repeat visit.</p> <p>Outcome: Three stories are identified for development in each community each quarter.</p>
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.</p> <p>Outcome: 30,000 inquiries and partner leads/referrals. Outcome: 6,000 viewed coupons. Outcome: Add three communities to the GO campaign.</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</p>

	<p>(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 by the end of FY18.</p> <p>Outcome: Maintain engagement rate.</p> <p>Outcome: Increase content on websites with Eugene, Cascades & Coast ads such as Go-Oregon.com and Oregon.com.</p> <p>Outcome: Increase VisitEugeneCascadesCoast.org blog views to 8,000 unique visitors.</p>
Ca. Oregon Road Trip	<p>Travel Lane County staff will visit key Oregon markets with sales calls to AAA offices, Oregon Welcome Centers, Visitor Centers and other media and travel trade clients. Where possible, we will add a consumer “MIKE the Bike” activation to engage with our social media fans in-market and look for opportunities of earned media related to the trip and key programs.</p> <p>Outcome: Minimum of 3 trips.</p>
D. Fall Foliage Blog	<p>The Fall Foliage Hotline brings national attention to Eugene, Cascades & Coast on an annual basis. Regional partners are looking at ways to leverage the blog in ways that should bring more attention to the Hotline.</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>Wildflower-focused posts began in April 2016 on Travel Lane County's blog VisitEugeneCascadesCoast.org. After Spring 2016 results will be assessed to determine viability of coordinating statewide blog wildflower content.</p> <p>Outcome: Increase views of wildflower blog content on VisitEugeneCascadesCoast.org.</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 has been updated with four editions that span all areas of the county. We will continue to market the tour and will possibly add a new geocaching tour.</p> <p>Outcome: At least one media mention.</p> <p>Outcome: Incorporate geocaching promotion into at least one community during the Oregon Road Trip.</p> <p>-</p>
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: Distribution of the newest passport will have started in June 2016 just prior to the start of FY17.</p> <p>Outcome: Maintain percentage of Eugene Ale Trail participants who are overnight visitors.</p> <p>Outcome: Develop an App component to the Eugene Ale Trail when Travel Lane County invests in App technology.</p>
H. Pinot Bingo	<p>Pinot Bingo is designed as a travel game that complements the Eugene Ale Trail and bring attention to the South Willamette Valley as a wine destination.</p> <p>Outcome: Establish baseline objectives for the program.</p>

	Outcome: Investigate in-store promotion in an Airport or city served by Alaska Airlines to align with wine-related marketing by the Oregon Wine Board and the Willamette Valley Visitors Association.
I. Show Your Ticket	<p>Show Your Ticket is a program that gives special offers to ticket holders from participating performing arts groups.</p> <p>Outcome: Maintain number of seven performing arts and 18 “deals” partners.</p>
Ia. Gaming Application	Assist the Integrated Marketing and Stakeholder Relations teams in developing an App that is focused on gaming for use by visitors and residents.
Ib. Sasquatch	<p>Given the current popularity of Sasquatch, we will explore creating themed content and merchandise around Sasquatch. This topic needs to be handled appropriately so that it is inspiring to guests and respectful to our public lands partners.</p> <p>Outcome: Sasquatch themed itinerary and geocaching trail.</p> <p>Outcome: A line of Sasquatch themed merchandise on sale at our retail center.</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> <p>Outcome: Maintain the number of brochures distributed through local hotels, 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.</p> <p>Outcome: A minimum of six E-newsletters over the course of the year.</p> <p>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.</p> <p>Shows under consideration:</p> <p>Vancouver BC Show</p> <p>Seattle Outdoor Show</p> <p>Sunset 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.</p>

	<p>Outcome: Maintain/update editorial content on websites including OregonWineCountry.org and VisitTheOregonCoast.org.</p> <p>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>
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. 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; Wayfinding committees in Springfield, Oakridge/Westfir, Cottage Grove and downtown Eugene; and the Gateway Neighborhood committee.

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</p>

statewide itineraries and stay top-of-mind in our colleague's client appointments even when we are not able to actively attend shows/missions.

Outcome: Maintain seat on the board of the Oregon Tour & Travel Alliance. OTTA is the statewide packaged travel association generating leads and itineraries.

Outcome: Serve on Tour & Travel teams for the Willamette Valley Visitors Association and Oregon Coast Visitors Association.

Outcome: Two updates sent to each of Travel Oregon's six in-country representatives.

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, y, provide quality select retail 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. Retail shoppers looking for Oregon-based quality products.
7. Community residents looking for local gifts for friends, relatives, exchange students, clients, etc.
8. Millennials and Generation Xers

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, strategically targeted events, a refreshed retail strategy, social media, communications and some advertising, we hope to increase traffic to the facility.</p> <p>Special promotions include auction baskets that tell our story, events to create energy around and support existing campaigns and initiatives, and Oregon trivia nights that incorporate member participation.</p> <p>Outcome: 10,000 walk in visitors to Adventure Center. Outcome: 2,500 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 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. We also hope to develop key skills with staff such as topographic map interpretation, widening our breadth of awareness around visitor needs and opportunities to visit Eugene, Cascades & Coast places they have not yet experienced.</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 in an urban setting. It is also an opportune location for select retail to be developed. With the employment of basic branding principals and focus on consistency with its title, we hope to pull in more locals and educate them about our local assets as well as pull in more international visitors.</p> <p>Outcome: Increase number of visitors served overall. Outcome: Work on developing a small retail selection and appropriate display in the space Outcome: Work to highlight the asset of our urban visitor center.</p>
D. Outreach	<p>MIKE The Bike and ANNE The Van will be deployed primarily within the Eugene, Cascades & Coast region, but there are opportunities to take them on the road and generate enthusiasm for our destination around these innovative visitor kiosks.</p> <p>Outcome: Achieve 7,000 contacts. Presence at a minimum of one event in each community.</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.</p> <p>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.</p> <p>Outcome: Training tools are developed in "We Speak" style for communities interested in helping to build them.</p> <p>Outcome: Staff will be budgeted a required allotted amount of time for Lane County adventures related to their own special interests and in turn, educate team members about what they learned.</p>
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: Marketing and photo opportunities with an "ANNE the Van" hits the road campaign around Lane County possibly in partnership with a member business for extra exposure.</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: "Spot Mike the Bike" campaign for some fun prizes.</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> <p>Outcome: Internship or position to help manage social media</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> <p>Outcome: Supporting, training and encouraging adventure specialists to stay inspired and current with information in our roles as leaders in the industry.</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. By carefully reviewing sales numbers and inventory, we will be reconstructing inventory and retail selections to increase profits and better target the Adventure Center customer. We are also designing new retail options for millennials and creating energy around rotating offerings to entice retail-based visits.</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.</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 FY17

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, YouTube and DocuWare). Implement new technology as appropriate and as budget allows.

Goal #1: Online presence is improved by increased traffic to website and develop mobile app.

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 reviewing and updating annually "How To" documentation on editing listings, uploading and optimizing photos, creating coupons, title tags naming/links, e-newsletter templates and other standardized formats by August 2016.</p>
B. Website	<p>Websites 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 \$14,132,800 ROI.</p> <p>Outcome: Increase overall traffic to website/mobile by fifteen percent users using SEO, links, improving content pages and working with other departments on their campaigns. (Current 12-month traffic is approximately 608,000 visits.)</p>
C. Develop website 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 maintained. 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, 2016. 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 August 2016.</p>
E. Mobile App	<p>Work with a mobile application company to develop an app platform that will allow Travel Lane County to produce multiple "games" for people to play that would include content integration with Simpleview for listings and other data feeds; interactive passports for Eugene Ale Trail and Pinot Bingo; interactive "trail" map, social media sharing and possibly more. The app should be scalable so more options can be added in the future.</p> <p>Outcome: Mobile app to be live by February 1, 2017.</p>

F. Photo use on website	<p>Photos sell the destination and increase engagement with the website. Improve how images are loaded and optimized. Integrate onto the web pages and link as appropriate. Work with Stakeholder Relations on obtaining image rights to high quality photos members have provided for listings.</p> <p>Outcome: 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 website. 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 2017.</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 25,000 guides, self-supported for production costs through advertising sales. Produced and distributed September-October 2016.</p>
D. Produce an electronic meeting 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. Produced and distributed by October 2016.</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 sports planners and campaigns. Guide is self-supported through advertising sales and/or sports commission sponsorships. Annual updating is late winter and early spring. Produced and distributed by May 2017.</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 and 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>
G. Video Projects	<p>Provide coordination of video production and projects. Continue to expand video footage for Travel Lane County and Sports Commission use. Produce videos by theme and community. Provide b-roll footage to others for promotional use.</p> <p>Outcome: Load new video onto YouTube within 2 weeks of completion. Ensure that video is optimized with content and keywords/tags.</p> <p>Outcome: Embed video on web pages as appropriate within 1 month of loading onto YouTube.</p> <p>Outcome: Produce at least 7 community videos to be utilized by Travel Lane County and available to the community to use.</p> <p>Outcome: Produce at least 10 15-second videos based on themes.</p>

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

Strategies/Tactics	Rationale/Expected Outcomes
A. Content coordination and provide support	<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.</p> <p>Outcome: Calendars are reviewed at least quarterly with planning outcomes identified for each quarter.</p>
B. Cross department communications	<p>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. Also utilize BaseCamp for communications and projects as appropriate.</p> <p>Outcome: Group will meet regularly and provide a written report back to the department heads on actions being taken by the group.</p>
C. Utilize staff meetings	<p>During the weekly staff meeting announce new projects, new templates or text, current web content focus and final projects.</p> <p>Outcome: At least once a month, a new project or template is presented to staff.</p>

D. DocuWare	<p>Provide management of photos, videos and other marketing assets for Travel Lane County and the Sports Commission. Present recent additions of assets to the staff. Train staff on usage of DocuWare.</p> <p>Outcome: Upload new assets within one month of receiving photo/video contracts or finalization of project.</p> <p>Outcome: Provide at least two trainings on DocuWare to current staff and provide trainings for new employees as appropriate.</p>
E. Utilize traces/tasks available through CRM and CMS	<p>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.</p> <p>Outcome: All recurring creative assets are traced so they are reviewed at least once a year.</p>
F. Train staff on CRM, CMS or other technology platforms	<p>Provide training for new employees on CRM, CMS, DocuWare and Distribuion as appropriate. Assist and train staff to use the tools to maximize the systems and their work efficiency. Encourage staff to participate in Simpleview's free training webinars and other training resources.</p> <p>Outcome: New employees are trained on CRM and CMS within one week of hire.</p> <p>Outcome: Hold at least two refresher trainings for staff and individual assistance as needed.</p> <p>Outcome: Ensure staff is receiving Simpleview webinar invites and know how to access past webinars.</p>

Goal #4: Vendor management.

Strategies/Tactics	Rationale/Expected Outcomes
A. Maintain relationships or seek new vendors	<p>Maintain existing vendor relationships and contracts or seek new vendors that will provide services for the organization that relate to the CRM, CMS, SEO, email platform, online/direct booking, print publications, video production and other online/internet based applications.</p> <p>Current vendors include:</p> <ul style="list-style-type: none"> • Simpleview, Inc. for CRM, CMS, email platform DTN for online advertising on the Eugene, Cascades & Coast website • MediAmerica for publishing the visitor and dining guides • Regatta Travel Solutions for the online booking engine • Out of the Box Marketing for SEO, reviewing web positioning and technical assistance with Google accounts • Attic Media for video shooting and production <p>Outcome: Scope of work for vendors is identified by August 2016. Contracts are reviewed, renewed or changed based on contract duration some of which are annual and others may be up to three years.</p>

Administration Marketing Plan FY17

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 a more paperless office and further reduce office supply costs while creating a permanent, long-term document storage solution.4. Maintain exceptional audits.5. Continue to review health insurance and retirement programs to ensure they are competitive. Maintain highest value for dollars spent while controlling costs.6. Ensure annual performance evaluations are conducted for all employees.7. Facilitate and guide the development of departmental/functional procedure manuals and their bi-annual updates.8. Maintain a contract database for renewal and compliance.9. Continue the process of cleaning up and managing all electronic files and their organization on the local server.10. 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.5. Support established committees as appropriate to ensure identified outcomes.6. Ensure time and space for strategic, long-term focus by the board.
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. Celebrate individual and team accomplishments and milestones.5. Understand and support attainment of individual goals.6. 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>

	Outcomes: <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. Maintain a focus of supporting local businesses when practical. Purchase decisions will be based on not only price but also expertise and overall value.
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.

Stakeholder Relations Plan FY17 - 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. Advertising	Implement a targeted advertising effort through area chambers of commerce in an effort to maintain and grow membership. 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. Budget: \$5,000
B. Prospecting	Prioritize prospects that can benefit from our services and programs and time efforts to leverage programs/publications for relevant categories of businesses. Utilize staff to identify appropriate prospects that will benefit from joining and have staff assist in converting prospects to members.
C. Sales	Utilize sales staff to attract new members, restore past members, and maintain current members.
	Outcome: Grow membership 5% in FY17, to approximately 600 members. Achieve \$140,000 in dues-related revenues.

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

Strategies/Tactics	Rationale/Expected Outcomes
A. Member Spotlight	Members are provided fifteen minutes to educate Travel Lane County staff about their business. Staff use this information to create relationships with other members, to be better equipped to sell what our members have to offer, and to inform the community about the visitor industry. Outcome: Held six times per year, maximum of four members per event.
B. Market Your Business – Member Orientation	Travel Lane County staff will provide members with an organizational overview, so they can best utilize the services Travel Lane County provides. Budget: \$300 Outcome: Held four times per year: Jan, Apr, Jul/Aug, Oct.
C. Visitor Industry Celebration	Implement an annual event is that is recognized by stakeholders and community leaders as a key event which highlights the industry and recognizes business and individual achievements. Budget: \$10,000 Outcome: Provide an engaging and informational experience to an estimated 160 member and partner participants. Secure sponsorships and establish pricing to generate revenue to offset 75 percent of expenses.

D. E-newsletter and announcements	<p>Communicating via email is the most efficient way to reach out to over 700 members and stakeholders, therefore the weekly distribution of Deadlines & Opportunities, that highlights activities within the coming two weeks, will be maintained. Additionally, the Member Update and the Industry Update will be combined and distributed monthly.</p> <p>Outcome: Achieve an average open rate of 30%.</p>
E. Webinars and Educational Sessions	<p>Provide educational content that helps members become more effective at marketing their businesses and serving their customers well. Budget: \$600</p> <p>Outcome: Develop a frontline service and product training for our hotel partners. Deliver 12 sessions targeting the largest hotel properties (Visitor Services/Stakeholder Relations). Deliver 2-3 webinars on topics such as digital marketing, content development, and advertising/marketing strategies (Integrated Marketing/Convention & Sports).</p>

Goal #3: Generate revenue for the organization through relevant sales support.

Strategies/Tactics	Rationale/Expected Outcomes
A. Visitor map	<p>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.</p> <p>Outcome: Listings and sponsorships will be sold from September through November to generate \$20,000 to cover the cost of producing the map.</p>
B. Video Advertising	<p>Market :15 and :30 second video advertisement to be presented to visitors in three locations: Eugene Airport, Adventure Center, and downtown Eugene Visitor Center</p> <p>Outcome: Ads will be sold year-round to generate \$7,500 in video advertising.</p>
C. Sports Sponsorships	<p>Tiered sports sponsorship packages include a variety of features and benefits, depending upon the level.</p> <p>Outcome: Sponsorships will be sold year-round to generate \$20,000 in sports sponsorships.</p>
D. Digital Convention Planner	<p>Digital guide targeting convention planners, with associated B2B distribution strategies to reach targeted prospects.</p> <p>Outcome: Ads will be sold from July through September to generate \$3,000 in paid advertising.</p>
E. Digital Sports Planner	<p>Digital guide targeting sports event planners, with associated B2B distribution strategies to reach targeted prospects.</p> <p>Outcome: Ads will be sold from April through July to generate \$3,000 in paid advertising.</p>

Stakeholder Relations Plan FY17 – Stakeholder Relations

Mission Statement

Promote the impacts of the visitor industry, as well as Travel Lane County and Eugene, Cascades & Coast Sports programs and resources, to generate community engagement and support that strengthens our industry and bolsters overall visitation.

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	<p>Write and send 75 communications (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.</p> <p>Outcome: Generate \$35,000 in editorial coverage, 50 story/article placements and a 30-percent open rate on e-communications.</p>
B. Monitor and report industry news	<p>Track updates and report on new and ongoing industry developments through the Tourism Industry News e-newsletters, news releases and other relevant communication channels.</p> <p>Outcome: Increased internal and external awareness on community issues, projects and developments that leads to a greater understanding of the visitor industry, its impacts and community intercepts that can mutually benefit the countywide economy, environment, and livability.</p>

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 visitor industry.

Strategies/Tactics	Rationale/Expected Outcomes
Public Officials/Government Communications	<p>Establish and execute regular communications with this audience. Send public officials relevant news releases, Visitor Industry Update e-newsletters and semi and annual reports. Time specific communications will include:</p> <ul style="list-style-type: none">• A welcome letter to newly elected officials in January with links to the annual report and information on key visitor impacts.• In April send updated impacts flyer along with newly released visitor guide.• Distribution of the annual report in September. <p>Send Travel Lane County publications as they are produced throughout the year. Send invitations to Travel Lane County events, including the Visitor Industry Celebration, holiday open house, anniversary celebrations and Market Your Business presentations. Increase opportunities for face-to-face meetings. Present comments at public council meetings when appropriate, establishing a regular in person contact with these elected officials.</p> <p>Outcome: Generate support and active engagement from local officials in the tourism industry and Travel Lane County. Produce 30 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. Elected Official Orientation	<p>Develop and implement an orientation for newly elected public officials. Offer an orientation within the officials first three months in office and follow-up with a welcome packet and printed materials if an in-person meeting is not possible. Budget: \$500</p> <p>Outcome: Newly elected officials are familiar and supportive of Travel Lane County's mission and they feel personally connected to the organization.</p>
C. Elected Official Legislative Session Briefing	<p>Organize and implement a pre-session briefing where state legislators are invited to a briefing by Travel Lane County staff on issues that may arise in the coming session.</p> <p>Outcome: Elected officials are knowledgeable of potential issues that could affect Travel Lane County members and the industry's effectiveness.</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>Broaden our reach through mainstream media and alternative media channels to create greater awareness of Travel Lane County and Eugene, Cascades & Coast Sports efforts in the local market.</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>Present 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 two to three community events that helps grow targeted connections. Send Kids' Club members e-newsletters, monthly calendars, event invitations and other relevant communications. Grow kids' club mailing list through community outreach at local events, kids-targeted programs and kids-centered organizations. Budget: \$3,000</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. Family Content & Deals on Website	<p>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 and mailing list in their marketing.</p> <p>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.</p>
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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>Conduct 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 'leave-behind' piece that communicates how groups can work with Travel Lane County to bring meetings/events to local area and how membership in Travel Lane County can be leveraged. Define strategy and outcomes for staff working community booths/events. Include membership sales outreach. Budget: \$500</p> <p>Outcome: Strengthen overall visibility, knowledge and connections with civic and business groups by providing 12 presentations to business and civic groups. Attend 24 Chamber of Commerce events throughout the county. 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: Complete web updates by December 2016. Provide board members 12 outreach opportunities to work alongside Travel Lane County staff at local events. 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: Participate in 6-10 presentations annually in order to create greater awareness of the tourism industry and increased positive connections with educators and students focused on the visitor and hospitality industry.</p>

Goal #5: 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 the Visitor Industry 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. Encourage editorial page content by establishing regular check-ins with editorial board members. Submit guest editorial content highlighting our key messages. Establish a group of community stakeholders willing to develop and submit letters-to-the-editor supporting key initiatives.</p> <p>Outcome: Placement of two guest editorials annually. The annual meeting with the editorial board results in a positive editorial in the <i>Register-Guard</i>. 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>

Sports Marketing Plan FY17

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. Continued and increased focus on increasing the Sports Commission's visibility within Lane County, as well as supporting local clubs, leagues, schools and teams, will net future bookings as our locals both create new sports events and bid to host regional and national events.

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 50 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, 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. Website traffic will increase by 10% in FY17.</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 e-newsletter quarterly to sports planners. Our average open rate FY16 was 26%, which is well above the industry standard of 15.19% (<i>according to Constant Contact's study from January 2016</i>). In FY17 we will increase that number to at least 30% by implementing some new email marketing techniques, cleaning up our email lists and converting to a responsive email template this summer 2016.</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. Digital ads in the sports market will cover a wide range of sports, allowing us to finely target specific sports event organizers within specific geographic areas.</p> <p>Outcome: Scheduled integrated advertising campaigns targeting sports planners. Print ads link to web landing page with call-to-action. Our ROI will be to Increase quality traffic to the site by 10% and increase conversions by 20%.</p>
D. Social Media	<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), Facebook, and Instagram, positioning staff as experts in sports events, marketing and sustainable sports. Maintain sports blog. Create and maintain Sports Commission page on LinkedIn.</p>
E. Trade Shows	<p>Participation in sports tourism industry 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 for Sports Commission staff.</p> <p>Outcome: The following sports trade shows are under consideration for FY17: Connect Sports, TEAMS, and National Association of Sports Commissions Annual Symposium. Routinely participate in an enhanced Oregon presence at national trade shows, working with Oregon Sports Authority and sports destination partners from around the state.</p>
F. Sales Trips	<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: Conduct sales calls for key sports market cities, such as Colorado Springs and Indianapolis.</p>
G. Public Relations	<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>
H. Sports Venue Guide	<p>An electronic sports venue guide provides a call-to-action piece for advertising campaigns, and also provides sports events planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide also provides valuable metrics for online conversions.</p> <p>Outcome: A digital Sports Venue Guide will be updated annually, available on our website as an iBook.</p>

I. Industry Associations	<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 serves on the board of the National Association of Sports Commission in FY15-17.</p> <p>The Eugene, Cascades & Coast Sports Commission is one of the leaders in the Oregon statewide sports marketing initiative.</p>
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Goal #3: Increase revenue to support the Eugene, Cascades & Coast Sports Commission

Strategies/Tactics	Rationale/Expected Outcomes
A. Sponsors	<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 who feel engaged and connected to the work of the Commission.</p> <p>Outcome: Identify and contact target list of potential sponsors. Sponsor revenue goal for FY17: \$30,000. Maintain consistent contact with sponsors for activation of benefits and increased engagement.</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>
B. Grants	<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>

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

Strategies/Tactics	Rationale/Expected Outcomes
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A. Sports Commission e-newsletter	<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 FY17 is to increase the number of subscribers by 30% and increase our open rate from 42% to 50%.</p>
B. Community Presentations	<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>
D. Public Relations	<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....”). Expanding the Commission’s reach locally to an additional 20,000 households in FY17.</p>
E. SportsTown Awards	<p>Hold second annual SportsTown Awards event which draws local stakeholders together, creates dialogue and connections among county sports groups, and increases the visibility of the Sports Commission.</p> <p>Outcome: Produce event in June 2017. Generate at least \$40,000 in sponsorship revenue, with a minimum attendance of 500.</p>
F. SportsTown Sports Fair & Summit	<p>Create new event for late fall/winter targeting local clubs, leagues, schools and teams. Keynote speaker on sports; breakouts to include how to get media coverage, sponsor solicitation and fulfillment, volunteers, event management, responsible/sustainable planning, etc. Possible expo/fair component for local vendors to connect.</p> <p>Outcome: Higher engagement with and among our local sports groups, along with support and education, will encourage them to create new sports events and/or bid on regional and national events in their sport.</p>
G. Outreach to University Coaches	<p>Attend collegiate 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: One presentation scheduled with UO, NCU, LCC and One Hope coaches.</p>
H. Visibility at Local Sports Events	<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. Hole sponsors</p>

	<p>at Oregon Club Golf Scramble, sports tent at H2O Dragon Boat Challenge and Nick Symmonds 800, etc. Allocate funds to provide small (\$500-\$1,000) 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>
I. Convention & Sports Marketing Meetings	<p>Monthly group business marketing meetings provide the opportunity for interaction between Eugene, Cascades & Coast 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>
J. Participation in local groups	<p>Sports Commission staff attending local events and participating in leadership roles will increase the visibility of the commission. Examples include: Oregon Track Club, Oregon Club, Chamber Greeters, Rotary, Active 20/30 Club, etc.</p> <p>Outcome: Increased visibility of staff in local groups will enhance the visibility of the sports commission, leading to new connections for events and for sponsors.</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
A. Web Microsites	<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>
B. Visual Community Welcome	<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>
C. Local Organizing Committees	<p>Encouraging local sports groups to host a larger tournament is an important marketing outreach for new sports business. Incubating these new events through assistance with planning, connecting with vendors and sponsors, etc., is critical support. Providing sports commission staff assistance to launch 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, etc.</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>

D. Volunteer Database	<p>Maintaining a database of local resources is a valuable tool for sports event planners. Ask local sports groups (TrackTown, Marathon, Roller Girls, etc.) to communicate with their volunteers to sign up in our volunteer database. Research a local sponsor (i.e., Dutch Bros) to sponsor – so that every time a volunteer works five events, for example, they get a free item (i.e., beverage). Sports Commission lapel pin for working 15 events, for example. This would be an excellent resource for a Volunteer of the Year Award at the 2017 SportsTown Awards.</p> <p>Outcome: Maintain and grow database of volunteers and officials, identifying specific areas of skill and/or knowledge. This will engage local volunteers, enhancing the visibility of the Sports Commission, and also offers our sports events a valuable resource.</p>
E. Digital Toolkit for Sports Planners	<p>Staff receive frequent requests from event planners for assistance with marketing collateral, sponsor solicitation packets, etc.</p> <p>Outcome: Create digital toolkit with 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>
E. Post-event Surveys	<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 five days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p>
E. Social Media	<p>Leveraging the event's social media outlets (Twitter, Facebook, YouTube, Instagram) 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. Increased utilization of "Champ", the Sports Commission mascot, for social media.</p>
F. Housing Bureau	<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>

LEISURE
COMMUNITY
SPORTS
CONVENTION

CONVENTION												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
BROADCAST, OOH, IN-MARKET												
Eugene Airport												
Lane Events Center												
Rest Areas												
Kids Club/Family Day/Family Events E-News												
Lane Transit Advertising												
Portland Transit												
PRINT												
1859 Magazine												
AAA VIA Oregon/Idaho												
American Road												
Eugene Magazine												
Northwest Travel Magazine												
OCVA Visitor Guide												
OnTrak												
Oregon Quarterly												
Outdoors NW												
ORVA												
Travel Oregon Visitor Guide												
Oregon Business Magazine												
Alaska/Horizon In-Flight Magazines												
Alaska/Horizon In-Flight Magazines												
Association News (DMAI section)												
NW Meetings + Events												
Meetings Focus												
Sports Travel												
Sports Events Magazine												
Sports Destination Management												
ONLINE												
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Brand USA Culinary co-op												
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