THE BIG PICTURE

OUR MISSION
We generate travel demand that drives economic impact for Portland.

OUR VISION
Travel Portland is a promoter and steward of this evolving city and its progressive values, which have the power to transform the travelers who visit us.

ON THE COVER: Owner Loretta Guzman (Shoshone Bannock) at Bison Coffeehouse in Northeast Portland.

OUR EVOLUTION: PROMOTION AND STEWARDSHIP
Travel Portland’s new vision requires that we shift from a Destination Marketing Organization to a Destination Marketing and Management Organization.

Why this evolution?
Examples of over-tourism abound in major European cities. Even in our own backyard — long before the 2017 fires in the Columbia River Gorge — crowding and capacity issues at Multnomah Falls had diminished the experience for locals and visitors alike.

We want to avoid this.
We’ll do so by:
• celebrating and sharing what makes Portland special, without loving this place to death;
• engaging more deeply with our community partners around issues connected to livability, growth and development; and
• devoting ourselves to the Portland of the future, not just the Portland of the present.

Come join us.
TOURISM MASTER PLAN

AT A GLANCE
To facilitate our evolution into a Destination Marketing and Management Organization, we have created a tourism master plan in partnership with Resonance, an industry-leading consultant. The plan — a result of an extensive series of workshops and interviews with Travel Portland staff, board members, stakeholders and community members — will help guide the long-term planning and development of the destination.

KEY AREAS OF WORK
The plan identifies three areas of focus for us:

**Telling authentic stories about Portland experiences and places.**
We will deepen our commitment to cultural diversity and community engagement, continue to leverage the makers’ movement, and forge deeper relationships with neighborhood business districts and communities of color. This will help connect visitors — and their dollars — with a wider range of small businesses and entrepreneurs. And we’ll do so while remaining true to Portland and telling our story in an authentic, unfiltered way.

**Developing and enhancing the tourism product itself.**
We will identify revenue streams that we can earmark towards product development. What is the next signature event for the city (a la Feast Portland)? How might we help bring to life a new, year-round attraction like the James Beard Public Market, a facility that would benefit locals and visitors alike? These are examples of the questions that we will look to answer.

**Advocating on behalf of the visitor experience, while helping shape solutions that address livability issues, not exacerbate them.**
We’ll be at the table to help shape a regional transportation strategy. We’ll champion the Green Loop, a 6-mile linear park and active transportation path that connects the neighborhoods in and around the Central City. And we will join community-wide efforts to support vulnerable communities, such as people experiencing homelessness.
**CONVENTION SALES**

**AT A GLANCE**

Travel Portland’s Convention Sales team markets Portland to state, regional and international corporations and associations, with a focus on groups that will utilize the Oregon Convention Center. Their activities fill hotel room nights, bring in tax dollars and contribute to the overall economic health of the region.

**KEY AREAS OF WORK**

- Develop highly qualified **convention leads for both citywide and single-hotel business**, resulting in the successful completion of agreed-upon annual measurements (room nights, conversion ratios, need periods, etc.).
- Complete a minimum of 14 **sales trips** each year — including at least two multi-city “road show” programs — to meet with approximately 200 qualified meeting planners and organizations in order to solicit new business and/or confirm meeting arrangements in Portland.
- Arrange and conduct a minimum of 75 **site tours** in Portland for highly qualified meeting planners who are in the process of considering Portland; an annual **familiarization tour** with highly qualified clients; and one **Customer Advisory Board** meeting.
- Work in conjunction with the Diversity & Community Relations team, local stakeholders and community members, and industry partners to enhance Portland’s visibility and business appeal in the **multicultural convention market**.
- Ensure a professional, **cohesive citywide sales effort** by developing and maintaining a high level of trust and camaraderie within the hospitality community.
- Work with Travel Portland partners to identify new **high-value tradeshows in key markets**, and to develop enhanced sales activities at tradeshows and in key feeder cities.
- Enhance ongoing **research programs** to identify new domestic and international convention business.

**NEW INITIATIVES THIS BIENNIUM**

- Implement a **strategic re-deployment of sales staff** to provide greater geographical coverage, assign a higher level of focus to historically producing territories and increase efficiencies for regionally-based sales staff.
- Enhance and expand **partnership agreement with key industry associations** and meeting sourcing outlets to assist in growing exposure and opportunities for the Oregon Convention Center to host large citywide conventions.
- Create a specific program of work that provides increased exposure and client-direct access for **small to mid-sized hotels**, whose numbers continue to grow in Portland.

**CONTRACTUAL GOALS**

<table>
<thead>
<tr>
<th>Convention Sales Steering Committee</th>
<th>Definite room night performance</th>
<th>310,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan Exposition-Recreation Commission (MERC) contract</td>
<td>OCC revenue target for current FY</td>
<td>$11 million</td>
</tr>
<tr>
<td></td>
<td>ROI on future OCC business</td>
<td>3.8:1</td>
</tr>
<tr>
<td></td>
<td>Lead conversion</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>ROI on community economic impact</td>
<td>42:1</td>
</tr>
<tr>
<td>City of Portland contract</td>
<td>ROI on Travel Portland convention sales and marketing programs</td>
<td>25:1</td>
</tr>
<tr>
<td></td>
<td>Monitor and track lost opportunities and cancellations.</td>
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</tr>
</tbody>
</table>
## AT A GLANCE

Once a meeting has been booked in Portland, the Convention Services & Housing team works with the planner to coordinate details and services before, during and after the meeting. The team quantifies its success by measuring planner satisfaction, as well as tracking the number of promotional pieces distributed, services leads shared with the community, site tours conducted and room nights booked.

## KEY AREAS OF WORK

- **Support the sales team’s efforts throughout the selling process**, and build relationships with meeting planners to enhance their likelihood of booking and maximize future servicing opportunities.
- **Provide a high level of service and support to Portland-bound meeting planners.** Services include, but are not limited to, planning assistance, site visit coordination, pre-convention attendance-builders and promotional material, and referrals to local businesses.
- **Provide a comprehensive array of services programs at a reasonable cost that connects local businesses with meeting planners**, convention delegates and leisure travelers.
- **Coordinate with the hotel community, Oregon Convention Center and other industry partners to ensure a positive experience** for convention planners and attendees.
- **Provide, upon request, housing services** to any Portland-bound convention or meeting that utilizes a MERC facility and two or more hotel properties.
- **Solicit and capture customer feedback**, both formally and informally, and share the results with key industry stakeholders.
- **Refer local businesses and community partners to Portland-bound meeting planners**, with a key focus on **multicultural businesses and M/W/ESB firms**.

## NEW INITIATIVES THIS BIENNium

- **Collaborate with the Marketing team to produce and highlight video content about Portland’s unique offsite venues.** These videos will bring these venues to life, helping planners envision their events within the space and potentially increasing the economic impact on the venues and associated businesses.
- **Create a menu of offerings that enables attendees** — particularly those utilizing a MERC facility — to have a **truly authentic Portland experience**. Bringing a taste of Portland’s quirky, welcoming, fun and creative atmosphere to the meeting will enhance the delegates’ overall Portland experience.
- **Partner with the Marketing team to further promote and increase the number of local businesses** that participate in the community-wide **Guest Service Gold hospitality training** program.

## CONTRACTUAL GOALS

<table>
<thead>
<tr>
<th>City of Portland contract</th>
<th>Conduct surveys of meeting planners and convention delegates to gauge customer satisfaction.</th>
<th>Minimum 6/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan Exposition-Recreation Commission (MERC) contract</td>
<td>Achieve a high level of customer satisfaction.</td>
<td>Survey results: 3.8 average (out of 4)</td>
</tr>
</tbody>
</table>
FINANCE & ADMINISTRATION

AT A GLANCE

Each department at Travel Portland is supported by the Administration and Finance teams, which oversee travel Portland's daily operational and office needs, execute the organization’s larger financial strategy and administer the Travel Portland Education Foundation and Visitor Development Fund.

KEY AREAS OF WORK

• Achieve revenue and operating expense goals for program of work.
• Continuously evaluate and update internal IT systems to remain competitive and cost-efficient.
• Review employee evaluation procedures and update classification/compensation material every three years.
• Implement an employee satisfaction survey every three years.
• Ensure diversity hiring practices and strong outreach programs.

NEW INITIATIVES THIS BIENNUM

• Complete RFP, select software and migrate to a new accounting/enterprise resource planning (ERP) system.
• Modernize event registration process and integrate into ERP platform.
• Integrate accounting software functions with Partner Services and billing operations.
• Evaluate and implement Workflow Tools via Box Relay.
• Evaluate and implement eSignature solution.
• Implement e-ticketing solution online and at the Visitor Information Center.
• Deploy final workstation cubes and hardware to maximize office space.

CONTRACTUAL GOALS

<table>
<thead>
<tr>
<th>Contract</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Portland contract</td>
<td>Submit to City Council members quarterly reports summarizing implementation of program activities and performance measures.</td>
</tr>
<tr>
<td></td>
<td>Report to City Council, at least once each year, on work program implementation and performance measures; contracting with minority, women, and emerging small businesses (M/W/ESB); equal employment status; and fiscal matters.</td>
</tr>
<tr>
<td>Metropolitan Exposition-Recreation Commission (MERC) contract</td>
<td>Submit quarterly written and oral reports to MERC detailing Travel Portland’s progress in meeting the objectives and goals set forth in the annual approved program of work.</td>
</tr>
<tr>
<td></td>
<td>Provide MERC with a copy of Travel Portland's annual audited financial statement; submit to MERC a quarterly comprehensive financial statement.</td>
</tr>
</tbody>
</table>
International Tourism

At a Glance

Our International Tourism team promotes travel to Portland and the surrounding region from countries around the world at all levels of the buying chain, targeting vacation-buying consumers, in-country and online travel agents, international tour operators, receptive tour operators and Portland-based travel suppliers. This work is performed and/or leveraged in partnership with Travel Oregon, Brand USA and the Portland Region partners, depending on the project.

Key Areas of Work

• Position Portland as a transformative destination for international audiences, paying special attention to international markets served by year-round and seasonal nonstop flights to PDX.
• Position Portland as a first-tier “fly-drive” and “hub-and-spoke” destination to the domestic travel trade.
• Continue to maintain and service current travel trade accounts; make sales calls; design itineraries; schedule and conduct sales trips and presentations, coordinate and host research trips and site inspections; plan and participate in targeted trade shows, sales missions and conventions; and facilitate local travel suppliers’ entry into/success in international markets.
• Use research data from a variety of sources (such as Tourism Economics, an Oxford Economics Company, Destination Analysts; and online travel agency partners) to measure international visitation and spending, and maximize the effectiveness and impact of international programs.
• Continue to collaborate with the Port of Portland, Travel Oregon and the Portland Region for alignments and support of nonstop air service, which has grown significantly since 2014.

New Initiatives This Biennium

• Host the second Receptive Operator Invitational (ROI) event, which will ease lodging and attractions partners’ access to international markets, build relationships and showcase Portland as a transformative destination.
• Maximize market activity with in-country representatives in the Netherlands (Buro Six), United Kingdom (Black Diamond), Australia/New Zealand (Barking Owl), Japan (Avia Reps) and China (Hung & Kit). These markets offer the highest potential to attract high-growth visitors whose interests match our destination.
• Implement a market strategy in Mexico with newly gained nonstop air service in December 2017 on Aero Mexico from Mexico City in collaboration with the Portland Region, the Port of Portland and Travel Oregon.

Contractual Goals

| City of Portland contract | Measure and benchmark performance in international arrivals. Be within 5% of the average performance of our competitive set (Denver, Salt Lake City, Seattle, Austin, Minneapolis). |

Client appointment in Mexico City, April 2018.
MARKETING

AT A GLANCE

The Marketing team crafts and articulates the destination’s brand; executes marketing programs to support the sales and services teams; and leads the organization’s direct-to-consumer marketing efforts, which include social media channels, e-newsletters and Travel Portland’s award-winning website, visitors guide and advertising campaigns.

NEW INITIATIVES THIS BIENNium

- Develop and deploy a new brand and visual identity for Travel Portland.
- Launch a new consumer-facing digital presence, supported by an Application Programming Interface (API) that will empower and inspire local developers.
- Refresh meetings.travelportland.com, and launch a new community-facing website.
- Create content expressly for third-party sites and content harvesters, such as Google, YouTube and online travel agencies.
- Increase the amount of content developed in support of the Convention Sales and International Tourism teams.
- Explore new content ventures and possibilities, which may include: creating a Travel Portland content studio that conceives, pitches and develops content – documentaries, entertainment and more – that features the best of Portland; launching a Travel Portland podcast; and opening a podcast studio.

CONTRACTUAL GOALS

<table>
<thead>
<tr>
<th>Measure:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel demand, comparing Portland to competitive markets.</td>
</tr>
<tr>
<td>Consumer intent to travel to Portland (both regionally and nationally).</td>
</tr>
<tr>
<td>Via an advertising accountability study, the incremental visitation and market spending generated by Travel Portland.</td>
</tr>
</tbody>
</table>

A still image from the “You Can, in Portland” stop-motion animation spot, showcasing the International Rose Test Garden. The ads, created by local firm HouseSpecial, feature felted miniatures of Portland attractions.
The Public Relations (PR) team secures media coverage of Portland, which in turn raises awareness of Portland and creates desire to visit in our key regional, national and international markets. PR is measured on media placements, key message resonation in target markets and number of impressions generated.

Travel Portland hosted the Society of American Travel Writers Annual Convention, bringing more than 100 top travel journalists and approximately 230 total delegates to the city in fall 2017.

KEY AREAS OF WORK

Generate positive, inspirational and topical media coverage of Portland as a desirable travel and meetings destination by strategically targeting travel writers, editors, television producers, bloggers, online media and other influencers.

- Conduct international and domestic media tours in key markets, securing media coverage in consumer-oriented media outlets.
- Attend tourism and public relations trade shows (WTM, IPW, ITB, SATW, ATTA, IMM and PRSA).
- Host qualified media to generate positive coverage of the destination.
- Deliver messaging to local media regarding the value of tourism to the region’s economy and emphasizing the positive impact the industry has on the lives of local residents, while also sharing the story of Travel Portland’s successes in domestic and international promotions.
- Dedicate a full-time team member to international media relations and strategy.
- Collaborate with our agency partner to maintain a high level of media engagement and support in New York City, the publishing center for nationally distributed travel media.

NEW INITIATIVES THIS BIENNIAL

- Streamline programs and offerings for lower-tier media in order to further prioritize proactive media relations focused on the most influential media opportunities in targeted domestic and international markets.
- Expand media relations efforts, where possible, in West Coast markets such as San Francisco, Los Angeles, Seattle and other cities targeted by the consumer marketing campaign.
- Increase engagement with meetings and convention industry publications. Establish relationships with meeting planners, influencers and other types of media.
- Increase our proactive media outreach by creating content designed to deliver new story angles to influential media in ways not yet utilized by other destinations.
- Increase the team’s commitment to key international markets: the Netherlands, Mexico, Japan, China, the UK, Canada and Oceania. Travel Portland will maintain, and add, in-market media representation in each of these markets.

CONTRACTUAL GOALS

<table>
<thead>
<tr>
<th>City of Portland contract</th>
<th>Track and report circulation of placements.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Track and report key message resonation.</td>
</tr>
</tbody>
</table>
**VIETOR EXPERIENCE**

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### AT A GLANCE

Two departments — Diversity & Community Relations, and Partner Services — have merged to better support Travel Portland's enhanced focus on destination management; represent the industry's interests on issues that impact the visitor experience; and advance the organization's work in building and strengthening relationships with diverse stakeholders, organizations and communities.

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### KEY AREAS OF WORK

- **Support business development and educational programming.** Prepare businesses to work with the tourism and meetings industry, and to serve as ambassadors for Portland’s brand values and visitor experiences.

- **Engage staff and stakeholders with programs, trainings, tours and forums that advance Travel Portland’s commitment to diversity, equity and inclusion.**

- **Serve as the local face of tourism.** Advocate for the visitor experience; represent Travel Portland on decision-making committees, task forces and work groups; and advance community engagement, business development and social impact programs.

- **Collaborate with industry partners on innovative community impact programs such as My People’s Market — which connects artists, makers and entrepreneurs of color with the tourism industry — and the Charity Cocktail program, in which local bars and restaurants donate a portion of their proceeds to two social-service organizations: New Avenues for Youth, and Transition Projects.**

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### CONTRACTUAL GOALS

<table>
<thead>
<tr>
<th>City of Portland contract</th>
<th>Ensure broad ethnic diversity within membership.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ensure that Portland’s ethnic minority enterprises and organizations are tapped into the local tourism and convention industry. Maximize marketing and servicing of ethnic minority conventions and tourism.</td>
</tr>
<tr>
<td></td>
<td>Support educational and training activities that help minority enterprises and organizations to leverage tourism opportunities.</td>
</tr>
<tr>
<td></td>
<td>Conduct a biennial survey of visitor industry businesses and leaders to gauge knowledge and enthusiasm for Travel Portland programs.</td>
</tr>
<tr>
<td></td>
<td>Ensure broad representation from Multnomah, Clackamas and Washington counties in each of the following categories: accommodations, dining, transportation, attractions/activities, retail and services.</td>
</tr>
</tbody>
</table>
NEW INITIATIVES THIS BIENNium

• Launch a new partner model, designed to forge strategic alliances with tourism businesses and non-traditional partners that align with Travel Portland’s brand pillars; keep Portland real; share our values of inclusion, innovation and community-mindfulness; help us maximize the positive economic and social benefits of tourism for Portlanders; co-create visitor-centered experiences and social impact programs; embrace industry-wide messaging; help shape and share the Portland story; and work to elevate the tourism industry’s role and voice.

• Manage and implement Travel Portland’s forward-looking Tourism Master Plan (see details on p. 3).

• Explore opportunities to support the expansion of ready-to-scale festivals and events that can create winter travel demand.

• Explore the possibility of creating a structured, first-of-its-kind destination ambassador program, featuring Portland thought-leaders, chefs, designers, artists and makers that Travel Portland can call upon to represent the destination during sales missions and/or customer-facing events.

• Develop new education tracks that help small businesses become visitor-ready.

• Investigate ways to further support and leverage Portland-made products. Help these businesses grow; weave destination and/or visitor information into a product’s in-store presence; and curate relationships with out-of-market (and international) distributors, who can be influencers on behalf of Portland.

• Explore new alliances with shared-economy partners.

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VISITOR SERVICES

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AT A GLANCE

Our Visitor Services team staffs the popular Travel Portland Visitor Information Center (VIC). There, the team interacts directly with visitors, answering their questions and providing an insider’s perspective on points of interest, attractions, tours, hotels and restaurants, and local neighborhoods and businesses. The Visitor Services team coordinates Travel Portland’s brochure program at the VIC, where visitors can select from a wide variety of maps, visitor magazines, recreational information and promotional brochures from our business partners.

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KEY AREAS OF WORK

• Operate a year-round visitor information center.

• Provide visitors with excellent customer service and information to ensure a great visitor experience and maximize economic impact for the city and local businesses.

• Coordinate Travel Portland’s partner brochure program.

• Attend approximately 20 familiarization tours per year, so that the team stays abreast of regional events, activities and businesses.

• Recruit, train and retain a team of 80 volunteers to provide customer-focused and culturally specific recommendations, directions, assistance and other visitor services.

NEW INITIATIVES THIS BIENNium

• Provide a seamless booking experience for tours. Explore booking platforms for performances, attractions and other activities.

• Explore street-level, experiential alternatives to the Visitor Center’s current location at Pioneer Courthouse Square.

• Enhance Travel Portland’s alignment with the visitor services offerings at the Oregon Convention Center.
RESEARCH

AT A GLANCE
Travel Portland’s research director optimizes the economic impact of convention and leisure visitors to Portland by collecting, analyzing and disseminating research findings, recommendations and actionable insights. These efforts enable the organization to maximize its sales and marketing efforts on behalf of the Oregon Convention Center, along with the community at large.

KEY AREAS OF WORK
- Research and evaluate historical hotel data, including occupancy, average daily rate and revenue per available room.
- Manage citywide forecasting for hotel performance.
- Align convention center, hotel and meeting planner needs for all future convention business, and evaluate compression impacts, time of year and market segment opportunities.
- Design, develop and manage the research program to increase internal and external understanding of the Portland convention product’s strengths, weaknesses, opportunities and threats.
- Calculate economic impact of all meetings and conventions.

NEW INITIATIVES THIS BIENNium
- Analyze AirDNA data to examine, calculate and forecast the impacts of short-term rentals on Portland’s visitor product and tourism economy.
- Utilize Travel Click data to forecast future hotel demand and help Travel Portland’s Convention Sales team and area hoteliers maximize revenue and economic impact.

REGIONAL COOPERATIVE TOURISM PROGRAM

AT A GLANCE
Travel Portland is designated by Travel Oregon as the Regional Destination Marketing Organization (RDMO) for the Portland Region, a territory that encompasses the cities of Portland and Gresham, the metropolitan areas of Clackamas County and the entirety of Washington and Columbia counties. Through the Regional Cooperative Tourism Program, Travel Portland administers a two-year work plan developed in close collaboration with the region’s DMOs, Travel Oregon and industry stakeholders.

KEY AREAS OF WORK
- Execute collaborative in-market activations, online travel agent promotions and travel trade initiatives that promote the Portland Region in international markets at all levels of the buying chain.
- Coordinate media familiarization tours in communities around the region in conjunction with signature media events and statewide or multi-regional initiatives.
- Invest in destination development opportunities identified by regional DMO partners as catalytic or significant to the creation or improvement of tourism assets within their respective communities.

NEW INITIATIVES THIS BIENNium
- Help fund promotions in London and Mexico City to support direct air service to PDX.
- Invest in the Salmonberry Trail, an 86-mile mixed-use, non-motorized path from Banks to Tillamook Bay.
- Promote regional itineraries, tours, attractions and events in conjunction with the 175th Commemoration of the Oregon Trail.
- Deliver Guest Service Gold customer service training to hospitality employers and employees throughout the region.

CONTRACTUAL GOALS

| City of Portland contract | Work with the State and Multnomah, Washington and Clackamas counties in pursuit of cooperative marketing opportunities. |