

A close-up photograph of an orange airplane tail fin. The fin is the central focus, with the letters 'PDX' printed in white on its side. The background is blurred, showing parts of the aircraft's fuselage and another tail fin. The overall tone is professional and modern.

**TRAVEL PORTLAND  
STRATEGIC PLAN:  
JULY 2024 – JUNE 2026**

**MAY 28, 2024**

**PDX**

**TRAVEL  
PORTLAND**

# LAND ACKNOWLEDGEMENT

The Portland metro area rests on traditional village sites of the Multnomah, Kathlamet, Clackamas, Chinook, Tualatin Kalapuya, Molalla and many other tribes and bands.

For thousands of years, these groups created communities and summer encampments along the Columbia and Willamette rivers and harvested and used the plentiful natural resources of the area.

The Indian Removal Act of 1830 and Oregon Donation Land Act of 1850 forcibly removed these tribes and offered free land to white settlers, who quickly laid claim to 2.5 million acres of tribal land, including all of what is now Portland. It is a testament to the resiliency of Indigenous peoples that Portland's urban Native community now includes nearly 70,000 people from nearly 400 tribes.

Travel Portland takes this opportunity to acknowledge this history, to honor the region's Native American community, and to thank the original caretakers of this land.

# ABOUT US

## 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.

## Our Values

- We **care** about our city and our community.
- We are **approachable and welcoming**.
- We hold ourselves accountable for making **equity, diversity & inclusion** more than just words.
- We assume good intent and **invite collaboration**.
- We **take pride in our work** and always seek to do better.
- We are **responsible stewards** of our financial resources.

# OUR KEY BUSINESS PRIORITIES

1. Implement **equity, diversity, inclusion and accessibility** practices across Travel Portland's operations and strategies
2. Monitor and enhance **Portland's reputation** as a visitor destination
3. Generate **demand for Portland** as a leisure-travel destination
4. Generate **convention business** opportunities for the city

# PRIORITY 1: IMPLEMENT EQUITY, DIVERSITY INCLUSION AND ACCESSIBILITY (EDIA) PRACTICES



# OUR APPROACH

At Travel Portland, we hold ourselves accountable for making equity, diversity and inclusion more than just words.

Objectives	Read more
Increase visibility and understanding of the <b>Travel Portland Education and Training Foundation</b>	Page 7
Enhance and expand <b>EDIA initiatives</b>	Page 8
Strengthen <b>local engagement</b> and collaboration with diverse communities to help advance tourism goals	Page 9
Invest in the training, attraction and retention of a <b>diverse tourism workforce</b>	Page 10
Be accountable to EDIA priorities by improving systems and processes that <b>track and measure progress</b>	Page 11

# INCREASE VISIBILITY & UNDERSTANDING OF THE TRAVEL PORTLAND EDUCATION AND TRAINING FOUNDATION

We'll generate support for the reimagined Travel Portland Education and Training Foundation by creating:

- an annual **giving plan**;
- **donor cultivation** events;
- compelling **marketing assets** that communicate the foundation's purpose and impact; and
- an **annual fundraiser** event set to launch in FY26.



## ENHANCE AND EXPAND EDIA INITIATIVES

Committed to our value of holding ourselves accountable to making equity, diversity and inclusion more than just words, we will:

- enhance EDIA-centered **staff training** content and delivery;
- continue to monitor and support the advancement of the **Multicultural Sales & Services Strategy** to ensure ongoing progress;
- create a plan to enhance the tracking and reporting of our **supplier diversity** initiatives; and
- develop an **EDIA dashboard** to comprehensively monitor both internal and external efforts.





# STRENGTHEN LOCAL ENGAGEMENT & COLLABORATION WITH DIVERSE COMMUNITIES TO ADVANCE TOURISM GOALS

To ensure that Portland's diverse communities benefit from the tourism economy, we'll strengthen our local engagement and collaboration by:

- implementing a **Multicultural Tourism Advisory Committee (MTAC)**;
- continuing to **invest in cultural events** to foster appreciation and connection;
- continuing to host and expand upon **The Belonging Dinner Series**; and
- supporting and tracking the progress of destination **accessibility initiatives**.



Photo: Adwele Agboola

# INVEST IN THE TRAINING, ATTRACTION AND RETENTION OF A DIVERSE TOURISM WORKFORCE

We'll champion a diverse hospitality workforce by:

- forging **strategic partnerships** with industry stakeholders, secondary schools, local universities and colleges, and community-based workforce training programs;
- providing **EDIA-centered training** to hotel partners;
- collaborating with hospitality partners to identify and **address workforce gaps** and needs; and
- investing in **community-based workforce initiatives** to increase and diversify the local talent pool.



Photo: POIC + Rosemary  
Anderson High School

# PERFORMANCE MEASURES

We'll continue to utilize Destination International's **Social Impact Assessment Tool** to ensure internal accountability – and measure our effectiveness against industry standards and **progress toward our inclusion goals.**



Photo: Destinations International

## Convention Sales

Report on efforts to attract conventions of diverse organizations, including Black, Hispanic or Latino, Asian, Indigenous, LGBTQ+, People with Disabilities and any other groups who self-identify as diverse. Report to include: new bookings; total bookings; room nights from bookings; leads; and leads lost.

## Metropolitan Exposition & Recreation Commission (MERC)

Travel Portland shall:

- comply with MERC's First Opportunity Target Area (FOTA) Program; and
- provide written reports that detail the organization's FOTA compliance efforts.

## Community Engagement

Travel Portland seeks to maintain and grow the number of minority partners actively participating with our programs, services and activities.

## PRIORITY 2: MONITOR AND ENHANCE OUR REPUTATION AS A TRAVEL DESTINATION



# OUR APPROACH

To help shape Portland's reputation – which is determined by what our customers say, not what we say – five objectives guide our work.

Objectives	Read more
Strengthen Portland's brand	Page 15
Elevate the <b>visitor experience</b>	Page 16
Commit to <b>destination stewardship</b>	Page 17
Elevate <b>advocacy</b> with City and stakeholder agencies	Page 18
Do our part to restore <b>Portland pride</b>	Page 19

# STRENGTHEN PORTLAND'S BRAND

- Invest in driving **leisure demand** (Page 21).
- Do our part to restore **Portland pride** (Page 19).
- Continue to commit to **destination stewardship** (Page 17).
- Implement our **Visitor-Facing Strategy**, which serves our guests' in-market needs, meets them where they are and supports their on-the-ground experience.
- Continue with **pro-active storytelling and positive messaging** via digital & printed channels.



# ELEVATE THE VISITOR EXPERIENCE

- Maintain engagement with 11 tourism **industry sectors**.
- Operate an exceptional **Portland Visitor Center**.
- Continue with annual **printed and digital content** and visitor collateral and tools.
- Develop and implement a **destination training program** for front-line/visitor-facing staffs, including taxi and ride-share drivers.





# COMMIT TO DESTINATION STEWARDHIP

- Invest in and implement **three funding programs**.
- Collaborate with named partner organizations to implement Gov. Kotek's **Portland Central City Task Force** recommendations.
- Lead and manage **Portland region** scope in partnership with Travel Oregon and Washington, Clackamas, Multnomah and Columbia counties.
- Support annual **F&B/dining promotion** that evolves as the city changes.



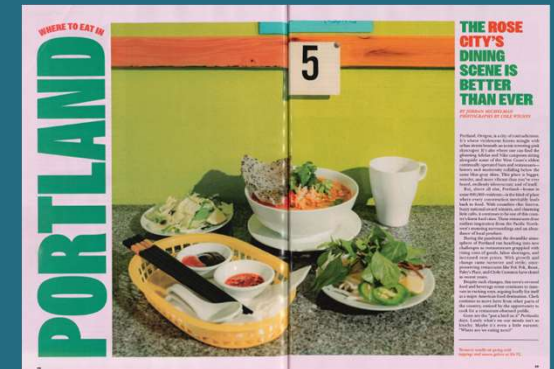
# ELEVATE ADVOCACY WITH CITY/STAKEHOLDER AGENCIES

- Invest in and implement **industry events**, including State of the Industry, Awards, etc. to continually strengthen the local tourism industry and further a positive industry narrative.
- Support **partner organizations' missions**.
- Provide thoughtful support to external **speaking engagements**.
- Evolve **“issues” communications**, development and implementation/distribution of tools.



# DO OUR PART TO RESTORE PORTLAND PRIDE

- Engage with a **strategic communications** firm to change the national media narrative.
- Elevate **good news**.
- **Identify and amplify local champions** via our programs and events.
- Work with local industry partners for **programming** in the Portland Visitor Center, including West End Wednesdays.
- Partner with Portland-based organizations to connect them to residents and visitors at the **Portland Visitor Center** and during interactions at visitor services' **pop-ups**.



# PERFORMANCE MEASURES

## Consumer Sentiment

Report consumers' perceptions of Portland as captured via quarterly national survey.

## Public Relations

- Measure and report the media narrative in outlets actively targeted by Travel Portland's media relations efforts. Measurements to include: the number of placements, total impressions, and alignment with the top 10 keywords identified by Travel Portland staff.
- Measure and report the number of media engagements in which at least one minority-owned business is highlighted.

## Community Engagement

- Conduct a biennial survey of visitor industry businesses and leaders to gauge knowledge and enthusiasm for Travel Portland programs.
- Ensure representation from Multnomah, Clackamas, Washington and Columbia counties in the eleven industry sectors.
- Continue to work with the State and Multnomah, Washington, Clackamas and Columbia counties in pursuit of cooperative opportunities.

## PRIORITY 3: GENERATE DEMAND FOR PORTLAND AS A LEISURE-TRAVEL DESTINATION



# OUR APPROACH

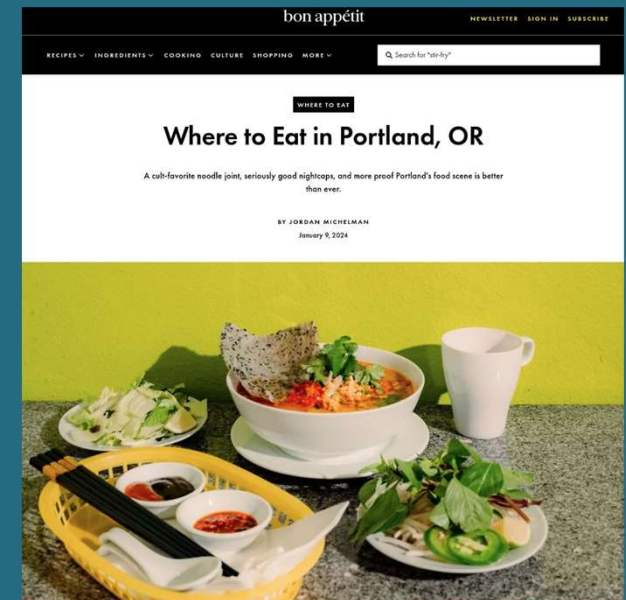
With business travel lagging and the convention pipeline needing time to re-fill, Travel Portland will make strategic, aggressive investments that target leisure travelers and generate overnight stays at Portland hotels and short-term rentals.

Objectives	Read more
Drive <b>awareness</b>	Page 23
Drive <b>engagement</b>	Page 24
<b>Convert</b> to purchase/ visitation	Page 25
Partner with the <b>Portland Events &amp; Film Office</b>	Page 27

# DRIVING AWARENESS

To capture the attention of leisure travelers, we'll:

- deploy a year-round, proactive **public relations** program of work that generates positive earned media coverage that differentiates Portland as a compelling travel destination;
- create **seasonal advertising campaigns** that target key West Coast feeder markets; and
- expand our efforts, when market conditions warrant, to English-speaking **international markets** that have direct flights to PDX, including Canada, the UK and the Netherlands.

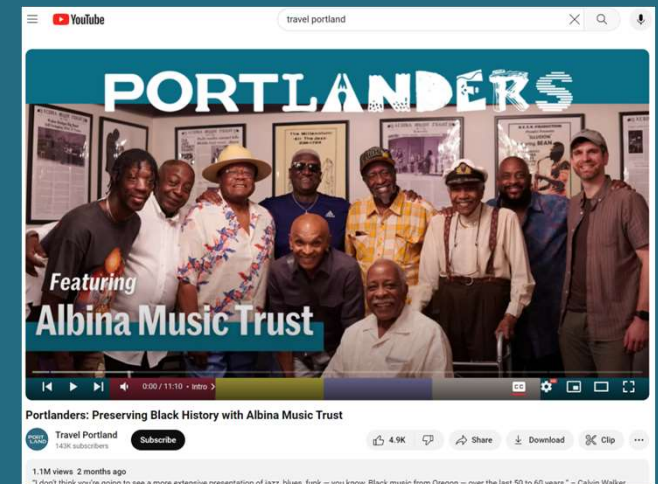


# DRIVING ENGAGEMENT

We'll lean on **video content** to drive engagement, which we'll ensure via robust investments in **BIPOC and LGBTQ+ creators**, stories and subjects; “always-on” **social-media advertising**; and enhancements to **TravelPortland.com**, which we'll support via **search engine marketing** and optimization strategies.

Internationally, we'll invest in:

- **in-market representation** and **PR efforts** in the Netherlands, UK, Japan and Korea; and
- promotional **partnerships** with the Port of Portland, British Airways and Delta Air Lines.

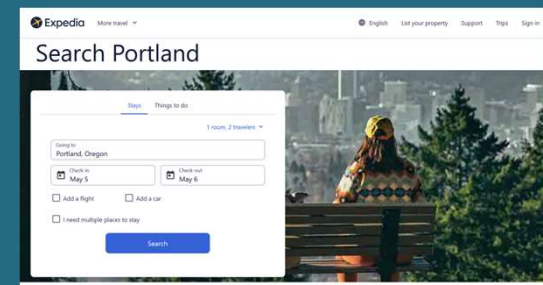




# CONVERTING TO PURCHASE/VISITATION

We'll forge partnerships with **online travel agencies (OTAs)** that generate incremental room nights for Portland hotels and short-term rentals. These investments will target travelers in key domestic and – as market conditions warrant – international feeder markets.

We'll also look to collaborate with **short-term rental partners** such as Host2Host and Fabstayz to share information about Portland's diverse neighborhoods and inclusive experiences.



**Fabstayz**<sup>®</sup>

**HOST 2 HOST**<sup>®</sup>  
A trade association by hosts for hosts

# THE FUNNEL: AT A GLANCE

Awareness

Advertising/sponsored content



Public relations: earned media



Engagement

Social media & digital content strategy



Search engine optimization/marketing



Conversion

Online travel agencies



# PARTNERING WITH THE PORTLAND EVENTS & FILM OFFICE

We will **support and enhance the Events & Film Office's** efforts to attract and book:

- events that draw visitors and generate overnight hotel & short-term rental stays; and
- television, film and video productions that generate overnight hotel and short-term rental stays – and result in content that will create positive exposure for Portland.



# PERFORMANCE MEASURES

## Key Indicators

We'll measure:

- hotel demand, comparing Portland to competitive markets;
- changes in occupancy, average daily rate, RevPAR and lodging tax collections;
- consumer intent to travel to Portland (both regionally and nationally);
- consumer sentiment surveys measuring positive and negative sentiment about Portland in key West Coast markets;
- the impact of our advertising campaigns, including incremental visitor spending.

## International Visitation

As of FY 24-25, Travel Portland will be within 20% of a 5-year rolling basis as reported by Tourism Economics – An Oxford Economics Company. This will be the rebuilding goal for 5 years (FY 2026, 2027, 2028, 2029, 2030). The competitive set cities are: Denver, Salt Lake City and Minneapolis.

## Portland Events & Film Office

Work with the Portland Events & Film Office to develop performance measures and establish benchmarks, incorporating the principles of diversity, equity and inclusion.

# **PRIORITY 4: GENERATE CONVENTION BUSINESS OPPORTUNITIES FOR THE CITY**



# OUR APPROACH

Travel Portland is committed to revitalizing the local convention and meeting ecosystem. We will partner with key stakeholders to employ innovative marketing solutions and strategic business development efforts that are driven by unwavering determination to succeed.

Objectives	Read more
Regenerate the <b>business pipeline</b>	Page 31
<b>Create compression</b> with a base of convention business	Page 32
Continue to <b>advance convention sales marketing</b>	Page 33
Continue to implement and design a <b>multicultural sales strategy</b>	Page 34

# REGENERATE THE BUSINESS PIPELINE

We will:

- host key industry events that showcase the city, generate new leads and **change the perception of Portland**;
- deepen **customer engagement** and relationships via conferences, trade shows and in-market sales calls;
- create **client promotions** that generate interest, deliver exceptional value and set us apart from our competition; and
- tap into the rapidly-emerging sports market with our partners at **Sport Oregon**.



TRAVEL PORTLAND

## Meet & Save

Book now to maximize your meeting and enjoy exclusive savings on events in 2024 or 2025. Your discounts await – secure them today!

Rebate	Details
\$15 Rebate	Room block of 25–124 on peak night
\$10 Rebate	Room block of 125+ on peak night
Additional \$5.00	Any rooms booked in July, August or September 2024

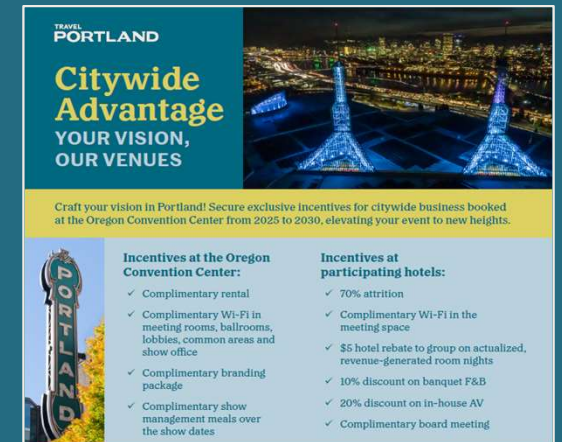
The graphic features a purple header with the 'TRAVEL PORTLAND' logo and 'Meet & Save' in large yellow text. Below is a yellow banner with promotional text. The main content area is split: the left side shows a photo of cherry blossoms and a person on a bicycle, while the right side contains a table with rebate details. The background of the right side is a cityscape with a 'Portland Oregon' sign.

# CREATE COMPRESSION

We'll leverage technology platforms to **drive business development** and **increase market share**.

The team will **incentivize targeted groups** that fill open dates in our convention calendar. This tactic creates a strong foundation of group business for hotels, who in turn can increase their occupancy with additional business (contract, business and leisure travel room nights).

The conversion ratio is stronger for clients who visit the city before presenting to their decision-makers. We will maintain a robust site tour budget to **host clients** in Portland to **overcome objections**.



**TRAVEL PORTLAND**  
**Citywide Advantage**  
YOUR VISION,  
OUR VENUES

Craft your vision in Portland! Secure exclusive incentives for citywide business booked at the Oregon Convention Center from 2025 to 2030, elevating your event to new heights.

Incentives at the Oregon Convention Center:	Incentives at participating hotels:
<ul style="list-style-type: none"><li>✓ Complimentary rental</li><li>✓ Complimentary Wi-Fi in meeting rooms, ballrooms, lobbies, common areas and show office</li><li>✓ Complimentary branding package</li><li>✓ Complimentary show management meals over the show dates</li></ul>	<ul style="list-style-type: none"><li>✓ 70% attrition</li><li>✓ Complimentary Wi-Fi in the meeting space</li><li>✓ \$5 hotel rebate to group on actualized, revenue-generated room nights</li><li>✓ 10% discount on banquet F&amp;B</li><li>✓ 20% discount on in-house AV</li><li>✓ Complimentary board meeting</li></ul>



# CONTINUE TO ADVANCE CONVENTION SALES MARKETING

We'll provide proactive marketing support to the sales team **throughout the entire sales process** by:

- creating campaigns, collateral and digital content that **elevate Portland's appeal** as a top destination for meetings and events;
- **nurture relationships** and support **prospecting** efforts;
- **combat negative perceptions** with new promotional videos; and
- refresh the presentation used by the team to **overcome clients' safety concerns**.



# CONTINUE TO DESIGN & IMPLEMENT A MULTICULTURAL SALES STRATEGY

To build strong relationships with organizations that represent diverse communities, we will:

- identify and target key multicultural accounts;
- build support and advocates within our local community;
- identify key business and government leaders to further support the diverse convention groups that meet in Portland; and
- develop marketing tools – videos, collateral material and online assets – that communicate our message and support our sales efforts.



# PERFORMANCE MEASURES

## City of Portland

Travel Portland will:

- report ROI on convention sales and marketing programs, utilizing Destinations International's economic impact calculator;
- report on efforts to attract conventions of diverse organizations;
- monitor and track cancellations and lost opportunities; and
- report the results of post-convention surveys of meeting planners to gauge customer satisfaction. (Minimum: 6/year.)

## Additional Performance Measures

Travel Portland also establishes:

- annual performance measures and contract targets with the Metropolitan Exposition Recreation Commission (MERC); and
- annual room-night goals with the Convention Sales Steering Committee.



**THANK YOU**

**TRAVEL  
PORTLAND**