

Region Name: Central Oregon

Mission/Vision:

As the RDMO for Central Oregon, the Central Oregon Visitors Association (COVA) vision for the region is to level the seasonality of visitor demand; create programs and opportunity to enhance tourism development as well as protect our natural assets and product sustainability. Most importantly, the Central Oregon stakeholders remain a committed partnership to work to responsibly and creatively establish the region as a year-round visitor destination.

COVA's mission is to generate overnight visitation to support an enduring economy for the region. COVA's destination marketing, promotion, sales, public relations and destination development programs directly support business diversification throughout the region, leading to economic vitality and resource sustainability.

COVA further serves as the industry communications and convening conduit for Travel Oregon programs and coordinates industry-wide collaboration for all community and industry partners in Central Oregon.

Organization:

The Central Oregon Visitors Association has served as the Regional Destination Marketing Organization for Central Oregon since 1971 and is the longest-serving tourism marketing organization in the region. An industry-elected Board of thirteen Directors, who represent both the geographic and product diversity of the region, governs COVA. COVA holds a minimum of two Central Oregon stakeholders meetings annually, as well as a State of the Industry education and networking event. Functioning as the industry voice for the region, the COVA team actively engages with our 500-business membership base and Destination Marketing Organization (DMO) partners on a daily basis.

COVA has an Operations staff of seven and a Regional Visitor Center staff of two. Independent of the Regional Cooperative Tourism Program (RCTP), COVA operates as the RDMO with an annual budget of more than \$2.5 million; directly leveraging and optimizing the RCTP investment for the highest and best use of both Deschutes County and statewide lodging taxes.

Tourism in Your Region:

Central Oregon has seen an increase in tourism for seven consecutive years, welcoming more than 4.3 million overnight visitors in 2015 (source: Longwoods). The direct tourism spend from these visitors to the region was more than \$859 million dollars, with total economic impacts exceeding \$1 billion (source: Dean Runyan).

While Central Oregon welcomes visitors from all over the world, more than 70% of our destination visitors originate from the West Coast. The San Francisco Bay Area, Seattle, Los Angeles, Phoenix, Seattle and Oregon's I-5 corridor contribute as primary source markets.

Due to outstanding product and seasonal diversity, Central Oregon attracts visitors from all walks of life including outdoor adventure aspirationalists, working professionals, multi generational families and empty nesters. No matter where our visitors come from, Central Oregon visitors share a love for outdoor recreation and are searching for unique authentic experiences.

Sitting at the crossroads of mountains, lakes, rivers, high desert and canyon country, Central Oregon is home to the Pacific Northwest's largest ski area – Mt. Bachelor; and the birthplace of modern sport climbing – Smith Rock. With world-class fly-fishing and cycling and over two-dozen golf courses (three ranked in the nation's "Top-100") as well as a vibrant and eclectic dining, arts and culture scene; there are unlimited enticements to visit Central Oregon.

Central Oregon ranks amongst the fastest-growing regions in the nation, in large part due to the experiences provided to visitors who want to make the Central Oregon lifestyle permanent.

Stakeholder Feedback

Stakeholder feedback was vitally important to showcase how regional strengths, weaknesses and opportunities can vary enormously between the diverse communities of Central Oregon. Urban areas are much more prone to feeling the compression of over-visitation, while rural communities seek to develop product and experiences to pull visitor volume from highly compressed areas to under-visited and developing assets nearby. COVA understands the role of the RDMO is to help ensure that all stakeholders are communicating and collaborating in a shared, healthy regional vision.

Key themes that resonated amongst Central Oregon stakeholders include:

- Programs and messaging designed to increase year-round demand, leveling the seasonal peaks and valleys of visitor volume.
- Maintain commercial air service levels and support expanded air service development.
- Develop product, human resources, technology and marketing support for rural communities.
- Convene and collaborate with regional partners on destination development programs designed to support regional trails, transportation maintenance and infrastructure.
- Incorporate sustainable messaging to ensure that the resources we market to visitors are protected and enhanced with management of visitation to sensitive areas to retain high quality visitor experiences.

Overall Success Measures:

COVA's 45-page Strategic Plan, inclusive of highly detailed program measurement, provides the roadmap for regional destination marketing. The RCTP initiatives defined by the stakeholders will leverage COVA's regional plan, focusing on new areas of development, with each RCTP initiative further contributing to the overall industry balance and vitality.

Plan measurement is highly research based and includes data from multiple resources. The information we derive from our cities and counties, from Travel Oregon's Longwoods study and Smith Travel Reports, regional airport enplanements, flight frequency and markets served reports; as well as Travel Oregon and COVA visitor stakeholder surveys are forms of measurement.

In addition, COVA manages highly detailed website analytics and conversion reports, social media analytics, referral traffic to members, event activations, lodging revenue reports, transient room tax reports, industry surveys and private sector co-op investment in COVA's leveraged marketing programs are all measured for return on investment.

Global Marketing:

The RDMO will engage consumers and invite destination visitation through multi-tiered, highly targeted advertising, sales and public relations programs. The strategy will leverage COVA's destination marketing investment in out of state target markets, thereby ensuring the highest and best use of industry resources.

Public Relations is a cost-effective strategy to elevate and complement COVA's destination marketing and advertising strategies. FAM / Research trips are a way for travel writers to experience the destination and help tell the unique stories of Central Oregon. Website development will provide a vehicle to disperse visitor inquiries to partners throughout the region. Content development will be available for DMO and industry partners to utilize for their community websites seamlessly.

Global Marketing Plan Tactics:

Marketing Tactic 1

Tactic Name: *Media FAM's | Research Trips & Story Pitches*

Budget: *68,403 (\$32,841 | \$35,562)*

Start Date: *October 2017*

End Date: *June 2019*

Goal which Tactic Supports: *Goals #1, #2 and #3*

Does this Tactic Respond to Stakeholder Feedback? Marketing: *PR or Communications*

Also, please describe: *74% of Central Oregon Stakeholders responded via survey that targeted communications to publications and journalists were a high priority for the region.*

KPI's/Measurements of Success: *Meltwater public relations reports detailing Earned Media values. HARO reports detailing story pitch calendar. Social media and analytics reports will detail the reach and engagement of the digital audience. Travel Oregon ROI for related co-op partner investment.*

Goal for the KPI (Target you are trying to hit): *Establish relationships with SATW attendees resulting in six media pitches per quarter, throughout the biennium. Total public relations programs executed by COVA will complement and leverage RCTP resources and will generate a minimum of \$7 million in Earned Media annually.*

Menu of Investment Opportunities Program? Media Familiarization Tours

Description of Tactic: *COVA will actively support coordination and implementation of the Central Oregon 3 – 5 day pre and post Society of American Travel Writers' (SATW) FAM's following the 2017 Conference in Portland. This is an incredible opportunity to highlight Oregon to a well-qualified audience of some of the best travel writers in the world. The capacity to entertain an estimated 50-60 of the SATW attendee's on pre and post FAM trip to Central Oregon will establish relationships with travel writers which will be cultivated by COVA in subsequent years with FAM follow up and story pitches.*

Marketing Tactic 2

Tactic Name: *Digital Content Development*

Budget: *\$50,000 (\$10,000 | \$40,000)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1 & #2*

Does this Tactic Respond to Stakeholder Feedback? Marketing: Content

Also, please describe: 67% of Central Oregon Stakeholders responded that creation of additional region-specific stories, video and content is a high priority.

KPI's/Measurements of Success: *Create and produce video blog posts that highlight local businesses, activities and events from a regional tourism perspective. Secure outside social media influencers for both timely and evergreen content that can reach new audiences now; and further be used to attract new fans in the future.*

Goal for the KPI (Target you are trying to hit): *Create 24 new video blog posts with regional content. Host 2 outside social media influencer trips.*

Description of Tactic: Combining the talents on of our in-house content creation team with those of contracted video producers the RDMO will create a comprehensive and diverse collection of stories, trip ideas and itineraries for visitors to use along their vacation planning process. Regional Stakeholders will be invited to suggest community/attractions specific content to ensure widespread regional exposure. The new content will further bolster the evolving regional website, which is a treasure trove of useful information for prospective visitors. Working with established social media influencers COVA will take the Central Oregon experience to new fan bases while helping COVA obtain new, unique content that can be shared at no cost throughout the regional partner DMO network.

Marketing Tactic 3

Tactic Name: *Marketing: Website*

Budget: *\$50,000 (\$20,000 | \$30,000)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1 & #2*

Does this Tactic Respond to Stakeholder Feedback? Marketing: Website

Also, please describe: 63% of Central Oregon Stakeholders responded that Development and Enhancement of the regional destination web site is a priority; with 88% responding that creation of video and photography assets were of Very or Extremely High importance.

KPI's/Measurements of Success: *Total Unique Visits and Click-through's to Partners*

Goal for the KPI (Target you are trying to hit): Goal is to increase the number of outbound clicks to member pages per unique session from 17% (current) to 25% by the end of FY18/19

Description of Tactic:

The Central Oregon Visitors Association invested in a website user and conversion study with Destination Analysts, on behalf of DMA West Education & Research Foundation. The online survey developed a profile of travelers and delivered data about the return on investment the regional website brings to Central Oregon. A second phase website analysis will be scheduled in 2019 to measure website conversion and usage patterns.

Analyzing the data provided by Destination Analysts and the website user detail available in Google Analytics, COVA has created a road map for enhancements and improvements to the site that will serve both our Regional partners and visitors.

Primary enhancements will create streamlined user flow and improved usability, decreased site and page load time on both desktop and mobile, and increased conversions from website visitors. Secondly, enhancements will be made to better feature the diverse cities, communities, and cultures of Central Oregon both individually and as a whole through photography, video and original content.

Marketing Tactic 4

Tactic Name: *Travel Oregon Regional Pack (TORP)*

Budget: *\$60,000 (\$20,000 | \$40,000)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1, #2*

Does this Tactic Respond to Stakeholder Feedback? Marketing: Content

Also, please describe: COVA produces 115,000 copies of the Maggie award-winning *Official Central Oregon Visitors Guide*; the most comprehensive, magazine-quality fulfillment piece in the region. The Guide details every community in the region, as well as providing information on key attractions, lodging, dining, vacation planning and relocation options.

KPI's/Measurements of Success: *Travel Oregon TORP reports*

Goal for the KPI (Target you are trying to hit): Goal is to distribute one-third of the total number of Guides through the Travel Oregon TORP and International Mail programs, assuring that every qualified inquiry generated via Travel Oregon regional programs receives prompt fulfillment. COVA resources will supplement/leverage the RCTP investment in collateral fulfillment programs by more than 3:1.

Description of Tactic:

COVA will continue to pay all production and the majority of fulfillment costs for the *Official Central Oregon Visitors Guide*. The Guide is made available online for immediate access and is downloadable.

Destination Development:

The RDMO and Central Oregon Stakeholders have placed Destination Development as a top priority for regional investment resources. Destination Development strategies will provide the opportunity for both rural and urban assets and attributes of the region to be supported with resources from the RCTP.

The Destination Development vision is that the region will support programs that will lead to product development that is visionary, sustainable and responsibly focused on resource enhancement and protection. The Destination Develop tactics encompass both large-scale and small-scale projects, as the need and priorities within the region are quite diverse from community to community.

- Ensure that existing commercial air service to the region is retained and that flight frequency and additional non-stop routes and air carrier relationships are developed
- Balance the seasonal influx of visitors and impacts on 'over-loved' natural attractions
- Facilitate and Develop a Community Grant Program to provide development support for individual new projects and community priorities

Destination Development Plan Tactics:

Destination Development Tactic 1

Tactic Name: *Destination Development Matching Grant Program*

Budget: *\$240,000 (\$75,000 | \$165,000)*

Start Date: January 2018

End Date: June 2019

Goal which Tactic Supports: *Goal #1 & #2*

Does this Tactic Respond to Stakeholder Feedback? Management

Also, please describe: 100% of Community DMO's have indicated a barrier to successful Destination Development is resource limitation. Stakeholder surveys indicate that that 72% of respondents would like to increase visitation in off-peak seasons; with 67% of respondents seeking support for tourism management to preserve local assets.

KPI's/Measurements of Success: *Modeled after the Travel Oregon Matching Grant KPI's*

Goal for the KPI (Target you are trying to hit): *Each Grant awarded will have established KPI's within the project application*

Description of Tactic:

Technology? Transportation? Trails? Infrastructure? Marketing? Sales? Tourism Development? The Destination Development Matching Grant Program (DDMGP) will allow community DMO's and qualifying regional non-profits the opportunity and the flexibility to set their own priorities and timelines for key Destination Development projects. The RDMO will convene the communication and education surrounding the opportunity and will help communities prioritize and develop programs. The Travel Oregon Matching Grant program Guidelines will serve as the model guidelines for this program to ensure that qualifications and program measurement meet the statute requirements and industry standards for the highest and best use of lodging tax resources. It is anticipated that interest and demand for the resource will develop throughout the biennium, therefore additional resources will be dedicated to this program in FY 18-19.

Destination Development Tactic 2

Tactic Name: *Commercial Air Service Development & Marketing Fund*

Budget: *\$100,000 (\$50,000 | \$50,000)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goal #3*

Does this Tactic Respond to Stakeholder Feedback? Destination Development

Also, please describe: 78% of Central Oregon Stakeholders identified Air Service retention and development as of Moderate to Extremely High importance.

KPI's/Measurements of Success: *This is a multi-year strategy to build a Development Fund designed to provide the leverage necessary to be a successful applicant for federal Small Community Air Service Development Program grants and commercial airline revenue guarantee requirements.*

Goal for the KPI (Target you are trying to hit): *Maintain existing flight frequency (x12 daily) and air carrier commitment (x4 carriers) at RDM and, optimally, grow non-stop air service routes by 5%.*

Description of Tactic: SCASDP (FAA / DOT) grants have been secured for Central Oregon and have been awarded in the amount of \$500,000.00, requiring a community match commitment. The Central Oregon Air Service Team, in support to RDM airport, has been successful in two previous SCASDP grant applications.

The airline industry is volatile and Travel Banks are no longer an acceptable vehicle to establish revenue guarantees. Airlines are now requiring cash in the bank as the revenue guarantee commitment from a community. Commercial air service that is both frequent and priced competitively is a minimum expectation to play in the destination tourism market. For Central Oregon to remain competitive for national and international group business (ie; IAGTO – NAC; Intel, Nike, etc.) it is imperative that we sustain and grow our commercial air service.

Destination Development Tactic 3

Tactic Name: Deschutes Trails Collaborative (DTC)

Budget: \$40,000 (\$15,000 | \$25,000)

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1 & #2*

Does this Tactic Respond to Stakeholder Feedback? Planning Management

Also, please describe: 67% of Stakeholders support management of tourism growth in order to preserve local natural and cultural assets.

KPI's/Measurements of Success: *Program development with Discover your Forests. FY18 is the benchmark year for program launch. Success will be measured by development of the DTC and stakeholder engagement to DTC goals.*

Goal for the KPI (Target you are trying to hit): *DTC organizational development and structure.*

Description of Tactic: The RDMO will serve as a key stakeholder with the proposed Deschutes Trails Collaborative, an independent, multi-stakeholder entity that will support management of the Deschutes National Forest integrating the ecological, economic and social values of the stakeholders who universally partner in the interest of current and future public use and sustainability of our forests and trails. The goal is to increase human capacity to maintain trails, improve transportation systems and management to better serve trails and trailheads. The DTC will enhance stewardship ethic among users of and advocates for trails. The DTC stakeholders will help improve Forest Service understanding of stakeholder values and objectives for recreation on federal forestland.

COVA has implemented a \$1 Dollars for Trails program with Discover Your Forest / Deschutes National Forest where COVA Members are invited to invest in the DYF program as an opt-out opportunity when remitting annual COVA Membership Dues. COVA is also coordinating the information dissemination to our lodging partners to encourage opt-out programs for donations from visitors during hotel check out.

Global Sales:

The Global Sales strategies will leverage the region-wide partnerships established to support and sustain the robust in-market and inbound FAM opportunities presented by Travel Oregon. The development of international awareness could not be achieved for Central Oregon without the leveraged opportunities provided by Travel Oregon's Global Sales department. Following multiple years of modest investment, Central Oregon is seeing real growth in international relationships and sales catalogs. This momentum must receive continued attention and investment.

Our international visitors are known to stay longer and spend more money while in our communities. In addition, the international traveler is a key target for non-peak travel and rural exploration and adventure.

Global Sales Plan Tactics:

Global Sales Tactic 1

Tactic Name: *IAGTO – NAC 2018*

Budget: *\$75,000 in FY18*

Start Date: June 2018

End Date: June 2018

Goal which Tactic Supports: *Goal #1, #2 and #3*

Does this Tactic Respond to Stakeholder Feedback? Global Sales - IAGTO

Also, please describe: Stakeholders unanimously stated that appointment-based Global Sales initiatives that take place in the US provide optimal ROI for the region.

KPI's/Measurements of Success: *Pre-schedule appointments with registered Tour Operators, Wholesalers and Media.*

Goal for the KPI (Target you are trying to hit): *36 pre-scheduled appointments.*

Menu of Investment Opportunities Program? IAGTO

Description of Tactic: Description of Tactic: Travel Oregon and Central Oregon have invested four years to develop a relationship with IAGTO designed to secure this annual, world-renowned conference for Oregon. This goal was successfully achieved in 2016, when Sunriver, OR was selected as the Host Site for IAGTO – NAC 2018. This single conference is the equivalent of a week-long FAM trip of Oregon for an anticipated 600 golf tour operators from more than 61 countries around the world. Golf is not the only US travel that this audience is selling, making the diversity of Oregon's product all the more attractive to these Buyers.

Global Sales Tactic 2

Tactic Name: *Domestic programs for international Global Sales*

Budget: *\$85,000 (\$32,500 | \$52,500)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1 & #2*

Does this Tactic Respond to Stakeholder Feedback? Global Sales

Also, please describe: 59% of Stakeholders surveyed would like the opportunity to develop additional partners for International sales opportunities, with primary emphasis in Canada and secondary emphasis

in Travel Oregon international target markets with audiences indicating a preference for ski, golf and outdoor.

KPI's/Measurements of Success: Inclusion of Central Oregon product in Tour Operator catalogs – print and online. Increased International Media Placements – print and online. Increased international inquiry mailing fulfillment for the Official Central Oregon Visitors Guide. Central Oregon increase in international spending (per VisaVue reports provided by Travel Oregon).

Goal for the KPI: 6 new inclusions of Central Oregon product in Tour Operator catalogs – print and online. 45 international media placements for Central Oregon – print and online (per International Clippings Reports provided by Travel Oregon). 8% increase (in-line with overall spending growth goal) in international inquiry mailing fulfillment for Official Central Oregon Visitors Guide. 8% growth in Central Oregon in international spending (per VisaVue reports provided by Travel Oregon).

Active China Summit (US show) @ \$9,000 / \$4,500 per year

Go West Summit (US show) @ \$8,000 / \$4,000 per year

IAGTO – NAC (US Show) @ \$10,500 / \$5,250 per year

IPW (US show) @ \$10,000 / \$5,000 per year

Oregon Road Rally FAM @ \$12,000 / \$6,000 per year

Mountain Travel Symposium @ \$7,000 / \$3,500 per year

Vancouver, CA Outdoor Adventure Show @ \$4,000 / \$2,000 per year

Western Canada Roadshow @ \$4,000 / \$2,000 per year

FAM investment support for Central Oregon suppliers @ \$20,000 in FY19

Description of Tactic: Alignment with Travel Oregon Global Sales will continue to focus on the countries that utilize RDM (or PDX) as a gateway into the state. RCTP grant funds allow the valuable opportunity for building regional awareness to host in-region research and familiarization tours. RCTP funds will help compensate COVA's private sector partners for their valuable time and generous support of industry-discounted services for FAM attendees. In addition, consistent regional engagement and participation at international Travel Industry trade shows (held in the U.S.), as a member of Travel Oregon's statewide delegation "Team Oregon" is critical. These tactics optimally leverage Central Oregon's Global Sales efforts towards lead generation, catalog product placement and increasing international visitation into the region.

Global Sales Tactic 3

Tactic Name: *Brand USA International MicroSite*

Budget: *\$17,500 in FY19*

Start Date: July 2018

End Date: June 2019

Goal which Tactic Supports: *Goal #1, #2 and #3*

Does this Tactic Respond to Stakeholder Feedback? Global Sales – Website Development

Also, please describe: Stakeholders unanimously stated that appointment-based Global Sales initiatives that take place in the US provide optimal ROI for the region and support commercial air service. Sales efforts to the international audience must be supported with translated website, perfectly aligned with this tactic.

KPI's/Measurements of Success: *Website analytics from BUSA micro site.*

Goal for the KPI (Target you are trying to hit): *benchmark year for web statistics in year 1*

Menu of Investment Opportunities Program? Global Sales

Description of Tactic: Travel Oregon has initiated a massive leveraged co-op opportunity for regional partners with the Brand USA microsite co-op. This is a web site will be translated to an estimated thirteen languages, allowing Central Oregon to position our product to specifically targeted international audiences on language-specific pages that are easily navigable and translated to corresponding language.

Industry and Visitor Services:

Central Oregon Stakeholders determined that opportunity for industry networking, education and engagement is important. A barrier for many stakeholders is the financial commitment to attend and participate in the single most important industry-networking event in the state; the Oregon Governor's Conference on Tourism. Central Oregon strongly believes that attendance and industry engagement at the conference is a priority that should be supported with a regional scholarship program.

Industry and Visitor Services Plan Tactics:

Industry and Visitor Services Tactic 1

Tactic Name: *Governor's Conference: Attendance, Sponsor & Exhibitor support*

Budget: *\$16,000 (\$6,000 | \$10,000)*

Start Date: April 2018

End Date: April 2019

Goal which Tactic Supports: *Goal #2*

Also, please describe: 57% of Stakeholders support development of skills, knowledge, and networks to build local capacity for developing and managing tourism should be a priority.

KPI's/Measurements of Success: *DMO representation at Governor's Conference on Tourism*

Goal for the KPI (Target you are trying to hit): *At least one representative from each Central Oregon DMO will attend the annual conference and be invited to participate in a Central Oregon exhibit.*

Menu of Investment Opportunities Program? Industry & Visitor Services

Description of Tactic: Many industry and DMO partners in Central Oregon face funding challenges to attend and participate in the annual Governor's Conference on Tourism.

The ability to provide scholarship support to industry partners to benefit from the education and networking provided at the annual Governor's Conference on Tourism is important. This tactic will fund Governor's Conference registration fees for each Central Oregon DMO, as well as a shared Exhibit fee for regional partners at the annual Governor's Conference. This tactic provides equal opportunity for every DMO to engage in, and benefit from, the most outstanding tourism conference in the state.

Other | Group/Convention/Sports:

Central Oregon's Group/Convention/Sports development and sales initiatives will continue to develop awareness, networking and face to face destination sales with qualified Meeting Planners from across the US. The US Group Sales and Convention markets is a key opportunity for shoulder season development, as Meeting Planners book far in advance and are motivated for non-peak travel to achieve favorable rates. The Regional efforts will focus on group / convention lead development in new markets to ensure the RDMO is complementing and building the exposure for the region; while being cognizant to avoiding the RDMO competing in any way with the sales teams of our regional private sector partners.

Other | Group/Convention/Sports Plan Tactics:

Group/Convention/Sports Tactic 1

Tactic Name: *SALES -- GROUP / CONVENTION / SPORTS*

Budget: *\$100,000 (\$50,000 | 570,000)*

Start Date: July 2017

End Date: June 2019

Goal which Tactic Supports: *Goals #1, #2 and #3*

Does this Tactic Respond to Stakeholder Feedback? *Global Sales*

Also, please describe: In the Key/Top Central Oregon tourism trends, the Highest Priorities include a focus on Capacity: Working to Increase off-season visitation through development of region-wide or niche-appropriate group conferences, conventions and sports teams events.

KPI's/Measurements of Success: *Develop two appointment-based Group/Convention/Sports trade shows to coordinate and execute a Central Oregon sales coop with private sector partners.*

Goal for the KPI (Target you are trying to hit): *Secure a minimum of twelve, pre-qualified, pre-scheduled appointments at each show. Stimulate six new Central Oregon Request for Proposals.*

Description of Tactic: Group / Conference / Convention and Sports Teams have a high propensity to book business in Central Oregon's non-peak seasons and are key to leveling the seasonal fluctuations of the destination. The role of the RDMO will be to identify, qualify and develop opportunities to position the Region before key meeting planners, tour operators and wholesale travel trade in environments that are out of reach for individual properties, but make sense for the region to pursue collectively. Shows under Stakeholder review include: IMEX, CONNECT, MeetingsQuest, MPI Cascadia, MPI Congress.

Staffing and Program Administration:

\$200,000 (\$100,000 | \$100,000)

Six of COVA's seven full time staff members invest significant time and resources to support the Central Oregon RCTP to ensure full integration of the RCTP programs into the Regional Destination strategies. Comprehensive time invested by the COVA team to function as the RDMO in the appropriate convening leadership capacity for the region equates to an estimated 1.5 FTE positions. Positions engaged with RCTP programs include:

VP: Position is co-lead for RCTP plan development and execution, coordinating all external marketing programs to ensure that RCTP resources are complemented and fully leveraged by COVA's larger Regional Destination Marketing strategies. Includes project development, media buying, research and execution of plan strategies. Position will attend all RCTP, OTC and Stakeholder meetings.

Industry Relations: Position coordinates all Central Oregon Stakeholder meetings and communications keeping the funnel of information flowing with industry partners at all levels. Position coordinates the Central Oregon Matching Grant program. Position attends all RCTP, OTC and ODMO meetings and coordinates the overarching communications pipeline from Travel Oregon to RDMO to DMO. Position coordinates, executes and attends all Central Oregon hosted FAM trips in collaboration with Travel Oregon and coordinates and staffs Global Sales trade shows identified within the RCTP plan.

Content & Communications Manager: Position staffs and coordinates all Global Marketing Public Relations and Content programs for RCTP Strategies.

Group | Convention | Sports Position coordinates and staffs the RCTP Group and Event effort. Position staffs and coordinates the Central Oregon Group | Event advisory team. Position coordinates and staff all Group | Event trade shows identified in the RCTP strategies. Position oversees the Travel Oregon Regional Pack and Welcome Center fulfillment responsibilities. Position provides administrative support for the Central Oregon Matching Grant program. Position attends all Central Oregon Stakeholder Meetings and OTC meetings.

EVP: Position is co-lead for RCTP plan development and strategies. Co-lead on Commercial Air Service initiatives and airline headquarter meetings. Position staffs and coordinates the Deschutes Trails Collaborative initiatives and program execution. Position attends all Central Oregon Stakeholder Meetings and OTC meetings.

CEO: Position is lead on the RCTP plan and strategic visioning to ensure that RCTP resources are fully leveraged with COVA's overarching destination messaging and supported by the Central Oregon Stakeholders engagement. CEO ensures that RCTP strategies are staffed and implemented in accordance with RCTP plan. CEO attends all Central Oregon Stakeholder Meetings and OTC meetings.