

STRATEGIC PLAN 2018-2021

Stakeholders,

Medford continues to grow and succeed in many ways, and with that comes the opportunity to help guide and shape our future.

Through collaboration with the Medford City Council, we agreed to implement an annual strategic planning retreat. This has consisted of Travel Medford staff and the Travel Medford Tourism Council, with the aim of crafting and reviewing the direction and focus of our efforts.

These strategic goals are a road map which identify critical industry opportunities and action items that will drive Travel Medford forward. Like any long-term plan, our strategic initiatives are a living document. We will continually refine it using ongoing research, existing resources and program results based on the evolving market.

The following strategic plan has been developed as a guide, and in response to the changing marketplace. It addresses the needs of our visitors and stakeholders. Partnerships, along with a broader, collaborative approach, will be key to the delivery and success of this strategy.

Travel Medford stands ready to work with our hospitality partners so we can prepare our community for future success.

When we create and execute a strategic plan that helps our entire region thrive, this serves the collective interests of our great community. When we succeed together, everyone benefits.

As we help lay the foundation for upcoming endeavors and accomplishments, we will continue to collaborate with local leaders, community partners and industry stakeholders to ensure we are doing everything possible to keep Medford a vibrant community.

Best regards,

Eli Matthews

Senior Vice President, Travel Medford





TOURISM ECONOMIC IMPACT

Oregon's tourism industry exceeded \$11 billion during its 2017/2018 fiscal year. For Jackson County, visitor spending has consistently increased over the past five years, reaching \$582 million during 2017/2018, and translating into more than 5,630 jobs.

Tourism is a huge economic driver in Jackson County and Southern Oregon. Travel Medford's strategic plan provides a vision and roadmap for the next three years.

DIRECT ECONOMIC IMPACT



Tourism Employment: 5,630 (3.5% increase)

Source: Oregon Travel Impacts: 1991-2017, Dean Runyan Associates.

PLAN TIMELINE





GOAL 1: EXPAND COMMUNITY EDUCATION

Objectives

Capture I-5 Traffic, Medford exits

- Integrate art onto buildings that can be seen from I-5
- Help initiate implementation of signage; i.e., "Welcome to Medford"
- Help with getting wayfinding signs placed throughout Medford

Involve and coordinate with other Rogue Valley cities

- Start and facilitate quarterly or bi-annual meetings with regional DMOs - Travel Southern Oregon to facilitate meetings
- Focus heavily on supporting data and dollars to show tourism impact
- Regional tourism presence at regional events; partner and leverage all DMOs

Increase awareness and importance of sports tourism

- Utilize media partners, and conduct marketing campaigns with sports focus
- Reach families/participants beforehand for upcoming tournaments through tournament directors
- YouTube video series

Recognizable stamp "Made in Medford"

- Identify a unified stamp which complements re-brand/updated logo
- Decide on and implement either "Medford, Oregon" or "Medford & the Rogue Valley" or "Southern"
- Unique design – very meaningful that utilizes Travel Southern Oregon

Educate our community about the story of USCCP

- 10 year anniversary/celebration — do campaign around 10th year
- Media involvement and extended story focusing on the 10th year anniversary of USCCP
- Execute more visuals around USCCP, especially videos to showcase the Sports Park

Our local residents are the best ambassadors of our Valley's distinctive story.



GOAL 2: VENUE DEVELOPMENT

Objectives

Collaborate with partners & help capture research

- Identify those who benefit; i.e. sports, players, parents, stockholders
- Identify corporate partners
- Identify event needs and availability — Feasibility Study

Leverage SOSC for influence

- Collaborate with new and existing groups for industry importance and cross-pollinate for Tourism Council and SOSC shared plan
- Venue development is primary focus and use members for influence
- Advocacy work for venue development and possible future campaigns

Identify private investors

- Work with partners and stakeholders to identify investors
- Utilize structure of USCCP funding – options
- Help identify possible funding option

Tourism Council advocate for industry

- Tourism Council members involved in direct advocacy for venue development
- TLT— how to allocate and maybe increase
- Advocate for increase in lodging tax

Work with other cities and broaden engagement with community leaders

- Ensure support from surrounding cities
- Reporting and educating partners and connecting with decision makers and leaders
- Goal of regional collaboration with emphasis on educational campaigns

During the last 10 years, events at U.S. Cellular Community Park have created more than a \$90 million economic impact to Jackson County. What's next?



GOAL 3: REBRAND TRAVEL MEDFORD AND CREATE STRATEGIC MARKETING PLAN

Objective: **Increase hotel revenue 3-4% annually**

- Leverage marketing dollars with partners
- Capitalize on existing markets
- Explore emerging markets identified from relevant data
- Maximize destination event development and marketing

Objective: **Travel Medford Brand Refresh – Rollout Spring 2019**

- Collaborate with City's rebranding

Objective: **Maximize I-5 Traffic**

- Research signage opportunities and expense
- Develop messaging strategy and plan

Travel Medford's partners are instrumental in developing and facilitating our region's brand promise that will help us reach our collective vision.

TRAVEL MEDFORD STAFF



Eli Matthews
Senior Vice President



Angela Wood
Director of Sales & Sports
Development



Oanh Nguyen
Communications &
Events Coordinator



Kristy Painter
Administrative Coordinator



Tammi Mendels
Director of Visitor Services

TRAVEL MEDFORD TOURISM COUNCIL MISSION

Increase hotel occupancy and enhance the visitor experience by promoting Medford and the Rogue Valley as a premier travel destination, thereby strengthening the local economy.

MEMBERS

Lindsey Rice, Chair
RV Zipline Adventure

Bruce Hoebet, Vice-chair
Rogue Regency Inn & Suites

Dave Preszler
Bennett-Preszler Wealth Management

Don Anway
Neuman Hotel Group

Eric Strahl
Craterian Performances

Jeff Kapple
Chamber Liaison, Pacific Source

Jesse Martin
Southern Oregon Express

Kelli LaVerda
Hampton Inn

Kim Wallan
Medford City Council Liaison

Linda Donovan
Pallet Wine Co./Urban Cork

Marissa Ruf
Insight Hotel Management

Rachel Koning
Common Block Brewing Company

Shannon Johnson
Courtyard by Marriott, Medford Airport



GREAT PERFORMANCES DAILY

Medford

AND THE ROGUE VALLEY

TRAVELMEDFORD.ORG

101 East 8th Street
Medford, OR 97501
800-469-6307