



↑ TRAVEL
↑ Medford

STRATEGIC PLAN ADDENDUM

OCTOBER 2021-2022

2021-2022

STATE OF THE INDUSTRY COVID-RECOVERY STRATEGY

SITUATIONAL ANALYSIS

The economic outlook has improved since the 2020 addendum to the 2019-2022 Strategic Marketing Plan. The COVID-19 global pandemic affected many industries including travel and tourism and the virus mutated, leading to new variants causing instability to be a concern in hospitality. The most recent Delta variant during Q1 of 2021-22 brought a surge of infected population in Jackson County and led to many events being canceled or postponed, including Travel Medford's own Heart of the Rogue Festival, which was scheduled for Oct. 15-16.

However, the travel and tourism industry continues to recover based on key performance metrics such as Transient Lodging Tax (TLT) and other short-term rental data from hotels and intermediaries (AirBnb, VRBO) such as occupancy rates, average daily rates (ADR), and revenue available per room (RevPar). The chart below describes how those metrics have rebounded even compared to pre-pandemic levels.

Travel Medford's FY 2021-22 budget was approved by the Tourism Council in May, approved by The Chamber Board of Directors in June and submitted to the City of Medford by June 30. Predicting an annual budget coming out of an unprecedented global public health emergency with the COVID pandemic led to conservative projects for TLT revenue. The forecasted amount through Q1 is already documenting record earnings, which led to an additional addendum to the 2019-2022 Strategic Marketing Plan.

The Travel Medford Tourism Council discussed the adjustment to goals, action items and allocation of funds in this document during its meeting on Oct. 26, 2021, which served as the annual strategic planning meeting for the fiscal year.

	TLT REV	% DIFF	OCC	% DIFF	ADR	% DIFF	REVPAR	% DIFF
Q1 2019	\$354,412	--	74.8%	--	\$98.64	--	\$73.86	--
Q1 2020	\$266,273	-25%	70.1%	-6%	\$86.10	-14%	\$60.84	-17%
Q1 2021	\$550,322	+106%	84.5%	+21%	\$129.10	+50%	\$108.96	+79%



2021-2022

STATE OF THE INDUSTRY COVID-RECOVERY STRATEGY

Travel Medford held a post-covid recovery strategy session with the Tourism Council and Staff in October 2021 that consisted of the following focuses and topics.

Current Trends

- Industry/Marketing
- Sports

Organization

- SWOT
- Gaps
- Priorities

2021-2022 Goals + Budget Allocation

- Medford 2040 Goal Alignment
- Expand Sports Tourism
- Venue Development
- Further Funding Outside TLT
- Reinvent Visitor Services
- Regional Collaboration
- Miscellaneous

Medford 2040 Vision Task Force Goals

The goal of the Medford 2040 Vision Task Force is to develop a 20-year plan to shape Medford based on community values. A variety of stakeholders from different industries created a shared community vision, received feedback and input from the community and developed an action plan that involves lead partners and potential partners. Travel Medford was identified as a lead partner on eight action items and the Southern Oregon Sports Commission, which is managed by Travel Medford, was a lead partner on one action item.

The Tourism Council voted to accept the action items that Travel Medford was asked to be the lead partner on and requested the city's Vision Task Force that Travel Medford not be the lead partner on the four goals listed on the following pages.



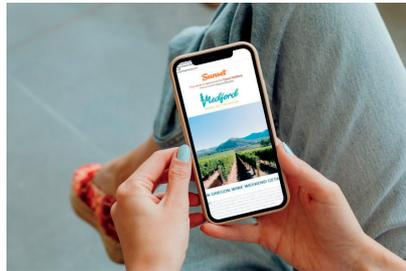
2040 GOAL ONE CONNECTING COMMUNITY



16

Foster a vibrant downtown open all week with shopping and entertainment to attract people from around the region.

16.3 Tourism Council Declined Organize and sponsor many downtown events, including subsidized performances in private bars and restaurants.



17

Develop interactive, “live” / electronic wayfinding.

17.2 Tourism Council Approved Develop a wayfinding system that makes it clear and easy to navigate Medford.



18

Enhance multi-modal transportation options to and from downtown.

18.3 Tourism Council Approved Create an app to highlight and easily book entertainment and restaurants, connect to available parking options, offer directions and travel times.



19

Foster public event planning and implementation processes that are easily negotiated.

19.2 Tourism Council Declined Hold year-round master event days at parks or central places coordinated by city & event non-profit on weekends or holidays.



20

Create and support activities that promote neighborhood cohesion

20.1 Tourism Council Declined Provide standardized materials to throw a block party – “block party in a box.”



MEDFORD 2040
 COMMUNITY VISION



2040 GOAL TWO PROMOTING RECREATION OPPORTUNITY



27

Promote the building, expansion, and maintenance of premier facilities

*27.2 Tourism Council Approved
Develop new facilities for indoor and outdoor sports and recreation (SOSC)*

*27.3 Tourism Council Approved
Create a multi-use conference/meeting facility*



28

Brand Medford as the hub of recreation and competitive sports on the West Coast.

*28.1 Tourism Council Approved
Secure professional agency to develop, create & launch the branding effort*

*28.2 Tourism Council Approved
Secure & promote events*



29

Help residents overcome physical and economic barriers in accessing recreational and cultural programs and services.

*29.3 Tourism Council Declined
Support youth and family non-profits to raise funds and awareness in order to access recreational and cultural programs and services.*

TRAVEL MEDFORD MISSION

The Mission of Travel Medford is to increase hotel occupancy and enhance visitor experience by promoting medford and the Rogue Valley as a premier travel destination, thereby strengthening the local economy.



2021-2022 INDUSTRY TRENDS

TRAVELER TRENDS

- Increase in short term rental stays
- Avg length of stay 2.5 nights
- Weekend visitation
- Short distance travelers
- Value is priority
- Outdoor POIs
- Travel spikes with vaccination



MARKETING TRENDS

- Invest in existing markets with visual, inspirational content
- Leverage pent-up demand
- Shift messaging to informational as opposed to invitational until COVID restrictions are lifted
- Invest in visual channels Digital, TV, Social Media, Print, Email Marketing
- Continue to promote safety and COVID information
- Outdoor content is priority and highly desirable
- Drive markets focus until airlines relax restrictions
- Follow data closely to pivot quickly

SPORT TRENDS

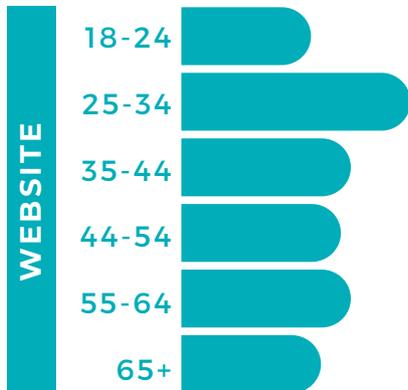
- Increase virtual training
- Increase in free play: biking, running in the neighborhood
- Playing closer to home
- Safety is Paramount
- Increase in at-home workouts
- Continued mask wearing
- Increase in spend for youth sports: Parents want kids to be active again, improve mental health
- Push for underserved communities
- Growth in technology for coaches
- Fewer kids playing
- Still not enough officials



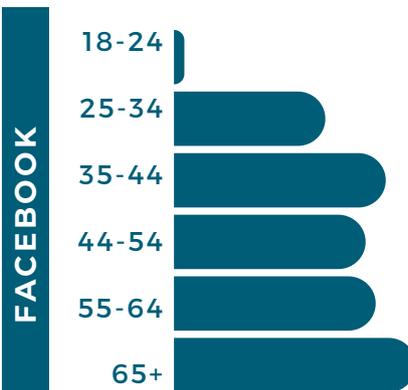
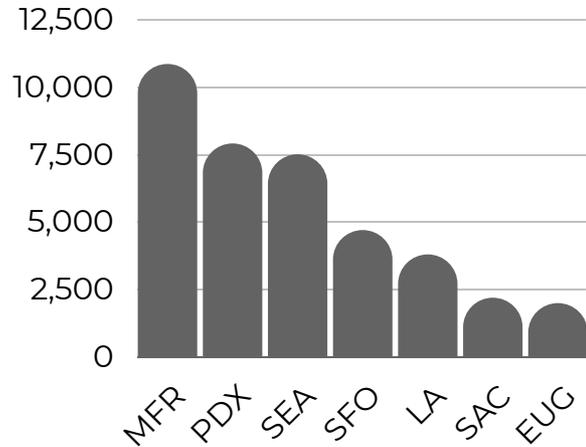
2021 Q3 SNAPSHOT

TRAVEL MEDFORD AUDIENCE TRENDS

AGE GROUPS

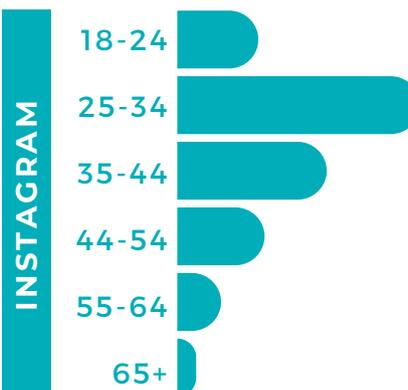


LOCATION



MOST CONSUMED CONTENT

1. CRATER LAKE NATIONAL PARK
2. EVENT CALENDAR
3. BUCKET LIST
4. OUTDOOR ADVENTURE
5. WINE



2021-2022

SWOT ANALYSIS TABLE

S

STRENGTHS

- Full Team
- Momentum
- Accomplishments
- Financially strong
- Regional leadership
- Hotel development
- Community support
- Good reputation
- Diverse skill set
- Great Assets to sell/promote
- Strong brand
- Strong TMTC

W

WEAKNESSES

- Out-marketed by other market budgets i.e. Bend
- Hotelier disengagement
- Regional communication
- Volunteer engagement
- Regional tourism collaboration

O

OPPORTUNITIES

- Partnering w/ attractions
- City 2040 alignment
- Beautification of MFR
- Revenue from brand wear
- Sports brand strategy
- Lead regional tables/connection
- Cultivate local ambassadors
- Rebranded VIC/Rollout
- I - 5 Sign
- Selling advertising, diversify revenue streams

T

THREATS

- Lack of conference space
- Covid
- Fires
- Homelessness
- Economy
- PDX/OR negative perception
- Funding structure (TSO, JC, City)
- Long term sustainability of nature/outdoors
- Over tourism
- DMA lack of momentum



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 1 EXPAND SPORTS TOURISM



1.1 SOSOC & "KNOW YOUR ROLE" CAMPAIGN

PROBLEM

The pandemic, low pay and abuse has triggered an exodus of referees from youth sports.

- 75%-80% of referees quit within three years of starting (NY Times)
- 57% of referees feel sportsmanship is getting worse
- The pandemic has also pushed a growing number of refs out
- The need for KYR is bigger than ever
- SOSOC formed a sub-committee to address the shortage of referees

PROPOSED ACTION STEPS

- 01** Develop three new PSA video spots to help promote the KNOW YOUR ROLE message and change the negative behavior towards officials and between spectators in the culture of sports.
- 02** Strategize and develop a template toolkit that includes ads, flyers, press releases and customizable digital assets for partnerships.
- 03** Create a media kit to take KNOW YOUR ROLE to market complete with a gameplan on how to launch and utilize the campaign.



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 1 EXPAND SPORTS TOURISM



1.2 SPORTS BRANDING MOVING FORWARD

PROBLEM

How do we differentiate Medford & the Rogue Valley as a marketable youth sports destination of the West?

PROPOSED ACTION STEPS

- 01** Identify venue assets in traditional and non-traditional sports to leverage a message surrounding Medford as the sports destination of the West.
- 02** Partner with an agency and develop a sports brand that plants the flag for Medford as the youth sports destine of the west.
- 03** Develop branded assets to take to market.



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 2

VENUE DEVELOPMENT



2.1 ASSIST IN DEVELOPING VENUES & FACILITIES

PROBLEM

Medford is deficient the amount of venues needs for youth sports as well as meeting and conference space.

PROJECTS IN QUE

- Rogue X
- Beautification of Medford: Welcome to Medford sign
- Downtown Medford Cultural District
- Conference Center
- Southern Oregon Historical Society

PROPOSED ACTION STEPS

- 01** Advocacy work and campaigning for conference/event center development
- 02** Identify potential multi-use conference/event center projects and locations
- 03** Lead effort in beautification of Medford to create 'Welcome to Medford' sign



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 3 FURTHER FUNDING OUTSIDE OF TLT



3.1 FURTHER DEVELOP BRAND WEAR PROGRAM

PROBLEM

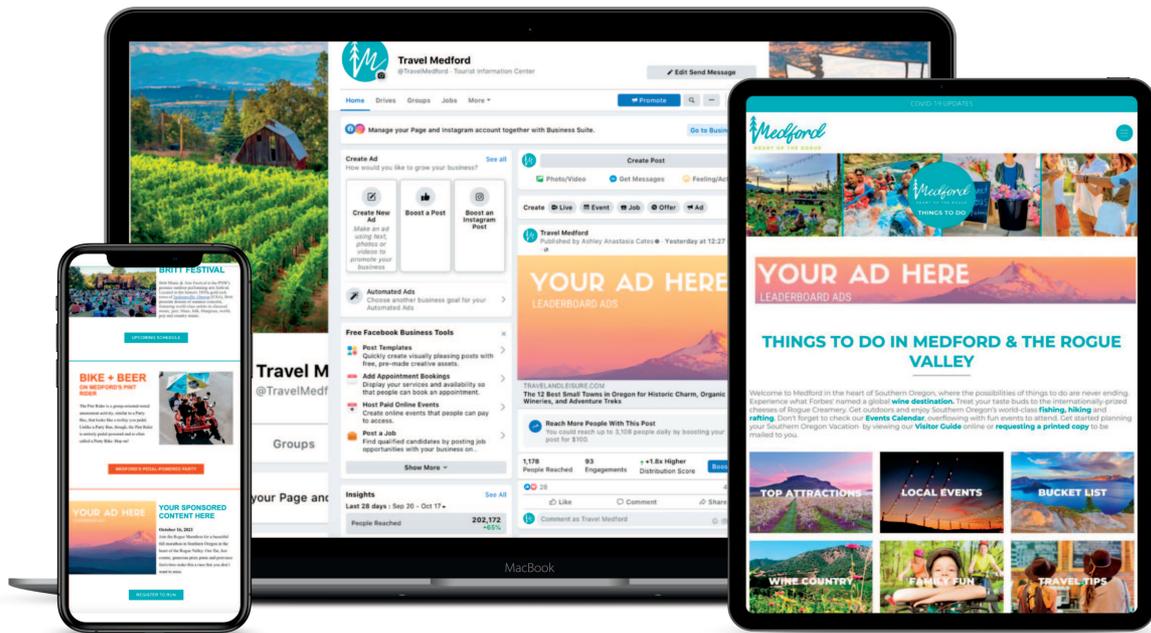
During COVID, it was clear the organization needed to diversify its revenue streams in order to withstand long term TLT drops due to acts of God such as a pandemic or natural disasters.

PROPOSED ACTION STEPS

- 01** Build out brand wear inventory, create updated wholesale catalog and identify suppliers. Take brand wear to market both online and in local retail outfits.
- 02** Creatively direct Tailwinds Storefront remodel at MFR with emphasis on TM brand and brand wear merchandising as the focal point.
- 03** Secure and outfit retail space with brand wear at Harry & David Country Village
- 04** Identity key brick and mortar locations for further expansions well as online sales and in-person event sales



TRAVEL MEDFORD GOAL 3 **FURTHER FUNDING OUTSIDE OF TLT**



3.2 PARTNER ADVERTISING + SPONSORED ADS PROBLEM

During COVID, it was clear the organization needed to diversify its revenue streams in order to withstand long term TLT drops due to acts of God such as a pandemic or natural disasters.

PROPOSED ACTION STEPS

- 01** Create a Media Kit listing out advertising opportunities, analytics and pricing
- 02** Hire a full-time person for business development, ad sales and execution on website as well as partner reporting
- 03** Launch advertising opportunities and sponsored ads



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 4 REINVENT VISITOR SERVICES



4.1 VISITOR INFORMATION CENTER

PROBLEM

The global COVID pandemic led to declining visitation at information centers and caused the industry to reinvent visitor services through engagement and high-touchpoint locations.

PROPOSED ACTION STEPS

- 01** Close Harry & David Country Village Visitor Center and refresh Chamber lobby as Visitor Information Center to act as a downtown retail and visitor center to help create vibrancy and accessibility in the downtown corridor.
- 02** Hire staff to work visitor centers as opposed to volunteers to create higher quality and more informed interactions with visitors.
- 03** Create interactive experiences at the visitor center locations.
- 04** Design and development for new visitor center inside Rogue X brings visitor service center to three locations in the three most trafficked areas of Medford.



TRAVEL MEDFORD GOALS

TRAVEL MEDFORD GOAL 5 REGIONAL COLLABORATION



5.1 REGIONAL EFFORTS

INITIATIVES & OPPORTUNITIES

- Partner Grant Support
- Heart of the Rogue Festival
- Collaboration with DMA
- Community Partnership Fund
- Regional Partnerships
- Visitor Package Identification and Research

PROPOSED ACTION STEPS

- 01** Support partners through grant writing services
- 02** Collaborate with DMA to support a vibrant downtown
- 03** Leverage regional partners to bolster tourism in the area
- 04** Research visitor packages program (i.e. City Pass) and identify logistical framework for execution



TRAVEL MEDFORD EXCESS BUDGET

TOURISM COUNCIL RECOMMENDED EXCESS BUDGET ALLOCATION

Record TLT revenue during 2020-21 fiscal year allowed for Travel Medford to revamp its strategic plan with purpose and intention. Retained earnings from FY 2020-21 combined with TLT revenue performing above projected budget during Q1 of FY 2021-22 gave the Travel Medford team opportunity to work with the Tourism Council to allocate funding to strategic initiatives. Funds are incorporated into the Travel Medford 2021-22 budget as expenses to meet marketing and strategic initiatives as follows:

Goal: Expand Sports Tourism	\$65,000
<ul style="list-style-type: none"> • Sports Tourism/Know Your Role/Branding Effort • Rogue X Marketing Campaign 	<ul style="list-style-type: none"> \$45,000 \$20,000
Goal: Venue Development	\$80,000
<ul style="list-style-type: none"> • Beautification of Medford – Welcome to Medford sign • Venue Development 	<ul style="list-style-type: none"> \$50,000 \$30,000
Goal: Further Funding Outside TLT	\$30,000
<ul style="list-style-type: none"> • Purchase Brand wear Inventory & supplies 	<ul style="list-style-type: none"> \$30,000
Goal: Reinvent Visitor Services	\$80,000
<ul style="list-style-type: none"> • Downtown Visitor Information Center Refresh • Airport Information Center Part-Time Employees 	<ul style="list-style-type: none"> \$50,000 \$30,000
Goal: Regional Collaboration	\$70,000
<ul style="list-style-type: none"> • Partner Grant Support • Heart of the Rogue Festival • Downtown Banner project • Downtown Medford Association Event Support 	<ul style="list-style-type: none"> \$15,000 \$35,000 \$5,000 \$15,000
Goal: Miscellaneous	\$175,000
<ul style="list-style-type: none"> • Advertising Support & Marketing 1. New Video Spots 2. Travel Southern Oregon Co-Op Direct Fly Campaign 3. Spring TV Campaign (SAC, SF, LA) 4. Extra Print Advertising (Via Oregon, Sunset) 5. Extra SEM/Google Ads • Agility Public Relations Tracking Software • Office Expenses • Money Market 	<ul style="list-style-type: none"> \$100,000 \$10,000 \$8,000 \$57,000

'2020 - 2021 RETAINED EARNINGS: \$414,915

TOTAL ALLOCATED \$500,000





HEART OF THE ROGUE