



traveloregon.com

Sustainability Plan

July 1, 2017-June 30, 2019

TABLE OF CONTENTS

1	Description of the Agency.....	1
	A. Mission and Objectives.....	1
	B. Agency Director	1
	C. Governor’s Policy Advisor	1
	D. Sustainability Representative	1
	E. Designated Sustainability Policy Executive.....	1
	F. Organizational Chart	1
2	Sustainability Plan.....	2
	A. Sustainability Policy Statement	2
	B. Agency Strategic Plan.....	3
	C. Training, Education and Development Plan (TEDP)	3
	D. Programs.....	5
	a. Community Outreach Program(s) Current and Ongoing	5
	b. Agency Sustainability Awareness Program(s)	6
	c. Performance Coaching of all Management Personnel	6
3	Roles for Implementation of Sustainability Plan	6
	A. Director (CEO)/Executive Leadership	6
	B. Managers and Supervisors.....	7
	C. Agency Sustainability Representative and Executive Lead	7
4	Agency Sustainability Strategies: July 1, 2017-June 30, 2019	8
	A. Current Operations and Internal Practices	8
	B. Oregon Governor’s Conference on Tourism.....	10
	C. Future Goals	11
	D. Industry and Consumer-Facing Practices.....	11
	E. Consumer/Visitor Facing: TravelOregon.com.....	12
	F. Industry.TravelOregon.com	12
	G. Travel Oregon Forever	13

1 DESCRIPTION OF THE AGENCY

A. Mission and Objectives

The Oregon Tourism Commission (dba Travel Oregon) seeks to build a better life for all Oregonians through strong, sustainable local economies. Our mission is to inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world class experiences and ensure the preservation of Oregon's way of life and natural places.

B. Agency Director

Todd Davidson, Chief Executive Officer
250 Church St. SE, Suite 100, Salem, OR 97301

C. Governor's Policy Advisor

Jason Lewis-Berry

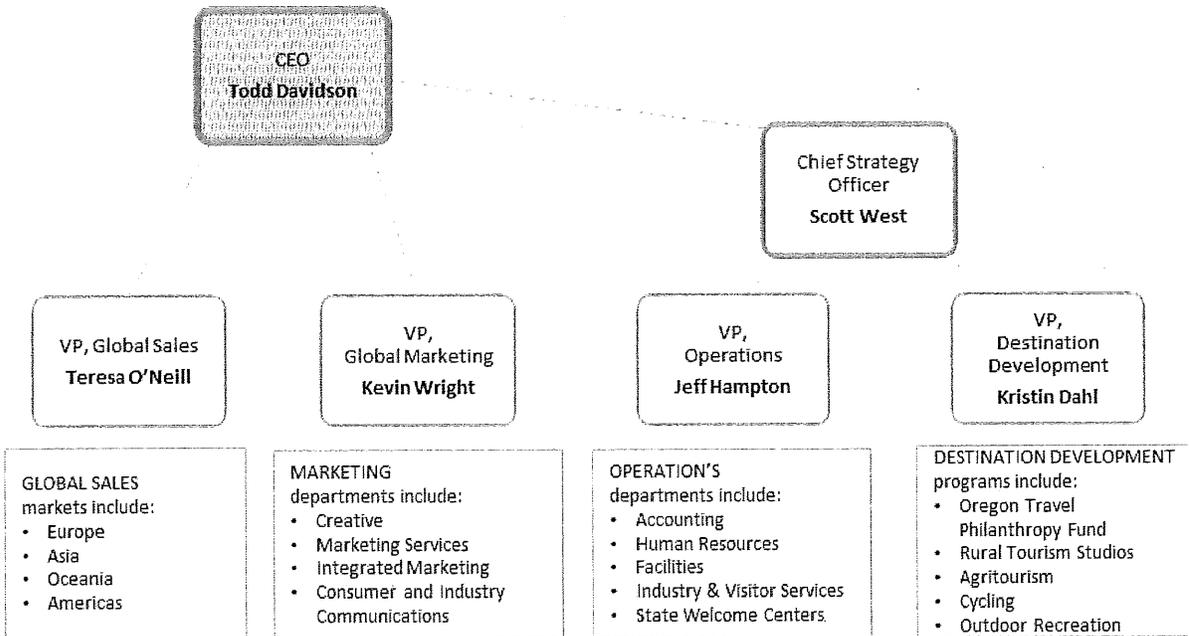
D. Sustainability Representative

To be filled

E. Designated Sustainability Policy Executive

Jeff Hampton, VP, Operations
319 SW Washington St., Suite 700, Portland, OR. 97204

F. Organizational Chart



2 SUSTAINABILITY PLAN

A. Sustainability Policy Statement

As the agency representing Oregon's \$10.8 billion dollar tourism industry, Travel Oregon recognizes and values our opportunity as ambassadors and stewards of this place we call home. For our agency, sustainability is much more than buying green. It's being thoughtful about all our resources – our time, our finances, our programs and our people. Our responsibility includes looking for ways to continuously improve and adopting sensible practices from an operational standpoint. Our obligation includes looking for ways to infuse Oregon's sustainability ethic into our work and with the partners we work with.

Sustainability is an integral part of the Oregon brand and it's something that is embraced by Oregon's travel industry broadly. Travel Oregon, along with our partners in the state's travel and tourism industry, are working to help Oregon lead the way in sustainable travel practices through agency programs and innovative, forward-thinking approaches that harness the collaborative power of public/private partnerships. It's about our visitors, too – more than 55 million Americans think of themselves as sustainable travelers. It is imperative that we help improve experiences for visitors and locals by connecting them to one another in a way that directly improves and enhances Oregon communities.

In matters of recruitment, hiring and vendor selection, Travel Oregon will reach out to the broadest possible labor market with the aim of yielding a diverse pool of qualified candidates who share our unfettered love of Oregon and who want to tell her story responsibly to be enjoyed by future generations. We will similarly seek opportunities with vendors and suppliers who share in our commitment to caring for this place, opting for increases in sustainability as a preference in buying decisions when practical. This is reflected not only in our office supplies but also in how those supplies get to us.

In addition to proactive agency operational decisions and policies, we believe every Travel Oregon employee is responsible in some small way for creating and contributing to a sustainable workplace and demonstrating our values as it relates to sustainability. We will afford our employees opportunity to actively participate in making improvements in our sustainability efforts either as individual contributor or member of a team.

To help ensure the success of our plan, Travel Oregon leadership will make necessary decisions, allocate resources, monitor the accomplishments of the plan and adjust the strategies as necessary.

Travel Oregon's Sustainability Plan will be posted on our industry website and internally on the agency's shared document drive. Hard copies of the plan will be available in the CEO's office, the HR office and on employee bulletin boards alongside other required employment postings.

B. Agency Strategic Plan

Travel Oregon's Strategic Plan intentionally includes Travel Oregon's ongoing commitment to excellence in the stewardship of its resources. This means every dollar and every job is considered against the criteria of the 'highest and best use' of that resource.

- Vision: *"A better life for Oregonians through strong sustainable, local economies"*
- Mission: *"...inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places"*
- Ongoing and future strategic actions:
 - Infuse sustainability into all Travel Oregon's programs where possible; expand participation in the Travel Oregon Forever program. Continue to collaborate with industry partners and other agencies to help position Oregon as an internationally-recognized, sustainable destination in North America.
 - Create mechanisms and opportunities for travelers to leave a lighter footprint on our environment while giving back to enhance and preserve our natural resources and Oregon communities. Manage the tourism effort in a way that reflects our care for this place.
 - Enhance visibility of and access to multi-modal transportation options, creating greater connectivity between tourism amenities, providing travelers with options to travel with health and sustainability in mind, and providing travelers with mechanisms for giving back to the communities they visit.
 - Ensure that economic opportunity for communities in Oregon is equitable across geographic regions.

C. Training, Education and Development Plan (TEDP)

Individual Development Plans (IDPs): In 2015, Travel Oregon implemented IDPs for each employee in the agency to support the success of our people and support and sustain a high-performing agency. The IDP provides a framework for a collaborative partnership between managers and employees. It fits with Travel Oregon's mission that we seek to provide the opportunity for our people to develop to their fullest potential by pursuing development goals established by each individual employee.

An IDP is a conscious plan to develop professionally through a variety of learning and experiences, such as job-shadowing, serving on a project team, self-study, mentoring, unique rotational or temporary assignments, and/or a combination of these. The plan may include using and expanding talents and strengths as well as growing knowledge, skills and abilities. An important part of the IDPs is the follow-up, application and reflection on real life successes and failures the individual experiences, as well as the feedback received from others involved in the developmental activity. Currently Travel Oregon has two employees who have completed formal *Master Recycler* training. This will be promoted as an option for other employees in their IDP consideration as a way to both promote a culture in areas of sustainability and to open opportunities staff may not have considered applicable to their role.

Web-Based Learning: In 2016, Travel Oregon provided a limited number of Lynda.com licenses for staff use, with rotating access available to every employee in the agency. Employees have unlimited access to an online library of high-quality instructional videos on the latest software tools and skills to improve performance, productivity and the workplace itself. Additionally, all employees have access to iLearn, a centralized tool to offer, manage and track skill-based learning and development activities. These learning platforms, which include development in the area of sustainability, will be made available to all staff and used to support agency internal green team efforts.

All Staff Learning Sessions: In 2016, to lay the groundwork for a more diverse and inclusive workforce, Travel Oregon began a series of all staff trainings to strengthen employees and develop the workplace culture. These trainings will continue throughout the 2017-19 biennium. Courses completed and to be offered include:

- ✓ Emotional Intelligence
- ✓ Work Styles
- ✓ Effective communication, including crucial conversations/active listening
- ✓ Time and stress management
- ✓ Meeting effectiveness
- ✓ Cultural competency
- ✓ DAS Domestic Violence, Harassment, Sexual Assault & Stalking (iLearn)
- ✓ Microsoft 365

During the 2017-19 biennium, the agency intends to provide further training on interviewing and hiring best practices, developing a positive workplace culture, diversity and sustainability.

D. Programs

a. Community Outreach Program(s) Current and Ongoing

Many of Travel Oregon's teams regularly work throughout the state, providing a wide variety of programming that includes sustainability initiatives:

The agency is focused on working with Oregon communities and Oregon businesses to help them realize their potential and better participate in Oregon's tourism economy. These efforts take form and are delivered through trainings and workshops delivered by various agency teams in communities across the state. The **Destination Development** team delivers content through the Rural Tourism Studio program, product development programs (cycling, culinary, agritourism, outdoor recreation) and our sustainable tourism program (Travel Oregon Forever). The team also manages the Oregon Travel Philanthropy Fund ("OTPF" or "Forever Fund"), which supports projects that preserve Oregon's natural landscapes and cultural heritage, and enriches communities' economic vitality for visitors and locals to enjoy, now and forever.

The **Industry and Visitor Services (IVS)** team develops and delivers industry training and professional development opportunities that include the Governor's Conference on Tourism and the Travel Oregon 101 program. One of our goals for the upcoming biennial conferences includes providing a completely digital conference experience with no paper provided by the agency. During the 2015-17 biennium we have eliminated all use of disposables, including single use water bottles, and have significantly reduced our use of paper. For the two conferences occurring in the 2017-19 biennium, we will eliminate all use of paper surveys and programs instead moving toward a conference supported digitally.

In addition, the IVS team oversees the state's network of State Welcome Centers and delivers a competitive *Matching Grants* programs which fund tourism-related projects throughout Oregon. Guidelines for the grants programs provide program intent, which includes "Develop destination-based products that are in concert with Oregon's natural environment, support the stewardship of the state's resources and its rich history." Sustainable projects, along with other agency priorities are supported as preference for funding.

Travel Oregon has entered into an agreement with ODOT to provide visitor information at a State Welcome Center in the Siskiyou Safety Rest Area located approximately 6 miles South of Ashland, OR. This Welcome Center is being constructed with environmental impact at the center of its design. The site will include low light pollution/efficient exterior lights, high efficiency interior lighting, low flow restroom facilities, drought resistant vegetation and systems to reclaim water for use in irrigation.

In 2015, as part of the Educational Sessions for Tourism Organizations (ESTO), the country's largest Destination Marketing Organization conference, Travel Oregon's **Global Sales** team kicked off the annual conference by inviting

attendees to give back to Oregon through *ESTO Cares*. Participants in the program pitched in to help the Human Access Project (a beneficiary of the OTPF) create and clean beaches along the Willamette River.

in 2017, Travel Oregon's **Global Marketing** team, in partnership with Kaiser Permanente and REI, will be launching *Rx Oregon*. This project will target specific at-risk populations to educate and induce them to get outdoors as part of a wellness program. Blending Kaiser Permanente's well-known and innovative focus on preventative care with Travel Oregon's objective of inspiring folks to explore Oregon, along with REI's outdoor programs, we have created a long-term program that inspires and encourages Oregonians to enjoy the outdoors and improve their health.

b. Agency Sustainability Awareness Program(s)

i. Agency-Wide Green Team

The agency will to implement a sustainability awareness program across the organization as part of the 2017-19 Sustainability Plan. Currently, there is no Green Team in place but we will have an active cross-functional team in place and working to identify measurable improvements as an outcome of this plan 2017-19 Sustainability Plan.

c. Performance Coaching of all Management Personnel

Travel Oregon will incorporate support toward the 2017-19 Sustainability Plan as a component of manager/supervisor's performance expectations and reviews. Specific action steps will be clearly defined to support success in meeting agency objectives.

3 ROLES FOR IMPLEMENTATION OF SUSTAINABILITY PLAN

Responsibility for achieving the Sustainability Plan goals for the 2017-19 biennium is shared by all employees at Travel Oregon. The following roles will provide leadership for our plan.

A. Director (CEO)/Executive Leadership

The CEO and Executive leadership team play a key role in dedicating the agency to a culture of sustainability as a business practice and conveying that commitment both within and outside of the organization. This team has overall responsibility for implementing and monitoring the sustainability plan.

- a. Foster and promote the importance of a sustainably conscientious workplace to all employees. Periodically send communication to all staff reinforcing the importance of the agency's goals and efforts.

- b. Attend, and direct staff to attend, all agency sustainability-related trainings. Share learnings with direct reports who were unable to attend and reinforce the importance of appropriate behavior modeling.
- c. Review and approve the final design and implementation strategies and methods for measuring agency progress to ensure plan goals are achieved. Take corrective action as necessary in support of plan goals.
- d. Convene quarterly meetings designed to reinforce the culture and values of the agency.
- e. Ensure managers and supervisors understand that their contribution and effectiveness in implementing the plan is a key part of their responsibilities and agency success.

B. Managers and Supervisors

- a. Foster and promote the importance of a sustainably conscientious workplace to all employees.
- b. Attend, and schedule staff to attend, all agency sustainability-related trainings. Share learnings with staff who were unable to attend.
- c. Ensure that all direct reports understand the agency's values and each employee's responsibility for helping Travel Oregon attain the goals outlined in the Sustainability Plan, particularly any goals that apply to their specific unit of business.
- d. Help identify problem areas related to sustainability, formulate possible solutions, and work with the staff sustainability representative or departmental "Green Team" representative to resolve.
- e. Promote Oregon's natural places and continue to position Oregon as a national leader in sustainable destination management in presentations and conversations with businesses, vendors and communities.

C. Agency Sustainability Representative and Executive Lead

- a. Foster and promote the importance of a sustainable workplace to all employees.
- b. Plan, organize and attend, and encourage staff to actively participate in, all sustainability-related trainings. Share learnings with staff who were unable to attend. Serve as the staff convener for "Green Team" meetings. In addition to agency ongoing efforts, the "Green Team" will develop measurable,

- specific goals for agency improvement during the biennium.
- c. Provide assistance to managers in the implementation of the Sustainability Plan, including training to build awareness and commitment to sustainability.
 - d. Discuss the Sustainability Plan as part of the new employee onboarding process.
 - e. Ensure the Sustainability Plan and Policy Statement are maintained on Travel Oregon's industry website and is accessible by all employees.
 - f. Attend and support statewide meetings in support of the Governor's sustainability initiatives and other meetings with other agency representatives.
 - g. Assist in the implementation, monitoring and review of data to measure the effectiveness of the Sustainability Plan and advise when corrective actions and improvements are needed.
 - h. Advocate internally for improvements in agency internal, external and industry sustainability efforts.

4 AGENCY SUSTAINABILITY STRATEGIES: JULY 1, 2017-JUNE 30, 2019

A. Current Operations and Internal Practices

One of Travel Oregon's four strategic imperatives is to "Run an effective business." Inherent in that imperative is the sustainable thread that is woven throughout our internal practices – more than a checklist, it is part of who we are as an organization. Following is a sampling of strategies to accomplish our goals.

Strategy: Reduce material waste and create resource efficiencies

- Water cooler stations in both Portland and Salem offices
- Reusable dishes available for staff use in-office (goal to reduce or eliminate single use, disposable dishes and flatware products in office)
- Reduce packaging waste and transportation waste by setting office supply order deadlines (consolidated ordering)
- All print jobs automatically set to double-sided, Black and White
- Internal pay-stubs are distributed electronically, elimination of paper timesheets and expense reports
- Kitchen supplies purchased in bulk with preference given to ecologically safe products whenever possible

Strategy: Increase reuse and recycling rates

- Identify levels of recycling as current baseline and establish goals and strategies for improvement (“Green Team”)
- Each workstation, copy rooms, conference rooms have paper recycling container
- Each office separates waste from recycling: plastic, glass, cardboard and mixed recycling
- Paper products purchased with highest recycled content practical
- Recycle electronics (Next Step Recycling)

Strategy: Reduce carbon footprint

- Removed soda/beverage machine in break room
- Purchased Energy Star rated appliances for break rooms
- Use of natural/day light when possible, low energy lights throughout offices
- Energy efficient mode enabled on all copiers and printers
- Employees encouraged to carpool (vans used in lieu of SOV for staff group travel) and encouraged to use alternative forms of transportation when possible
- Videoconferencing set up in both offices to allow for meetings between offices and with partners across the state without unnecessary travel
- Identify current SOV miles traveled as current baseline and establish goals and strategies for improvement (“Green Team”)
- Support meetings and event space with priority for those with current LEEDS or similar certifications
- Motion sensor lights installed in offices, conference rooms and bathrooms
- Allow employee flexibility in workplace location – “fly in” space available for employees to work at office closest to home on any given day if meets needs of agency.

Strategy: Create a more sustainable work environment

- Bike storage available in both offices
- Office locations and other considerations made with multi-modal transportation options top of mind

- Develop employee incentives to engage in generating improvements in sustainable operations
- Food composting at Portland office
- Workstation computers and office video monitors set to energy efficient sleep function mode

Strategy: Reduce toxins from environment

- Green building materials used in build of new office spaces (low-VOC paints, natural fiber carpet, natural fiber furniture, low energy light fixtures)
- Use of local (Portland-based), family-owned business to order office supplies. Company uses biodiesel delivery vehicles
- Open dialog with building janitorial services to reduce the use of toxic and environmentally hazardous cleaning materials
- Working with food suppliers and caterers that provide local, Oregon product when possible

Strategy: Community and Environmental Engagement

- Staff and Oregon Tourism Commissioners encouraged to participate in community and environmental enhancement projects
- Projects that are supported by the Travel Philanthropy Fund (“OTPF” or “FOREVER FUND”) highlighted at Oregon Tourism Commission meetings and promoted through our website and in community-based meetings.



Soda Creek Restoration: staff and commissioners work with Trout Unlimited and the U.S. Forest Service planting trees (OTPF Project)

B. Oregon Governor’s Conference on Tourism

(illustration of internal practices at events):

- Efforts are made that all food served at the conference is locally sourced, supporting local farmers and suppliers whenever possible
- No food and beverage served in/on disposable cups, plates, etc.
- Table centerpieces produced by local, family-owned company, using locally made and sourced natural materials. Previous conferences have included Douglas Fir and Western Hemlock tree seedlings – attendees were able to take the centerpieces if they promised to plant them, a tree was planted at

the Oregon Zoo in honor of each Governor's Conference attendee as a way to help offset carbon following a previous conference.

- All of the direct and indirect emissions caused by the conference were offset (covered carbon emitted from people traveling to/from the conference, transportation during the conference, and energy used to power the hotel during the event)
- A Sustainable Tourism Award is included in the awards ceremony – recognizing an individual, business, organization, program, community or region which has demonstrated a strong commitment to conserving Oregon's natural and cultural resources by leading in environmental stewardship and socially responsible practices in the travel and tourism industry.
- All presentations and handouts are made available on our website or provided electronically rather than handed out.

C. Future Goals

The Travel Oregon team is doing its part, but we still have room to improve. Instigating sustainable work habits is an ongoing process. As we look to the future of our operations and programs, we also continue to strengthen current strategies and practices.

- Establish goal for increasing our sustainability efforts through establishing baseline and goals to: improve sustainable operations, reduce SOV miles driven/fuel used, reduce water waste
- Actively work to reduce our agency carbon footprint through offsets and increases in technology as a solution to dispersed staff rather than through face to face meetings
- Purchase local source products and support local Oregon businesses
- Establish a staff sustainability representative charged with convening Travel Oregon's "Green Team" to conduct a review of practices and make recommendations to improve as well as advocate internally

D. Industry and Consumer-Facing Practices

Travel Oregon engages in forward thinking program development and is one of very few states that commits to destination development. The program of development work is contemplated to promote community-based, private/public programs that increase the positive economic impacts of travel while holding high the value of preserving the sense of place.

E. Consumer/Visitor Facing:

TravelOregon.com

Our consumer site, TravelOregon.com, highlights sustainable travel information for our visitors.

- Sustainable businesses, itineraries, getaways and stories to inspire travelers
 - Including Electronic Vehicle Itineraries, for example:
 - ✓ North Willamette Valley
 - ✓ Southern Oregon Arts & Wine
 - ✓ Covered Bridges
 - ✓ Oregon Coast Loop
 - ✓ Scenic Bikeway Program
 - Oregon's innovative Scenic Bikeways program offers the very best of Oregon's scenic, historic, natural and cultural experiences – from the seat of a bike
 - Oregon has the only Scenic Bikeways program in the nation
 - There are currently 15 adopted bikeways
 - Program in partnership with State Parks, other agencies, non-profit and for-profit organizations



F. Industry.TravelOregon.com

Our industry site, Industry.TravelOregon.com, is where our industry partners can find all sustainable related tourism development information in one spot. Whether it's timely research, tourism planning tools, or inspiration, our aim is to provide resources to support the work that the travel and tourism industry does and to encourage more industry engagement. *Travel Oregon Forever* is the name we gave Oregon's Sustainable Travel Network. We will continue to use this industry portal as a place to help educate, inspire and share industry best practices.

G. Travel Oregon Forever

Oregon has had a long history of being sustainability pioneers, from the passing of one of the nation's first comprehensive bottle bills and recycling programs, to progressive land use laws, to developing one of the most diverse transportation systems in the United States – Oregon has been at the forefront of protecting and preserving our natural and human capital. Travel Oregon invites the travel and tourism industry to help make a better Oregon and a wise investment in your business.

The screenshot shows the Travel Oregon website with a navigation bar at the top containing 'TRAVEL OREGON', 'INDUSTRY', 'SALES & MARKETING', 'RESEARCH', 'PRESS', 'Executive Conference', 'News', and 'Events'. A search bar is located on the right. The main content area is titled 'Sustainable Tourism Development' and features a large image of a waterfall. Below the image is a welcome message: 'Welcome to Travel Oregon's Sustainable Travel Network – Travel Oregon Forever.' The page also includes a sidebar with various resource categories and a 'TRAVEL OREGON FOREVER' logo.

Committing to the triple bottom line approach to sustainability (people, planet, and profit) has its merits; more than 55 million Americans think of themselves as sustainable travelers. Even more are willing to pay a premium to use a travel company that strives to protect and preserve the environment. Oregon travel businesses are leading the way in sustainable travel practices, and Travel Oregon's Sustainable Travel Network, Travel Oregon Forever, is there to help them make the most of this promising travel trend.

Travel Oregon Forever was created to give tourism businesses access to the most current sustainable tourism resources. Our state will benefit, and businesses will, too. When private businesses make a commitment to sustainable practices and the stewardship of our state, we can make a better Oregon for visitors and for Oregonians.

- Oregon's Sustainable Business Challenge
 - Voluntary reporting program created to quantify and qualify the commitment that Oregon tourism and hospitality organizations have made to create sustainable and environmentally responsible operations
 - Currently must be 2nd or 3rd party certified by Travel Oregon approved list; or complete a comprehensive survey that documents sustainability practices
- Oregon Travel Philanthropy Fund (OTPF or FOREVER FUND)
 - First statewide program of its kind; supports sustainable tourism development in Oregon by engaging businesses and travelers with projects that bolster our tourism economy, improve the natural environment, and support local culture.

- Businesses that choose to participate in the fund will help customers learn about and donate to worthwhile projects across the state
- Dollars raised provided to recipients in support of OTPF projects
- Many projects have a voluntourism component, travelers will be able to participate in the supported projects
- Oregon Community Foundation is the fiscal agent for the Oregon Travel Philanthropy Fund

- Geotourism Initiatives (tourism that sustains or enhances the geographical character of a place) and place-based initiatives will continue to be a priority for Travel Oregon.
 - In 2008, in partnership with *National Geographic*, Travel Oregon and Washington State participated in Central Cascades Geotourism Initiative, since then Travel Oregon has signed on to the National Geotourism Council and has been recognized as a leader among tourism agencies globally.

- Bike Friendly Business Program
 - Recognition and training program aimed to help businesses understand the importance of Oregon's growing bike tourism industry, and highlight businesses who commit to enhancing the Oregon biking experience for visitors and Oregonians
 - Travel Oregon will continue staff education on the benefits of this program to increase outreach and impact

- Sustainable Transportation Development
 - Electronic Vehicle (EV) itineraries (Travel Oregon supports Drive Oregon initiative to incentivize installation of charging stations)
 - Active Transportation (Oregon has several cities rated as Bicycle Friendly cities)
 - Support of Drive Oregon EV Station incentive program through sponsorship

- Sustainable Travel Resources and Travel Oregon Forever Toolkit available to help businesses gain attention for sustainability efforts.