



Wilsonville Tourism Promotion Committee

MEETING AGENDA

Tuesday, May 23, 2017 • 11 am – 1 pm

Arrowhead Creek Room, Wilsonville City Hall

VOTING MEMBERS

Jeff Brown, Chair
General Manager,
Holiday Inn Wilsonville

Darren Harmon
General Manager,
Family Fun Center

Al Levit, Vice Chair
Bike Club Coordinator;
Wilsonville Planning
Commissioner

David Stead
General Manager,
Langdon Farms
Golf Club

Elaine Swyt
Principal, Mediaphysics;
Wilsonville Parks &
Recreation Advisory
Board

Emily Bryant Utz
Group/Tourism
Specialist, World of
Speed Museum

ADVISORY / EX-OFFICIO MEMBERS

City of Wilsonville
City Councilor Charlotte
Lehan, Council Liaison
Michael McCarty, Parks
& Recreation Director
Brian Stevenson, Parks
& Recreation
Coordinator (designee)

**Clackamas County
Tourism & Cultural
Affairs (TCA)**
Danielle Cowan, Director
Jim Austin, Community
Relations Lead
(designee)
Samara Phelps,
Development Lead
(designee)

**Washington County
Visitors Association
(WCVA)**
Carolyn McCormick,
President/CEO
Sylke Neal-Finnegan,
VP/Marketing &
Communications
(designee)

**Wilsonville Area
Chamber of Commerce**
Kevin Ferrasci O'Malley,
CEO

STAFF

Mark Ottenad,
Public/Government
Affairs Director

- 1. Welcome & Introductions 11:00**
 - Committee members and guests self-introductions
- 2. Committee Business and Updates 11:10**
 - Approve Meeting Minutes of April 27, 2017 *
 - Open positions eligible for re-appointment to three-year term at Monday, June 19, City Council meeting:
 - Position 3, term ending 6/30/2017 (Jeff Brown)
 - Position 4, term ending 6/30/2017 (Al Levit)
 - Recruitment for Position 7, term ending 6/30/2018
 - Summer Tourism Events Marketing/Promotion Plan *
 - Launch of *ExploreWilsonville.com* Tourism Website
- 3. One-Year/Five-Year Action/Implementation Plan FY2017-18 11:30**
 - Updated as discussed at April 27 meeting (mark-up and clean versions *)
 - Present for City Council Adoption on Monday, June 19
- 4. Scope of Work Discussion with Vertigo Marketing, intended Tourism Development & Operations Coordinator Consultant 11:45**
 - Vertigo Marketing Principals Lynnette Braillard and Trev Naranche *
 - Proposed timeline:
 - May – June: Contract finalize and execute
 - July 1 – Sept. 30: Implement accounting procedures; Develop specific marketing plan and studies timeline plan
 - October: Present/approve plan; Implement contract addendum
- 5. Next Meeting 12:50**
 - Suggest 10 am – 12 pm on one of the following during last week of June: Tue 6/27; Wed 6/28; or Thur 6/29

* material in this packet

Wilsonville Tourism Promotion Committee

MEETING MINUTES

Thursday, April 27, 2017

Willamette River Room, Wilsonville City Hall

1. Call to Order; Welcome & Introductions

Voting members — attending: Jeff Brown, Chair; Al Levit, Vice Chair; Darren Harmon; David Stead; Elaine Swyt; Emily Bryant Utz.

Ex-officio members, staff and guests attending: Mike McCarty; Mark Ottenad; Samara Phelps; Brian Stevenson.

2. Committee Business/Updates

Appointment of Emily Bryant Utz: Chair Brown welcomed to Emily Bryant Utz, who was appointed by the City Council on April 17, as a member of the committee filling Position 1 with a term ending 6/30/2019.

Approve Meeting Minutes of Prior Meeting: Committee members reviewed the meeting minutes of March 21, 2017. Mark Ottenad noted that the portion of the minutes pertaining to tourism website had been revised from the prior version distributed with the meeting packet the week prior based on suggestions from Kevin Ferrasci O'Malley. Darren Harmon moved and Al Levit seconded to adopt the meeting minutes as presented. Minutes approved unanimously.

Recruitment for vacant position on committee: Mark Ottenad noted that Position 7 with a term ending 6/30/2018 that is eligible for reappointment to a three-year term is still vacant. Jeff Brown reported that he was unable to receive a return call from McMenamins Old Church & Pub; he wondered if it would be appropriate to have a member of his staff such as the marketing and sales manager apply to serve? Mark Ottenad indicated that he thought two members from the same business might not be considered appropriate, but that he would check with Legal Dept. Al Levit wondered if Antique Powerland might be interested. Emily Bryant Utz indicated that she had not heard back from Woodburn Premium Outlets, but that she would inquire again; she also noted that a principal of Willamette United Football might be interested.

Update on Parks & Recreation Master Plan process: Mike McCarty and Brian Stevenson gave updates on the Parks & Recreation Master Plan process, which has included focus-group meetings, stakeholder interviews and a public open-house event with 65 attending. Al Levit indicated that he noted that he did not know most of the attendees at the open house. Mark Ottenad noted that he heard considerable interest from divergent park users, including from organized sporting groups to individuals who value walking in a natural environment, as well as considerable interest in access to the Willamette River for walking along and just enjoying to canoeing and watersports.

Attendance subsidy for May 10-12 Oregon Tourism Conference in Salem: Mark Ottenad noted that there had been interest expressed by committee members in attending the annual Oregon Tourism Conference, which has a fee of approximately \$330; he noted that the City often covers the cost of volunteer board and commission members to attend conferences in or out of state. He also said that City policy is generally to not cover lodging costs for events within 50 miles of Wilsonville. Members discussed that providing a subsidy for such an important tourism conference was a worthy objective. Darren Harmon moved and Al Levit seconded for City tourism funds to cover the attendance costs for the Oregon Tourism Conference in an amount not to exceed \$2,000. Motion passed unanimously.

3. Review/Recommendation of Request for Proposals (RFP) Tourism Development & Operations Coordinator Consultant

Committee members individually reviewed against the RFP evaluation criteria the two proposals, one by Mary Cook Swanson, AICP, Principal of Swanson Partners, LLC, in West Linn; and one by Lynette Braillard and Trev Naranche, Co-Founders of Vertigo Marketing Hospitality and Tourism Development in Bend. Committee members reviewed the four evaluation criteria—Proposer's Experience/Demonstrated Results; Qualifications of Personnel; Cost; and Proposal Quality—at 25 points each for 100 points total. Brian Stevenson collected and tallied the individual evaluation forms from each of the six voting members. Mark Ottenad announced that Swanson Partners had received a score that total 295 out of 600 points and Vertigo received 510 out of 600 points, clearly indicating a strong preference for Vertigo as the potential contractor.

Committee members discussed how to proceed with the process, including conducting a follow-up meeting with Vertigo in May. Mark Ottenad indicated that a realistic schedule could be to conduct the contract negotiations during May and June with a contract commencement date of July 1, start of the new fiscal year.

Committee members discussed that the first component of the tourism program includes developing a more detailed business plan and marketing plan; discussion ranged from a three- to a six-month period, and members indicated a preference for a three-month-long period for development of a plan with specific recommendations, especially for marketing promotions. Mark Ottenad noted that additional expenditures contained in a marketing plan could be done as an addendum to the contract, and take into account fiscal years, which run July 1 through June 30.

Committee members also discussed that the various research projects and feasibility studies would likely be separate contracts, and that members would want to discuss with Vertigo how those could be handled.

David Stead wondered if committing to the staffing resource was the best course, or if perhaps the transient lodging tax funds should be banked or accumulated to undertake a larger project, such as in support of year-round sports playing fields. Darren Harmon indicated that he agreed.

Members discussed various options on how to proceed, noting that the 1/5-Year Action/Implementation Plan's top priority was to obtain a staffing resource to advance the tourism program, which had a second priority of advancing a tourism marketing promotion program. Mark Ottenad said that moving forward with a contract with Vertigo would be alignment with the Plan advanced the committee and adopted by City Council, and that a complete change in course at this juncture had not been contemplated previously by the committee nor by Council direction.

Jeff Brown moved to recommend to the Parks and Recreation Director that the City contract with Vertigo for the Tourism Development and Operations Consultant contractor; Elaine Swyt seconded the motion. Members voted 4:2, with Jeff Brown, Al Levit, Elaine Swyt and Emily Bryant Utz voting in favor of the motion and Darren Harmon and David Stead voting no to the motion. Motion to recommend approved.

Jeff Brown moved to recommend to the Parks and Recreation Director and City Council that the feasibility study for indoor year-round sports complex start as soon as possible; seconded by Darren Harmon. Committee members discussed how this feasibility study would relate to current Parks & Recreation Master Plan effort, with members noting that they related to each other but were not necessarily dependent. Mark Ottenad noted that the committee's 1/5-Year Action/Implementation Plan, Item 3.2, called-out support for such a study. Motion adopted unanimously.

4. Clackamas County “Community Tourism Matching Grant Program”

Committee members reviewed the grant-making review/award process of the County’s “Community Tourism Matching Grant Program” that the committee had undertaken the week prior. Members indicated that the grant award process went well and appeared streamlined. Samara Phelps noted that the program was designed to be easy to participate in and had been fine-tuned after several years of implementation across a dozen communities — the program is designed to focus on helping community groups achieve a specific, focused objective. Jeff Brown wondered about the financial information of applicants; Samara Phelps indicated that the grants are generally small, and that the other, larger County tourism grant programs ask for more detailed financial data from applicants.

When asked by Jeff Brown, Samara Phelps indicated that County grant programs could help underwrite some of the proposed City tourism studies, such as a visitor profile study or an economic-impact analysis of a sportsfield complex. She noted that the schedule for grant applications for the County Tourism Grant programs was June through the Fall and that Travel Oregon tended to be in July.

5. One-Year/Five-Year Action/Implementation Plan FY2017-18

Committee members reviewed the FY16-17 version of the 1/5-Year Action/Implementation Plan and noted a number of modifications. Mark Ottenad indicated that the committee was tracking very closely to the plan’s implementation route, and was running just a bit late on the staffing resources acquisition and website/marketing components, but was moving well in the direction. Elements such as the committee assuming responsibility for the City and County tourism grant programs were right on schedule.

Committee members discussed advancing Items 3.1 and 3.2 into the next year’s program of action, and updating the Years 1 through 5 action bullet items. Mark Ottenad indicated that he would make updates as discussed by the committee and provide an updated version for review and approval by the committee at the next meeting, and then forward to the City Council for adoption.

6. Next Meeting

Committee members reviewed and discussed various dates for the next meeting, and selected Tuesday, May; Darren Harmon indicated that he would have an issue with 10 a.m. start time and requested an 11 a.m. start time, which members agreed to. Committee members requested to have the principals of Vertigo Marketing appear at the meeting if feasible; members also expressed a desire to be able to meet individually at their places of business with the principals. Mark Ottenad said that he would see what he could arrange.

Respectfully submitted by Mark Ottenad on May 12, 2017.



City of Wilsonville

Newspaper ROP Advertising

- **South-Side Group Package:** Portland Tribune, Tigard/Tualatin, Lake Oswego, West Linn, Wilsonville, Oregon City, Clackamas, Canby, Molalla, Woodburn
- 296,000 Readers, 108,900 Circulation
- Twice Monthly Eighth Page (5.375" X 5") Black & White ads in June and July
- 4 color and 6 Black & White 5.375" X 5" ads in 10 South-Side Newspapers over a 2 month period. Gresham, Hillsboro and Beaverton can be substituted.
- **Value: \$13,510**

Online ROS Advertising

- 100,000 Impressions over a 2-month period
- Ads will appear on community newspaper sites of client's choice June and July
- **Value: \$990**

Special Section \$1,692.50

- Summer Fun Guide: Two-Page Double Truck centerfold, full color (Wilsonville Spokesman, Portland Tribune, Lake Oswego Review, West Linn Tidings, Beaverton Valley Times, and Tigard Tualatin Times)
- Clackamas County Arts Guide: Half Page, full color (Lake Oswego, Oregon City, Molalla, Canby, Clackamas, West Linn, Wilsonville, Estacada & Sandy)
- **Value: \$3,595**

Total Package \$9,998.50 • Actual Value \$17,995

Date	Publication	Ad Type
May 31-June 1	Summer Fun Guide	Full Page Full Color (4C)
May 31-June 1	Clackamas County Arts Guide	Full Page Full Color (4C)
June 6-8	ROP South-Side Newspapers	Eighth page Black & White & 4C
Jun 20-22	ROP South-Side Newspapers	Eighth page Black & White & 4C
July 4-6	ROP South-Side Newspapers	Eighth page Black & White & 4C
July 25-27	ROP South-Side Newspapers	Eighth page Black & White \$ 4C
June-July	1000,000 ROS Impressions	Leaderboard Medium Rectangle

FY2017-18 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy

DRAFT May 23, 2017 DRAFT

Table of Contents

A. Introduction

B. Committee Members

C. Committee Meetings

D. Advancing Tourism Development Priorities

E. Five-Year Action Plan for Tourism Development: FY 201~~7~~⁶ – 202~~2~~⁴

F. Annual One-Year Implementation Plan: July 201~~7~~⁶ – June 201~~8~~⁷

1. Organizational Framework / Staffing Resource

1.1 Staffing

1.2 Budget Allocation

1.3 Tourism Grants Program:

2. Online / Marketing

2.1 Tourism Website

2.2 Content Collection / Organization / Sharing

2.3 Email Marketing

2.4 Social Media

2.5 Website Analytics

2.6 Internet Marketing Campaigns

3. Study Efforts for City to Advance Tourism Development

3.1 Visitor profile study

3.2 Feasibility study for all-weather or indoor, multi-purpose playing fields facility for sports tournaments and recreational and entertainment activities

3.3 Destination marketing strategy plan

3.4 Hotel/conference center study as part of Town Center Redevelopment Plan project

G. Attachments

1. ~~Tourism Promotion Committee, Tourism Subcommittee: Marketing & Web Priorities — Scoping Definition of “Visit Wilsonville” Website, January 2016.~~

2. ~~Resolution No. 2541, “A Resolution of the Wilsonville City Council Creating the City of Wilsonville Tourism Promotion Committee,” June 2015.~~

3. ~~Executive Summary, Wilsonville Tourism Development Strategy, May 2014.~~ Scope of Work, Request for Proposal for Tourism Development and Operations Consultant, January 2017

A. Introduction

The Wilsonville Tourism Promotion Committee presents to the City Council the first Five-Year Action Plan and Annual One-Year Implementation Plan (“Plan”) for adoption by Council on April 18, 2016. Members of the committee have worked diligently to advance the objectives of the City Council as outlined in Resolution No. 2541 (2015), which furthers goals and objectives of the *Wilsonville Tourism Development Strategy* adopted by Council in May 2014.

B. Committee Members

The Wilsonville ~~City Council appointed~~ Tourism Promotion Committee is composed of the seven voting ~~members~~ positions, as established by ~~of the Tourism Promotion Committee in October 2015. Pursuant to~~ Resolution No. 2541, sorted descending alphabetically by last name; ~~the Committee elected a chair and vice chair in November.~~

1. **Jeff Brown, Chair:** General Manager of Holiday Inn Wilsonville and member of the Tourism Development Strategy Task Force; Position No. 3, term ends 6/30/2017.
2. **Darren Harmon:** General Manager of Family Fun Center and member of Tourism Development Strategy Task Force; Position No. 5, term ends 6/30/18.
3. **Al Levit, Vice Chair:** A retired resident who is a Bike Club Coordinator and serves as a Commissioner on the Wilsonville Planning Commission; Position No. 4, term ends 6/30/2017.
- ~~4. **Kathleen Mason:** Community Relations Manager for the Aurora Colony Historical Society; Position No. 1, term ends 6/30/16.~~
- ~~5. **David Stead:** General Manager of Langdon Farms Golf Club and member of the Tourism Development Strategy Task Force; Position No. 6, term ends 6/30/18.~~
- ~~6. **Elaine Swyt:** Principal of MediaPhysics and Chair of the Wilsonville Parks & Recreation Advisory Board; Position No. 2, term ends 6/30/16.~~
- ~~6. **Emily Bryant Utz** ~~Margaret Usher:~~ Group/Tourism Specialist ~~Group Sales and Tourism Manager~~ for the World of Speed Museum; Position No. 71, term ends 6/30/198.~~
7. **Vacant: Position No. 7, term ending 6/30/2018.** ~~[Note: this position became vacant in January 2016]~~

Housed in the City’s Parks and Recreation Department with support from the City Manager’s Office, the Tourism Promotion Committee also includes five non-voting, ex-officio advisory members composed of representatives of:

8. **Clackamas County Tourism and Cultural Affairs**, aka Oregon’s Mt Hood Territory: Danielle Cowan, Executive Director, or designee, including Samara Phelps, Tourism Development Lead, or Jim Austin, Community Relations Lead.
9. **Washington County Visitors Association (WCVA):** Carolyn McCormick, President/CEO, or designee Sylke Neal-Finnegan, Vice President of Marketing & Communications.

10. **Wilsonville Area Chamber of Commerce:** Kevin Ferrasci O'Malley, CEO.
11. **City of Wilsonville Parks and Recreation Dept.** Director or designee: ~~Stan Sherer~~Mike McCarty, Director, or Brian Stevenson, Recreation ~~Coordinator~~Manager.
12. **City of Wilsonville City Council:** Councilor Charlotte Lehan, who also serves as the City Council liaison for the committee.

C. Committee Meetings

The committee met on ~~seven~~eight occasions ~~in the last quarter of 2015 and first quarter of 2016 to review and discuss the Tourism Development Strategy, prioritize the 50 potential 'actions for success,' and devise this plan~~in FY 2016-17, surpassing the minimum required four meetings per fiscal year. Meeting ~~of the committee~~ ~~dates~~ were ~~held on Oct. 29~~Sept. 27, Oct. 27, Nov. 10 and ~~Dec. 17, 2016, and in 2015; and Jan. 1, Feb. 14~~6, March 21, and April 5~~11, April 27 and May 23, of 2017~~6. ~~The Committee had met the minimum requirement of Resolution No. 2541 to meet at least four times in a one-year period.~~

D. Advancing Tourism Development Priorities

The Committee continued to work on the Top-16 priorities, as determined by the committee during the first year of work, of members reviewed and discussed the 50 total potential 'actions for success' outlined in the Tourism Development Strategy adopted by Council in May 2014. The committee then prioritized strategy components, and focused on the "Year 1 Top Priorities" that were organized into theme issues for further work by two subcommittees, Organizational Structure Subcommittee (A) and Marketing & Web Priorities Subcommittee (B).

Year 1 Top Priorities and "Themed Issues" for Subcommittee Additional Work

Strategy No.	Strategy Title / Description
1.1	Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville. <i>[Create the organizational framework]</i>
1.3	Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT).
1.5	Review Wilsonville Tourism Grants Program.
1.7	Initiate ongoing partnership and relationship-building programs.
2.1	Develop a destination branding strategy for Wilsonville.
5.1	Establish a stand-alone Wilsonville tourism website.
5.2	Introduce an ongoing internet marketing campaign.
5.3	Develop social media programs relevant to key markets.
5.4	Develop database and email marketing programs.
5.5	Optimize the online use of video.
5.6	Optimize linking strategies.
5.11	Develop and maintain a library of high-quality images and videos.
5.12	Optimize the use of website and social media analytics.
5.13	Develop an active content management and co-op marketing program.
5.14	Increase public awareness of the benefits of tourism.

5.16 Conduct ongoing visitor-satisfaction research.

E. Past Year's Accomplishments

The Tourism Promotion Committee had a successful year, advancing key objectives as set-out in the prior fiscal year's Plan, including:

- Taking-on full responsibility for overseeing the administration and award-allocation for the City's two tourism grant programs, including the City's Community Tourism Matching Grant Program (\$25,000) and the Clackamas County Community Partnership Program (\$20,000).
- Overseeing development of the initial, top-priority tourism website and an ad campaign on behalf of community tourism events and to support attracting regional visitors to "linger longer" in support of local businesses.
- Developing a full Request for Proposal for "Tourism Development and Operations Consultant" to implement the City's Tourism Promotion Program, and conducting interviews of proposers and making a recommendation for a successful proposer.

E.F.

F

Five-Year Action Plan for Tourism Development: FY-~~2017/18~~ – 2021/22

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure and marketing/promotion program for the proposed "Visit Wilsonville" Destination Marketing Organization (DMO).

This ~~first~~second, annual one-year implementation action plan follows directly from the committee's review of the most-pressing, "~~Year 1~~ Top Priorities." While the committee recognizes that adjustments are to be made to the longer-range plan via annual 'course corrections,' the five-year plan is outlined below in fiscal years, July 1 of one year to June 30 of the following year.

**Year 1,
201~~7~~5/18~~6~~**

- ~~• Form~~Recruit to fill all voting positions for the Tourism Promotion Committee.
- ~~• recruit and appoint members; e~~lect chair/vice-chair leadership positions.
- Tourism Development and Operations Consultant contractor commences first annual contract to advance Tourism Promotion Program as outlined in the Plan.
- Marketing plan is developed; see Year One list following
- ~~• Committee reviews and prioritizes Tourism Development Strategy actions for success.~~
- ~~• Committee develops and recommends to City Council for adoption the~~ update to the Five-Year Action Plan and Annual One-Year Implementation Plan.
- ~~• Parks & Recreation staff/contractor begins work on part-time basis on tourism program as outlined in One-Year Implementation Plan.~~

**Year 2,
201~~8~~6/19~~7~~**

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- ~~• Parks & Recreation staff/contractor advances to full-time position.~~
- ~~• Committee assumes responsibility for tourism grant programs; refines grant criteria; advertises and awards tourism grants.~~

- Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection; website construction commences and soft-launch.
- Website content that includes classified business and events listings, images and thematic experiences is developed; implemented into online website product.

Year 3,

~~2019~~~~17~~/~~2018~~

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- ~~Parks & Recreation staff/contractor continues in full-time position.~~
- ~~Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.~~
- Website is refined and major marketing promotion commences that includes advertisements in targeted publications, blogs and other websites.
- Online transactional services are added to website.
- New tourism promotional programs are implemented with key partners.
- Committee recommends to Council to advance formation of nonprofit DMO.

Year 4,

~~2020~~~~18~~/~~2119~~

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- ~~Parks & Recreation staff/contractor continues in full-time position.~~
- ~~Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.~~
- Website is further refined and major marketing promotion continues.
- Online transactional services are expanded on website.
- New tourism promotional programs are implemented with key partners.
- Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO; creates bylaws.

Year 5,

~~2022~~~~19~~/~~2318~~

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- ~~Parks & Recreation staff/contractor continues in full-time position.~~
- ~~Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.~~
- Website is further refined and major marketing promotion continues.
- Online transactional services are expanded on website.
- New tourism promotional programs are implemented with key partners.
- City with committee forms 501(c)(6) nonprofit DMO called “Visit Wilsonville.”

F.G.

A

Annual One-Year Implementation Plan: July 2017~~6~~ – June 2018~~7~~

The one-year implementation plan seeks to advance the ~~Year 1~~ top priorities of the larger five-year action plan. The first-year work plan is segmented into three main sections:

- 1. Organizational Framework / Staffing Resource:** The committee works with staff of the City Manager’s Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor ~~seeks to have a dedicated human resource as staff or contractor~~ for tourism development and promotion in order to

advance the Strategy and the implementation/action plan. The committee ~~also intends to assume responsibility~~ continues for overseeing the tourism grant programs ~~in Fall 2016~~.

2. **Online / Marketing:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor to ~~The Committee seeks to have the staff or contractor~~ focus on online/Internet website products and processes as a primary task that the Strategy identified as a top priority and the committee strongly supports.
3. **Study Efforts for City to Advance Tourism Development:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor ~~makes~~ four specific recommendations to the City Council for study efforts to advance tourism:
 - Visitor profile study.
 - Feasibility study for an all-weather/indoor, multi-purpose playing fields facility for sports tournaments and other recreational/entertainment purposes.
 - Destination marketing strategy plan.
 - Hotel/conference center study as part of Town Center Master Plan Redevelopment project.

Following are details on the key components of the proposed one-year implementation plan.

1. Organizational Framework / Staffing Resource

1.1 Staffing: In order to advance components of the "Visit Wilsonville" tourism development strategy and the action-implementation plans, the committee plans to work with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor to advance ~~recommends to the City Council to provide human resources in the form of City staff or vendor contract for~~ the fledgling tourism program. ~~While not a slight to current staff who are assigned to tourism as 'additional duties,' the top priority for the committee is to obtain a dedicated human resource to do the work on a consistent, methodical basis.~~

~~The committee further recommends that the City consider retaining as employee or contract vendor a professional in the tourism development field who is well versed in the subject matter and would be able to advance programs with minimal committee oversight. The committee believes that this position could be funded with a portion of the City lodging tax revenues. In effect, the tourism strategy's proposed Destination Marketing Organization (DMO) for Wilsonville is the City's Parks & Recreation Dept. doing business as "Visit Wilsonville."~~

~~Members of the committee have discussed the issue of human resource assistance with the Parks & Recreation Director, who has indicated a willingness to utilize existing staff resources to be dedicated to advancing the tourism program. The committee understands that the Director is willing to consider a budget request for dedicated staffing or vendor contract when the workload is greater than what can be handled by existing staff. The committee strongly supports having a dedicated staffing resource to advance the tourism promotion program.~~

~~The committee has reviewed a number of position descriptions and local government RFPs for tourism development that could be utilized by City in staffing or contractor recruitment.~~

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 1.1: Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville. [Create the organizational framework]

1.2 Budget Allocation: The committee recognizes ~~and appreciates the City's support of allocating resources for tourism through the transient lodging tax. A total of 44% of the transient lodging tax revenues has been used for tourism and related visitor services over the past 10 years, FY 2005/06—2014/15, and 50% of projected revenues over the next five years, 2016/17—2020/21, is dedicated to tourism.~~

the City intends to dedicate 50% of transient lodging tax revenues for tourism promotion and has budgeted \$200,000 for FY17/18. The committee suggests that the City Council ~~may wish to should~~ consider dedicating a larger portion of some amount of unspent, prior year's transient lodging-tax revenues budget over time as specific staffing resources, projects and programs are proposed for the visitor profile study and feasibility study for an all-weather/indoor, multi-purpose playing fields facility for sports tournaments and other recreational/entertainment purposes during FY17/18.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 1.3: Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT).

1.3 Tourism Grants Program: The committee has successfully assumed responsibility from the Parks & Recreation Advisory Board to oversee the City's Community Tourism Matching Grants Award Program and the County Community Partnership Tourism Grants Program.

The committee seeks to fine-tune the tourism-related grants program ~~that is currently under the aegis of the Parks & Recreation Advisory Board.~~ in order to focus on attracting visitors over 50 miles away, as well as encouraging visitors to linger longer when visiting Wilsonville. ~~The committee is well positioned to assume the duties of grant program review and disbursement with the support of Parks & Recreation staff and the Chair of the Parks & Recreation Advisory Board who also sits on the committee.~~

The committee ~~proposes with Park & Recreation staff assistance to focus on tourism grant program criteria and~~ seeks to cultivate increased tourism awareness among both members of the community and grant recipients. ~~A key element of modifying the tourism grant program will be to encourage visitors from over 50 miles away (state definition of 'tourist') that will stay in Wilsonville lodging facilities.~~ Increasing overnight stays is one of the primary goals for the Tourism Promotion Program and Committee, according to Resolution No. 2541.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 1.5: Review Wilsonville Tourism Grants Program; *Item 5.14:* Increase public awareness of the benefits of tourism.

2. Online / Marketing

2.1 Tourism Website: The committee has worked to launch an initial tourism website that may be continued or improved upon by the Tourism Development and Operations Consultant contractor. Launch of the tourism website responds to a ~~The Tourism Development Strategy document called-out a~~ primary weakness for Wilsonville tourism promotional efforts: the lack of an “authoritative website” on Wilsonville tourism recognized by Google and other Internet search engines. The committee believes improvement ~~the development~~ of a tourism website and associated marketing efforts is a priority in this upcoming fiscal year.

Increasingly, travelers are using online websites, including social media sites, that work on desktop and mobile devices to obtain information on areas to be visited, as well as to book lodging and other services. Hence, the committee’s focus in the larger marketing realm is on online, Internet media as both an economical way to publish up-to-date content and reach the widest audience feasible.

~~One of the primary duties for tourism staff is to research and present for committee review is what online website product(s) and features would offer Wilsonville the best value for the money and staff time. A key component of a low-maintenance website is an “administrative backend” that houses a database of content composed of text data fields and images that allows easy manipulation by non-technical personnel.~~

~~Current products to be reviewed include the state tourism agency Travel Oregon’s “Orb” online product, as well as the websites of Clackamas County “Oregon’s Mt. Hood Territory” and Washington County Visitors Association (WCVA) “Tualatin Valley dot org.” Other private-sector vendors also offer tourism-focused websites that should be considered.~~

~~To advance the critical website marketing tool, members of the committee plan to proceed with a prototype development site that can serve as a discussion tool to flesh-out the approaches City will want to take when contracting for a website product. The Marketing Subcommittee has identified a number of key factors for a website, including target audiences, tourism products being offered, key marketing attributes and assets, additional ways to attract visitors and web traffic and content focused on local attractions with overlap or shared content with other DMOs.~~

A growing component of Internet-based products features the ability for users to check lodging, vehicle rental and other services’ date-availability and book reservations directly online. The Tourism Development and Operations Consultant contractor ~~Tourism staff would will~~ research options for online transactional marketing products and other features as noted below in relation to the tourism website. ~~The results of the tourism website research would then be translated into a Request for Qualifications (RFQ) or Request for Proposals (RFP) that is relayed to various vendors.~~

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.1: Establish a stand-alone Wilsonville tourism website.

2.2 Content Collection / Organization / Sharing: An important feature for marketing efforts is the ability to use copyright-free content—including text, images and videos—that may be utilized and shared freely or as desired without additional overhead royalty and license

expenses. Considerable effort is required to acquire and catalog area attractions, features, etc., that then may be used in website, social media and other platforms.

A content strategy for online products and Internet marketing should be developed by the Tourism Development and Operations Consultant contractor that provides guidance for development and expansion of website content, schedules and procedures for updating content, and ways that content may be leveraged in other channels or media for greater exposure and reach.

~~Staff~~ The Tourism Development and Operations Consultant contractor should research and source options for the integration of online video and use of linking strategies to drive traffic and search-engine optimization. Integral to developing an image and video content collection is obtaining services of a contracted photographer/videographer.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 5.13: Develop an active content management and co-op marketing program; Item 5.11: Develop and maintain a library of high-quality images and videos; Item 5.5: Optimize the online use of video; Item 5.6: Optimize linking strategies.*

2.3 Email Marketing: A primary tool of Internet-based marketing is the use of database email “notifiers” to alert interested parties to events, special deals and other attractors to the Wilsonville area. The Tourism Development and Operations Consultant contractor ~~Tourism staff~~ should research email marketing tools, especially ones that are integrated into the website and social media products that encourage ‘opt-in’ sign-ups to receive emails.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.4: Develop database and email marketing programs.

2.4 Social Media: Social media is a component of the larger online marketing promotional effort. The Tourism Development and Operations Consultant contractor ~~Tourism staff~~ should research social media platforms and programs that are targeted to specific niche markets, and ones that preferably offer integration with the website product.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.3: Develop social media programs relevant to key markets.

2.5 Website Analytics: One of the most powerful features of the Internet is to be able to use website traffic data to determine user interests and preferences, problems with the website content or functionality, where users are located, etc. The Tourism Development and Operations Consultant contractor ~~Tourism staff~~ should research the compatibility and integration of website analytic tools for the website product.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.12: Optimize the use of website and social media analytics.

2.6 Internet Marketing Campaigns: The Tourism Development and Operations Consultant contractor ~~Tourism staff~~ should research what kinds of services are available for Internet marketing promotions that are targeted to specific, niche markets and that utilize database marketing.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.12: Introduce an ongoing internet marketing campaign.

3. Study Efforts for City to Advance Tourism Development

The committee ~~encourages~~ recommends to the City Council ~~consideration to funding of~~ four studies or research/planning efforts to advance tourism development in the greater Wilsonville market. The funds for these studies would be sourced from prior, unspent budgeted tourism funds from the prior two fiscal years, FY15/16 and FY16/17, while the City’s tourism program was being developed.:

3.1 Visitor profile study: The committee believes that more detailed information about the characteristics and profiles of visitors to Wilsonville would provide strategic insight on niche markets, marketing promotion efforts and related information. Related to the profile of visitors, is the need to conduct additional research related to what attracts visitors to Wilsonville and how well their expectations are met when visiting here. This study is a high priority for the committee that is recommended for implementation during FY17/18.

3.2 Feasibility study for all-weather or indoor, multi-purpose playing fields facility for sports tournaments and recreational and entertainment activities: The *Tourism Development Strategy* identified that the City may be well positioned to take advantage of non-summer, shoulder-season activities such as youth and league sporting activities when local lodging occupancy is lower. The study should include financial feasibility and financing strategies. This study is a high priority for the committee that is recommended for implementation during FY17/18.

3.3 Destination marketing strategy plan: The committee recommends that a focused tourism and visitor destination-marketing strategy is developed that complements the City's larger branding strategy in order to maximize branding integration and marketing expenditures.

3.4 Hotel/conference center study as part of Town Center Redevelopment Plan project: The committee requests that the pending Town Center Redevelopment Plan project being undertaken by the Planning Division of the Community Development Dept. specifically include the feasibility of a private-sector or public/private partnership development and operation of a conference center and adjoining hotel. Funding for these studies could come from transient lodging-tax revenues. The Committee assumes that staff would research vendors and cost estimates and advance accordingly.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 4.9:* Support the development of all-weather, multi-purpose playing fields for sports tournaments; *Item 5.16:* Conduct ongoing visitor-satisfaction research.

Attachments

- ~~1. Tourism Promotion Committee, Tourism Subcommittee: Marketing & Web Priorities — Scoping Definition of “Visit Wilsonville” Website, January 2016.~~
- ~~2. Resolution No. 2541, “A Resolution of the Wilsonville City Council Creating the City of Wilsonville Tourism Promotion Committee,” June 2015.~~
- ~~3. Executive Summary, Wilsonville Tourism Development Strategy, May 2014.~~

FY2017-18 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy

DRAFT May 23, 2017 DRAFT

Table of Contents

A. Introduction

B. Committee Members

C. Committee Meetings

D. Advancing Tourism Development Priorities

E. Five-Year Action Plan for Tourism Development: FY 2017 – 2022

F. Annual One-Year Implementation Plan: July 2017 – June 2018

1. Organizational Framework / Staffing Resource
 - 1.1 Staffing
 - 1.2 Budget Allocation
 - 1.3 Tourism Grants Program:
2. Online / Marketing
 - 2.1 Tourism Website
 - 2.2 Content Collection / Organization / Sharing
 - 2.3 Email Marketing
 - 2.4 Social Media
 - 2.5 Website Analytics
 - 2.6 Internet Marketing Campaigns
3. Study Efforts for City to Advance Tourism Development
 - 3.1 Visitor profile study
 - 3.2 Feasibility study for all-weather or indoor, multi-purpose playing fields facility for sports tournaments and recreational and entertainment activities
 - 3.3 Destination marketing strategy plan
 - 3.4 Hotel/conference center study as part of Town Center Redevelopment Plan project

G. Attachments

1. Scope of Work, Request for Proposal for Tourism Development and Operations Consultant, January 2017

A. Introduction

The Wilsonville Tourism Promotion Committee presents to the City Council the first Five-Year Action Plan and Annual One-Year Implementation Plan (“Plan”) for adoption by Council on April 18, 2016. Members of the committee have worked diligently to advance the objectives of the City Council as outlined in Resolution No. 2541 (2015), which furthers goals and objectives of the *Wilsonville Tourism Development Strategy* adopted by Council in May 2014.

B. Committee Members

The Wilsonville Tourism Promotion Committee is composed of the seven voting positions, as established by Resolution No. 2541, sorted descending alphabetically by last name.

1. **Jeff Brown, Chair:** General Manager of Holiday Inn Wilsonville and member of the Tourism Development Strategy Task Force; Position No. 3, term ends 6/30/20.
2. **Darren Harmon:** General Manager of Family Fun Center and member of Tourism Development Strategy Task Force; Position No. 5, term ends 6/30/18.
3. **Al Levit, Vice Chair:** A retired resident who is a Bike Club Coordinator and serves as a Commissioner on the Wilsonville Planning Commission; Position No. 4, term ends 6/30/20.
4. **David Stead:** General Manager of Langdon Farms Golf Club and member of the Tourism Development Strategy Task Force; Position No. 6, term ends 6/30/18.
5. **Elaine Swyt:** Principal of MediaPhysics and Chair of the Wilsonville Parks & Recreation Advisory Board; Position No. 2, term ends 6/30/16.
6. **Emily Bryant Utz:** Group/Tourism Specialist for the World of Speed Museum; Position No. 1, term ends 6/30/19.
7. **Vacant:** Position No. 7, term ending 6/30/2018.

Housed in the City’s Parks and Recreation Department with support from the City Manager’s Office, the Tourism Promotion Committee also includes five non-voting, ex-officio advisory members composed of representatives of:

8. **Clackamas County Tourism and Cultural Affairs**, aka Oregon’s Mt Hood Territory: Danielle Cowan, Executive Director, or designee, including Samara Phelps, Tourism Development Lead, or Jim Austin, Community Relations Lead.
9. **Washington County Visitors Association (WCVA):** Carolyn McCormick, President/CEO, or designee Sylke Neal-Finnegan, Vice President of Marketing & Communications.
10. **Wilsonville Area Chamber of Commerce:** Kevin Ferrasci O’Malley, CEO.
11. **City of Wilsonville Parks and Recreation Dept.** Director or designee: Mike McCarty, Director, or Brian Stevenson, Recreation Manager.
12. **City of Wilsonville City Council:** Councilor Charlotte Lehan, who also serves as the City Council liaison for the committee.

C. Committee Meetings

The committee met on eight occasions in FY 2016-17, surpassing the minimum required four meetings per fiscal year. Meeting of the committee were held on Sept. 27, Oct. 27, and Dec. 1, 2016, and Feb. 14, March 21, April 11, April 27 and May 23, 2017.

D. Advancing Tourism Development Priorities

The Committee continued to work on the Top-16 priorities, as determined by the committee during the first year of work, of 50 total potential ‘actions for success’ outlined in the Tourism Development Strategy adopted by Council in May 2014.

Top Priorities and “Themed Issues” for Additional Work

Strategy No.	Strategy Title / Description
1.1	Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville. <i>[Create the organizational framework]</i>
1.3	Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT).
1.5	Review Wilsonville Tourism Grants Program.
1.7	Initiate ongoing partnership and relationship-building programs.
2.1	Develop a destination branding strategy for Wilsonville.
5.1	Establish a stand-alone Wilsonville tourism website.
5.2	Introduce an ongoing internet marketing campaign.
5.3	Develop social media programs relevant to key markets.
5.4	Develop database and email marketing programs.
5.5	Optimize the online use of video.
5.6	Optimize linking strategies.
5.11	Develop and maintain a library of high-quality images and videos.
5.12	Optimize the use of website and social media analytics.
5.13	Develop an active content management and co-op marketing program.
5.14	Increase public awareness of the benefits of tourism.
5.16	Conduct ongoing visitor-satisfaction research.

E. Past Year’s Accomplishments

The Tourism Promotion Committee had a successful year, advancing key objectives as set-out in the prior fiscal year’s Plan, including:

- Taking-on full responsibility for overseeing the administration and award-allocations for the City’s two tourism grant programs, including the City’s Community Tourism Matching Grant Program (\$25,000) and the Clackamas County Community Partnership Program (\$20,000).
- Overseeing development of the initial, top-priority tourism website and an ad campaign on behalf of community tourism events and to support attracting regional visitors to “linger longer” in support of local businesses.
- Developing a full Request for Proposal for “Tourism Development and Operations Consultant” to implement the City’s Tourism Promotion Program, and conducting interviews of proposers and making a recommendation for a successful proposer.

F. Five-Year Action Plan for Tourism Development: FY17/18 – 21/22

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure and marketing/promotion program for the proposed “Visit Wilsonville” Destination Marketing Organization (DMO).

This second, annual one-year implementation action plan follows directly from the committee’s review of the most-pressing, “Top Priorities.” While the committee recognizes that adjustments are to be made to the longer-range plan via annual ‘course corrections,’ the five-year plan is outlined below in fiscal years, July 1 of one year to June 30 of the following year.

Year 1, 2017/18

- Recruit to fill all voting positions for the Tourism Promotion Committee.
- Elect chair/vice-chair leadership positions.
- Tourism Development and Operations Consultant contractor commences first annual contract to advance Tourism Promotion Program as outlined in the Plan.
- Marketing plan is developed; see Year One list following
- Committee develops and recommends to City Council for adoption the update to the Five-Year Action Plan and Annual One-Year Implementation Plan.

Year 2, 2018/19

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection; website construction commences and soft-launch.
- Website content that includes classified business and events listings, images and thematic experiences is developed; implemented into online website product.

Year 3, 2019/20

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Website is refined and major marketing promotion commences that includes advertisements in targeted publications, blogs and other websites.
- Online transactional services are added to website.
- New tourism promotional programs are implemented with key partners.
- Committee recommends to Council to advance formation of nonprofit DMO.

Year 4, 2020/21

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Website is further refined and major marketing promotion continues.
- Online transactional services are expanded on website.
- New tourism promotional programs are implemented with key partners.
- Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO; creates bylaws.

Year 5, 2022/23

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Website is further refined and major marketing promotion continues.
- Online transactional services are expanded on website.
- New tourism promotional programs are implemented with key partners.
- City with committee forms 501(c)(6) nonprofit DMO called “Visit Wilsonville.”

G. Annual One-Year Implementation Plan: July 2017 – June 2018

The one-year implementation plan seeks to advance the top priorities of the larger five-year action plan. The first-year work plan is segmented into three main sections:

1. **Organizational Framework / Staffing Resource:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor for tourism development and promotion in order to advance the Strategy and the implementation/action plan. The committee continues oversee the tourism grant programs.
2. **Online / Marketing:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor to focus on online/Internet website products and processes as a primary task that the Strategy identified as a top priority and the committee strongly supports.
3. **Study Efforts for City to Advance Tourism Development:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor four specific recommendations to the City Council for study efforts to advance tourism:
 - Visitor profile study.
 - Feasibility study for an all-weather/indoor, multi-purpose playing fields facility for sports tournaments and other recreational/entertainment purposes.
 - Destination marketing strategy plan.
 - Hotel/conference center study as part of Town Center Master Plan Redevelopment project.

Following are details on the key components of the proposed one-year implementation plan.

1. Organizational Framework / Staffing Resource

1.1 Staffing: In order to advance components of the "Visit Wilsonville" tourism development strategy and the action-implementation plans, the committee plans to work with staff of the City Manager's Office and Parks & Recreation Dept. to work with the Tourism Development and Operations Consultant contractor to advance the fledgling tourism program.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 1.1:* Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville. [Create the organizational framework]

1.2 Budget Allocation: The committee recognizes the City intends to dedicate 50% of transient lodging tax revenues for tourism promotion and has budgeted \$200,000 for FY17/18. The committee suggests that the City Council should consider dedicating some amount of unspent, prior year's transient lodging-tax revenues budget for the visitor profile study and feasibility study for an all-weather/indoor, multi-purpose playing fields facility for sports tournaments and other recreational/entertainment purposes during FY17/18.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 1.3:* Increase the Allocation of the Hotel/Motel Transient Lodging Tax (TLT).

1.3 Tourism Grants Program: The committee has successfully assumed responsibility from the Parks & Recreation Advisory Board to oversee the City’s Community Tourism Matching Grants Award Program and the County Community Partnership Tourism Grants Program.

The committee seeks to fine-tune the tourism-related grants program in order to focus on attracting visitors over 50 miles away, as well as encouraging visitors to linger longer when visiting Wilsonville. The committee seeks to cultivate increased tourism awareness among both members of the community and grant recipients.. Increasing overnight stays is one of the primary goals for the Tourism Promotion Program and Committee, according to Resolution No. 2541.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 1.5:* Review Wilsonville Tourism Grants Program; *Item 5.14:* Increase public awareness of the benefits of tourism.

2. Online / Marketing

2.1 Tourism Website: The committee has worked to launch an initial tourism website that may be continued or improved upon by the Tourism Development and Operations Consultant contractor. Launch of the tourism website responds to a primary weakness for Wilsonville tourism promotional efforts: the lack of an “authoritative website” on Wilsonville tourism recognized by Google and other Internet search engines. The committee believes improvement of a tourism website and associated marketing efforts is a priority in this upcoming fiscal year.

Increasingly, travelers are using online websites, including social media sites, that work on desktop and mobile devices to obtain information on areas to be visited, as well as to book lodging and other services. Hence, the committee’s focus in the larger marketing realm is on online, Internet media as both an economical way to publish up-to-date content and reach the widest audience feasible.

A growing component of Internet-based products features the ability for users to check lodging, vehicle rental and other services’ date-availability and book reservations directly online. The Tourism Development and Operations Consultant contractor will research options for online transactional marketing products and other features as noted below in relation to the tourism website.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 5.1:* Establish a stand-alone Wilsonville tourism website.

2.2 Content Collection / Organization / Sharing: An important feature for marketing efforts is the ability to use copyright-free content—including text, images and videos—that may be utilized and shared freely or as desired without additional overhead royalty and license expenses. Considerable effort is required to acquire and catalog area attractions, features, etc., that then may be used in website, social media and other platforms.

A content strategy for online products and Internet marketing should be developed by the Tourism Development and Operations Consultant contractor that provides guidance for development and expansion of website content, schedules and procedures for updating content,

and ways that content may be leveraged in other channels or media for greater exposure and reach.

The Tourism Development and Operations Consultant contractor should research and source options for the integration of online video and use of linking strategies to drive traffic and search-engine optimization. Integral to developing an image and video content collection is obtaining services of a contracted photographer/videographer.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.13: Develop an active content management and co-op marketing program; Item 5.11: Develop and maintain a library of high-quality images and videos; Item 5.5: Optimize the online use of video; Item 5.6: Optimize linking strategies.

2.3 Email Marketing: A primary tool of Internet-based marketing is the use of database email “notifiers” to alert interested parties to events, special deals and other attractors to the Wilsonville area. The Tourism Development and Operations Consultant contractor should research email marketing tools, especially ones that are integrated into the website and social media products that encourage ‘opt-in’ sign-ups to receive emails.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.4: Develop database and email marketing programs.

2.4 Social Media: Social media is a component of the larger online marketing promotional effort. The Tourism Development and Operations Consultant contractor should research social media platforms and programs that are targeted to specific niche markets, and ones that preferably offer integration with the website product.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.3: Develop social media programs relevant to key markets.

2.5 Website Analytics: One of the most powerful features of the Internet is to be able to used website traffic data to determine user interests and preferences, problems with the website content or functionality, where users are located, etc. The Tourism Development and Operations Consultant contractor should research the compatibility and integration of website analytic tools for the website product.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.12: Optimize the use of website and social media analytics.

2.6 Internet Marketing Campaigns: The Tourism Development and Operations Consultant contractor should research what kinds of services are available for Internet marketing promotions that are targeted to specific, niche markets and that utilize database marketing.

Authority for recommendation: Wilsonville Tourism Development Strategy, May 2014, Action Item 5.12: Introduce an ongoing internet marketing campaign.

3. Study Efforts for City to Advance Tourism Development

The committee recommends to the City Council funding of four studies or research/planning efforts to advance tourism development in the greater Wilsonville market. The funds for these

studies would be sourced from prior, unspent budgeted tourism funds from the prior two fiscal years, FY15/16 and FY16/17, while the City's tourism program was being developed.

3.1 Visitor profile study: The committee believes that more detailed information about the characteristics and profiles of visitors to Wilsonville would provide strategic insight on niche markets, marketing promotion efforts and related information. Related to the profile of visitors, is the need to conduct additional research related to what attracts visitors to Wilsonville and how well their expectations are met when visiting here. This study is a high priority for the committee that is recommended for implementation during FY17/18.

3.2 Feasibility study for all-weather or indoor, multi-purpose playing fields facility for sports tournaments and recreational and entertainment activities: The *Tourism Development Strategy* identified that the City may be well positioned to take advantage of non-summer, shoulder-season activities such as youth and league sporting activities when local lodging occupancy is lower. The study should include financial feasibility and financing strategies. This study is a high priority for the committee that is recommended for implementation during FY17/18.

3.3 Destination marketing strategy plan: The committee recommends that a focused tourism and visitor destination-marketing strategy is developed that complements the City's larger branding strategy in order to maximize branding integration and marketing expenditures.

3.4 Hotel/conference center study as part of Town Center Redevelopment Plan project: The committee requests that the pending Town Center Redevelopment Plan project being undertaken by the Planning Division of the Community Development Dept. specifically include the feasibility of a private-sector or public/private partnership development and operation of a conference center and adjoining hotel. Funding for these studies could come from transient lodging-tax revenues. The Committee assumes that staff would research vendors and cost estimates and advance accordingly.

Authority for recommendation: *Wilsonville Tourism Development Strategy, May 2014, Action Item 4.9:* Support the development of all-weather, multi-purpose playing fields for sports tournaments; *Item 5.16:* Conduct ongoing visitor-satisfaction research.

**EXCERPT FROM
REQUEST FOR PROPOSALS:
PROFESSIONAL SERVICES
Tourism Development and
Operations Consultant
ADVERTISEMENT DATE:
Friday, January 27, 2017**

EXHIBIT A

SCOPE OF WORK

A. BACKGROUND

The City of Wilsonville is a modern city of nearly 24,000 residents, located along the West Coast I-5 corridor 20 miles south of downtown Portland, Oregon’s largest city, and 30 miles north of Salem, the State Capitol. Situated along the Willamette River, straddling both Clackamas and Washington counties, Wilsonville acts a dual gateway between the Portland metro area and the rich farmland of French Prairie in the North Willamette Valley.

Wilsonville hosts thousands of visitors annually at seven lodging properties with over 600 rooms, and features the third-largest full-service conference/lodging facility in Washington County. Three RV/campgrounds are nearby, including a U.S. top-10 “Sam’s Club” RV Park, as well as Champoeg State Park, birthplace of Oregon.

Conferences and group events are a major component of overnight stays, along with business travelers and transient overnight guests. While Wilsonville is a growing city with many new residents, visiting friends and relatives do not comprise a significant segment currently in overnight lodging facilities.

Approximately 600 businesses are located in Wilsonville that employ over 18,000 area residents, principally in family-wage manufacturing and high-tech jobs. Major employers include Mentor Graphics, Xerox, Rockwell Collins, FLIR, Sysco Food Services, Coca-Cola, and Rite Aid Distribution.

The City completed its *Tourism Development Strategy* in April 2014, which is the successor to the *Wilsonville Visitor Destination Action Plan* of Sept. 2011. Subsequently, a *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* was adopted by the Wilsonville City Council in May 2016.

While Wilsonville may not usually be thought of as a tourist destination, the City has considerable tourism and hospitality assets and is located near or accessible to major attractions, including Oregon Horse-Bike-Wine Country of French Prairie and the Willamette Valley, Clackamas County Fairgrounds, the Oregon State Capitol, Downtown Portland cultural attractions, and even Mt. Hood and the Oregon Coast.

Wilsonville features one of Oregon’s top-10 tourism attractions, the Family Fun Center, as well as the new World of Speed Museum, Oregon Korean War Memorial, McMenamins Old Church & Pub, and other craft-beer pubs. Wilsonville hosts three major water-feature fountains designed by internationally acclaimed architect Robert Murase.

Wilsonville is located along the Willamette River, which is a designated National Water Trail by the National Parks Service. The City currently has limited development along the river. Wilsonville has two major regional parks, Graham Oaks Nature Park and Memorial Park, the latter of which contains a number of lighted ball fields.

Other attractions in Wilsonville include community festivals and events, equestrian stables and events, major high-school sports tournaments, and many business meetings and conventions. The proposed French Prairie bike-ped/emergency bridge over the Willamette River would connect the Portland-area Ice Age Tonquin Trail/Metro Intertwine Trail Network with the Willamette Valley Scenic Bike Route.

Other nearby attractions include public golf courses—Charbonneau, Sandelie, and Langdon Farms—along with the Aurora Colony National Historic District, Champoeg State Heritage Area, Canby Dahlia Festival, Wooden Shoe Tulip Festival, and more.

B. SCOPE OF WORK

The Tourism Development & Operations Consultant is responsible for executing the Tourism Development Strategy and subsequently for developing and administering both special and ongoing marketing programs, conducting market research and utilizing a competitive marketing strategy that fosters a good public image and promotes tourism assets, programs, events, and tourism resources.

The Tourism Development & Operations Consultant has three primary sets of objectives to execute:

1. Organizational Infrastructure Development and Operations
2. Tourism Assets Program Development and Operations
3. Market Development

1. Organizational Infrastructure Development and Operations

The “organizational infrastructure core” of the “Visit Wilsonville” DMO needs to be built. Much of the components are ready or are being prepared, but dedicated effort is needed to build, connect, finish, and implement them. Some basics need to be more fully developed, including:

a. Business Plan Development and Implementation:

- i. Develop a more detailed version of the *Five-Year Action Plan and One-Year Implementation Plan for the Wilsonville Tourism Development Strategy*.
- ii. Develop line-item budget of revenue and expenses and tentative timelines.
- iii. Work with Finance Department to develop or refine financial operations for accounts payable and receivable for tourism revenues and expenses.

Specific components of the Business Plan address the following goals and objectives:

- i. Work with members of the Tourism Promotion Committee to compose, develop, and update annually the Action/Implementation Plan.
- ii. Develop specific priorities and line-item budgets for various programs and activities in conjunction with Committee and the Parks & Recreation Department Director or designee.
- iii. Develop and oversee RFPs for tourism-related studies, including visitor profile study, destination marketing study, and other studies as directed by the Tourism Promotion Committee and Parks & Recreation Department Director or designee.
- iv. Create timelines and identify milestones for implementation of specific one-time and ongoing programs, studies, and activities.

b. Marketing Plan Development and Implementation Includes Outreach and Continual Updating of:

- i. Website.
- ii. Social media / blogs.
- iii. Advertising/Promotion Collateral.

Specific components of the Marketing Plan address the following goals and objectives:

- i. Develop and implement marketing objectives and strategies, in conjunction with the Tourism Promotion Committee and marketing subcommittee, that result in a marketing plan that promotes tourism in the greater Wilsonville geographic area.
- ii. Oversee media plan development and research, and place media buys to include print, radio, billboard, and television needs.
- iii. Work with partner agencies on co-op ad-buys and other joint promotion efforts.
- iv. Oversee copy development as needed for all advertising mediums.
- v. Oversee development and maintenance of the Wilsonville Tourism Website, orchestrate content improvements, and coordinate a local online Calendar of Events.
- vi. Institute a social-media presence that works in conjunction with the City and vendors.
- vii. Monitor deadlines of ad agencies, printers and graphic designers, and advertising companies.
- viii. Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism.
- ix. Write and distribute press releases and social-media posts as needed.
- x. Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy.

c. Committee Administration of the Tourism Promotion Committee:

- i. Overseeing communications and organization of the committee.
- ii. Setting meeting agendas and composing meeting minutes in conjunction with committee leadership.

Specific components of Committee Administration address the following goals and objectives:

- i. Work closely with the Chair/Vice-Chair and members of the Tourism Promotion Committee to set committee meeting agendas, arrange for votes on action items, and carry forth other committee business as needed.
- ii. Administer all aspects of tourism programs to ensure goals and objectives set forth are met.
- iii. Plan, implement, and manage an annual tourism budget and program of work.
- iv. Work with the Tourism Promotion Committee and City staff members to coordinate options for decision-making.
- v. Prepare reports and make presentations to the City Council or other bodies as needed.
- vi. Coordinate all committee meetings, notes, and necessary public notification postings, including making quarterly status/update reports.
- vii. Assist with special projects as needed.
- viii. Other related duties as assigned.

2. Tourism Assets Program Development and Operations

The Tourism Development Strategy clearly called-out for a higher level of “tourism” thinking in the City’s policies and programs. The Strategy indicated that having a high-level of integration of tourism-thinking within the City’s various departments and divisions would best coordinate capital investments and programmatic expenditures to advance tourism development in Wilsonville.

The Tourism Development & Operations Consultant is expected to attend select meetings related to tourism held by City departments/divisions such as Community Development, Planning, Economic Development, Parks & Recreation, Transit, Library, Community Relations, Government Affairs, and others. An objective of the Tourism Development & Operations Consultant is to expand the City’s municipal operations and capital investments towards programs with tourism in mind and projects in parks, public works, bike/ped facilities, wayfinding signs, etc., that benefit visitors as well as residents. The Tourism Development & Operations Consultant would be expected to suggest improvements to plans or programs that could better accommodate the needs of the tourism program and visitors.

Aspects of the tourism program needing development include coordination with tourism event producers/coordinators, private-sector tourism and hospitality businesses, and other destination management organizations and associations.

Specific components of Tourism Assets Program Development and Operations address the following goals and objectives:

- a. Coordinate and collaborate with event and activity organizers as needed to help them promote their events.
- b. Act as liaison/information source for group tours, conventions, and catering for the area.

- c. Act as liaison between ad agencies, marketing agencies, printers and graphic designers, the Wilsonville Chamber, and media to coordinate projects.
- d. Represent the area's interests, as appropriate, with local and state organizations associated with tourism.
- e. Attend tourism related workshops, conferences, and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations (DMOs).
- f. Coordinate and attend trade shows or conferences as needed.
- g. Maintain confidentiality and discretion in all areas, including the dissemination of trade secrets, planning and promotional procedures, and customer information files.
- h. This consultant position has limited supervisory responsibility over contractors.

3. Market Development

The Tourism Development Strategy and enabling 1-Year/5-Year Action/Implementation Plan call for increasing transient lodging tax revenues by increasing occupancy and room-rates as measures of success for the tourism program. The Tourism Promotion Committee has honed-in on increasing occupancy during the eight-month-long "shoulder season" as yielding the best returns for public investment. That is, the City's lodging properties tend to have high occupancy, and related tourism and hospitality operations run at a higher pace, during summer months. However, lodging occupancy and corresponding room rates, along with related business at tourism and hospitality businesses, is depressed during the shoulder season.

The 1-Year/5-Year Action/Implementation Plan calls for a Visitor Profile Study in order to ascertain more specific data on visitors to Wilsonville. An RFQ for this study may be released during the time period of this RFP in order to timely advance key elements of the Strategy and 1-Year/5-Year Action/Implementation Plan.

The Tourism Development & Operations Consultant is expected to lead efforts to identify key market segments to target and create marketing promotion programs aimed at developing important tourism market segments. Information gained through various visitor profile studies and tourism-related efforts should be coupled with joint promotional efforts with partner tourism agencies (county, regional, and state) to reach specific markets identified as offering the best growth opportunities in Wilsonville.

C. BUDGET

The City of Wilsonville annually budgets approximately 50% of transient lodging tax (TLT) revenues towards tourism efforts. Annual City resources available total about \$125,000; a special carry-over from the prior year has provided additional funds. The Tourism Promotion Committee may recommend to the Budget Committee and City Council additional City resources. Grant applications may also be submitted to Clackamas County Tourism to fund specific projects. An objective of the Tourism Development & Operations Consultant is to develop and implement programs producing an increase in transient lodging tax revenue that in turn provide additional resources for the tourism program.

In addition to funding the consultant position of Tourism Development & Operations Consultant, the tourism budget is also expected to fund other endeavors as outlined in the 1-Year/5-Year Action/Implementation Plan, including an annual City Community Tourism Grant Program, a tourism website and related marketing efforts, and tourism-related studies.

Valid business-related expenses approved by the Parks & Recreation Director or designee for attendance at conferences, seminars, and trade-shows, including mileage, are reimbursable.

Of the \$125,000 annual budget, \$25,000/year of City tourism funds are used to sponsor community tourism events; an additional \$20,000 in County Tourism grant funds are available for use by the City to fund the Clackamas County Community Partnership Program.

City Tourism Budget FY 2016-17 Summary:

\$ 237,000	City Budget (\$125,000 FY 16-17 Forecast + \$112,000 FY 15-16 Carry-Forward)
<u>- 25,000</u>	City Community Tourism Grant Program
<u>\$ 212,000</u>	Balance Remaining
+ 20,000	Clackamas County Community Partnership Program (additional granting funds)

D. ADDITIONAL INFORMATION

The City adopted a Tourism Development Strategy in April 2014 that provides guidance for directing efforts and funds aimed at increasing tourism activity within the community, particularly for overnight stays at Wilsonville lodging properties. In addition to increasing overnight stays, the Tourism Development Strategy focuses on attracting visitors from outside the area and getting them to linger longer to eat, shop, recreate, or to learn about local culture, history, or agricultural/nature attractions.

Thus, the ultimate objective of the Tourism Development Strategy is to increase tourism-related transient lodging tax revenues and personal income and employment opportunities within the City by:

1. Increasing the number of tourists/visitors, especially during the ‘shoulder-season’ months;
2. Increasing the length of stay of the tourist/visitor; and
3. Increasing the average amount of tourist/visitor expenditures.

Specifically, the Tourism Development Strategy addresses key tourism product sectors in relation to each of the following:

1. Lodging – hotels/motels, bed & breakfast, RV parks, campgrounds.
2. Tourism activities, such as:

- a. Nature & Outdoor Recreation — parks, Willamette River, walking trails and bicycle riding.
 - b. History, Heritage, and Culture — historical kiosks, potential Korean War Memorial museum, art, music.
 - c. Sports & Recreational Activities and Facilities — develop facilities to better accommodate events like sports playoffs and bike tours.
 - d. Shopping — retail, as well as farmers markets.
 - e. Meetings — conventions, trade shows, and training seminars.
 - f. Culinary — wines, agri-tourism, and dining.
 - g. Special Events — major activities and community events at City parks, The Country Classic and other horse shows, large weddings, and other events.
 - h. Industry — special tours and product shows.
 - i. Commercial Attractions — World of Speed Museum, Family Fun Center, Old Aurora Colony Museum, and other businesses and attractions.
3. Product development — image branding and diversification of existing and potential tourism resources.
 4. Marketing and promotion — target marketing and development of niche tourism.
 5. Institutional framework — opportunities to strengthen public-private partnerships.
 6. Statistics and research — guides emphasis and measurements.
 7. Legislation and regulation — use to support policy implementation where applicable.
 8. Performance measures and quality standards — measure effectiveness and sustainability.
 9. Transportation — getting to product sectors and among product sectors; use of City’s trolley bus.

Issues for further development should focus on specific opportunities that exist and what kinds of strategies can be developed that:

1. Convert commercial business travel visitors to Wilsonville into repeat leisure travel visitors.
2. Increase overnight lodging occupancy during the October through May shoulder season.
3. Facilitate increased sporting tournaments and other events in Wilsonville that also result in increased patronage of local establishments by visitors.
4. Leverage Wilsonville’s proximity to French Prairie and North Willamette Valley attractions, such as Oregon Horse, Bike, and Wine Country, the Willamette River and National Water Trail, Aurora Colony National Historic District, Champoeg State Heritage Area, Wooden Shoe Tulip Festival, and other major regional events.