



# FY 2019/20 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy



May 21, 2019

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## A. Introduction

The Wilsonville Tourism Promotion Committee on May 21, 2019, recommended for adoption to the City Council the fourth rolling Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”) for FY 2019/20. Each year, the committee updates the plan to account for work accomplished during the prior year and to plan for the following year-plus time period.

Members of the committee have worked diligently to advance the objectives of the Council as outlined in the past year’s FY 2018/19 Five-Year Action Plan and Annual One-Year Implementation Plan; Resolution No. 2541 (2015), which created the City’s Tourism Promotion Program; and the *Wilsonville Tourism Development Strategy* adopted by Council in May 2014.

## B. Tourism Promotion Committee Members

Housed in the Parks and Recreation Department with support from the City Manager’s Office, the Wilsonville Tourism Promotion Committee is composed of the 11 members total, with seven voting positions and five ex-officio advisory positions, as established by Resolution No. 2541, sorted descending alphabetically by last name.

The seven voting members of the committee include:

- **Jeff Brown:** General Manager of Hotel Eastlund, Portland; reappointed to Position No. 3 in August 2017 to full three-year term ending 6/30/20.
- **Darren Harmon, Chair:** General Manager of Family Fun Center; reappointed to Position No. 5 in August 2018 to full three-year term ending 6/30/21.
- **Al Levit:** Retired resident, former bike club coordinator and former City of Wilsonville Planning Commissioner; reappointed to Position No. 4 in August 2017 to full three-year term ending 6/30/20.
- **David Stead:** General Manager of Langdon Farms Golf Club; reappointed to Position No. 6 in August 2018 to full three-year term ending 6/30/21; resigned April 2019; position recruitment under way.
- **Brandon Roben:** CEO of Oaks Amusement Park, Portland; appointed mid-term in December 2017 to Position No. 2 with term ending 6/30/19; has applied for reappointment to term ending 6/30/22.
- **Dave Pearson, Vice-Chair:** Executive Director, World of Speed Motorsports Museum; appointed mid-term in January 2018 to Position No. 1 with term ending 6/30/19; has applied for reappointment to term ending 6/30/22.
- **Beth Price:** Director of Sales and Marketing for Holiday Inn Hotel & Convention Center Portland South/Wilsonville; appointed mid-term in March 2019 to Position No. 7 with term ending 6/30/2021.

The committee includes five non-voting, ex-officio advisory members composed of:

- **Clackamas County Tourism and Cultural Affairs**, dba Oregon’s Mt Hood Territory: Danielle Cowan, Executive Director, or designee, including Samara Phelps, Tourism Development Lead; or Jim Austin, Community Relations Lead.

- **Washington County Visitors Association (WCVA):** Carolyn McCormick, President/CEO, or designee Sylke Neal-Finnegan, Vice President of Marketing & Communications.
- **Wilsonville Area Chamber of Commerce:** Kevin Ferrasci O’Malley, CEO.
- **City of Wilsonville Parks and Recreation Dept.** Mike McCarty, Director, or designee Brian Stevenson, Recreation Manager; or Erica Behler, Recreation Coordinator.
- **City of Wilsonville City Council:** Councilor Charlotte Lehan, who also serves as the City Council liaison to the committee.

### C. Committee Meetings

The committee met on six occasions in FY 2018-19, surpassing the minimum required four meetings per fiscal year pursuant to Resolution No. 2541. Meeting of the committee were held on Sept. 21, Nov. 20, and Dec. 20, 2018; and Feb. 21, March 21 and May 21, 2019. A meeting held on April 11, 2019, did not constitute a quorum for committee action.

### 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 during FY15/16, of 50 total potential ‘actions for success’ outlined in the *Tourism Development Strategy* adopted by Council in May 2014.

**Tourism Development Strategy:  
 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, now Explore 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, FY 2018/19**

The Tourism Promotion Committee had a successful year, advancing key objectives as set-out in the prior fiscal year's plan, the FY 2018/19 Five-Year Action Plan and Annual One-Year Implementation Plan adopted by the City Council through Resolution No. 2699 on July 16, 2018.

Following is an accounting of accomplishments achieved towards meeting FY18/19 objectives.

- **Recruit to fill all voting positions for the Tourism Promotion Committee.**

In March 2019, the committee membership reached full voting membership participation with appointment of Beth Price to Position No. 7, which had been vacant during the fiscal year.

- **Elect chair/vice-chair leadership positions.**

Darren Harmon was elected as Chair and Dave Pearson as Vice Chair during the first meeting of the new fiscal year in September 2018.

- **Committee continues to oversee tourism grant programs.**

The Committee oversaw the tourism grant review and award process for both the City of Wilsonville Community Tourism Matching Grant program and the Clackamas County Tourism Community Partnership Program.

In March 2019, the committee reviewed grant applications, interviewed applicants and awarded a total of \$45,000 in grants to assist seven local organizations in hosting events and attractions that attract visitors.

### ***City of Wilsonville Community Tourism Grant Awards — \$25,000***

- *Fun in the Park*: \$9,000 to produce the 18th annual Fun in the Park festival on Aug. 3.
- *Brews for Community*: \$5,000 to produce the Wilsonville Brewfest summer event showcasing Oregon breweries on Aug. 10.
- *Wilsonville Arts & Culture Council*: \$5,000 for hosting the Wilsonville Festival of the Arts on June 1-2.
- *Wilsonville Rotary Foundation*: \$4,000 to support Wilsonville Rotary's production of a four-show Summer Concert Series, July 18-Aug. 8.
- *Wilsonville Bicycle Events*: \$2,000 to produce the Salmon Cycling Classic, a bike ride/dinner event on June 29 to support construction of a bike/pedestrian bridge over I-5.

### ***Clackamas County Tourism Community Partnership Program Grant Awards — \$20,000***

- *Wilsonville Bicycle Events*: \$12,500 to provide event advertising and marketing support for the June 29 Salmon Cycling Classic event, which begins and ends at Memorial Park and includes 50K, 60K and 80K courses.
- *MeSheWe Run*: \$5,000 to provide marketing support for an untimed women's running event in Wilsonville on June 1 that offers participants a half-marathon, 10k or team relay run.
- *Wilsonville Lacrosse*: \$2,500 for marketing and additional support for Wilsonville Lacrosse to support the "Battle at the Bridge" youth lacrosse tournament at Wilsonville High School on June 8.

- **Tourism Development and Operations Consultant contractor advances components of the Tourism Promotion Marketing Plan.**

The Tourism Development and Operations Consultant contractor worked closely with the committee over the course of several months to develop an integrated Tourism Promotion Marketing Plan, which is composed of:

1. The overarching FY17/18 & 18/19 “Marketing Playbook” dated February 2018; and
2. The implementing Scope of Work for specific Advertising & Marketing Services dated January 19, 2018.

The “Marketing Playbook” Plan, was approved by the Committee on January 30, 2018, to guide tourism promotion efforts through FY 2018/19. This marketing plan includes background information on tourism’s economic impact of visitor expenditures, a plan for tourism promotion for Wilsonville using print and online advertising, a set of goals and objectives, a Strength-Weaknesses-Opportunities-Threat (SWOT) analysis, metrics of success, a logo and style branding guide and ad campaigns and media buys.

The Tourism Development and Operations Consultant contractor also developed a scope of work for specific Advertising & Marketing Services that implements the overarching “Marketing Playbook” Plan. The Advertising and Marketing Services Scope of Work was approved by the Tourism Promotion Committee on December 12, 2017, and subsequently amended in part on January 19, 2018, for the remainder of FY 17/18 and all of FY 18/19.

The Tourism Promotion Marketing Plan was adopted by the City Council under Resolution No. 2669 on Feb. 22, 2018, and the implementing Advertising & Marketing Services professional services agreement under Resolution No. 2681 on March 19, 2018.

- **The committee monitors implementation of the Tourism Promotion Marketing Plan, including features and operation of the tourism website.**
- **Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection.**

The committee has been instrumental in both monitoring the implementation of the larger marketing plan, and also specifically the [www.ExploreWilsonville.com](http://www.ExploreWilsonville.com) website. Committee members have made along the way key observations and recommendations for improvement of the marketing plan and website.

The Tourism Development and Operations Consultant contractor developed and launched a new marketing campaign during 2018 that includes a new brand and tagline, “A Pocket (of Fun),” an extensive website, [www.ExploreWilsonville.com](http://www.ExploreWilsonville.com), and a “Pocket Trip” set of visitor guides promoting a variety of themed day trips within a 25-mile radius that feature Wilsonville as the base from which to explore regional attractions.

Committee members suggested potential destinations, and the Tourism Development and Operations Consultant contractor conducted additional research to devise a variety of pre-planned itineraries that revolve around a particular interest or activity.

A total of 12 themed “Pocket Trip” categories include detailed stories with suggested itineraries featuring things to do in and around the Wilsonville area, ranging from “Plan a Family Fun Day in Wilsonville” to “Frolicking Through French Prairie” to “A Day on the Willamette River.”

The 12 current “Pocket Trip” themes are:

1. Eat & Drink
2. Family Time
3. Shopper’s Delight
4. Farmlandia Fun
5. History & Heritage
6. Inside Fun
7. Outside Fun
8. Art & Music
9. A Lil’ Bit of Country
10. Finer Things
11. Unique Meeting Spots
12. Build-Your-Own Pocket Trip

The tourism website, ExploreWilsonville.com, has continued to be revised and updated. The Tourism Development and Operations Consultant contractor completed a re-design of the website in September 2018. Major revisions to the website include creating and populating custom directories of events, hospitality businesses and tourism attractions (rather than using outside commercial sites like Yelp.com) that provide greater functionality and also a consistent style and look based on the adopted Marketing Playbook.

As part of the process to develop marketing collateral, the Tourism Development and Operations Consultant contractor retained professional models and photographers for several picture-taking sessions at Wilsonville-area attractions and events. This process provided Explore Wilsonville with high-quality, original photos that are free of license fees and other royalty payments and have not been used by others.

- **Committee develops evaluation criteria for Consultant work performance and Benchmark tourism metrics to establish baseline for future quarterly reports.**

The committee is currently in the process of working with the Tourism Development and Operations Consultant contractor to develop a standardized quarterly report with specific performance metrics. The committee is looking at various metrics to measure Explore Wilsonville’s success at effectively promoting the brand and Wilsonville as a visitor’s destination, increasing website and social media traffic, generating leads for follow-up, growing overall lodging occupancy and revenue, and ultimately increasing the generation of transient lodging tax to the City.

The Tourism Development and Operations Consultant contractor commenced a subscription for the City to Smith Travel Research (STR), which provides monthly overnight lodging industry metrics on occupancy and revenue based on aggregated data of participating hotels and motels. In addition to obtaining STR data for Wilsonville lodging properties, the committee worked with the Tourism Development and Operations Consultant contractor to identify a ‘comparable’ market, Troutdale, by which to compare Wilsonville’s metrics.

The Tourism Development and Operations Consultant contractor is also working with the Finance Department to obtain regular, quarterly reports of transient lodging tax revenue. The City’s lodging tax collection data is generally available on quarterly basis one month after the close of the quarter.

- **New tourism promotional programs are implemented with key partners.**

The Tourism Development and Operations Consultant contractor is working with regional/state tourism partners for marketing promotion efforts, including Travel Oregon, Travel Portland, Clackamas County Tourism and Cultural Affairs (dba Oregon’s Mt. Hood Territory) and

Washington County Visitors Assn. These joint efforts include purchase of print and online advertising and sharing of travel research.

Additionally, the Tourism Development and Operations Consultant contractor is working with private vendors such as AAA and Sunset Magazine to place advertisements in print and online products that also generate lead-requests for information about visiting Wilsonville.

The Tourism Development and Operations Consultant contractor worked with Parks and Recreation Administration staff to develop fulfillment procedures for lead requests that involved mailing Pocket Trips brochures and responding verbally and in writing to visitor-information requests.

- **Committee develops and recommends to City Council for adoption the update to the FY 18/19 Five-Year Action Plan and Annual One-Year Implementation Plan.**

The committee developed and recommended to City Council adoption of the FY18/19 update to the tourism business plan known as the FY18/19 Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”). The Council adopted this plan through Resolution No. 2699 on July 16, 2018.

- **The visitor profile study (item G 3.1) is to completed and results analyzed by the end of June 2019; consideration is given to modifying components of the Tourism Promotion Marketing Promotion Plan based on results of the survey**

The City budgeted an additional \$60,000 to undertake the Visitor Profile Study project in FY18-19. The City contracted with the Tourism Development and Operations Consultant contractor to work with subcontractor RRC Associates, which City Parks and Recreation Department has use previously for other parks studies that fed into parks master plans. The Tourism Development and Operations Consultant contractor and RRC Associates worked together to strategize with committee members for questions and locations for on-site intercept questionnaires of visitors to Wilsonville-area attractions and events.

The Visitor Profile Survey is composed of two components:

1. Summer months survey that occurred April through September 2018
2. Winter months survey that is occurring November 2018 through April 2019.

The final, cross-tabulated results and report of the summer survey was released in December 2018; the winter survey is anticipated to be released initially as raw data in May 2019 and a final summer and winter surveys report in June 2019.

The summer survey has provided significant insight and confirmation of key components of the May 2014 *Tourism Development Strategy* and the subsequent marketing-promotion plans developed by the committee and the Tourism Development and Operations Consultant contractor Vertigo Marketing. Some of the key take-aways include: Higher-than-average visitor income for visitors to Wilsonville compared to the state average; Families with children compose a significant percentage of visitors (54%), confirming a focus to promote family-oriented activities; and the 35- to 44-year-old demographic comprises the largest share of overnight visitors.

- **The committee advances a feasibility study for all-weather or indoor, multi-purpose athletic facility (item G 3.2) this year or next.**

The committee, staff and consultants' plates were full, and this next study was tabled until the following fiscal year, FY19-20.

- **Committee monitors and participates in Town Center Plan redevelopment effort.**

The committee monitored and participated in providing feedback to the Planning Division on the Town Center Plan redevelopment effort. Members of the committee were invited to Town Center Plan meetings, including a major conference held with businesses and developers at the Town Center movie theatre on October 11, 2018.



## **F. Five-Year Action Plan for Tourism Development: FY2019/20 – FY2023/24**

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure, advancing the marketing/promotion program for Explore Wilsonville tourism-development efforts, and researching larger study-efforts to advance tourism such as the visitor profile survey.

This third, rolling 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.

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### **Year 1 FY 2019/20**

#### **1. Conduct Tourism Promotion Committee Business**

- **Leadership, Meetings:** Continue recruitment efforts to fill all voting positions for the Tourism Promotion Committee. Elect committee chair/vice-chair leadership positions.
  - **Tourism Grant Programs:** Committee continues to oversee City and County tourism grant programs.
  - **Business and Marketing Plans:** Tourism Development and Operations Consultant contractor advances components of the Tourism Promotion and Destination Marketing Plan that the committee monitors implementation of. Committee develops and recommends to City Council for adoption the update this business plan as the new FY20/21 Five-Year Action Plan and Annual One-Year Implementation Plan.
  - **Staffing Resource:** Committee to consider in conjunction with City Council and management potential addition of dedicated staffing for tourism and cultural affairs, as per recommendation of *Tourism Development Strategy* and pending *Community Investment Strategy for Arts, Heritage and Culture*. Related to staffing or organizational development, committee to discuss potential evolution to independent, nonprofit Destination Marketing Organization (DMO) as called for in the *Tourism Development Strategy*.
- 2. Implement the FY19/20 Tourism Promotion Program:** Committee finalizes evaluation criteria for Consultant work performance and Benchmark tourism metrics to establish baseline for future quarterly reports. The visitor profile study (item G 3.1) summer and winter survey report results are analyzed with consideration given to modifying components of the Tourism Promotion Marketing Promotion Plan based on results of the survey. The committee works with staff to undertake RFQ process to vet and select tourism promotion-marketing communications vendor proposals.
- 3. Advance Study Effort for City to Enhance Tourism Development:** The committee advances through Parks and Recreation a feasibility study for a year-round, multi-purpose facility (item G 3.2) this year. The envisioned facility would be capable of handling court sport tournaments (basketball, volleyball, etc), conferences, trade shows and live entertainment.
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**Year 2  
FY 2020/21**

- Potential new staff position works with Tourism Development and Operations Consultant contractor to advance Tourism Promotion Program.
- New tourism promotional programs are implemented with key partners.
- One of two recommended studies are commenced, either destination marketing strategy plan (item G.3.3) or hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project (item G 3.4)

**Year 3  
FY 2021/22**

- 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.
- One of two recommended studies are commenced, either destination marketing strategy plan (item G.3.3) or hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project (item G 3.4)

**Year 4  
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.
- New tourism promotional programs are implemented with key partners.
- Committee recommends to Council to advance formation of nonprofit DMO.

**Year 5  
2023/24**

- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
- Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO called “Explore Wilsonville”; creates bylaws.

## **G. Annual One-Year Implementation Plan: FY19/20, July 2019 – June 2020**

The fourth, rolling one-year implementation plan seeks to advance the top priorities of the larger five-year action plan. Next fiscal year's work plan is segmented into three main sections:

**1. Conduct Tourism Promotion Committee Business:** The committee executes all Council-mandated activities, including:

- **Leadership:** Elect a chair and vice chair at the first meeting of the new fiscal year.
- **Meetings:** Hold at least four meetings with quorum attendance during the fiscal year.
- **Tourism Grant Programs:** Oversee the application process and grant awards of the tourism grant programs, including the City Community Tourism Grant Program and Clackamas County Tourism Community Partnership Program.
- **Business and Marketing Plans:** Work with staff and consultant to draft for City Council adoption an updated version of the Five-Year Action Plan and Annual One-Year Implementation Plan and the Tourism Promotion and Destination Marketing Plan for FY20/21.

**Staffing Resource:** A draft plan, *Community Investment Strategy for Arts, Culture and Heritage*, undertaken as part of the City's 2017-19 Community Enhancement Program and 2019-20 City Council Goals adopted on May 20, 2019, reflect a City Council priority for creating a staff position tentatively called Tourism and Cultural Affairs Coordinator in the Parks and Recreation Department. This new position would assume extra duties carried by current staff and provide additional horsepower for Wilsonville tourism and related cultural affairs. Specifically, duties for the new position could include staffing the committee; managing the tourism grants process; working more intensely with the Tourism Development and Operations Consultant contractor to extend work-product impact; and interacting with local businesses and regional/state/international cultural-exchange and Sister City organizations and tourism partners to further relationships and create new promotional campaigns that generate economic activity in the Wilsonville area. The committee works with staff and City Council Liaison to refine a position description and job duties for a potential Tourism and Cultural Affairs Coordinator position for consideration by management to be added in the FY19/20 or FY20/21 budget cycle.

The committee seeks additional resources to advance the tourism promotion program. In relation to the larger Tourism Development Strategy No. 1.1, "Establish an Independent 501 (c) (6) Not-for-Profit DMO to be named Visit Wilsonville, now Explore Wilsonville. [Create the organizational framework]," the committee also seeks to discuss how a City-staffed program could evolve into an independent Destination Marketing Organization (DMO).

**2. Implement the FY19/20 Tourism Promotion Program:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. and Tourism Development and Operations Consultant contractor to advance both the larger FY19/20 Five-Year Action Plan and Annual One-Year Implementation Plan and the more specific FY19/20 Tourism Promotion and Destination Marketing Plan.

Since FY 19/20 is the second, last year of optional professional services agreement renewal for tourism promotion and marketing communications services, the committee plans to work with staff to undertake an RFQ process to vet and select tourism promotion-marketing communications vendor proposals and make a recommendation.

Specific components of the FY19/20 Tourism Promotion Program include:

- **Target Marketing Refinement:** Refining as needed the marketing promotional elements and online/Internet website products and processes.
  - **More Featured Day Trips:** Creating additional sets of themed “Pocket Trips,” possibly with community input.
  - **Marketing and Promotion:** Producing print and online marketing deliverables and developing promotional products.
  - **Performance Metrics:** Finalizing specific metrics/evaluation criteria to gauge effectiveness of tourism marketing efforts.
  - **Public Awareness:** Cultivating increased local residents’ knowledge and interest in learning more about local attractions and the value of tourism to the economy and community-development efforts.
- 3. Advance Study Effort for City to Enhance Tourism Development:** The committee works with staff of the City Manager’s Office and Parks & Recreation Dept. to work with Tourism Development and Operations Consultant contractor on one of four specific recommendations to the City Council for study efforts to advance tourism:
- **Multi-use Facility with Potential Hotel Addition Study:** Complete in FY19/20 a feasibility assessment and accompanying pro-forma for a hybrid, indoor, multi-use facility aimed at drawing sports tournaments, conferences and other events to Wilsonville, particularly during the slower, lower-demand ‘shoulder season’ months of October through April. The envisioned facility would be capable of handling court sport tournaments (basketball, volleyball, etc), conferences, trade shows, performing arts and live entertainment, and could include an overnight lodging option if shown to be relevant to success of a multi-use facility.

Notes on other special tourism-related studies:

- Visitor Profile Study advanced in the FY18/19 1/5-Year Action Implementation Plan is to be completed on schedule towards end of FY18/19, June 2019.
- Subsequent study efforts to follow in subsequent fiscal years include:
  - Destination marketing strategy plan that could be undertaken in FY20/21.
  - Hotel/conference center feasibility study as follow-up to Town Center Plan redevelopment project may be potentially combined or addressed in FY19/20 Multi-use Facility with Potential Hotel Addition Study; otherwise, a more detailed overnight hotel lodging/conference facility study could be undertaken in FY 21/22.

## **H. Components of FY19/20 Annual One-Year Implementation Plan of the Tourism Promotion Program in Relation to the 2014 Tourism Development Strategy**

Following are more details on the top priorities summarized above for FY19/20 Tourism Promotion Program in relation to the *2014 Tourism Development Strategy's* Top Priorities and “Themed Issues” for Additional Work listed on page 3.

### **1. Tourism Promotion Committee Business**

**1.1 Staffing/Contractor Resource:** In order to advance components of the Explore Wilsonville tourism development strategy and the Plan, the committee continues advancing work with staff of the City Manager’s Office and Parks & Recreation Dept. to examine a potential new Tourism and Cultural Affairs Coordinator position and to collaborate with the Tourism Development and Operations Consultant contractor to advance the tourism promotion program. The committee may seek to discuss how a City-staffed program could evolve into an independent Destination Marketing Organization.

*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, now known as Explore 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 \$225,000 for FY 19/20 for the Tourism Promotion Marketing Plan and the Community Tourism Grant Program. The committee recommends that the City Council continue to dedicate a portion of unspent, prior years’ transient lodging-tax revenues budget for feasibility study for an all-weather or indoor, multi-purpose athletic recreation facility for sports tournaments and other recreational, entertainment purposes and/or the destination marketing strategy plan, depending on staff/consultant capacity.

*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 Programs:** The committee has successfully assumed responsibility from the Parks & Recreation Advisory Board over the past two years to oversee the City’s Community Tourism Matching Grants Award Program and Clackamas County’s Community Partnership Tourism Grants Program, with assistance from Parks & Recreation staff.

The committee seeks to fine-tune the tourism-related grants program to focus on attracting visitors from over 50 miles away who require overnight lodging accommodations, as well as encouraging visitors to linger longer and patronize local businesses when visiting Wilsonville. The committee seeks to cultivate increased tourism awareness among both members of the community and grant recipients. Increasing overnight stays and transient lodging tax revenues 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.

## 2. Implement the FY 19/20 Tourism Promotion Program

**2.1 Tourism Branding Strategy:** The Tourism Development and Operations Consultant contractor has developed an Explore Wilsonville tourism branding strategy. New research information may lead to modifications to the larger, over-arching tourism branding strategy that control key messages, marketing content and design and the look and feel of other promotional advertising products for print or online media.

*Authority for recommendation:* Wilsonville Tourism Development Strategy, May 2014, Action Item 1.1: Develop a destination branding strategy for Wilsonville.

**2.2 Tourism Website:** The Tourism Development and Operations Consultant worked to re-launch the ExploreWilsonville.com tourism website with a redesign to match the new branding motifs and to offer improved content with a focus on day trips and directories of attractions and area events. Improvement of the tourism website responds to a primary weakness previously identified for Wilsonville tourism promotional efforts — namely, a 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 as outlined in the Plan are continuing priorities 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. Tourism Development and Operations Consultant contractor implemented custom, improved online directories of local area tourism businesses and attractions (rather than relying on commercial services like Yelp) that may eventually offer potential online transactional marketing products and other features as noted below.

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

**2.3 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. The Tourism Development and Operations Consultant employed professional models and photographers in 2018 to create a suite of copyright/royalty-free images for marketing use.

Tourism Development and Operations Consultant contractor is looking at 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 contracted models and photographer/videographer(s).

*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.

**2.4 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. Tourism Development and Operations Consultant contractor is utilizing 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.

**2.5 Social Media:** Social media is a component of the larger online marketing promotional effort. Tourism Development and Operations Consultant contractor is utilizing social media platforms and programs that are targeted to specific niche markets.

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

**2.6 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. Tourism Development and Operations Consultant contractor has integrated 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.

**2.7 Internet Marketing Campaigns:** Tourism Development and Operations Consultant contractor is using various kinds of services that 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.

**2.8 Wilsonville Visitors Guide and Related Publications:** Tourism Development and Operations Consultant contractor is planning production of one or more print and online versions of a Wilsonville Visitors Guide, as well as other potential publications helpful to visitors and marketers.

*Authority for recommendation:* *Wilsonville Tourism Development Strategy, May 2014, Action Item 5.7*: Produce a Wilsonville Visitors Guide annually.

**2.9 Public Awareness:** City staff are to work with the committee and Tourism Development and Operations Consultant contractor to produce information that increases local residents’ knowledge and interest in learning more about local attractions and the value of tourism to the economy and community-development efforts.

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

### **3. Advance Study Efforts for City to Enhance Tourism Development**

The committee recommends to the City Council funding of three 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 prior fiscal years, FY15/16 and FY16/17, while the City's tourism program was being developed by the committee and be approved by City Council with a separate budget adjustment.

**3.1 Visitor profile study:** This study is now underway and is scheduled to conclude in FY 18/19.

**3.2 Feasibility study for all-weather or indoor, multi-purpose athletic 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 for an indoor or all-weather-use facility that includes courts and fields for year-round use should include a detailed market analysis, financial feasibility and potential financing strategies. This study is a priority for the committee that is recommended for implementation during FY19/20 with a separate budget adjustment.

**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. The committee recommends advancing this study during FY20/21.

**3.4 Hotel/conference center feasibility study as part of Town Center Master Plan redevelopment project:** The committee requests that the pending Town Center Master Plan redevelopment project being undertaken by the Planning Division of the Community Development Dept. specifically advance the feasibility study of a private-sector or public/private partnership development and operation of a conference center and adjoining hotel. The study should include a detailed market analysis, financial feasibility and potential financing strategies. 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 in FY20/21.

**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.