

Wilsonville Tourism Promotion Committee



FY 2017/18 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy

May 23, 2017

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A. Introduction

The Wilsonville Tourism Promotion Committee on May 23, 2017, recommended for adoption to the City Council the second rolling Five-Year Action Plan and Annual One-Year Implementation Plan (“Plan”) for FY 2017/18. Each year, the committee updates the plan to account for work accomplished during the prior year and to plan for the following year-plus. Members of the committee have worked diligently to advance the objectives of the Council as outlined in Resolution No. 2541 (2015), which created the City’s Tourism Promotion Program and Committee to further goals and objectives of the *Wilsonville Tourism Development Strategy* adopted by Council in May 2014.

B. Tourism Promotion 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:** 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 6/30/19.
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 Parks and Recreation Department with support from the City Manager’s Office, the committee includes five non-voting, ex-officio advisory members composed 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 to the committee.

C. Committee Meetings

The committee met on eight occasions in FY 2016-17, surpassing the minimum required four meetings per fiscal year per Resolution No. 2541. 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, FY 2016/17

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 ExploreWilsonville.com 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: FY 17/18 – 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, 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.

Year 1, 2017/18	<ul style="list-style-type: none">• Recruit to fill all voting positions for the Tourism Promotion Committee.• Elect chair/vice-chair leadership positions.• Committee continues to oversee tourism grant programs.• Tourism Development and Operations Consultant contractor commences first annual contract to advance Tourism Promotion Program as outlined in the RFP and Plan, including development of business and marketing plans.• Tourism branding strategy is developed by contractor as component of Plan.• Tourism website is monitored by committee and improved as recommended.• 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.• Two recommended studies are commenced, including a visitor profile study (Plan item 3.1) and a feasibility study for all-weather or indoor, multi-purpose athletic facility (Plan item 3.2)• Committee monitors and participates in Town Center Plan redevelopment effort.
Year 2, 2018/19	<ul style="list-style-type: none">• 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.• New tourism promotional programs are implemented with key partners.• Two recommended studies are commenced, including destination marketing strategy plan (Plan item 3.3) and hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project (Plan item 3.4)
Year 3, 2019/20	<ul style="list-style-type: none">• 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..
Year 4, 2020/21	<ul style="list-style-type: none">• 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, 2021/22	<ul style="list-style-type: none">• 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 “Visit Wilsonville”; creates bylaws.

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. Tourism Promotion Program 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 Plan as outlined in RFP. The committee members elect chair and vice chair, and continue to oversee the tourism grant programs.
- 2. Tourism Promotion 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 develop a tourism branding strategy, advance a business and marketing plan with a focus on Wilsonville tourism branding, marketing and online/Internet website products and processes.
- 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 for four specific recommendations to the City Council for study efforts to advance tourism:
 - Visitor profile study to be undertaken in FY 17/18.
 - Feasibility study for an all-weather or indoor, multi-purpose athletic facility for sports tournaments and recreational and entertainment activities to be undertaken in FY 17/18.
 - Destination marketing strategy plan that could be undertaken in FY 18/19.
 - Hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project that could be undertaken in FY 18/19.

1. Tourism Promotion Program Organizational Framework / Staffing Resource

1.1 Staffing/Contractor Resource: In order to advance components of the Visit Wilsonville tourism development strategy and the Plan, the committee will work with staff of the City Manager's Office and Parks & Recreation Dept. to collaborate 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 FY 17/18. The committee recommends that the City Council dedicate a portion of unspent, prior years' transient lodging-tax revenues budget (FY 15/16 and FY 16/17) for the visitor profile study and feasibility study for an all-weather or indoor, multi-purpose athletic recreation facility for sports tournaments and other recreational/entertainment purposes during FY 17/18.

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 Programs: The committee has successfully assumed responsibility from the Parks & Recreation Advisory Board 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; *Item 5.14:* Increase public awareness of the benefits of tourism.

2. Tourism Promotion Marketing Plan

2.1 Tourism Branding Strategy: The prospective Tourism Development and Operations Consultant contractor has identified as key issue to advance that the committee agrees is a priority: development of a larger Visit Wilsonville tourism branding strategy. A successful marketing plan requires first development of a 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 2.1:* Develop a destination branding strategy for Wilsonville.

2.2 Tourism Website: The committee has worked to launch an initial tourism website known as ExploreWilsonville.com 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 as outlined in the Plan and RFP are 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. The Tourism Development and Operations Consultant contractor will research options for 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.

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 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(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. 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.

2.5 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.

2.6 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. 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.

2.7 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.

2.8 Wilsonville Visitors Guide and Related Publications: The Tourism Development and Operations Consultant contractor should consider production of print and online versions of a Wilsonville Visitors Guide, as well as other potential publications that may be helpful to visitors and marketers.

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

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, FY 15/16 and FY 16/17, 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: 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. The study should focus on both summer and non-summer "shoulder-season" visitors. This study is a high priority for the committee that is recommended for implementation during FY 17/18 with a separate budget adjustment.

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 high priority for the committee that is recommended for implementation during FY 17/18 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 FY 18/19.

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.

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.



REQUEST FOR PROPOSALS

PROFESSIONAL SERVICES

Tourism Development and Operations Consultant

ADVERTISEMENT DATE: Friday, January 27, 2017

Address Proposals to:

City of Wilsonville

Attn: Mark Ottenad, Public/Government Affairs Director

29799 SW Town Center Loop East

Wilsonville, OR 97070

Proposals due: Thursday, March 16, 2017, at 2:00 PM, local time

Proposals must be sealed in an opaque envelope, plainly marked as follows: "Request for Proposals – Tourism Consultant," and sent to the attention of Mark Ottenad, Public/Government Affairs Director. Include the name and address of the Proposer.

Proposers must submit eight (8) hard copy sets of the Proposal and a digital, electronic-file version on a compact disc (CD) or a flash "thumb" drive.

Electronically mailed or faxed Proposals will not be accepted.

The City of Wilsonville reserves the right to reject any or all Proposals.

**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.