



**CITY COUNCIL MEETING  
STAFF REPORT**

<p><b>Meeting Date:</b> June 15, 2020</p>	<p><b>Subject: Resolution No. 2825</b>                  A Resolution of the City of Wilsonville Adopting the FY 20/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy.</p> <p><b>Staff Member:</b> Zoe Monahan, Assistant to the City Manager, Mark Ottenad, Public/Government Affairs Director; Mike McCarty, Parks &amp; Recreation Director</p> <p><b>Departments:</b> Administration; Park and Recreation</p>
<p><b>Action Required</b></p>	<p><b>Advisory Board/Commission Recommendation</b></p>
<p><input checked="" type="checkbox"/> Motion  <input type="checkbox"/> Public Hearing Date:  <input type="checkbox"/> Ordinance 1<sup>st</sup> Reading Date:  <input type="checkbox"/> Ordinance 2<sup>nd</sup> Reading Date:  <input checked="" type="checkbox"/> Resolution                  Information or Direction  <input type="checkbox"/> Information Only  <input type="checkbox"/> Council Direction  <input type="checkbox"/> Consent Agenda</p>	<p><input checked="" type="checkbox"/> Approval  <input type="checkbox"/> Denial  <input type="checkbox"/> None Forwarded  <input type="checkbox"/> Not Applicable</p> <p><b>Comments:</b> N/A</p>
<p><b>Staff Recommendation:</b> Staff recommends that Council approve the Consent Agenda.</p>	
<p><b>Recommended Language for Motion:</b> I move to approve the Consent Agenda.</p>	
<p><b>Project / Issue Relates To:</b></p>	
<p><input checked="" type="checkbox"/> Council Goals/Priorities    <input checked="" type="checkbox"/> Adopted Master Plan(s)    <input type="checkbox"/> Not Applicable</p>	

**ISSUE BEFORE COUNCIL:**

Adoption of Resolution No. 2825 approving proposed FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy.

**EXECUTIVE SUMMARY:**

The Tourism Promotion Committee unanimously recommended on May 19, 2020, adoption by Council of FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy and the implementing FY 2020/21 Tourism Promotion & Destination Marketing Services Plan.

The FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy is known by the shorthand “1/5-Year Action/Implementation Plan” or also just the “Tourism promotion business plan.” This plan summarizes the past year’s tourism promotion program, provides a longer-range five-year plan, and details specific components and activities for the upcoming 2020/21 fiscal year.

The committee was moving forward with the Parks & Recreation 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. This project was suggested in the original 2014 Tourism Development Strategy and is one of four long-term, special study projects named in each of the past four “1/5-Year Action/Implementation Plans.”

The request for proposal for a “Market Feasibility Study for Year-Round Sport/Event Facility with Possible Lodging Property” was issued on November 15, 2019. Nine qualified proposers submitted responses by the January 7, 2020, deadline. Four finalists were interviewed during the second week of March 2020 and a consultant was selected. However, just as a consultant was selected, the coronavirus started to appear in the United States. The City did not move forward with the contract due to budget concerns. The project was put on hold in March 2020 and funding has been removed at this time. The committee has recommended that the project be reconsidered for funding in FY 21-22.

Based on direction from the City Manager, in response to COVID-19, staff worked with the City’s consultant, JayRay Ads & PR, Inc., to reduce the scope of work and budget by 50% for the FY 2020/21 Tourism Promotion & Destination Marketing Contact. This will allow JayRay to continue to work on the website and provide limited social media engagement during the Governor’s Executive Orders to stay home and during the gradual re-opening phase. As the area begins to re-open Wilsonville will be positioned to start encouraging visitors to come to the area and increase marketing when it is appropriate.

The “1/5-Year Action/Implementation Plan” or “Tourism promotion business plan” is then implemented by a corresponding tourism promotion marketing plan, now formally titled the Tourism Promotion & Destination Marketing Services Plan. This plan includes a Scope of Work that provides extensive details and information on specific marketing promotion programs are utilized by the Explore Wilsonville tourism promotion program.

### **Background Information**

The year 2020 marks the fifth, rolling version of the Tourism promotion business plan, which is updated annually as required by Resolution No. 2541 that created the City’s tourism promotion program and formed the Tourism Promotion Committee. Essentially, this update to the Tourism promotion business plan continues to advance the longer-term five-year strategy of the action plan. That is, the short-term one-year implementation plan seeks to advance the top priorities of the larger five-year action plan.

The FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy lists Tourism Promotion Committee Members and Committee Meetings, summarizes the past year's accomplishments and lays out a longer-range five-year action plan and a short-term annual one-year implementation plan for FY 2020/21.

**EXPECTED RESULTS:**

The City's Explore Wilsonville tourism-promotion program continues to operate through FY 2020/21.

**TIMELINE:**

The City's Explore Wilsonville tourism promotion program continues operation through June 30, 2021.

**CURRENT YEAR BUDGET IMPACTS:**

The proposed FY 2020/21 Tourism Promotion & Destination Marketing Services Plan is within budget. The City's FY 2020/21 total Park & Recreation Tourism budget includes \$100,000 for tourism promotion and \$25,000 for the City's tourism matching grant program. The tourism-promotion budget was recently reduced by 50% in response to the COVID-19 emergency.

**FINANCIAL REVIEW / COMMENT:**

Reviewed by: CAR      Date: 6/3/2020

**LEGAL REVIEW / COMMENT:**

Reviewed by: ARGH      Date: 6/10/2020

**COMMUNITY INVOLVEMENT PROCESS:**

Development of the underlying Tourism Development Strategy had considerable public engagement during the 2013/14 timeframe that included participation by a large citizen task force and interviews/surveys with residents and tourism stakeholders. Subsequently, the Tourism Promotion Committee has overseen development of four annual business plans, adopted by Council, and supervision of the City's community tourism matching grant program.

**CITY MANAGER COMMENT:**

City Council adoption of Resolution No. 2825 for the FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy appears to be in alignment with and advance both the Tourism Development Strategy adopted by Council in May 2014 and new City Council Goals adopted in May 2019.

**ATTACHMENTS:**

- A. Resolution No. 2825
  - 1. FY 2021/20 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy, May 19, 2020 and attachments

**RESOLUTION NO. 2825****A RESOLUTION OF THE CITY OF WILSONVILLE ADOPTING THE FY 2020/21 FIVE-YEAR ACTION PLAN AND ANNUAL ONE-YEAR IMPLEMENTATION PLAN FOR THE WILSONVILLE TOURISM DEVELOPMENT STRATEGY.**

WHEREAS, the City Council adopted on May 5, 2014, Resolution No. 2468 approving the *Wilsonville Tourism Development Strategy* (“Strategy”), which set forth a blueprint for implementing a tourism strategy for the greater Wilsonville community, including forming a Destination Marketing Organization (DMO) or committee to develop and promote tourism; and

WHEREAS, the City Council adopted on June 15, 2015, Resolution No. 2541 to establish the Tourism Promotion Committee that, among other duties, is to oversee the implementation of the Strategy and develop an annual business plan; and

WHEREAS, the City Council adopted on April 4, 2016, the first annual *FY 2016/17 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* (“Plan”), a business plan for the tourism promotion program; and

WHEREAS, the City Council adopted on June 19, 2017, the second annual rolling *FY 2017/18 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* (“Plan”), a business plan for the tourism promotion program; and

WHEREAS, as part of the implementation of the Plan, the City undertook a competitive formal procurement process in 2017 to contract with a tourism development and operations consultant with an option for two (2) one-year contract extensions, and upon completion of the formal procurement process, the City awarded the contract to Vertigo Marketing, LLC; and

WHEREAS, the City Council adopted on Feb. 22, 2018, Resolution No. 2669, which approved the *FY 2017/18 & 18/19 Tourism Promotion Marketing Plan* composed of the “FY 2017/18 & 18/19 Marketing Playbook” Plan, dated February 2018, and supporting “Scope of Work 2018/2019 Advertising & Marketing Services,” dated January 19, 2018, to implement the *Wilsonville Tourism Development Strategy*; and;

WHEREAS, the City Council adopted on March 19, 2018, Resolution No. 2681 that approved a Tourism Advertising and Marketing Services Professional Services Agreement that exercised a

first one-year contract extension with a tourism operations and marketing development consultant that supports implementation Resolution No. 2669; and

WHEREAS, the City Council adopted on July 16, 2018, Resolution No. 2699 the third annual rolling *FY 2018/19 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* (“Plan”), a business plan for the tourism promotion program; and

WHEREAS, the City Council adopted on July 15, 2019, Resolution No. 2758 the fourth annual rolling *FY 2019/20 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy* (“Plan”), a business plan for the tourism promotion program; and

WHEREAS, the City and Tourism Promotion Committee timely seek to continue the momentum of the “Explore Wilsonville” tourism-promotion program and invited and received proposals from the principals of Vertigo Marketing, LLC after the company dissolved, who composed the FY 2019/20 Tourism Promotion & Destination Marketing Services Plan approved the Committee, to implement an abbreviated, six-month FY 2019/20 Tourism Promotion & Destination Marketing Services Plan for the period of July 1 through December 31, 2019; and

WHEREAS, the City Council adopted on July 15, 2019, Resolution No. 2758 a Tourism Promotion & Destination Marketing Services professional services contact with Velocity Marketing, LLC to implement an abbreviated, six-month FY 2019/20 Tourism Promotion & Destination Marketing Services Plan for the period of July 1 through December 31, 2019; and

WHEREAS, the City on August 20, 2019, published an RFP for ‘Explore Wilsonville’ Tourism Promotion and Development and Destination Marketing Services and received eight (8) qualified proposals by the deadline of September 30, 2019. The Selection Review Committee reviewed all eight proposals on October 18, 2019, and selected four (4) finalists to interview. During the course of interviews that were conducted on November 13, 2019, one firm stood out as the consensus choice of the committee with the highest criteria evaluation: JayRay Ads & PR of Tacoma, Washington, and

WHEREAS, the City Council adopted on December 16, 2019, Resolution 2776 a professional services agreement with JayRay Ads and PR, Inc. to implement the remaining FY 2019/20 and FY 2020/21 Tourism Promotion & Destination Marketing Services Plan; and

WHEREAS, the Tourism Promotion Committee has fulfilled during FY 2019/20 all of the requirements set forth in the founding charter of the Tourism Promotion Committee as described in Resolution No. 2468; and

WHEREAS, the Tourism Promotion Committee worked to produce and voted unanimously on May 19, 2020, to recommend to the City Council adoption of the updated, fifth annual rolling *FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy*, a business plan for the tourism promotion program;

NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

1. The City Council adopts *FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy*, attached hereto as Exhibit 1.
2. This resolution becomes effective upon adoption.

ADOPTED by the Wilsonville City Council at a regular meeting thereof this 15<sup>th</sup> day of June, 2020, and filed with the Wilsonville City Recorder this date.

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Tim Knapp, Mayor

ATTEST:

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Kimberly Veliz, City Recorder

SUMMARY OF VOTES:

Mayor Knapp

Council President Akervall

Councilor Linville

Councilor Lehan

Councilor West

Exhibits:

1. FY 2020/21 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy, May19, 2020



# FY 20/2021 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy



May 19, 2020

## Table of Contents

<b>A. Introduction .....</b>	<b>2</b>
<b>B. Tourism Promotion Committee Members.....</b>	<b>2</b>
<b>C. Committee Meetings .....</b>	<b>3</b>
<b>D. Advancing Tourism Development Priorities .....</b>	<b>3</b>
<b>E. Past Year’s Accomplishments, FY 2019/20 .....</b>	<b>4</b>
<b>F. Five-Year Action Plan for Tourism Development: FY 2020/21 – 2024/25.....</b>	<b>8</b>
<b>G. Annual One-Year Implementation Plan: July 2020 – June 2021.....</b>	<b>10</b>
<b>H. Components of FY20/21 Annual One-Year Implementation Plan of the Tourism Promotion Program in Relation to the 2014 Tourism Development Strategy .....</b>	<b>14</b>

**Attachment:**

- 1. Explore Wilsonville Tourism Promotion and Development and Destination Marketing Services Audit, produced by JayRay, February 10, 2020**
- 2. Explore Wilsonville Marketing Plan FY 2020-21**



## A. Introduction

The Wilsonville Tourism Promotion Committee on May 19, 2020, recommended for adoption to the City Council the fifth rolling Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”) for FY 2020/21. 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 City Council as outlined in the past year’s FY 2019/20 Five-Year Action Plan and Annual One-Year Implementation Plan as provided for under the authority of 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 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; indicated not seeking another term. Jeff Brown has served the City for seven years total, starting in 2013 as a member of the Tourism Development Strategy Task Force.
- **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; seeking re-appointment to another three-year term.
- **Beth Price, Vice Chair:** 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.
- **Brandon Roben:** CEO of Oaks Amusement Park, Portland; reappointed mid-term in July 2019 to Position No. 2 with term ending 6/30/22.
- **Rohit Sharma:** Owner, RR Hotels Portland, LLC; appointed mid-term in March 2020 to Position No.1 with term ending 6/30/22.
- **Vacant:** Position No. 6 recruitment continues. (Vacated by David Stead in April 2019 with a term ending 6/30/21); resigned April 2019)

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

- **Clackamas County Tourism and Cultural Affairs**, dba Oregon’s Mt Hood Territory: Samara Phelps, Executive Director.

- **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, or designee Holli Thomas, Member Success Manager.
- **City of Wilsonville Parks and Recreation Department:** 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 five occasions in FY 2019/20, surpassing the minimum required four meetings per fiscal year pursuant to Resolution No. 2541. Meeting of the committee were held on Oct. 17, and Nov. 13, 2019, to review proposals in response to the Tourism Services RFP and to interview candidate firms. Committee meetings were also held on Feb. 18, April 16, and May 19, 2020.

### 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 2019/20**

The Tourism Promotion Committee has had a successful year, advancing key objectives as set-out in the prior fiscal year's plan, the FY 2019/20 Five-Year Action Plan and Annual One-Year Implementation Plan adopted by the City Council through Resolution No. 2758 on July 15, 2019.

Following is an accounting of accomplishments achieved towards meeting FY19/20 objectives.

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

In March 2020, Mayor Tim Knapp appointed with Council consent Rohit Sharma, owner of the new Hilton Garden Inn currently under construction and 76-brand petroleum stations in Wilsonville, to Position No. 1, which had been vacant during the fiscal year.

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

Darren Harmon was re-elected as Chair and Beth Price as Vice Chair during the first meeting of the new fiscal year in October 2019.

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

The committee was set to oversee 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. Unfortunately, due to the COVID-19 public emergency, City and County management decided to suspend the tourism grant award programs to evaluate the rapidly changing situation; the committee did not meet to allocate the 2020 grants.

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

Due to the City's prior Tourism Promotion and Destination Marketing Consultant, Vertigo Marketing, sudden dissolution in May 2019 just as the contract was to be renewed for the fiscal year, the committee invited both former principals to submit a proposal for a six-month-long period. For the period July 1 – December 31, 2019, the committee selected Velocity Marketing of Bend, OR, to advance an updated Explore Wilsonville tourism plan, including new social media, updated content on the tourism website [ExporeWilsonville.com](http://ExporeWilsonville.com), and developing a new tri-fold brochure.

During this six-month interim period staff worked with the committee to develop an updated Scope of Work for a Request for Proposal (RFP) that was advertised in August 2019 as a one-and-half year-long contract with two potential annual renewals at the maximum rate of \$200,000/fiscal year. Eight (8) proposals were received and ranked on their responsiveness to the RFP by the committee in October 2019. In November, the committee interviewed four candidates and selected JayRay of Tacoma, WA, to be the successful contractor for the Tourism Promotion and Destination Marketing Consultant position.

JayRay started work on the transition from the Velocity after the contract was finalized in late December 2019. Jay Ray's team immediately started reviewing the marketing plan, website social media, print, and other advertising underway. By February 2020 the social media accounts had new content updated three times per week. JayRay presented results of the tourism promotion and destination marketing review to the committee on February 18, 2020. Recommendations from JayRay include focusing on online and social media promotion,

reducing print media advertising, and scaling back on print-brochure distribution. The intent is to focus the efforts of the committee in areas that can be measured and offer promotions to drive traffic to the Explore Wilsonville website. Additionally, JayRay is exploring the developing of tourism packages that combine lodging in Wilsonville with other themed recreational activities and visits to nearby attractions.

JayRay was providing multiple social media posts weekly and had prepared a spring social media campaign for advancing in April 2020. However, all promotional and social media work was scaled-back and the Spring 2020 marketing campaign was postponed due to concerns regarding COVID-19 Emergency, where the public is instructed to stay home and most hospitality and tourism attractions are shuttered.

The overall marketing effort is to be reevaluated on a constant basis as the COVID-19 pandemic evolves, with three levels of promotional engagement by fiscal quarter: low-activity, ramp-up and back-to-normal. However, longer-term projects are planned to continue as may be feasible, including website re-design and content modifications, building the library of copyright-free authentic images and videos, and monitoring marketing conditions and providing updates to the committee. JayRay has implemented matrix for work product that is provided in their reports to the committee.

- **The committee monitors implementation of the Tourism Promotion Marketing Plan, including features and operation of the tourism website.**

Staff worked with both Tourism Promotion and Destination Marketing Consultants to increase the operation of ExpoloreWilsonville.com. Specifically, the event calendar was regularly updated and maintained as needed, graphic images were modified and additional photos added.

- **Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection.**

The pocket trips continue to be promoted on the ExploreWilsonville.com website. The new Tourism Promotion and Destination Marketing consultant JayRay has suggested that the number of pocket trips be reduced and more focused. The JayRay team completed an in-depth review in February 2020 that outlined a number of issues for review and potential opportunities. JayRay has focused on increasing the social media posts and growing the number of social media followers. The consultant team had developed a “spring pocket trip sweepstakes” that was postponed due to the COVID-19 pandemic.

The tourism website, ExploreWilsonville.com, has continued to be revised and updated. The new Tourism Promotion and Destination Marketing Consultant contractor has been able to enhance the calendar feature and make sure the needed plugins were available to operate the site and generate needed data from the website. The consultant continues to make updates to the website to make it more user friendly and appealing to visitors.

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

The Tourism Promotion and Destination Marketing Consultant contractor subscribes 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, Troutdale, a ‘comparable’ market, is also evaluated to compare Wilsonville’s metrics.

The Tourism Promotion and Destination Marketing Consultant contractor has proposed a set of metrics, outlined in the review, to be tracked over time.

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

The Tourism Promotion and Destination Marketing Consultant contractor is working with regional/state tourism partners for marketing promotion efforts, including Travel Oregon, Travel Portland, Willamette Valley Visitors Association, Clackamas County Tourism and Cultural Affairs (dba Oregon’s Mt. Hood Territory) and Washington County Visitors Association. These joint efforts include purchase of print and online advertising and sharing of travel research.

The prior Tourism Promotion and Destination Marketing Consultant contractor placed print and online ads in AAA Via and Sunset Magazine that also generated lead-requests for information about visiting Wilsonville. JayRay is reevaluating marketing efforts, with less emphasis on print advertising and more focus on social media and search engine optimization.

The Tourism Promotion and Destination Marketing 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 20/21 Five-Year Action Plan and Annual One-Year Implementation Plan.**

The committee developed and recommended on May 19, 2020, to City Council adoption of the FY20/21 update to the tourism business plan formally named the FY20/21 Five-Year Action Plan and Annual One-Year Implementation Plan (also known as the “1/5-Year Action/Implementation Plan”).

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

As a component of the prior FY19/20 Five-Year Action Plan and Annual One-Year Implementation Plan, the City Council approved a special request of \$100,000 by the committee for the City to undertake a feasibility study of a year-round multi-purpose events facility with a potential lodging addition. Staff researched other examples nationwide of similar facilities and local-government requests for proposals for market-study feasibility

Previous versions of the 1/5-Year Action/Implementation Plan listed two studies—*Tourism Development Strategy item 3.1* ‘Feasibility study for all-weather or indoor, multi-purpose athletic facility for sports tournaments and recreational and entertainment activities’ and item 3.3 ‘Hotel/conference center feasibility study as a follow-onto the Town Center Master Plan redevelopment project’—that in effect have been combined into one study for which a Request for Proposals (RFP) not-to-exceed \$100,000 was issued in December 2019.

A total of nine proposals by leading national firms responding to the RFP were received by the City. Four finalists were identified by staff with input from committee members, interviewed, and one selected; however, the COVID-19 pandemic resulted in suspension of the RFP

process. At this time no specific date is set for resumption; the RFP process and budget carries forward tentatively into FY21/22.

- **Committee develops new brochure for Oregon mass-distribution and I-5 travelers**

Responding to Committee request for more in-state marketing at targeted traveler information locations, staff worked with the Tourism Promotion and Destination Marketing Consultant Velocity Tourism to create a new tri-fold brochure. The full-color print brochure began distribution starting in September 2019 primarily in-state at PDX, Wilsonville-area hotels, select Interstate highway rest areas, and state-border and other strategically located visitor centers via the vendor Certified Folder.

In conjunction with distribution of the new brochure, Tourism Promotion and Destination Marketing Consultant Velocity Tourism produced and purchased prominent display space for an Explore Wilsonville poster at the I-5 Northbound French Prairie Rest Area operated by the Oregon Travel Information Council. The poster encourages travelers to consider overnight lodging and other activities at the next city up the highway at Wilsonville.

The new brochure was intended to highlight key activities in the area and encourage travelers to stay overnight in Wilsonville. The larger, four-panel Explore Wilsonville Pocket Trip guides are still being distributed to anyone who requests information but they are not provided at visitor locations.

## E. Five-Year Action Plan for Tourism Development: FY2020/21 – FY2024/25

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 proposed year-round event facility with potential lodging addition.

This fifth, 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’—especially given the COVID-19 pandemic—the five-year plan is outlined below in fiscal years, July 1 of one year to June 30 of the following year.

**Year 1**  
**FY 2020/21**

### 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 Promotion and Destination Marketing 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 *Arts, Culture and Heritage Strategy*. 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 FY20/21 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.
3. **Advance Study Effort for City to Enhance Tourism Development:** If the COVID-19 pandemic comes to pass timely, consider rekindling the potential RFP for proposed year-round event facility with potential lodging addition. However, the committee may wish to consider other study efforts, including a potential update to the *Tourism Development Strategy*.

**Year 2  
FY 2021/22**

- Potential new staff position works with Tourism Promotion and Destination Marketing Consultant contractor to advance Tourism Promotion Program.
- New tourism promotional programs are implemented with key partners.
- Two recommended studies are now integrated into one: Feasibility study for a year-round, multi-purpose facility (item G 3.2) and a hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project (item G 3.4).

**Year 3  
FY 2022/23**

- Tourism Promotion and Destination Marketing 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.
- Commence the destination marketing strategy plan (item G.3.3)

**Year 4  
2023/24**

- Tourism Promotion and Destination Marketing 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  
2024/25**

- Tourism Promotion and Destination Marketing 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.



## F. Annual One-Year Implementation Plan: FY20/21, July 2020 – June 2021

The fifth, 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. This assumes that the COVID-19 pandemic has come to pass and regular public programming occurs.
  - **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. The full, complete FY20/21 marketing plan is to be developed by JayRay, the Tourism Promotion and Destination Marketing Consultant, at a later date due to the uncertainty and timing of the COVID-19 pandemic, likely requiring a review of the new tourism landscape. The overall marketing effort is to be reevaluated on a constant basis as the Emergency evolves, with three levels of promotional engagement by fiscal quarter: low-activity, ramp-up and back-to-normal. Current expectations are for one or two additional quarters of low-activity, followed by implementation of ramp-up phase as businesses re-open to host visitors and then the back-to-normal level of activity.
  - **Staffing Resource:** An *Arts, Culture and Heritage Strategy* is commencing as part of the 2019-22 City Council Goals adopted on May 20, 2019, that reflects a City Council interest in 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 Tourism Promotion Committee and a potential Arts and Culture Commission; managing the tourism grants process; working more intensely with the Tourism Promotion and Destination Marketing 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 FY21/22 or FY22/23 budget cycle.
2. **Implement the FY20/21 Tourism Promotion Program:** The committee works with staff of the City Manager's Office and Parks & Recreation Dept. and Tourism Promotion and Destination Marketing Consultant contractor to advance both the larger FY20/21 Five-Year Action Plan and Annual One-Year Implementation Plan and the more specific FY20/21 Tourism Promotion and Destination Marketing Plan.

Specific components of the FY20/21 Tourism Promotion Program include:

- **Target Marketing Refinement:** Refining as needed the marketing promotional elements and online/Internet website products and processes. Send regular e-newsletters, create a new marketing content strategy and encourage signups on social media. Package offerings and promotions will be explored to increase social followers and hotel bookings.
- **Focused Day Trips:** Focusing sets of themed “Pocket Trips,” with clear information about their proximity to Wilsonville and map routes. “Pocket Trips” are to achieve stronger brand positioning and a focus on being in “the middle of it all.”
- **Marketing and Promotion:** Producing print and online marketing deliverables and developing promotional products, with a focus on online marketing. Develop a larger, more diverse inventory of copyright-free, authentic photos featuring multiple seasons, types of travelers and varied local destinations.
- **Performance Metrics:** Refining the 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. Identify Wilsonville’s brand position and the “why Wilsonville” that resonates with locals and builds brand ambassadors.

The original proposed Tourism Promotion budget for FY20/21 submitted in January 2020 totaled \$325,000, which included the funding the full Tourism Promotion and Destination Marketing Contract at \$200,000 and \$75,000 for the RFP process for year-round event facility with hotel; however, due to the COVID-19 pandemic, the revised spending plan is now \$125,000:

Tourism Promotion and Destination Marketing Contract	\$ 100,000
Community Tourism Grants Program	25,000
TOTAL Tourism Promotion Budget FY20/21	<u>\$ 125,000</u>

The committee recognizes, however, that the COVID-19 pandemic that has resulted in stay-at-home orders that depress travel and transient lodging tax collections and the shuttering of most tourism-related and hospitality businesses. Due to both restrictions on travel and anticipated declines in transient lodging tax revenues that fund the tourism promotion program, the Tourism Promotion and Destination Marketing Consultant contract is now planned for a 50% reduction of \$100,000 for FY20/21.

This Tourism Promotion and Destination Marketing Consultant plan has recommended a three-phase marketing plan composed of:

- 1) Low Activity estimated at \$12,500/quarter for the first two quarters (July-Dec. 2020)
- 2) Ramp-up activity estimated at \$25,000 for the third quarter (Jan.-March 2021)
- 3) Normal Level Activity resuming at \$50,000 for the last quarter (April-June 2021)

At this time the Community Tourism Grant Program funds, which were not disbursed via the grant program in FY19/20 and redirected, are scheduled to be continued in FY20/21. Similar to other tourism budget items, these funds are subject to COVID-19 pandemic redirection.

Additionally, approximately \$250,000 of prior unspent transient lodging tax revenue during the period of 2014-2017 has now been used up: \$65,000 was spent on the special Visitor Profile Study project during 2017-2018, and \$200,000 disbursed to hospitality businesses as part of the Wilsonville Small Business COVID-19 Relief Grants Program.

- 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 Promotion and Destination Marketing Consultant contractor on one of four specific recommendations to the City Council for study efforts to advance tourism:

- ***Feasibility Study for Year-Round Multi-use Facility with Potential Lodging Addition:***  
This project was delayed and ultimately tabled in FY19/20 due to the uncertainty surrounding the COVID-19 pandemic. The committee recommends to the City Council to budget for the next fiscal year (FY21/22) an allocation of \$100,000 for funding of Feasibility Study for Year-Round Multi-use Facility with Potential Lodging Addition. The committee recognizes, however, that the COVID-19 pandemic may impact the actual implementation of this recommendation and that the funds may be redirected.

## **G. Components of FY20/21 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 FY20/21 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 Promotion and Destination Marketing 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 a considerably greater amount of \$325,000 for FY 20/21 for the Tourism Promotion Marketing Plan and the Community Tourism Grant Program.

*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 three 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 has worked on fine-tuning 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 20/21 Tourism Promotion Program**

**2.1 Tourism Branding Strategy:** The Tourism Promotion and Destination Marketing 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 Promotion and Destination Marketing Consultant JayRay transferred the website, including multiple integrated component applications called “plug-ins” from prior consultant’s accounts, and extensively reviewed the website’s architecture, operational backend and content. The website review was conducted as part of the larger review process to gauge current operations and results, and to provide recommendations for advancement.

*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 Promotion and Destination Marketing Consultant employed professional models and photographers in 2018 to create a suite of copyright/royalty-free images for marketing use. In 2020, Tourism Promotion and Destination Marketing Consultant plans to update the photographs and videos of area attractions to enhance the collection of authentic, original promotional images.

Tourism Promotion and Destination Marketing 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 package deals and other attractors to the Wilsonville area. Tourism Promotion and Destination Marketing 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 Promotion and Destination Marketing 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 Promotion and Destination Marketing 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 Promotion and Destination Marketing 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 Promotion and Destination Marketing Consultant contractor is exploring 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 Promotion and Destination Marketing 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 to plan for the next fiscal year FY21/22 an allocation of \$100,000 for funding of a study or research/planning effort to advance tourism development in the greater Wilsonville market. The committee recognizes, however, that the COVID-19 Emergency may impact the actual implementation of this recommendation.

**Feasibility study for year-round multi-purpose facility with potential lodging:** Previous versions of the 1/5-Year Action/Implementation Plan listed two studies—3.1 Feasibility study for all-weather or indoor, multi-purpose athletic facility for sports tournaments and recreational and entertainment activities and 3.3 Hotel/conference center feasibility study as a follow-on to the Town Center Master Plan redevelopment project—that in effect have been combined into one study for which an RFP was issued in 2019. The RFP issued in August 2019 for a feasibility study for year-round multi-purpose facility with potential lodging component received nine proposals. Four finalists were identified by staff with input from committee members, interviewed, and one selected; however, the COVID-19 Emergency resulted in suspension of the RFP process. At this time no specific date is set for resumption; the RFP process carries forward tentatively into FY21/22.

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. A feasibility study of a private-sector or public/private partnership development and operation of a year-round event center and adjoining hotel study should include a detailed market analysis, financial feasibility and potential financing strategies.

**3.2 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 FY21/22 if funds become available.

***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.

## **EXPLORE WILSONVILLE TOURISM PROMOTION AND DEVELOPMENT AND DESTINATION MARKETING SERVICES AUDIT**

February 4, 2020

### **Findings & Recommendations**

JayRay, the selected agency to represent tourism for the City of Wilsonville, dba Explore Wilsonville, has conducted an audit of past programs, reviewed visitor profile studies and held conversations with industry partners including Wilsonville Chamber of Commerce, Willamette Valley Visitors Association, Clackamas County Tourism & Cultural Affairs (dba Oregon's Mount Hood Territory) and Washington County Visitors Association (dba Visit Tualatin Valley).

Explore Wilsonville's website launched in February 2019, focusing on "Pocket Trips," themed trip inspiration throughout the greater area that positions Wilsonville as an affordable place to stay the night, with convenience to Interstate-5. Pocket Trips is consistently used throughout all marketing and communications, appearing as Wilsonville's brand identity. The nature of Pocket Trips is inspirational but lacks helpful information for the visitor to easily plan a trip. With most Pocket Trips pointing visitors outside of Wilsonville, it leaves Wilsonville's community identity a mystery.

Crafting Wilsonville's brand story will help bring clarity to visitors, elevating awareness and local pride. JayRay will refine Explore Wilsonville's key messages, brand identity and Pocket Trips across all channels to drive overnight stays during the non-summer shoulder season.

The following is a summary of high-level findings and recommendations for JayRay's scope of work, including:

- Marketing
- Email Marketing
- Public Relations
- Photo Library
- Website
- Google Ads
- Social Media





## MARKETING

- **Reviewed:** *Brand, Visitor Guide brochure, Certified Folders Distribution plan, Pocket Guide, print and digital ads, ExploreWilsonville.com, marketing plan and report, maps*
- **Findings:**
  - 10 “unique” brand selling propositions; brand color palette is limited and doesn’t match the tone of voice “fun-loving, enlightening, exuberant”
  - Visitor Guide brochure is widely distributed through Oregon’s rest stops and Portland-area hotels through Certified Folders. The Wilsonville Chamber of Commerce also distributes the Visitor Guide (quantity unclear) at the same Wilsonville locations
  - Nearly a quarter of Explore Wilsonville’s annual budget has been spent on the Visitor Guide brochure (production, printing, distribution). ROI is not tracked
  - Visitor Guide brochure is working hard, trying to be all things to all people, from meetings and sports planners to visitors and prospective visitors
  - Pocket Guide brochure is cute but lacks informational details. Similar to the website, it provides cool trip ideas without context of how many days you need, or proximity to Wilsonville
  - Majority of ad budget has been spent on print; with the largest spend in AAA Via. ROI on ads have not been tracked
  - Print ads have focused on one specific Pocket Trip, placed in general interest/travel publications. Messages overpromise (“stroll down our quirky main streets; Wilsonville is close to everywhere”)
  - Marketing Plan goals are not quantifiable. KPIs (Key Performance Indicators) have not been set. Past report on goals has included an overview of tactics performed (vs. measurable outcomes against goals set)
- **Recommendations:**
  1. Identify Wilsonville’s unique brand position and story—*why Wilsonville*—that resonates with locals, ultimately building brand ambassadors
  2. Develop graphic map that highlights Wilsonville’s location to visitors’ top interests (mountains, parks, wineries, etc.) as found in Visitor Profile Study. Incorporate map into existing collateral/website vs. stand-alone map
  3. Shift primary advertising efforts from print to digital, i.e. targeted, trackable channels. Refine visitor guide strategy: distribute visitor guide in Wilsonville and French Prairie Rest Stop to reach visitors in-market, encouraging them to explore more and/or come back. Use more cost-effective, targeted and trackable channels to reach visitors out-of-market
  4. Narrow Pocket Trips to 5 (vs. 10), to achieve stronger brand positioning, differentiation and overall clarity. Re-write Pocket Trips online to make scannable in an itinerary style format, providing necessary details to plan a trip
    - Add a Google Map of Pocket Trips
  5. Develop an integrated marketing plan with measurable goals, and track progress to goals annually. Include a monthly dashboard and report out quarterly
  6. Leverage word-of-mouth marketing to meet visitors where they are, as Visitor Profile Study indicates. Marketing tactics include influencer campaigns and brand ambassador initiatives (examples: ask locals to invite their friends/family to Wilsonville; “Be a Tourist In Your Own Backyard” campaign during National Travel & Tourism Week)



## EMAIL MARKETING

- **Reviewed:** *MailChimp*
- **Findings:**
  - Email newsletter has been inactive for 6 months
  - Emails focused on Pocket Trips and the Pocket Trip contest
  - Template is short and includes a nice social call-to-action
  - Upcoming events simply listed with no further details
  - Email subscriber list is 905 contacts
- **Recommendations:**
  1. Create an email marketing content strategy
  2. Create new email newsletter template that highlights upcoming events in a more clear and user-friendly way (Visitor Study shows special events are one main reason visitors stay in Wilsonville). Use to promote tourism packages and repurpose blog
  3. Create growth strategies for list, e.g., encourage signups on social media
  4. Send regular email newsletters (quarterly at minimum)

## PUBLIC RELATIONS

- **Reviewed:** *Website, Online Search*
- **Findings:**
  - Online press/media page includes one press release announcing website launch and Pocket Trips campaign
  - Very little media coverage on Wilsonville, only items found came from Wilsonville Spokesman (which does not target overnight visitors)
  - Does not appear PR was part of previous marketing communications strategy
- **Recommendations:**
  1. Develop PR plan to include 4 media themes/stories to promote shoulder-season travel with corresponding PR tactics including media pitches and press releases
  2. Subscribe and respond to HARO (Help A Reporter Out) media opportunities
  3. Develop media lists for 4 approved themes, conduct targeted PR outreach and provide ongoing media follow-up
  4. Attend Travel & Words: Northwest Travel & Lifestyle Writers Conference (May 2020 in Bend) to connect directly with travel writers and promote Wilsonville stories
  5. Micro influencer/travel blogger campaign (bring 3 IG influencers with travel blogs during shoulder season)
  6. Media hosting allowance for FAMS and approved media visits
  7. Build out the online media room to highlight media coverage and releases

## PHOTO LIBRARY

- **Reviewed:** *Photo library provided by Velocity; photos provided by City of Wilsonville/Mark*
- **Findings:**
  - Photos lack diversity: type of traveler, age, ethnicity and season travelling
  - Most photos are taken in the summer months showcasing Wilsonville as a summer-friendly destination
  - Photos of most major Wilsonville attractions
- **Recommendations:**
  1. Arrange new photo shoot that focuses on showcasing shoulder-season (Fall/Spring)
    - Models wear clothes to indicate season (long-sleeves, scarves, long pants...)
  2. Increase inventory of dining and wine photos
  3. Keep records of photo/video use agreement and model releases



## WEBSITE

- **Reviewed:** *ExploreWilsonville.com, Google Analytics, Google Ads*
- **Findings:**
  - Key takeaway is Wilsonville's location within greater Portland, a "basecamp" for a regional trip
  - Design leans heavily on "Pocket Trips" branding (visual + copy) and only clear call-to-action is to request a brochure
  - Content (photos and copy) focused on peak (summer) travel
  - Pocket Guide itineraries do not clearly demonstrate the attractions proximity to Wilsonville or each other
  - Not optimized for mobile
    - Homepage "slider" not entirely visible on smaller devices, green "Plan Your Fun" box is cut off
    - Mobile menu is cut off
    - Copy is not scannable, requires excessive scroll to view
  - Google Analytics is connected to the site which allows performance to be objectively evaluated (metrics reflect 2/14/19–12/31/19)
    - 33,000 visitors resulted in 61,000 pageviews
    - Average user viewed 1.6 pages per session, spending less than 52 seconds on the site
    - 84% of users are from the U.S.
      - 39% from Oregon (all traffic within an hour of Wilsonville)
      - 24% from California; 14% from Washington
    - 9% of users are from Canada
    - Biggest "referral" site is Facebook (83% of all trackable referrals), next highest are City of Wilsonville, Instagram and Wilsonville Parks & Rec
    - Most visited page is Pocket Trips (19%)
      - Other popular pages are Home (11%), Pocket Trips (6%), Events (4%)
- **Recommendations:**
  1. Redesign homepage to engage visitors by:
    - Promoting year-round activity (i.e. featured blog, event, featured package/promotion)
    - Improve mobile experience (display issues, reduce scrolling)
    - Provide additional calls-to-action (newsletter signup)
  2. Create a strategy to feature partner tourism packages/promotions
  3. Support "basecamp" strategy by providing contextual information on Wilsonville's location to key attractions (map graphic and links to Google Maps itineraries)
  4. Develop SEO strategy to improve "organic" (non-paid) traffic to the website
    - Provide consistent and relevant content visitors are seeking (a blog with inspirational, seasonal content)
    - Provide quarterly content audits to ensure accuracy (i.e. remove broken links)
    - Connect the site to Google Search Console to track the Google Searches that are connecting people with ExploreWilsonville.com



## GOOGLE ADS (TO DRIVE WEBSITE TRAFFIC)

- Reviewed: *Google Ads*
- Findings:
  - Campaign targeted off-season travel (ran Sept–Nov)
  - Ad copy was not focused, appealing to all personas (vacation, wine, things to do)
  - Ad copy mentioned “Pocket Trips” which have no meaning to potential visitors
  - Campaign was an expensive tactic to drive traffic to the website
    - Total cost (\$1,465.89) resulted in 1,080 clicks to the website (cost per click of \$1.36)
    - Cost per click and click through rate performed worse than industry averages
- Recommendations:
  1. Discontinue Google ad campaign in favor of more efficient cost per click medium, such as Facebook Ads (Ave. CPC for Travel & Hospitality on FB is \$0.63)

## SOCIAL MEDIA

- Reviewed: *Explore Wilsonville social media channels (Twitter, Pinterest, Instagram and Facebook), Facebook Ads Manager*
- Findings:
  - Social content is not tailored for the channel and doesn’t always follow digital content best practices
  - Organic social content rarely links back to the website, not leveraging social channels as a primary driver of website traffic
  - Mismanaged Facebook campaigns with concerning cost-per-results rate, including one campaign where CPR was over \$1,200
  - Content doesn’t answer the question *Why Wilsonville* but is rather generic not touching the mix of inspiration and information that visitors need
- Recommendations:
  1. Create a comprehensive social media strategy
    - Offer strategies to repurpose content among social channels
    - Review “best practices” for digital content
  2. Craft master editorial calendar to balance original and curated content for non-summer months
  3. Stop Twitter. Use Pinterest as it’s inspirational travel planning platform, the second-best for driving website traffic
  4. Post 3-5 times per week for Facebook, Instagram and Pinterest
  5. Provide consistent community management and engagement (scheduling posts, interacting with followers, growing followers)
  6. Use user-generated content (UGC) to show Wilsonville through an authentic and genuine lens
  7. Invest in growing audience with visitors *and* locals through paid page promotions
    - Visitors get information from their friends and family (Explore Wilsonville Visitor Study) so use social channels to boost local love too
  8. Create and maintain measurement dashboard (see **MARKETING**) to ensure we’re on track to meet KPI’s. Dashboard will also help measure social campaigns, boosted posts, etc. to ensure we are getting expected results



## TOURISM DEVELOPMENT

- **Reviewed:** *Package offerings, collaboration/grant opportunities with industry partners, partner insights*
- **Findings:**
  - ExploreWilsonville.com does not currently promote tourism packages
  - Past partnerships/co-ops have not been documented or tracked for ROI
  - Most partner DMOs no longer offer “traditional” co-op print ads, as to not dilute their brand/avoid “logo soup.” There may be opportunities for advertorial stories with WVVA in the future
  - Best way to collaborate is to create close relationships with county DMOs (Clackamas and Washington), who work directly with region DMOs (WVVA and Greater Portland). County DMOs are interested in themed packages and promotions that they can use in their own marketing, and include in campaigns
  - WVVA advertises out-of-state and is focused on the Seattle market. WVVA promotes only the Clackamas County portion of Wilsonville and is including Wilsonville hotels in an upcoming Brand USA co-op with Expedia
  - One partner commented: *“You’re not going to make friends by using other people’s attractions to get the room nights...be careful how far out you promote... and don’t promote attractions/events that are highly visited like Multnomah Falls or Wooden Shoe Tulip Fest. If you do, take a sustainability angle and focus promotions on visiting when it’s less crowded.”*
  - Wilsonville residents are unsure of tourism assets and marketing efforts, and are not likely to recommend Wilsonville as a place to visit (Visitor Study)
- **Recommendations:**
  1. Develop overnight packages that align with Pocket Trips for non-summer shoulder season. Share with DMO partners and promote on Explore Wilsonville website and social media. Work with hotels to provide package booking on their websites
  2. Turn Pocket Trips into 1- 2- and 3-day itineraries with easy to use Google maps
  3. Distribute a bi-monthly email to DMO partners with upcoming Wilsonville happenings/packages. Encourage partners to share promotions that feature Wilsonville for documentation and resharing on Explore Wilsonville channels
  4. Be active in tourism development opportunities (e.g. Oregon 21, Willamette River Trail) and determine fit for Wilsonville
  5. Create a thorough list of tourism grants and co-ops (continue to update)
  6. Determine a “promotion area” that’s respectful of DMO partners and neighboring destinations and be consistent (i.e. not to include Oregon Coast). Be mindful of sustainable tourism



## Explore Wilsonville Q4: April 1-June 30, 2020

### Marketing Activities Update

Due to COVID-19, the budget for marketing has been reduced by 57% for Q4.

Our content strategy has shifted to focus on supporting local hospitality businesses on social media by sharing which businesses are open, as well as stories of community kindness. Our message for visitors has shifted to “dream now, play later.”

This final quarter includes hard costs for the website, time to maintain marketing channels including ExploreWilsonville.com and Explore Wilsonville’s social media channels.

We’re also using this “down time” to make significant design and development updates to the website that will roll out by the end of the quarter, making the site experience better on mobile and desktop. A locator map with custom icons will show that Wilsonville is in the heart of it all.

Also, we’ve begun an audit of the image library and will develop a shot list for a future photoshoot (TBD).



## Explore Wilsonville Marketing Plan FY 2020-2021

Due to COVID-19, the budget for marketing has been reduced from \$200,000 to \$100,000 this year. The new budget follows a phased-in approach that will allow us to ramp back up to “normal” funding in April 2021. Due to the fast-changing environment, JayRay will submit a Scope of Work 45 days in advance of the start of each phase/quarter.

### **Phase 1: July 1-Sept. 30, 2020 [\$12,500]**

\$4,167/month

Phase 1 covers hard costs to operate Experience Wilsonville such as website hosting, domains, subscriptions and time to update and maintain marketing channels including ExploreWilsonville.com and Explore Wilsonville’s social media channels (IG, FB, Pinterest).

Monthly reporting will continue—focusing on tracking numbers to determine the impacts of COVID-19, eventually establishing new benchmarks for the following year. We will also continue to receive and monitor the STR report, which was pre-paid in Feb. 2020.

Social media will be the main channel to share “Getaway to Oregon—the Wilsonville Way.” This storytelling approach will get to the heart of what makes Wilsonville unique and target locals and residents of nearby counties to rediscover their own backyard. As travel sentiment grows in Phase 2 / Phase 3, we will adapt our targeting to expand to a drive market. The budget includes \$100/month for boosting social media posts.

Ads will continue in Travel Oregon’s Visitor Guide as well as their website and in NW Travel Magazine (digital/print) as these media buys were made in February 2020.

### **Phase 2: Oct. 1-Dec. 31, 2020 [\$12,500]**

\$4,167/month

Scope of work for Phase 2 will be submitted by August 15, 2020.

### **Phase 3: Jan. 1-March 31, 2021 [\$25,000]**

\$8,333/month

Scope of work for Phase 3 will be submitted by November 16, 2020.

### **Phase 4: April 1-June 30, 2021 [\$50,000]**

\$16,666/month

Scope of work for Phase 4 will be submitted by January 15, 2021.

## Explore Wilsonville REDUCED Scope of Work & Budget Detail

### TOURISM PROMOTION AND DEVELOPMENT AND DESTINATION MARKETING SERVICES

FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

April 15, 2020

**Original Budget: \$100,000 (Jan 1-June 30 2020)**

**Budget Spent: \$60,198.98 (Jan 1-March 31 2020)**

**Remaining Budget: \$39,801.02**

**57% reduction of remaining budget: \$22,557 (due to COVID-19)**

**New Budget: \$17,244 (April 1-June 30 2020)**

#### MARKETING SERVICES: \$2,000

Deliverables (includes advertising/media spend)	Budget	Reduction
Media buying: identify advertising opportunities, negotiate favorable ad rates, identify insertion dates based on editorial calendar, define ad specs, oversee ad design and production, upload ads to publication. Work with partner organizations on co-op ad buys and other joint promotion efforts. <b>Pre-Paid</b>	\$0	
Art and creative direction, including concepting	\$0	
Ad design (for print and digital)	\$0	
Copywriting (for print and digital ads, marketing collateral)	\$0	
Production	\$0	
Advertising allowance and Media buys (digital/print) to be placed after campaign concepts are approved and media plan has been approved to reach targeted audiences and track performance based on past results. Includes social media boosted posts.  <i>May include co-op ad buys with Clackamas County Tourism and Cultural Affairs, dba Oregon's Mt Hood Territory as well as placement in regional visitor guides such as Travel Oregon and Travel Portland</i>	\$0	
Email marketing campaign (e-blasts during shoulder-season, non-summer months (9)) includes content strategy, template development, list management, design and copywriting	\$0	
Reporting* of marketing KPIs *cost included in Management Services		
Develop FY2020-21 Tourism Promotion and Development and Destination Marketing Plan <b>Revised: Develop short-term strategies / prepare for recovery in late Q4</b>	\$2,000	
<b>SUBTOTAL</b>	<b>\$2,000</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$3,700</b>



FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

Page 2

**WEBSITE SERVICES: \$5,575**

<b>Deliverables</b>	<b>Budget</b>	<b>Reduction</b>
Annual maintenance including software/paid plug-in renewals, website hosting, domain renewal, SSL certificate renewals, security/hack alert scanning, and a technical support plan (necessary theme and plug-in updates, daily cloud backups, 24/7 uptime monitoring and website restored when down within an hour)  <i>Includes domain name &amp; SSL Certificate renewals include: ExploreWilsonville.com</i> <b>Hard costs</b>	\$500	
Develop campaign landing page to track advertising, implement Facebook Pixels and UTMs	\$0	
Optimize website for increased mobile responsiveness, shortening the homepage scroll <b>Reallocated \$4,000 for website development, from Collateral/Shipping/Distribution Services</b>	\$4,000	
Develop website content strategy to highlight Wilsonville as an overnight basecamp on homepage; Highlight upcoming events and new content on homepage, focusing on seasonality and shoulder season promotions, ultimately bringing visitors back to the site; enhance Meet landing page and Press & Media landing page to include "why Wilsonville"	\$0	
Provide ongoing content maintenance (attractions, lodging, calendar of events listings, photos and graphics) <b>Revised: Update site with new content/travel advisories</b>	\$1,075	
Content website development (seasonal hero banners, homepage copy, images, maps...)		
Reporting* of website traffic and related KPIs *cost included in Management Services		
Create and implement SEO strategy, including quarterly reports	\$0	
<b>SUBTOTAL</b>	<b>\$5,575</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$0</b>

## FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

Page 3

**SOCIAL MEDIA SERVICES: \$2,600**

Deliverables	Budget	Reduction
Develop social media strategy (includes an audit of existing channels). Craft a master editorial calendar to include a balance of original and curated content for off-season tourism promotion across Instagram, Facebook and Pinterest (at a glance we recommend focusing efforts on three channels, closing your Twitter account)	\$0	
Write and produce social content (copy and images) 3-5 times per week for three social media channels following approved social media strategy and editorial calendar <b>Revised: post 1-2 times per week on Facebook and Instagram</b>	\$1,600	
Community management and engagement (schedule and post content on three channels, find photos from followers to post, and grow followers) <b>Revised: engage on two channels (FB/IG)</b>	\$1,000	
Reporting* of social media KPIs *cost included in Management Services		
<b>SUBTOTAL</b>	<b>\$2,600</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$979</b>

**PUBLIC RELATIONS SERVICES: \$3,634**

Deliverables	Budget	Reduction
Develop PR plan to include 4 media themes/stories to promote shoulder-season travel with corresponding PR tactics including media pitches and press releases	\$0	
Subscribe and respond to HARO (Help A Reporter Out) media opportunities (ongoing, review daily)	\$0	
Develop media lists for 4 approved themes, conduct targeted PR outreach and provide ongoing media follow-up <b>Partially done; finalize Tiny Trips pitch for late summer pitching</b>	\$1,500	
Software subscription to robust Cision Media Database (\$1,000) to provide monthly monitoring, media contact lists, distribution and reporting <b>Subscription hard cost</b>	\$2,134	
Attend Travel & Words: Northwest Travel & Lifestyle Writers Conference (May 2020 in Bend) to connect directly with travel writers and promote Wilsonville stories (also provides opportunity to network and strengthen partner/DMO relationships) <b>Pre-Paid</b>	\$0	
Micro influencer/travel blogger campaign (bring 3 IG influencers with travel blogs, each tasked to promote a different Wilsonville Pocket Trip, during shoulder season). Includes influencer selection, contracts, itinerary building and hosting.	\$0	
Reporting* of public relations KPIs *cost included in Management Services	\$0	
Media hosting allowance for FAMS and approved media visits	\$0	
<b>SUBTOTAL</b>	<b>\$3,634</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$7,677</b>

FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

Page 4

**PHOTOGRAPHY SERVICES: \$1,082**

<b>Deliverables</b>	<b>Budget</b>	<b>Reduction</b>
Plan for new photography or videography of attractions and events to enhance campaigns and marketing collateral, auditing existing image library <b>Revised: Plan new shoot, audit images</b>	\$1,082	
Arrange for models and releases as needed (recruit locals/volunteers to save on budget), develop storyboards, provide artistic direction and coordinate site locations. Obtain full usage and rights renewals, whenever possible.	\$0	
<b>SUBTOTAL</b>	<b>\$1,082</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$0</b>

**MANAGEMENT SERVICES: \$936**

<b>Deliverables</b>	<b>Budget</b>	<b>Reduction</b>
Management of the overall tourism-promotion and destination marketing program (includes accounting for itemized expenses) <b>Revised: minimal project management</b>	\$686	
Developing and operating procedures/systems (fulfillment handled by City Parks and Recreation staff) to include printing, shipping and postage costs	\$0	
Renew memberships to Travel Portland and Oregon Destination Association	\$0	
Software and database subscriptions (STR for Wilsonville and Troutdale: \$4,000 and ISSUU: \$450) monthly subscription (18 months) <b>Pre-Paid</b>	\$0	
Provide quarterly reports of key performance indicators (KPIs) and STR report, in addition to a combined report of contracted services including website, marketing/advertising, social media, PR and visitor fulfillment. Reports will also include a high-level dashboard to track progress against annual goals and previous year's results. <b>Revised: Q-4 report</b>	\$250	
Attend Tourism Promotion Committee meetings in Wilsonville, 6 times per year (9 meetings included in this contract)		
Travel allowance for in-person meetings <b>DONE</b>		
<b>SUBTOTAL</b>	<b>\$936</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$0</b>

FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

Page 5

**COLLATERAL, PRINTING AND SHIPPING/DISTRIBUTION SERVICES: \$0**

<b>Deliverables</b>	<b>Budget</b>	<b>Reduction</b>
Develop Wilsonville Visitor Guide with simple locator map, based off Google Maps. Includes tri-fold brochure design format to fit Certified Folder racks and copywriting. May launch new design in April.	\$0	
<i>Printing allowance (digital print, full-bleed, trimmed, folded, includes proof) of up to 80,000 copies (approximately 20,000 additional print-run to finish out FY19-20 and 60,000 copies for FY20-21—TBD based on inventory analysis); includes digital PDF, downloadable from website (*may use contingency to increase printing budget based on existing inventory)</i>	\$0	
Certified Folder brochure distribution allowance	\$0	
<i>Continue distribution pre secured through March 2020 at all (8) State Welcome Centers (includes Portland International Airport) + (6) Rest Stops: Multnomah Falls, French Prairie South Bound, French Prairie North Bound, Santiam, Oak Grove, Mt. Hood + (227) Portland Super Cities + poster-sized display at I-5 French Prairie North Bound per Oregon Travel Information Council (OTIC). Will evaluate distribution and recommend locations for distribution beginning April 2019-June 2021.</i> <b>Reallocated \$4,000 to website development</b>		
Wilsonville Chamber of Commerce brochure distribution	\$0	
<i>Continue distribution with Chamber through June 2020 at local kiosk locations: Holiday Inn, Motel 6, LaQuinta, Quality Inn, SnoozInn, GuestHouse, City Hall, Library, Police, Clackamas Community College, Family Fun Center, Oregon Tech, Pioneer Pacific College, Fir Point Farms, Pheasant Ridge RV, Butteville Store, Aurora Airport. Will evaluate distribution and provide recommendation for FY20-21 to avoid duplication efforts of Certified Folders</i>	\$0	
Postage allowance for visitor center fulfillment by Parks and Recreation staff	\$0	
Freight and shipping to Certified Folder and other distribution outlets as contracted	\$0	
<b>SUBTOTAL</b>	<b>\$0</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$9,746</b>

**FY 2019-20: April 1, 2020-June 30, 2020 (Q4)**

Page 6

**TOURISM DEVELOPMENT SERVICES: \$0**

Deliverables	Budget	Reduction
Create and strengthen partnerships and relationships with leading DMOs and partner organizations for the creation of tourism products and packages (start with collaboration email, every other month). Review regional tourism opportunities and apply for grants as available.	\$0	
Collaborate* with managers of local-area attractions, events and visitor/tourism services to produce/package new options that encourage overnight lodging during shoulder season <i>*network/collaborate after Tourism Promotion Committee meetings to save on costs when appropriate, setting up in-person meetings with regional tourism partners</i>	\$0	
Promote and market new or improved tourism products/packages as a result of co-op tourism development efforts <i>*promotion budget included in marketing services</i>	\$0	
Attend ODA Annual Conference in Sunriver to strengthen industry relationships (January 21-23, 2020) and again in January 2021 <b>2020 done</b>	\$0	
<b>SUBTOTAL</b>	<b>\$0</b>	
<b>REDUCTION (SAVINGS)</b>		<b>\$455</b>

**EXPLORE WILSONVILLE SCOPE OF WORK TOTAL REDUCED BUDGET**

FY 2019-20: April 1, 2020-June 30, 2020 (Q4)

<b>BUDGET (NEW)</b>	\$15,827
<b>Contingency Fund</b>	\$1,417
<b>TOTAL BUDGET</b>	<u>\$17,244</u>
<b>TOTAL REDUCTION (SAVINGS)</b>	<u><u>\$22,557</u></u>