



FY 2018/19 Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy



May 31, 2018

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A. Introduction

The Wilsonville Tourism Promotion Committee on May 31, 2018, recommended for adoption to the City Council the third rolling Five-Year Action Plan and Annual One-Year Implementation Plan (“Plan”) for FY 2018/19. 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

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

The seven voting members of the committee include:

1. **Jeff Brown, Chair:** Former 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 6/30/21.
3. **Al Levit:** Retired resident who is a Bike Club Coordinator; former 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 6/30/21.
5. **Brandon Roben:** CEO of Oaks Amusement Park, Portland; formerly Executive Director of Evergreen Aviation and Space Museum, McMinnville; Position No. 2, term ends 6/30/19.
6. **Dave Pearson:** Executive Director, World of Speed Motorsports Museum; Position No. 1, term ends 6/30/19.
7. **Vacant:** Position No. 7, term ending 6/30/2021.

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

8. **Clackamas County Tourism and Cultural Affairs**, dba Oregon’s Mt Hood Territory: Danielle Cowan, Executive Director, or designee, including Samara Phelps, Tourism Development Lead; Casey Knopik, Development Specialist; 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; or Erica Behler, Recreation Coordinator.

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 2017-18, surpassing the minimum required four meetings per fiscal year per Resolution No. 2541. Meeting of the committee were held on Sept. 19, Nov. 7, and Dec. 12, 2017; and Jan. 30, Feb. 13, March 15, April 12, and May 31, 2018.

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, 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 2017/18

The Tourism Promotion Committee had a successful year, advancing key objectives as set-out in the prior fiscal year's Plan. Following is an accounting of accomplishments achieved towards meeting this year's objectives.

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

The Committee lost two members and gained two members over the course of the fiscal year. New appointed committee members include Dave Pearson, Executive Director of the World of Speed Motorsports Museum in Position No. 1, term ending 6/30/19; and Brandon Roben, CEO of Oaks Amusement Park and formerly Executive Director of Evergreen Aviation and Space Museum in Position No. 2, term ending 6/30/19. Position No. 7 remained vacant.

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

Jeff Brown was re-elected as chair and Darren Harmon as vice chair during the first meeting of the new fiscal year in September 2017.

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

The Committee oversaw the tourism grant review and award process for both the City of Wilsonville Community Tourism Matching Grant program and the Clackamas County Tourism Community Partnership Program. In March 2018, the committee awarded \$44,000 in grants to assist seven local organizations in providing events and attractions that attract visitors.

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

- Wilsonville Celebration Days: \$7,000 to produce the 17th annual Aug. 5 Fun in the Park event.
- Brews for Community: \$5,000 to produce the Aug. 12 Wilsonville Brewfest summer event.
- Wilsonville Arts & Cultural Council: \$5,000 for producing the June 2-3 Wilsonville Festival of the Arts.
- Wilsonville Kiwanis: \$4,000 to produce the Aug. 25 Kiwanis Kids Fun Run [subsequently, Kiwanis announced cancellation of event].
- Rotary Club of Wilsonville: \$4,000 to produce the annual, four-show Wilsonville Rotary Summer Concert Series.

Clackamas County Tourism Community Partnership Awards — \$19,000

- World of Speed Motorsports Museum: \$10,000 towards out-of-area marketing efforts to promote this summer's exhibit, "Porsche 911—55 Years of Driving Greatness."
 - Wilsonville Celebration Days: \$5,000 to increase out-of-area marketing efforts for the annual Fun in the Park festival, including radio, magazine and newspaper ads.
 - Willamette Falls Heritage Coalition: \$4,000 for new marketing materials highlighting the Willamette Falls Heritage Area, including attractions, activities, events and services.
- **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.**

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

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

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

Vertigo Marketing also developed a scope of work for specific Advertising & Marketing Services that implements the overarching “Marketing Playbook” Plan. The Advertising and Marketing Services Scope of Work was approved by the Tourism Promotion Committee on December 12, 2017.

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

- **Tourism branding strategy is developed by contractor as component of Plan.**

A tourism branding strategy, as shown in the Marketing Playbook, was developed.

- **Tourism website is monitored by committee and improved as recommended.**

The tourism website, ExploreWilsonville.com, has continued to be revised and updated. Vertigo Marketing is working on a re-launch of the website to provide better consistency in style and looks based on the adopted Marketing Playbook.

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

The committee has developed and recommends to City Council adoption of this FY18/19 update to the tourism business plan known as the 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)**

The committee is working with Vertigo Marketing to advance a visitor profile study that is set to occur over the course of two fiscal years, FY 17/18 and FY 18/19. The City intends to contract with RRC Associates of Boulder, CO, and Vertigo Marketing for the visitor profile study.

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

The committee monitored and participated in providing feedback to the Planning Division on the Town Center Plan redevelopment effort.

F. Five-Year Action Plan for Tourism Development: FY 18/19 – 22/23

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure and advancing the marketing/promotion program for Explore Wilsonville tourism-development efforts.

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

Year 1, 2018/19

- Continue recruitment efforts to fill all voting positions for the Tourism Promotion Committee.
- Elect committee chair/vice-chair leadership positions.
- Committee continues to oversee City and County tourism grant programs.
- Tourism Development and Operations Consultant contractor advances components of the Tourism Promotion Marketing Plan.
- The committee monitors implementation of the Tourism Promotion Marketing Plan, including features and operation of the tourism website.
- Committee develops evaluation criteria for Consultant work performance and Benchmark tourism metrics to establish baseline for future quarterly reports.
- 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.
- Committee develops and recommends to City Council for adoption the update this business plan as the new FY 19/20 Five-Year Action Plan and Annual One-Year Implementation Plan.
- The visitor profile study (item G 3.1) is completed and results analyzed; consideration is given to modifying components of the Tourism Promotion Marketing Promotion Plan based on results of the survey.
- The committee advances a feasibility study for all-weather or indoor, multi-purpose athletic facility (item G 3.2) this year or next.
- Committee monitors and participates in Town Center Plan redevelopment effort.

Year 2, 2019/20

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

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- Year 3,
2020/21**
- 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.

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- Year 4,
2021/22**
- 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.

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- Year 5,
2022/23**
- Tourism Development and Operations Consultant contractor continues to advance Tourism Promotion Program as outlined in the Plan.
 - Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO called “Explore Wilsonville”; creates bylaws.
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G. Annual One-Year Implementation Plan: July 2018 – June 2019

The 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. Implement the Tourism Promotion Marketing Plan:** The committee works with staff of the City Manager’s Office and Parks & Recreation Dept. and Tourism Development and Operations Consultant contractor Vertigo Marketing to advance the March 2017 Council-adopted FY17/18 and 18/19 Tourism Promotion Marketing Plan.

Specific components include refining as needed the tourism branding strategy, developing marketing and online/Internet website products and processes, creating a specific set of themed day trips, producing promotional print products, and finalizing specific metrics/evaluation criteria to gauge effectiveness of tourism marketing efforts.

- 2. Advance 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 Tourism Development and Operations Consultant contractor Vertigo Marketing for specific recommendations to the City Council for study efforts to advance tourism:
 - Visitor profile study to be undertaken in FY 17/18 and 18/19.
 - 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 18/19 or 19/20.
 - Destination marketing strategy plan that could be undertaken in FY 18/19 or 19/20.
 - Hotel/conference center feasibility study as follow-up to Town Center Master Plan redevelopment project that could be undertaken in FY 19/20.
- 3. Tourism Promotion Committee Business:** The committee executes all Council-mandated activities, including electing a chair and vice chair at the first meeting of the

new fiscal year, holding at last four meetings during the fiscal year, overseeing the applications and awards of the tourism grant programs, and drafting an updated version of the Five-Year Action Plan and Annual One-Year Implementation Plan.

Following are more details on the top priorities summarized above.

1. Implement the Tourism Promotion Marketing Plan

1.1 Tourism Branding Strategy: Tourism Development and Operations Consultant contractor Vertigo Marketing has developed an Explore 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 1.1: Develop a destination branding strategy for Wilsonville.

1.2 Tourism Website: The committee has worked to launch an initial tourism website known as ExploreWilsonville.com that is scheduled for a redesign to match the new branding and to offer improved content by Tourism Development and Operations Consultant contractor Vertigo Marketing. Improvement of the tourism website responds to a primary weakness for Wilsonville tourism promotional efforts — namely, a lack of an “authoritative website” on Wilsonville tourism recognized by Google and other Internet search engines. The committee believes improvement of a tourism website and associated marketing efforts as outlined in the Plan are continuing priorities in this upcoming fiscal year.

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

A growing component of Internet-based products features the ability for users to check lodging, vehicle rental and other services’ date-availability and book reservations directly online. Tourism Development and Operations Consultant contractor Vertigo Marketing plans to implement an improved online directories of local area tourism businesses and attractions (rather than relying on commercial services like Yelp) and potential online transactional marketing products and other features as noted below.

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

1.3 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.

Tourism Development and Operations Consultant contractor Vertigo Marketing 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 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.

1.4 Email Marketing: A primary tool of Internet-based marketing is the use of database email “notifiers” to alert interested parties to events, special deals and other attractors to the Wilsonville area. Tourism Development and Operations Consultant contractor Vertigo Marketing is researching 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.

1.5 Social Media: Social media is a component of the larger online marketing promotional effort. Tourism Development and Operations Consultant contractor Vertigo Marketing is planning to utilize 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.

1.6 Website Analytics: One of the most powerful features of the Internet is to be able to use website traffic data to determine user interests and preferences, problems with the website content or functionality, where users are located, etc. Tourism Development and Operations Consultant contractor Vertigo Marketing is planning to integrate 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.

1.7 Internet Marketing Campaigns: Tourism Development and Operations Consultant contractor Vertigo Marketing is researching 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.

1.8 Wilsonville Visitors Guide and Related Publications: Tourism Development and Operations Consultant contractor Vertigo Marketing is planning production of one or more print and online versions of a Wilsonville Visitors Guide, as well as other potential publications such as Pocket Trips (day trips) guide 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. Advance Study Efforts for City to Advance Tourism Development

The committee recommends to the City Council funding of three studies or research/planning efforts to advance tourism development in the greater Wilsonville market. The funds for these studies would be sourced from prior, unspent budgeted tourism funds from 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.

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

2.2 Feasibility study for all-weather or indoor, multi-purpose athletic facility for sports tournaments and recreational and entertainment activities: The *Tourism Development Strategy* identified that the City may be well positioned to take advantage of non-summer, shoulder-season activities such as youth and league sporting activities when local lodging occupancy is lower. The study for an indoor or all-weather-use facility that includes courts and fields for year-round use should include a detailed market analysis, financial feasibility and potential financing strategies. This study is a priority for the committee that is recommended for implementation during FY 18/19 or 19/20 with a separate budget adjustment.

2.3 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 19/20.

2.4 Hotel/conference center feasibility study as part of Town Center Master Plan redevelopment project: The committee requests that the pending Town Center Master Plan redevelopment project being undertaken by the Planning Division of the Community Development Dept. specifically advance the feasibility study of a private-sector or public/private partnership development and operation of a conference center and adjoining hotel. The study should include a detailed market analysis, financial feasibility and potential financing strategies. Funding for these studies could come from transient lodging-tax revenues. The Committee assumes that staff would research vendors and cost estimates and advance accordingly in FY19/20.

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.

3. 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 collaborate with the Tourism Development and Operations Consultant contractor Vertigo Marketing 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, 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 \$200,000 for FY 18/19. The committee recommends that the City Council dedicate a portion of unspent, prior years' transient lodging-tax revenues budget for feasibility study for an all-weather or indoor, multi-purpose athletic recreation facility for sports tournaments and other recreational/entertainment purposes and/or the destination marketing strategy plan, depending on staff/consultant capacity.

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

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

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

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