



Wilsonville Tourism Promotion Committee

MEETING AGENDA

Thursday, April 27, 2017 • 10 am – 12 pm

Willamette River Room, Wilsonville City Hall

VOTING MEMBERS

Jeff Brown, Chair
General Manager,
Holiday Inn Wilsonville

Darren Harmon
General Manager,
Family Fun Center

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

David Stead
General Manager,
Langdon Farms
Golf Club

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

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

ADVISORY /
EX-OFFICIO MEMBERS

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

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

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

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

STAFF

Mark Ottenad,
Public/Government
Affairs Director

- 1. Welcome & Introductions 10:00
• Committee members and guests self-introductions
2. Committee Business and Updates 10:10
• Appointment of Emily Bryant Utz to Position 1, term ending 6/30/2019
• Approve Meeting Minutes (revised) of March 21, 2017 *
• Recruitment for Position 7, term ending 6/30/2018 (eligible for reappointment to three-year term)
• Update on Parks & Recreation Master Plan process
• Attendance subsidy for May 10-12, Oregon Tourism Conf, Salem (over)
3. Review/Recommendation of Request for Proposals (RFP) 10:20
Tourism Development & Operations Coordinator Consultant
• Formal evaluation criteria scoring by each committee member *
• Discussion and recommendation for Successful Proposer
• Next steps: Reference/due-diligence check; Notice of Intent to Award; City negotiates contract and fine-tuning of scope; Meeting with Proposer
• Committee recommendation to City Council (if need be)
4. Clackamas County "Community Tourism Matching Grant Program" 11:00
• Review of grant-making review/award process
5. One-Year/Five-Year Action/Implementation Plan FY2017-18 11:30
• Status/review of current plan — Excepts of relevant portions*
• Potential modifications for next fiscal year's plan
6. Next Meeting 11:50
• Suggest 10 am – 12 pm on one of the following:
1) Thur, May 18; 2) Tue, May 23; or 3) Thur, May 25

* material in this packet

**2017 Oregon Governor's Conference on Tourism
May 10 – 12 at the Salem Convention Center**

<http://industry.traveloregon.com/oregon-governors-conference-on-tourism/registration/>

Wednesday, May 10

10 a.m. - 12 p.m.	Oregon Sports Tourism Coalition Meeting
11 a.m. – 3 p.m.	Exhibitor Registration & Set-Up
2 - 3 p.m.	Oregon Destination Marketing Organization Meeting For more information, visit ODMO's website.
3:30 p.m. – 4:30 p.m.	First Timers' Reception
4:30 p.m. – 6:30 p.m.	Exhibit Hall Opening Reception
6:30 p.m. – 9 p.m.	Oregon's Travel & Tourism Industry Achievement Awards Dinner

Thursday, May 11

6:30 a.m.	Fun Run/Walk
8 a.m. – 10 a.m.	Opening Breakfast General Session Todd Davidson, Adam Sacks
10 a.m. – 10:30 a.m.	Exhibitor Break
10:45 a.m. – 12:15 p.m.	Workshops - Session I <ol style="list-style-type: none">1. Marketing on a Shoestring2. Google Analytics in Action3. Go Global!4. Oregon's Outdoor Recreation Means Tourism Business5. What Plan? Strategic Plans & Why They Should Matter to You
12:30 p.m. – 2:15 p.m.	Lunch General Session
2:15 p.m. – 2:45 p.m.	Exhibitor Break
3 p.m. – 4:30 p.m.	Workshops - Session II <ol style="list-style-type: none">1. Marketing on a Shoestring2. Integrated Marketing3. Take Your Digital Media Strategy Global4. Advancing Your Tourism Mission through Successful Mentoring & Internship Programs5. Growing Food & Farm Trails for Thriving Rural Communities
6 p.m. – 9 p.m.	Night Out in Salem

Friday, May 12

8 a.m. – 9:30 a.m.	Breakfast General Session
9:30 a.m. – 10:20 a.m.	Exhibitor Break
10:30 a.m. – 11:50 a.m.	Workshops - Session III <ol style="list-style-type: none">1. Under the Influence: How to Work with Social Media Influencers2. Global Speed Dating3. Leverage Grant Funds to Maximize Your Tourism Footprint4. Destination Management: Lessons Learned from Iceland
12 p.m. – 1:30 p.m.	Closing Lunch General Session
1:40 p.m. – 2 p.m.	Final Exhibitor Break

Wilsonville Tourism Promotion Committee

MEETING MINUTES

Tuesday, March 21, 2017

Willamette River Room, Wilsonville City Hall

1. Call to Order; Welcome & Introductions

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

Ex-officio members, staff and guests attending: Councilor Charlotte Lehan; Mike McCarty; Kevin Ferrasci O'Malley; Mark Ottenad; Samara Phelps; Brian Stevenson; Emily Bryant Utz; Steve Van Wetchel.

2. Committee Business/Updates

Approve Meeting Notes of Prior Meeting: Committee members reviewed the meeting minutes of Feb. 14, 2017. Al Levit moved and Elaine Swyt seconded to adopt the meeting minutes as presented. Minutes approved unanimously.

Recruitment for two vacant positions on committee: Emily Bryant Utz, new Group/Tourism Specialist for World of Speed Museum, indicated that she intended to apply; she also indicated that she would speak with the marketing manager of the Woodburn Premium Outlets mall. Chair Brown indicated that he was not successful in recruiting from McMenamins Old Church & Pub; he also indicated that the new general manager of Best Western might be interested.

Brian Stevenson promoted to Community Center Program Manager: Mike McCarty made the announcement; Brian noted that he would continue to work with the committee on tourism grant programs.

Review of City Community Tourism Matching Grant Program process: Committee members discussed that the overall grant review and award-making process went well. They noted that the 50-mile tourism visitor-attraction goal would continue to be an issue for the program and grant applicants. Committee members noted that they emphasized out-of-town audience marketing; Mark Ottenad noted that he had met with Tribune community regional newspaper for potential regional marketing advertising opportunities. Committee members discussed that new professional management of some events could bring new energy and vision to events.

Committee members discussed that they could expand the current allocation to the program, with the goal of seeking to produce more niche, specialty events; rather than the current roster of events that tend to be broader and more general in nature. Specific suggestions for niche events that could draw visitors from a distance include fiber or stitching events, lavender or flower festivals.

Brian Stevenson noted that if the committee sought to modify program parameters, then decisions would need to be made by November.

Tourism website contract with Wilsonville Chamber of Commerce: Kevin Ferrasci O'Malley indicated that contract terms regarding liability issues were being discussed between the City and Chamber attorneys. He indicated he believed that obtaining insurance could be an issue regarding liability.

Chair Brown noted that funds had been expended for prospective development of website. Members discussed if a separate entity could be created for website, or if one of the potential Tourism

Development and Operations Consultant RFP proposers might be able to undertake or oversee a tourism website.

3. Proposals for Tourism Dev & Ops Coordinator Consultant

Committee members reviewed two proposals, one by Mary Cook Swanson, AICP, Principal of Swanson Partners, LLC, in West Linn; and one by Lynette Brillard and Trev Naranche, Co-Founders of Vertigo Marketing Hospitality and Tourism Development in Bend. Committee members discussed how to proceed with interviews and making a potential recommendation to Parks & Recreation Director. Members noted Vertigo's extensive Oregon tourism experience in multiple communities. Mark Ottenad indicated that he would solicit interview questions from members and then collate them into one set.

Committee members requested to see if both interviews could be scheduled on one date – preferably April 11 for both proposers.

4. New Business

Clackamas County “Community Tourism Matching Grant Program: Brian Stevenson presented on the Tourism Grant Program,” and confirmed that April 25 worked for the voting members to attend the review and awards event.

2017 Committee meetings schedule for May and beyond: Committee members discussed that Tuesdays, 10 am – 12 pm, tended to be a good day for meetings, and noted the third Tuesday in particular as a good potential date for a regular meeting.

Proposed Legislation Expanding Local Lodging Tax Revenue Usage: Mark Ottenad indicated that the City submitted testimony in favor of HB 2744 and HB 2768 that had a March 22 public hearing. He noted that the City prefers lifting of state preemptions on local control of resources, and that the proposed legislation would provide the Committee with greater potential leeway on the use of tourism funds; Samara Phelps noted that the County tourism board had just taken a stance in opposition to the legislation, seeking to keep a focus on tourism promotion.

Other events: Mark Ottenad noted two upcoming events of interest, including April 4 Clackamas County Tourism ‘Tech Symposium’ and April 20 Parks and Rec Master Plan Open House.

Other: Steve Van Wetchel, a member of the French Prairie Bridge Project Task Force, presented on potential tourism-attraction ideas for the future proposed bike/ped/emergency bridge over the Willamette River.

5. Next Meetings

Mark Ottenad indicated that he would seek to arrange the interviews with Tourism Consultant proposers on Tue, Apr 11.

Brian Stevenson confirmed that Clackamas County Community Tourism Matching Grant Program Review would occur on Tue, April 25, 6 pm – 8 pm, in City Council Chambers, City Hall.

Mark Ottenad noted that the next Tourism Promotion Committee meeting is set for Thursday, April 27, 10 am - 12 pm at Willamette River Rm, City Hall.

Respectfully submitted by Mark Ottenad, revised April 25, from draft of April 20, 2017.

Tourism Operations & Development Consultant RFP Evaluation Process

VII. Proposal Evaluation and Selection

All written Proposals received at City Hall by the deadline will be reviewed by a Selection Review Committee. The Selection Review Committee will comprise of City staff and the Tourism Promotion Committee. One or more finalists may be invited to an interview after the written Proposals have been reviewed. Each committee member will independently evaluate each Proposal in accordance with the criteria stated in the Proposal Requirements section of this RFP.

At any point during the evaluation process, the City is permitted to seek clarification of any Proposal. The City retains the right to accept any or no proposal that is deemed to best fit the needs of the City's tourism program.

Written Evaluation

Based on their evaluation, each member of the Selection Review Committee will score each Proposal according to the following scoring criteria. Each member will rank, in descending order, each Proposal by total score.

WRITTEN PROPOSAL EVALUATION CRITERIA

Criteria	Maximum Score
Proposer's Experience/Demonstrated Results	[25]
Qualifications of Personnel	[25]
Cost	[25]
Proposal Quality	[25]
Total 100 Points	

In addition to the above weighted scoring criteria, feedback from provided references will also be considered and may be determinative in the selection process.

Explanation of Evaluation Criteria

Proposer's Experience/Demonstrated Results: Proposal team's experience and success with developing creative strategic tourism plans for other communities.

Qualifications of Personnel: Prior experiences and work-products of consultant team members and how relevant to this Project.

Cost: The maximum services provided in relation to the fee charged and the value of the overall Project; the budget is reasonable and appropriate.

Proposal Quality: Quality and creativity of the Proposal and points addressed in the Scope of Work, and the likelihood of achieving program objectives.

Interview Evaluation

If determined to be necessary or desirable by the City, finalists from the written evaluation may be invited to participate in an additional interview evaluation process. The number of finalists will be determined by the Selection Review Committee. The interview evaluation process will

provide an opportunity for Proposers to make a presentation to clarify their Proposal and for the Selection Review Committee to ask additional questions related to the Proposal and the Scope of Work. The City will notify finalists of the interview evaluation time and location and allow for a reasonable period of time for finalists to prepare presentations.

After the interviews, each member of the Selection Review Committee will re-evaluate and rescore each finalist interviewed according to the Evaluation Criteria. Each member will rank, in descending order, each interview by total score. The City reserves the right to perform additional investigations of any Proposer, including communication with licensing authorities, former clients, and references, and other means as the City deems appropriate, and may reject any Proposal upon finding a record of the Proposer's substandard workmanship.

Successful Proposer Determination

The Proposer with the highest overall ranking, as determined by the Selection Review Committee, shall be identified as the Successful Proposer.

The Selection Review Committee shall determine the final ranking of Proposers, and the Committee's decision is final. Upon determination of the Successful Proposer and performance of additional investigations, the City will issue a Notice of Intent to Award letter notifying all Proposers of the City's selection of a Successful Proposer and protest procedures.

The City reserves the right to negotiate a final contract that is in the best interest of the City. The City will only negotiate those provisions of the Tourism Consultant Contract that were noted as Exceptions in the Proposal. The City will attempt to reach a final agreement with the Successful Proposer. The City may, in its sole discretion, terminate negotiations and reject the Proposal in the event agreement cannot be reached. The City may then attempt to reach final agreement with the next highest ranked Proposer, and so on with the remaining Proposers, until an agreement is reached. In the alternative, the City may at any time elect to reject all Proposals and begin the RFP process over.

VIII. Schedule

The following is the anticipated timeline for receiving and evaluating Proposals and awarding a contract to the most qualified firm or individual. This schedule is subject to change as additional time is needed.

Advertise Request for Proposals	January 27, 2017
RFP Change Request Deadline	February 24, 2017, 2:00 p.m.
RFP Question Submission Deadline	February 24, 2017, 2:00 p.m.
Addenda Issuance Deadline	March 8, 2017
Proposals Due	March 16, 2017, 2:00 p.m.
Potential Interview Dates of Proposers by staff and Tourism Promotion Committee members	10 am - 12 pm on Tues, April 11; Thurs, April 13; Tues, April 18; Thurs, April 20
Evaluation of Proposals Complete	April 27, 2017
Notice of Intent to Award	April 28, 2017
Award Protest Deadline	May 5, 2017, 5:00 p.m.
City Council Award Hearing (<i>if necessary</i>)	May 15, 2017, 7:00 p.m.
Notice of Award	May 16, 2017

Tourism Operations & Development Consultant Evaluation Form

Reviewer Name: _____

EVALUATION CRITERIA

Criteria	Maximum Score	Mary Cook Swanson - Swanson Partners, LLC	Lynette Brillard and Trev Naranche - Vertigo Marketing Hospitality and Tourism Development
Proposer's Experience/ Demonstrated Results	[25]		
Qualifications of Personnel	[25]		
Cost	[25]		
Proposal Quality	[25]		
Total	100 Points		

Explanation of Evaluation Criteria

Proposer's Experience/Demonstrated Results: Proposal team's experience and success with developing creative strategic tourism plans for other communities.

Qualifications of Personnel: Prior experiences and work-products of consultant team members and how relevant to this Project.

Cost: The maximum services provided in relation to the fee charged and the value of the overall Project; the budget is reasonable and appropriate.

Proposal Quality: Quality and creativity of the Proposal and points addressed in the Scope of Work, and the likelihood of achieving program objectives.

Excerpts of Five-Year Action Plan and Annual One-Year Implementation Plan for the Wilsonville Tourism Development Strategy

April 18, 2016

E. Five-Year Action Plan for Tourism Development: FY 2016 – 2021

The longer-range five-year plan recommended by the committee focuses on developing the organizational infrastructure and marketing/promotion program for the proposed “Visit Wilsonville” Destination Marketing Organization (DMO). The first, annual one-year implementation action plan follows directly from the committee’s review of the most-pressing, “Year 1 Top Priorities.” While the committee recognizes that adjustments are to be made to the longer-range plan via annual ‘course corrections,’ the five-year plan is outlined below in fiscal years, July 1 of one year to June 30 of the following year.

- Year 1, 2015/16**
- Form Tourism Promotion Committee: recruit and appoint members; elect chair/vice-chair.
 - Committee reviews and prioritizes Tourism Development Strategy actions for success.
 - Committee develops and recommends to City Council for adoption the Five-Year Action Plan and Annual One-Year Implementation Plan.
 - Parks & Recreation staff/contractor begins work on part-time basis on tourism program as outlined in One-Year Implementation Plan.

- Year 2, 2016/17**
- Parks & Recreation staff/contractor advances to full-time position.
 - Committee assumes responsibility for tourism grant programs; refines grant criteria; advertises and awards tourism grants.
 - Internet/website and social media products are researched and reviewed by staff/contractor with committee to target product recommendation and selection; website construction commences and soft-launch.
 - Website content that includes classified business and events listings, images and thematic experiences is developed; implemented into online website product.

- Year 3, 2017/18**
- Parks & Recreation staff/contractor continues in full-time position.
 - Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.
 - Website is refined and major marketing promotion commences that includes advertisements in targeted publications, blogs and other websites.
 - Online transactional services are added to website.
 - New tourism promotional programs are implemented with key partners.
 - Committee recommends to Council to advance formation of nonprofit DMO.

- Year 4, 2018/19**
- Parks & Recreation staff/contractor continues in full-time position.
 - Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.
 - Website is further refined and major marketing promotion continues.
 - Online transactional services are expanded on website.
 - New tourism promotional programs are implemented with key partners.
 - Committee obtains legal assistance; reviews federal and state requirements for forming 501(c)(6) nonprofit DMO; creates bylaws.

- Year 5, 2019/18**
- Parks & Recreation staff/contractor continues in full-time position.
 - Committee reviews tourism grant program results, refines criteria as need be, and advertises and awards tourism grants.
 - Website is further refined and major marketing promotion continues.
 - Online transactional services are expanded on website.
 - New tourism promotional programs are implemented with key partners.
 - City with committee forms 501(c)(6) nonprofit DMO called “Visit Wilsonville.”

F. Annual One-Year Implementation Plan: July 2016 – June 2017

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

1. **Organizational Framework / Staffing Resource:** The committee seeks to have a dedicated human resource as staff or contractor for tourism development and promotion in order to advance the Strategy and the implementation/action plan. The committee also intends to assume responsibility for overseeing the tourism grant programs in Fall 2016.
2. **Online / Marketing:** The Committee seeks to have the staff or contractor focus on online/Internet website products and processes as a primary task that the Strategy identified as a top priority and the committee strongly supports.
3. **Study Efforts for City to Advance Tourism Development:** The committee makes four specific recommendations to the City Council for study efforts to advance tourism:
 - Visitor profile study.
 - Feasibility study for an all-weather/indoor, multi-purpose playing fields facility for sports tournaments and other recreational/entertainment purposes.
 - Destination marketing strategy plan.
 - Hotel/conference center study as part of Town Center Master Plan Redevelopment project.

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

1. Organizational Framework / Staffing Resource

1.1 Staffing: In order to advance components of the “Visit Wilsonville” tourism development strategy and the action-implementation plans, the committee recommends to the City Council to provide human resources in the form of City staff or vendor contract for the fledgling tourism program. While not a slight to current staff who are assigned to tourism as ‘additional duties,’ the top priority for the committee is to obtain a dedicated human resource to do the work on a consistent, methodical basis.

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

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

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

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

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

The committee suggests that the City Council may wish to consider dedicating a larger portion of transient lodging-tax revenues over time as specific staffing resources, projects and programs are proposed.

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

1.3 Tourism Grants Program: The committee seeks to fine-tune the tourism-related grants program that is currently under the aegis of the Parks & Recreation Advisory Board. The committee is well positioned to assume the duties of grant-program review and disbursement with the support of Parks & Recreation staff and the Chair of the Parks & Recreation Advisory Board who also sits on the committee.

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

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

2. Online / Marketing

2.1 Tourism Website: The Tourism Development Strategy document called out a primary weakness for Wilsonville tourism promotional efforts: the lack of an "authoritative website" on Wilsonville tourism recognized by Google and other Internet search engines. The committee believes the development of a tourism website and associated marketing efforts is a priority in this upcoming fiscal year.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Study Efforts for City to Advance Tourism Development

The committee encourages City Council consideration to fund four studies or research/planning efforts to advance tourism development in the greater Wilsonville market:

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

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

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

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

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